Enhancing Team Performance for Long-Duration Space Missions

Judith Orasanu, NASA Ames Research Center

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**NASA BHP Team Risk**

- **Risk of team performance decrements due to inadequate**
  - Cooperation
  - Coordination
  - Communication
  - Psychosocial Adaptation

- **Potential issues in space**
  - System failures in habitat
  - EVA gear
  - Health of crew: illness, injuries
  - Space threats
  - Psychosocial conflicts/tensions

**High-Risk Environments**
Preface - Historical Research Shifts

Naturalistic Decision Making
(not analytic, lab based)

Teams
(subset of groups)

\[ \text{KNOWLEDGE} \]
\[ \text{PROCESS} \]
\[ \text{TEAM PERFORMANCE} \]
Efficiency
Accuracy

Overview

I. Features of Effective Team Cognition
- Shared Mental Models
- Collaborative Decision Making
  - NDM
  - Risk Assessment
  - Metacognitive Strategies
  - Communication
- Teamwork
  - Social processes
  - Cohesion

II. Challenges to Effective Team Cognition
- Limits of expertise
- Individual stress effects
- Sleep deprivation
- Interpersonal stresses
- Diversity factors

III. Supporting Effective Team Cognition
- Training
- Support tools
I. Features of Effective Team Cognition

Some definitions

• Teams: Two or more individuals with specified roles interacting adaptively, interdependently, and dynamically toward a common and valued goal. (Dyer, 1984; Salas, et al., 1992)

• Coordination
  – Tasks are largely procedural, with specific subtasks assigned to different members of the team. Often scripted contributions

• Collaboration
  – Tasks are non-procedural. Contributions to joint problem solving, decision making or task completion involve unscripted contributions

• Cooperation
  – Team orientation, motivation to work together as a team

I. Features of Effective Team Cognition

Shared Mental Models

• Mental Models
  – Understand, explain, predict
  – Models for
    • System
    • Tasks
    • Procedures - including roles & responsibilities
    • Teamwork - interaction and coordination processes
    • Individual team members
I. Features of Effective Team Cognition

Shared Mental Models

- How much overlap? Original view

Goal = Maximize overlap

New View of “Shared” Knowledge

Shared = Common + Complementary

+ Shared GOALS
I. Features of Effective Team Cognition

Collaborative Decision Making

- **Needed to cope with unexpected events**
  - E.g., UA 232, Apollo-13

- **Difficult events**
  - Ambiguous cues
  - Dynamic conditions --> shifting goals
  - Uncertain outcomes
  - High workload
  - Time pressure

I. Features of Effective Team Cognition

Collaborative Decision Making - NDM

- **Two major components**
  - Assess the situation
  - Choose a course of action

- **Recognition-Primed Decisions (RPD)**
  - Knowledge-based
  - Good under time pressure
  - Serial vs. concurrent comparison of options
  - (Klein, 1989, 1993)
I. Features of Effective Team Cognition

Collaborative Decision Making - Aero DM

CUES

What's the problem?
How much time is available?
How risky (present and future)?

Time Limited:
Risk High:
Problem Understood OR NOT Understood
Rule Available
Multiple Options Available
Apply Rule

Time Available:
Risk Variable:
Problem Understood
Multiple Options Available
Multiple Tasks To Do
Choose Option
Schedule
Create Solution
Gather more Information

Risk Assessment

- Implicit process - but evident in data
  - Monitoring - challenging study
  - MIT-LL study: pilots diverting around thunderstorms

- Make explicit: low-fidelity sim study

Captain: “Smell the rain. Smell it?”
First officer: “Yup. Got lightning in it too.”

“Managers pursue risky actions because they fail to perceive accurately the risks involved.”

(Rhoda & Pawlak, 1999)
Risk perception drives action

**Half Empty**
Focus = negative:
Weather approaching
Windshear likely
Avoid risk ->
CHANGE plan
Action: Delay departure until weather improves

**Half Full**
Focus = positive:
Windshear diminishing
Accept mitigated risk-> CONTINUE with plan
Action: Review takeoff windshear procedures,
Adjust T/O configuration

How Do Pilots Manage Risks?

All decisions aimed at PREVENTING LOSS while achieving GOALS

- **AVOID safety risk**
  - Delay takeoff or divert

- **MITIGATE safety risk**
  - Request priority handling to avoid fuel critical situation

- **Prepare for worst case**
  - Take precautions (e.g., review windshear procedures)
I. Features of Effective Team Cognition

Collaborative DM - Metacognitive Processes

• Awareness of demands of situation + crew resources available to meet them

• Core of ADAPTIVE processes
  – Critical to
    • High workload situations
    • Unfamiliar situations
    • Ambiguous cues/incomplete information
    • Uncertain outcomes

• C.f. Cohen, Freeman & Wolf (1996)
  – Recognitional/Metacognitive training - Mil C2

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Collaborative DM - Communication Processes

• Taskwork
  – Share information - explicit (build shared sit model)
  – Closed loop
  – Efficient: Grice’s maxims

• Teamwork
  – Briefings
    • CDR’s intent, strategies, plans, contingencies
    • Involve all crewmembers
  – Error correction (Monitoring/challenging)
    • Maintain positive crew climate - fix problem
  – Relational communication
    • Important to cohesion
  – INDIRECT techniques to assess
    • C.f. EXEMSI (Cazes, Rosnet, Bachelard, Le Scanff, Rivolier (1996))
I. Features of Effective Team Cognition

Collaborative DM - Communication Processes

United Team (328)

Tending to Polarize Team

II. Threats to Effective Team Cognition

- Evidence of poor team cognition?
  - Limits of Expertise (Dismukes, Berman & Loukopoulos, 2008)
    - Unfamiliar problems
    - Difficult situations: competing goals, no good options
  - PCE - Why?
    - Fail to update models
    - Poor team process
    - Monitoring-Challenging

Table 2. Distribution of Error Types Across Original and Present Datasets

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<td>Monitoring &amp; challenging</td>
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* x < 0.025
II. Threats to Effective Team Cognition

- **Inherent in Distributed Teams**
  - Alternative perspectives
    - Differences in goals, risk perception, expertise
    - Pilots - ATC
      - Risk perception and action
      - Breakdowns (Bearman et al., 2005; in press)
  - Informational, Operational, Cognitive

- **Individual stressors**
  - Loss of cognitive resource
  - Focus shifts to own highest priority - Lose team orientation
    - Driskell & Salas
  - **Sleep deprivation**
    - Indirect cognitive effects rel to DM
      - Information updating failures
      - Underweight new information
      - Rigidity - loss of cognitive flexiblity
      - Degrades mood
    - Affects communication
      - Less task-relevant information transferred
      - Less discussion of strategies
      - Comprehension degrades
      - Simplified vocabulary - pronominalization
        - “How’s IT coming along up there?”
II. Threats to Effective Team Cognition

- **Interpersonal stress - conflict**
  - Failures to monitor each other, back up, correct errors
  - Reduced information sharing
  - Withdraw social / emotional support
  - Lose team orientation

- **Social pressures**
  - Status, face
    - B-747 study
    - USS Greeneville sinks Ehe

- **Diversity pressures**
  - SFINCSS
  - Mt. Everest

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III. Supporting Effective Team Collaboration

- **Training**
  - Turn a TEAM of EXPERTS into an EXPERT TEAM
    - Self-managing, adaptive, flexible
  - Integrate TEAMWORK training w/ TECHNICAL
  - TEM = Threat and Error Management
    - Updated CRM
  - Validated Approaches
    - TACT (Team Adaptation and Coordination Training)
    - TDT (Team Dimensional Training)
    - Cross-Training
    - Interpersonal Training
    - Team Development (cohesion)
    - Multicultural
  - Meta-analysis of training approaches: Salas, DiazGranados, Klein, Burke, Stagl, Goodwin, & Halpin (2008)
    - Pos effects on team cognition, affect, process and performance
III. Supporting Effective Team Collaboration

TACT, TDT

- **TACT** *(Serfaty, Entin, & Johnson, 1998)*
  - Adjust coordination and communication strategies to maintain successful task performance under high WL and time pressure
  - Grounded in
    - Shared situation models
    - Team metacognition
    - Mutual team models of interacting team members’ tasks and abilities, including stress and WL
  - Generate shared expectations for how situation will evolve
  - Reduce communication overhead
    - Implicit coordination
    - Anticipation ratio of information sharing/requested info

- **TDT** *(Smith-Jentsch, Zeisig, Acton & McPherson, 1998)*
  - Similar to TACT but --
  - **Team self-diagnosis, correction and debriefing skills**
  - **Four dimensions**
    - Information exchange
    - Communication
    - Backup (supporting behaviors)
    - Initiative/leadership
  - **Validation study**
    - More accurate teamwork MM
    - More effective outcomes
III. Supporting Effective Team Collaboration

Cross-Training

- **Important for LD space missions**
  - Limited number of crew
  - Cover if one member is disabled
- **Rotate positions in training**
  - Taskwork vs. teamwork training
- **Most critical when**
  - High team WL
  - Tasks must be reallocated
  - Contributes to implicit coordination
  (Cannon-Bowers, Salas, Blickensderfer & Bowers, 1998)
- **Measuring Team Knowledge**
  - Teamwork training develops best in context of Taskwork training
  - Full cross-training better than conceptual cross-training

III. Supporting Effective Team Collaboration

Interpersonal Skills, Team Building

- **Fosters cohesion**
  - Working with others
  - Leadership
  - Positive communication
  - Conflict management
- **Evaluation - business environments**
  - Meta-analysis: IST had greatest benefits to productivity, cohesion, morale, job satisfaction
- **BUT other meta-analysis**
  - Team development/affect = most difficult to impact
  - Compared IST w/other training approaches: TACT etc.
  - Do NOT have good understanding of how to develop cohesion
    - Hint: Transformational Leadership is key
Team Effectiveness Framework

III. Supporting Effective Team Collaboration

Technology Supports

- **Distributed teams**
  - Locally distributed (within space crews)
  - Crew - ground (no time lag)
  - Crew - ground (time lag)

- **Face-to-face vs. Video vs. Audio**
  - Maintain team SA and collaboration
  - Face to Face (F2F)
    - Understand others’ actions, intentions
    - Computer-mediated = F2F for idea-generation
    - Lack of F2F
      - Difficulty in establishing conventions
      - Neg impact on performance on complex tasks / judgments
  - Video
    - Facilitates problem solving vs. email
  - Audio, Email
    - OK when no time restrictions
    - OK when onboard info is adequate
III. Supporting Effective Team Collaboration

Technology Supports

• **Asynchronous collaboration**
  (Krauss & Bricker, 1966; Kraut, Fussell, Brennan & Siegel, 2002)
  – Time lags in Mars communication
  – Even small delays affect establishment of common ground
  – Requires more explicit message formulation
  – Reduces efficiency, especially w/complex problem

• **Autonomous crew performance**
  – Requires onboard information systems
    • Easily searchable data architectures
    • Access to relevant systems data
    • Simplified procedures
    • Support medical care
  – On-board countermeasures
    • Psychosocial support
    • Conflict management

Graphical representation of high-level relationship between the ‘Big Five’ and coordination mechanisms

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Salas, Sims, & Burke, 2006
Questions?

- I look forward to your input
- Judith.Orasanu@nasa.gov

We all THANK YOU!

Happy campers
Distributed Problem Solving in Aviation

- Flight crews
  - Naturalistic DM
  - Shared mental models
  - Error detection & correction
- ATC
- Airline Ops Centers
  - Risk perception/DM
  - Conflict resolution