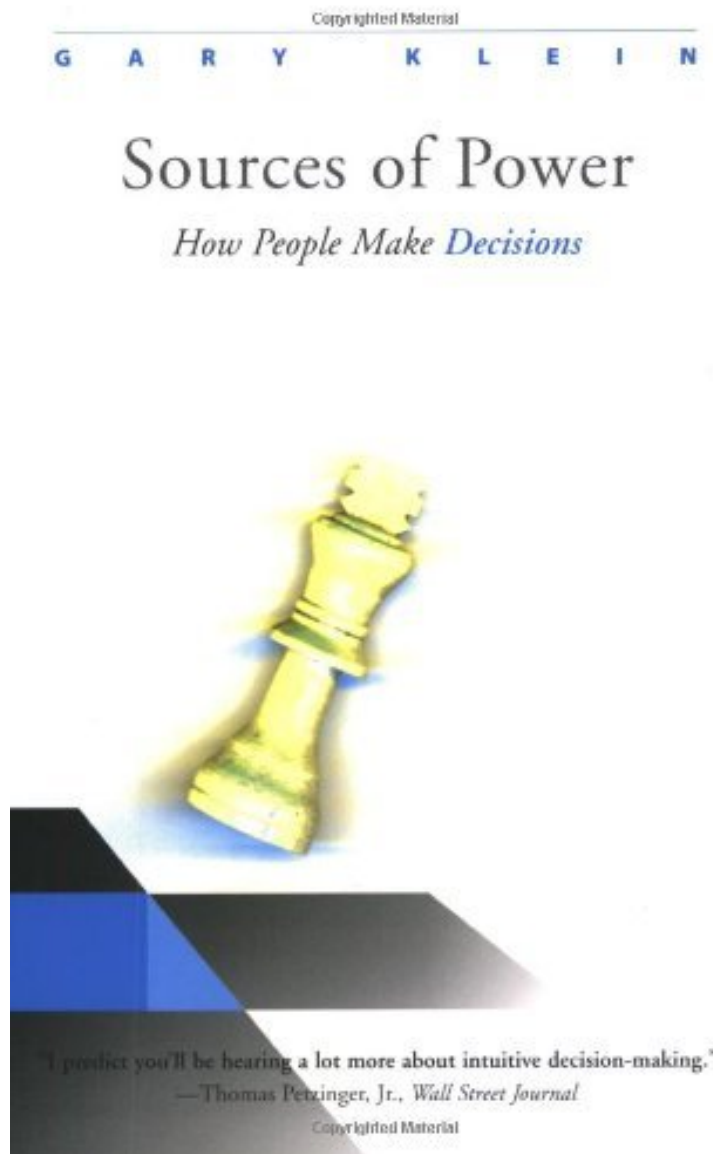


(Mobile library) Sources of Power: How People Make Decisions (MIT Press)

## Sources of Power: How People Make Decisions (MIT Press)

Gary A. Klein

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**Gary A. Klein : Sources of Power: How People Make Decisions (MIT Press)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Sources of Power: How People Make Decisions (MIT Press):

1 of 1 people found the following review helpful. Whether intentionally or not, Klein rebukes the attitude of ...By B. Taylor Whether intentionally or not, Klein rebukes the attitude of indifference (and sometimes outright disdain) that some organizations, and perhaps society at large, exhibit with respect to experience in the work force. This extends

even to the practice of deliberately shedding experienced people (on the grounds that they become "too costly"), replacing experts with "cheaper" novices who, in their turn, will be replaced by novices at just about the same time that they become worth what they're paid. 1 of 1 people found the following review helpful. Data driven insights in crisis decision making By Reasonable Reviewer Dr. Klein does an outstanding job of taking a complex (and often misunderstood) topic and creating a frame work that is both logical and supported by data. Dr. Klein points out that in times of extreme stress people do not have time to make long, measured decisions. Experienced decision makers tend to see patterns and base decisions very quickly on best fits. When decision makers have a little more time, they tend to run mental simulations of events very quickly just to see if courses of action are feasible. This was a quick, easy to understand approach to a complex problem area. In service, Rich 0 of 0 people found the following review helpful. This was a great book. I learned a lot By A.B. Altalena This was a great book. I learned a lot, and used what I learned to teach those I lead to understand their intuition and experience better. Its hard to find good books, but this one is one I am glad I discovered.

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 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.

.com Gary Klein studies decision-making in the field, tagging along with firefighters, standing by in intensive-care units, and watching chess masters play lightning-fast "blitz" games to learn how people make choices with time constraints, limited information, and changing goals. From this research, he and his associates have developed a theory of "naturalistic decision-making." *Sources of Power* essentially lends the validity of scientific research to techniques that many of us use every day. There's intuition, which is based not on instantaneous insight but on the rapid (perhaps even subconscious) interpretation of perceptual cues. There's mental simulation, a finely honed method of visualization. There's storytelling and metaphor, which enable decision-makers to devise meaningful frameworks and compare their present situations to previous events. Nobody is born with an inherent mastery of these and other techniques, Klein tells us, but we are all born with the capability to develop, through experience, the skill sets experts call upon to make good decisions. Most studies of decision-making treat humans like rats in a laboratory. But Dr. Klein, a cognitive psychologist, spent a decade watching fire commanders, fighter pilots, paramedics, and others making split-second decisions on the job, and this book is a clear and engaging account of his findings. (The Wall Street Journal) *Sources of Power* is without a doubt one of the finest works on decision making. A must for anyone responsible for training command and control personnel. (Hugh E. Wood, Program Chair, Emergency Incident Policy and Analysis, National Fire Academy) Underscoring his points by citing a wide variety of fascinating incidents uncovered during his research, Gary Klein develops an elaborate and plausible model of the decision making of experienced experts. In the process, he makes a convincing case for the study of decision making in naturalistic settings. This study demonstrates the power of recognition-primed action and provides a convincing critique of the real-world validity of the normative decision making produced in laboratory settings. (Hubert L. Dreyfus, Professor of Philosophy, Emeritus, University of California, Berkeley and Stuart E. Dreyfus, Professor of Engineering Science, Emeritus, University of California) Demonstrates the necessity of looking beyond economic and statistical models of decision making for an understanding of real-life decisions, particularly job-related decisions and decisions made in emergencies. The examples are excellent, deriving as they do from the authors extensive research with firefighters and the military. (Lee Roy Beach, Ph.D., McClelland Professor of Management and Policy and Professor of Psychology, College of Business and Public Administration, University of Arizona) After reading *Sources of Power* by Gary Klein I have a much better understanding of why and how experienced fire fighters make critical life and death decisions on the fire ground. I also have a better understanding of why new officers may have some problems with decision making. With 26 years as a Los Angeles County Fire Fighter, I have held every rank in the Operations Bureau and have commanded many types of incidents including the 1992 civil disturbance, 1993 firestorms, and the 1994 earthquake. This book has given me new insight on what level of performance I should expect from new company officers and how to improve their performance. (Larry C. Miller, Operations Chief Deputy, Los Angeles County Fire

Department)About the AuthorGary 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.