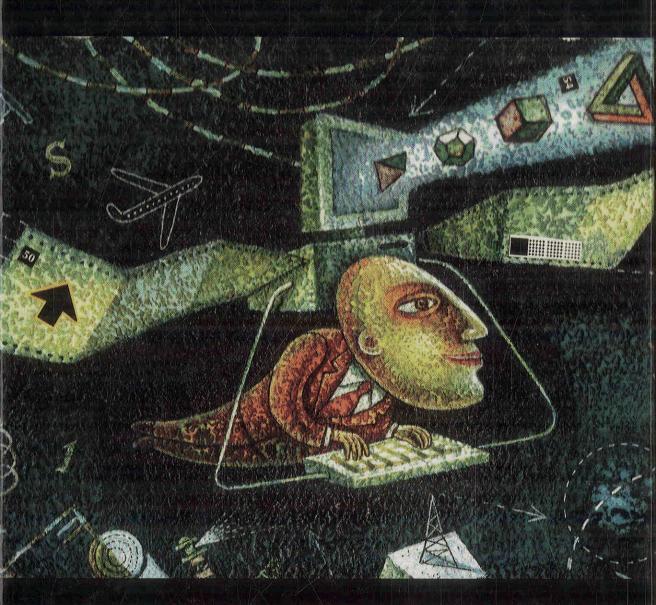
Informed by Knowledge

Expert Performance in Complex Situations



EDITED BY Kathleen L. Mosier and Ute M. Fischer

Contents

	Series Editor's Preface	ix
	Preface Kathleen L. Mosier and Ute M. Fischer, Editors	хi
Par	et I Managing Complexity: Discussions from Various Fields and Decision Contexts	
1	NDM Issues in Extreme Environments Judith Orasanu and Phil Lieberman	3
2	Expert Cognition and Sensemaking in the Global Organization Leadership Context: A Case Study Joyce Osland	23
3	Focused Cognition: Information Integration and Complex Problem Solving by Top Inventors Harald A. Mieg	41
4	Large-Scale Coordination of Work: Coping With Complex Chaos Within Healthcare Shawna J. Perry and Robert L. Wears	55
5	The Role of Cognition in Team Collaboration During Complex Problem Solving Susan G. Hutchins and Tony Kendall	69
6	Decision-Making Processes of Leaders in Product Development Petra Badke-Schaub	91

vi Contents

7	Expert Cultural Sensemaking in the Management of Middle Eastern Crowds Winston R. Sieck, Jennifer L. Smith, Anna Grome, and David A. Rababy	105
8	Managing Complex Military Planning: Processes and Techniques Used by Experienced and Less Experienced Commanders Peter Thunholm	123
Par	t II Technological Support and Training for Knowledge Management	
9	The Design of a Distributed Work System to Support Adaptive Decision Making Across Multiple Organizations Philip J. Smith, Amy L. Spencer, and Charles Billings	139
10	An Investigation of Technology-Mediated Ad Hoc Team Operations: Consideration of Components of Team Situation Awareness Laura D. Strater, Haydee M. Cuevas, Sandro Scielzo, Erik S. Connors, Cleotilde Gonzalez, Diane M. Ungvarsky, and Mica R. Endsley	153
11	Planning, Monitoring, and Trouble Shooting: Decision Making in Distributed Drilling Operations Kristina Lauche and Petra Saskia Bayerl	169
12	Expertise in the Submarine Domain: The Impact of Explicit Display on the Interpretation of Uncertainty Susan S. Kirschenbaum	189
13	Using High-Fidelity Computerized Training to Prepare Commanders for Operational Decision Making Laura A. Zimmerman, Jeff M. Sestokas, and Christopher A. Burns	201
Par	rt III Commentary: Overlooked Issues in Expert Decision Making	
14	Naturalizing Sensemaking David Snowden	223
15	Anticipatory Thinking Gary Klein, David Snowden, and Chew Lock Pin	235

Contents vii

16	Uncertainty Management and Macrocognition in Teams: A Multidisciplinary Review and Integration Stephen M. Fiore, Michael A. Rosen, and Eduardo Salas	247
<i>17</i>	How Do You Find an Expert? Identifying Blind Spots and Complex Mental Models Among Key Organizational Decision Makers Using a Unique Profiling Tool Lia DiBello, David Lehmann, and Whit Missildine	261
18	Losing Sight of the "Golden Mean": Accountogenic Decisions in UK Policing Laurence Alison, Marie Eyre, and Michael Humann	275
Par	t IV: Outlook: New Methods and Approaches	
19	Systematizing Discovery in Cognitive Task Analysis Laura Militello, B.L. William Wong, Susan S. Kirschenbaum, and Emily Patterson	295
20	Expertise in Assessing and Managing Risk of Violence: The Contribution of Naturalistic Decision Making Paul R. Falzer	313
21	A Data-Frame Sensemaking Analysis of Operative Reports: Bile Duct Injuries Associated With Laparoscopic Cholecystectomy Lygia Stewart, Cynthia O. Dominguez, and Lawrence W. Way	329
22	Coordination of Event Detection and Task Management in Time-Critical Settings Barrett S. Caldwell and Sandra K. Garrett	339
23	"Convince Me": An Interdisciplinary Study of NDM and Portfolio Managers Claire McAndrew and Julie Gore	353
24	Knowns, Known Unknowns, and Unknown Unknowns: Time and Uncertainty in Naturalistic Decision Making Marvin S. Cohen	371
Au	Author Index	
Sul	Subject Index	