

Contents

<i>List of Figures</i>	<i>vii</i>
<i>List of Tables</i>	<i>ix</i>
<i>Acknowledgements</i>	<i>xi</i>
1 Introduction	1
2 Situation Awareness	17
3 Decision-Making	41
4 Communication	69
5 Team Working	93
6 Leadership	129
7 Managing Stress	157
8 Coping with Fatigue	191
9 Identifying Non-Technical Skills	215
10 Training Methods for Non-Technical Skills	243
11 Assessing Non-Technical Skills	269
<i>Index</i>	<i>307</i>

List of Figures

1.1	An accident trajectory passing through corresponding holes in the layers of organizational defences	2
1.2	Relationship between non-technical skills and adverse events	6
2.1	Model of working memory and long term memory	21
2.2	Model of situation awareness	23
2.3	Jug representing total situation awareness capacity, liquid indicating information and current mental load	32
3.1	Simplified model of decision-making	44
3.2	Airline pilots' decision-making	47
3.3	Recognition-primed decision-making	49
3.4	Steps for making decisions in an offshore emergency	53
3.5	Relative effects of stress on decision-making method	58
3.6	Cyclical nature of decision-making	60
4.1	Simplified model of one-way communication	71
4.2	Simplified model of two-way communication	72
5.1	Process model of team performance	95
5.2	Advanced team decision-making	114
6.1	The augmentation effect of transformational on transactional leadership	140
7.1	The balance model of stress	158
7.2	Model of <i>chronic</i> stress	160
7.3	Process for management of chronic stress	169
7.4	Model of <i>acute</i> stress	174
8.1	Stages of sleep	197
8.2	Typical sleep cycle	198
8.3	Typical core body temperature circadian cycle	199
8.4	Percentage effectiveness during the first three nightshifts as predicted by the FAST ^{FM} scheduling tool	208
9.1	Example of analysis of card sorting data	225
10.1	Training evaluation designs	257
11.1	The structure of ANTS (Anaesthetists' Non-technical Skills)	273
11.2	Completed NOTSS rating form for a trainee general surgeon's performance on a hernia repair	276
11.3	Surgical safety model	293
11.4	The NOTECHS system	303

List of Tables

1.1	Accidents with non-technical skills failures in causation or response	5
1.2	Main categories and elements of non-technical skills	11
2.1	Components of situation awareness	18
2.2	Examples of situation awareness in surgeons	30
3.1	Elements of decision-making	41
3.2	Examples of surgeons' decision-making	56
4.1	Elements of communication	69
4.2	Advantages and disadvantages of one-way communication	71
4.3	Advantages and disadvantages of two-way communication	72
4.4	Internal and external barriers to communication	78
4.5	Suggestions for adopting an assertive stance	81
4.6	Dos and don'ts for effective listening	82
4.7	Recommendations for conducting an effective briefing	85
4.8	Behavioural observation scale for communication	87
5.1	Category and elements of team working	94
5.2	Stages of team development	103
5.3	Teamwork behaviours and performance norms	105
5.4	Team competencies framework	107
5.5	Shared situation requirements	111
6.1	Leadership elements	130
6.2	Team leader problem-solving behaviours	134
6.3	Styles of leadership	136
6.4	Transactional and transformational leadership styles	139
6.5	Traditional and functional leadership	141
6.6	Summary of characteristics and competencies for leading under stress	144
6.7	Team leader principles, skills and knowledge, under stress	145
6.8	NOTECHS Behavioural markers for leadership skills	151
7.1	Elements of stress management	158
7.2	Behavioural indicators of chronic stress	165
7.3	Emotional indicators of chronic stress	166
7.4	Somatic indicators of chronic stress	166
7.5	Thinking indicators of chronic stress	166
7.6	Organisational indicators of chronic stress	167
7.7	Behavioural indicators of acute stress	176

7.8	Emotional indicators of acute stress	176
7.9	Somatic indicators of acute stress	177
7.10	Thinking (cognitive) indicators of acute stress	177
7.11	Core components of CISM	183
8.1	Elements of coping with fatigue	191
8.2	Summary of the effects of fatigue	195
8.3	Comparison between sleep loss and alcohol consumption	195
8.4	Summary of ergonomic shift design recommendations	203
9.1	Techniques to identify non-technical skills	217
9.2	Advantages and disadvantages of types of interview	221
10.1	Method for designing and delivering effective training	243
10.2	JAA and FAA CRM curricula recommendations for flight crew	248
10.3	Recommendations for the use of particular types of training strategies	251
10.4	Training needs and identified interventions for oil and gas drilling teams	252
10.5	An example of a reaction questionnaire for assessing a particular topic	253
10.6	Example items from an adaptation of the CMAQ for US Navy divers	254
11.1	University of Texas (UT) behavioural markers	271
11.2	Example of an airline's rating system with definitions of scale points	275