

20TH ANNIVERSARY EDITION

Sources of Power

How People Make Decisions

GARY KLEIN

with a new preface by the author

"Sources of Power opened my eyes to an entirely new way of looking at the world. It is as relevant now as it was twenty years ago."—Malcolm Gladwell



Sources Of Power How People Make Decisions

Michael Hoelscher



Sources Of Power How People Make Decisions:

Sources of Power Gary A. Klein, 1999-02-18 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

Sources of Power Gary A. Klein, 1998-01 An overview of naturalistic decision making which views people as inherently skilled and experienced *Sources of Power, 20th Anniversary Edition* Gary A. Klein, 2017-09-15 As seen in Malcolm Gladwell's *Blink* the modern groundbreaking classic on effective decision making How people really make decisions by drawing on prior experience and using a combination of intuition and analysis 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 In this modern classic Gary A Klein proposes a naturalistic approach to decision making which views people as gaining experience that then 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 Since its publication 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 many fields including law enforcement training and petrochemical plant operation

Sources of Power Gary A. Klein, 1999 **Safety at the Sharp End** Rhona H. Flin, Paul O'Connor, Margaret Crichton, 2008 Safety at the Sharp End is a general guide to the theory and practice of non technical skills for safety It covers

the identification training and evaluation of non technical skills and has been written for use by individuals who are studying or training these skills on CRM and other safety or human factors courses The material is also suitable for undergraduate and post experience students studying human factors or industrial safety programmes *Disaster Operations and Decision Making* Roger C. Huder, 2013-01-22 The only book to combine emergency management principles with proven military concepts Good disaster plans do not guarantee a good response Any disaster plan rarely survives the first rain bands of a hurricane or the first tremors of an earthquake While developing plans is essential there must be systems in place to adapt these plans to the ever changing operational environment of a disaster Currently there is no set of standard disaster response principles to guide a community The National Incident Management System NIMS and the Incident Command System ICS provide the framework to implement operational decisions but they were never designed as operational concepts The military has developed just such concepts and many of them can be adapted for civilian use Disaster Operations and Decision Making adapts those military concepts and combines them with disaster lessons learned to create a new operational paradigm Emphasizing team building Emergency Operations Center operational systems and situational awareness the book details easily adopted methods All of these methods are designed to be incorporated into the NIMS and ICS framework to enhance a community's response to any type of disaster Disaster Operations and Decision Making is an essential resource for emergency managers fire chiefs law enforcement officers homeland security professionals public health officials and anyone else involved or interested in crisis management **Elite Sales Strategies** Anthony Iannarino, 2022-04-05

Accelerate your sales career with this how to book from an expert in sales In Elite Sales Strategies expert sales leader Anthony Iannarino offers his philosophy about becoming a commercial success This guidebook provides unique insights into how to approach every sale by serving your clients from a position of authority and expertise As Iannarino himself notes this technique speaks to an ethical obligation towards your client combining ethics and tactics to help place you in a position where your strengths can be fully utilized This guidebook suggests putting yourself in a one up position where you as the salesperson come to a client in a position of authority and strength where you yourself are qualified to offer nuanced and helpful advice to companies that have put themselves in a one down position whether that be by bad decision making poor understanding of the marketplace or bad luck At its heart this book suggests you find the advantages that you can provide that will in turn help your client become one up themselves in their own field and ensure they achieve the better results they need In addition Elite Sales Strategies provides readers with A step by step approach for how to become one up yourself and what you provide to your clients A healthy analysis of what makes a person or a company one down and tips on how to course correct Strategies tactics and talk tracks that will provide you with what you need to become one up Terminology and vocabulary so that you can approach your client with tact and decorum while still addressing the weaknesses of their system As a successful international speaker author and sales leader Anthony Iannarino brings a unique set of skills to bear in this

book Iannarino's tried and true methodology is an ideal resource for sales professionals in all fields as well as for executives and managers looking to improve their sales success and position within the business world Practical Decision Making in Health Care Ethics Raymond J. Devettere, 2009-12-04 For nearly fifteen years Practical Decision Making in Health Care Ethics has offered scholars and students a highly accessible and teachable alternative to the dominant principle based theories in the field Devettere's approach is not based on an ethics of abstract obligations and duties but following Aristotle on how to live a fulfilled and happy life in short an ethics of personal well being grounded in prudence the virtue of ethical decision making This third edition is revised and updated and includes discussions of several landmark cases including the tragic stories of Terri Schiavo and Jesse Gelsinger the first death caused by genetic research Devettere addresses new topics such as partial birth abortion law embryonic stem cell research infant euthanasia in The Netherlands recent Vatican statements on feeding tubes organ donation after cardiac death new developments in artificial hearts clinical trials developed by pharmaceutical companies to market new drugs ghostwritten scientific articles published in major medical journals and controversial HIV AIDS research in Africa This edition also includes a new chapter on the latest social and political issues in American health care Devettere's engaging text relies on commonsense moral concepts and avoids academic jargon It includes a glossary of legal medical and ethical terms an index of cases and thoroughly updated bibliographic essays at the end of each chapter that offer resources for further reading It is a true classic brilliantly conceived and executed and is now even more valuable to undergraduates and graduate students medical students health care professionals hospital ethics committees and institutional review boards and general readers interested in philosophy medicine and the rapidly changing field of health care ethics *Introducing environmental decision making* The Open University, This 24 hour free course considered the environmental impact of decisions that concern natural resources and waste advocating a systems approach

Handbook of Human Factors in Litigation Y. Ian Noy, Waldemar Karwowski, 2004-12-28 Using ergonomics in forensics can help prevent the recurrence of system failures through engineering or administrative controls It can also raise the level of concern among professionals and the public regarding product workplace and service safety due to perceived exposure to liability Even with such a potentially important and broad impact f **The Practice of Autonomy** Carl Schneider, 1998 Exploring what patients do want gives direction to the author's inquiry into what they should want What patients want he believes is properly more complex and ambiguous than being empowered In this book he charts that ambiguity to take the autonomy principle past current pieties into the uncertain realities of the sick room and the hospital ward The Practice of Autonomy is a sympathetic but trenchant study of the animating principle of modern bioethics It speaks with freshness insight and even passion to bioethicists and moral philosophers about their theories to lawyers about their methods to medical sociologists about their subject to policy makers about their ambitions to doctors about their work and to patients about their lives BOOK JACKET A Practical Guide to Crew Resource Management for Healthcare Teams William

O'Keefe,Lacey Schmidt,Louis Halamek,Danny Castro,Sharon P. Pickering,2022-06-05 This book will help the reader s team when confronted with complex error prone or ambiguous situations by providing concrete steps based on evidence and best practices in the application of Crew Resource Management CRM skills The reader will learn how to determine the situation communicate clearly and concisely feel safe to ask questions and be assertive when safety is an issue and to support each other in preventing avoiding or mitigating errors and threats They will learn how to develop a CRM embedded plan and briefing as well as how to debrief their actions to constantly improve

Using Social Science to Understand and Improve Wildland Fire Organizations Gregory Larson,2007 The wildland fire community has spent the past decade trying to understand and account for the role of human factors in wildland fire organizations Social research that is relevant to managing fire organizations can be found in disciplines such as social psychology management and communication However such research has been published primarily for scientific and business audiences and much of the fire community has not been exposed to it Here we have compiled and organized knowledge from a variety of social science disciplines so that it can be used to improve organizational practices related to firefighter and public safety to assess the effectiveness of safety campaigns and to improve firefighter safety trainings This annotated reading list summarizes approximately 270 books articles and online resources that address scientific and management concepts helpful for understanding the human side of fire management The first section Human Factors and Firefighting introduces readers to key workshops and writings that led to the recognition that human factors are prime ingredients of firefighter safety The second section Foundations for Understanding Organizations consists of social science research that provides a foundation for understanding organizational dynamics This section includes readings on decision making and sensemaking organizational culture identification and identity leadership and change organizational learning and teams and crews The third section Understanding Organizations in High Risk Contexts explores organizations that deal regularly with risk uncertainty and crisis This section includes readings on risk and uncertainty high reliability organizing and crisis communication The publication concludes with Internet resources available for those interested in the management of fire organizations

Intuition in Business Eugene Sadler-Smith,2023 This book explores the science behind intuitive decision making in business and shows how people s innate capacity for intuition can be nurtured and strengthened to maximize performance The clear and detailed explanations reveal how we can use intuition to navigate a world that is fast moving complex and uncertain

The Power of Intuition Gary Klein,2007-12-18 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 Exceleration 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 Research Product - U.S. Army Research Institute for the Behavioral and Social Sciences ,2005

The Power of Games William B Rouse,2024-09-18 Games have long played a central role in society actually a central role in the animal kingdom Their play provides primary behavioral mechanisms that enable animals to learn and socialize Indeed play is a core animal activity The principal focus of this book is on how games foster human playing learning and competing including how we can design games to do this better The author provides a wealth of real world examples of how he created games for clients in the domains of education energy healthcare national security and transportation He has focused on training and aiding for strategic thinking product planning technology development and business operations The technologies underlying these games became increasingly sophisticated This has taken on greater significance as the gaming industry has grown and prospered Gaming revenues now dwarf film and theater New games released gain millions of sales within a few days of release What makes games so appealing What is the psychology of gaming Does it vary for card games board games simulation games and online games What makes a game successful over years What about sports games What sociological roles do they play in our society Why do they claim such energy and devotion Why are sports stars able to earn enormous contracts What is the business of these games Why is it expected to be increasingly lucrative What strategies might succeed or fail Who might be the losers and winners This book addresses all of these questions as well as an overarching question for society Can online games fundamentally enhance the education of employees and students The author is convinced they can This requires however that games be designed to achieve these ends This book is intended to contribute to understanding how to create and evaluate such games Essentially games enable employees and managers to play learn compete and achieve in terms of knowledge and skills gained competencies attained customers attracted and economic outcomes This book explains illustrates and motivates investments in these pursuits to these ends *Professional Journal of the United States Army ,2004* *Training and Development Yearbook* Carolyn Nilson,Carolyn Nilson, PH.D PhD, Ed.D,1999 One stop shopping for all the latest information literature and resources needed by trainers The Yearbook features the best full length articles from leading publications plus abstracts of hundreds of other articles The Trainers Almanac is a unique yellow pages guide to professional organizations conferences sources software reference books journals and

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