Contents

Preface ix

1 Introduction: From the First to the Fifth Volume of Naturalistic Decision-Making Research
   Henry Montgomery, Raanan Lipshitz, and Berndt Brehmer 1

PART I: INDIVIDUAL DECISION MAKING

2 Mental Models and Normal Errors
   Kevin Burns 15

3 "More Is Better?": A Bias Toward Overuse of Resources in Naturalistic Decision-Making Settings
   Mary M. Omodei, Jim McLennan, Glenn C. Elliott,
   Alexander J. Wearing, and Julia M. Clancy 29

4 Planning Under Time Pressure: An Attempt Toward a Prescriptive Model of Military Tactical Decision Making
   Peter Thunholm 43
5 Managing Complex Dynamic Systems: Challenge and Opportunity for Naturalistic Decision-Making Theory
John D. Sterman and Linda Booth Sweeney

6 Not Only for Experts: Recognition-Primed Decisions in the Laboratory
Raanan Lipshitz and Adi Adar Pras

7 Using a Prediction Paradigm to Compare Levels of Expertise and Decision Making Among Critical Care Nurses
Monique Cesna and Kathleen Mosier

8 The Psychology of Economic Forecasting: A Possibility for Cooperation Between Judgment and Decision Making and Naturalistic Decision-Making Theories?
Henry Montgomery

9 Modes of Effective Managerial Decision Making: Assessment of a Typology
Bernard Goitein and Edward U. Bond, III

10 Superior Decision Making as an Integral Quality of Expert Performance: Insights Into the Mediating Mechanisms and Their Acquisition Through Deliberate Practice
K. Anders Ericsson

PART II: SOCIAL DECISION MAKING

11 Intuitive Team Decision Making
Dee Ann Kline

12 Bridge Resource Management Training: Enhancing Shared Mental Models and Task Performance?
Wibecke Brun, Jarle Eid, Bjørn Helge Johnsen, Jon C. Laberg, Belinda Ekornås, and Therese Kobbeltvedt

13 Research on Decision Making and New Technology: Methodological Issues
Björn Johansson, Rego Granlund, and Yvonne Waern
14 Cognitive Control Processes Discriminate Between Better Versus Poorer Performance by Fire Ground Commanders 209
Jim McLennan, Olga Pavlou, and Mary M. Omodei

15 Adjusting New Initiatives to the Social Environment: Organizational Decision Making as Learning, Commitment Creating, and Behavior Regulation 223
Carl Martin Allwood and Lisbeth Hedelin

16 Observing Situational Awareness: When Differences in Opinion Appear 233
Peter Berggren

17 Cultural Differences in Cognition: Barriers in Multinational Collaborations 243
Helen Altman Klein

18 The Normalization of Deviance: Signals of Danger, Situated Action, and Risk 255
Diane Vaughan

19 Making Ethical Decisions in Professional Life 277
Iordanis Kavathatzopoulos

PART III: ADVANCES IN NATURALISTIC DECISION-MAKING METHODOLOGY

20 A Software Program to Trace Decision Behavior in Lending and an Empirical Example on How Professionals Make Decisions 291
Patric Andersson

21 Conversation-Based Process Tracing Methods for Naturalistic Decision Making: Information Search and Verbal Protocol Analysis 305
Rob Ranyard and Janis Williamson

22 Modeling Naturalistic Decision-Making Cognitive Activities in Dynamic Situations: The Role of a Coding Scheme 319
Jean-Michel Hoc and René Amalberti
23 The Knowledge Audit as a Method for Cognitive Task Analysis
   Gary Klein and Laura Militello

24 Recruitment and Selection in Hotels: Experiencing Cognitive Task Analysis
   Julie Gore and Michael Riley

25 Eliciting Knowledge From Military Ground Navigators
   Barry Peterson, Jason L. Stine, and Rudolph P. Darken

26 There Is More to Seeing Than Meets the Eyeball: The Art and Science of Observation
   Raanan Lipshitz

27 Using Observational Study as a Tool for Discovery: Uncovering Cognitive and Collaborative Demands and Adaptive Strategies
   Emilie M. Roth and Emily S. Patterson

28 Naturalistic Analysis of Anesthetists' Clinical Practice
   Leena Norros and Ulla-Maija Klemola

Author Index

Subject Index