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Streetlights and Shadows | The MIT Press

Gary Klein is Senior Scientist at MacroCognition LLC. He is the author of The Power of Intuition, Seeing What Others Don't, Working Minds: A Practitioner's Guide to Cognitive Task Analysis (with Beth Crandall and Robert R. Hoffman), and Streetlights and Shadows: Searching for the Keys to Adaptive Decision Making, the last two published by the MIT Press.

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Streetlights and Shadows: Searching for the Keys to Adaptive Decision Making is a follow-up to Sources of Power, published 10 years later. Although it's not exactly fresh meat, it only recently came to the top of my book queue. With the topic of adaptive decision making, this book fits in nicely with the recent trends in software delivery.

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An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to circumstances rather than blindly following procedures. In Streetlights and Shadows, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's Master and Commander novels—to make his point. All these decision makers saw things that others didn't. They used their expertise to pick up cues and to discern patterns and trends. We can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything.

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Anyone who watches the television news has seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Gary Klein is one of the developers of the naturalistic decision making approach, which views people as inherently skilled and experienced. It documents human strengths and capabilities that so far have been downplayed or ignored. Since 1985, Klein has conducted fieldwork to find out how people tackle challenges in difficult, nonroutine situations. Sources of Power is based on observations of humans acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions. The professionals studied include firefighters, critical care nurses, pilots, nuclear power plant operators, battle planners, and chess masters. Each chapter builds on key incidents and examples to make the description of the methodology and phenomena

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more vivid. In addition to providing information that can be used by professionals in management, psychology, engineering, and other fields, the book presents an overview of the research approach of naturalistic decision making and expands our knowledge of the strengths people bring to difficult tasks.

A renowned cognitive psychologist reveals the science behind achieving breakthrough discoveries, allowing readers to confidently solve problems, improve decision-making, and achieve success. Insights-like Darwin's understanding of the way evolution actually works, and Watson and Crick's breakthrough discoveries about the structure of DNA-can change the world. Yet we know very little about when, why, or how insights are formed-or what blocks them. In *Seeing What Others Don't*, Gary Klein unravels the mystery. Klein is a keen observer of people in their natural settings-scientists, businesspeople, firefighters, police officers, soldiers, family members, friends, himself-and uses a marvelous variety of stories to illuminate his research into what insights are and how they happen. What, for example, enabled Harry Markopolos to put the finger on Bernie Madoff? How did Dr. Michael Gottlieb make the connections between different patients that allowed him to publish the first announcement of the AIDS epidemic? How did Martin Chalfie come up with a million-dollar idea (and a Nobel Prize) for a natural flashlight that enabled researchers to look inside living organisms to watch biological processes in action? Klein also dissects impediments to insight, such as when organizations claim to value employee creativity and to encourage breakthroughs but in reality block disruptive ideas and prioritize avoidance of mistakes. Or when information technology systems are "dumb by design" and block potential discoveries. Both scientifically sophisticated and fun to read, *Seeing What Others Don't* shows that insight is not just a "eureka!" moment but a whole new way of understanding.

If you aren't using the term naturalistic decision making, or NDM, you soon will be. Even as a very young field, NDM has already had far-reaching applications in areas as diverse as management, aviation, health care, nuclear power, military command and control, corporate teamwork, and manufacturing. Put simply, NDM is the way people use their experience to make decisions in the context of a job or task. Of particular interest to NDM researchers are the effects of high-stake consequences, shifting goals, incomplete information, time pressure, uncertainty, and other conditions that are present in most of today's work places and that add to the complexity of decision making. Applications of NDM research findings target decision aids and training that help people in their decision-making processes. This book reports the findings of top NDM researchers, as well as many of their current applications. In addition, the book offers a historical perspective on the emergence of this new paradigm, describes recent theoretical and methodological advancements, and points to future developments. It was written for people interested in decision making research and applications relative to a diverse array of work settings and products such as human-computer interfaces, decision support systems, individual and team training, product designs, and organizational development and planning.

A modern classic about how people really make decisions: drawing on prior experience, using a combination of intuition and analysis. Since its publication twenty years ago, *Sources of Power* has been enormously influential. The book has sold more than 50,000 copies, has been translated into six languages, has been cited in professional journals that range from *Journal of Marketing Research* to *Journal of Nursing*, and is mentioned by Malcolm Gladwell in *Blink*. Author Gary Klein has collaborated with Nobel laureate Daniel Kahneman and served on a team that redesigned the White House Situation Room to support more effective decision making. The model of decision making Klein proposes in the book has been adopted in fields including law enforcement training and petrochemical plant operation. What is the groundbreaking new way to approach decision making described in this modern classic? We have all seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Klein proposes a naturalistic approach to decision making, which views people as gaining experience that enables them to use a combination of intuition and analysis to make decisions. To illustrate this approach, Klein tells stories of people—from pilots to chess masters—acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions.

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At times in our careers, we've all been aware of a "gut feeling" guiding our decisions. Too often, we dismiss these feelings as "hunches" and therefore untrustworthy. But renowned researcher Gary Klein reveals that, in fact, 90 percent of the critical decisions we make is based on our intuition. In his new book, *THE POWER OF INTUITION*, Klein shows that intuition, far from being an innate "sixth sense," is a learnable--and essential--skill. Based on interviews with senior executives who make important judgments swiftly, as well as firefighters, emergency medical staff, soldiers, and others who often face decisions with immediate life-and-death implications, Klein demonstrates that the expertise to recognize patterns and other cues that enable us--intuitively--to make the right decisions--is a natural extension of experience. Through a three-tiered process called the "Excelleration Program," Klein provides readers with the tools they need to build the intuitive skills that will help them make tough choices, spot potential problems, manage uncertainty, and size up situations quickly. Klein also shows how to communicate such decisions more effectively, coach others in the art of intuition, and recognize and defend against an overdependence on information technology. The first book to demystify the role of intuition in decision making, *THE POWER OF INTUITION* is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy.

How to collect data about cognitive processes and events, how to analyze CTA findings, and how to communicate them effectively: a handbook for managers, trainers, systems analysts, market researchers, health professionals, and others. Cognitive Task Analysis (CTA) helps researchers understand how cognitive skills and strategies make it possible for people to act effectively and get things done. CTA can yield information people need—employers faced with personnel issues, market researchers who want to understand the thought processes of consumers, trainers and others who design instructional systems, health care professionals who want to apply lessons learned from errors and accidents, systems analysts developing user specifications, and many other professionals. CTA can show what makes the workplace work—and what keeps it from working as well as it might. *Working Minds* is a true

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handbook, offering a set of tools for doing CTA: methods for collecting data about cognitive processes and events, analyzing them, and communicating them effectively. It covers both the "why" and the "how" of CTA methods, providing examples, guidance, and stories from the authors' own experiences as CTA practitioners. Because effective use of CTA depends on some conceptual grounding in cognitive theory and research—on knowing what a cognitive perspective can offer—the book also offers an overview of current research on cognition. The book provides detailed guidance for planning and carrying out CTA, with chapters on capturing knowledge and capturing the way people reason. It discusses studying cognition in real-world settings and the challenges of rapidly changing technology. And it describes key issues in applying CTA findings in a variety of fields. Working Minds makes the methodology of CTA accessible and the skills involved attainable.

Your guide to making better decisions Despite the dizzying amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In Judgment Calls, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. This book introduces a model that taps the collective judgment of an organization so that the right decisions are made, and the entire organization profits. Through the stories in Judgment Calls, the authors—both of them seasoned management thinkers and advisers—make the case for the wisdom of organizations and suggest ways to use it to best advantage. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model for building an organizational capacity for broadly based, knowledge-intensive decision making. You've read The Wisdom of Crowds and Competing on Analytics. Now read Judgment Calls. You, and your organization, will make better decisions.

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