FLOW SYSTEM

PARTICIPANT WORKBOOK

Team Science

Workbook: Situational Awareness

getflowtrained.com/playbook/situational-awareness/

Situational Awareness

Situational awareness is one's ability to know what is going on in their environment.

Situational awareness relates to one's cognitive awareness of their surroundings.

Situational awareness can be conceptualized as having three levels:

- Level 1
  - ◊ Perception of elements in current situation
- Level 2
  - ◊ Comprehension of current situation
- Level 3
  - ◊ Projection of future status

Automation bias occurs when individuals favor automated feedback over real-time information.

The following items provided by Tannenbaum and Salas (2021) highlight the essential items that teams monitor. These questions, listed in the following table, help teams to become more effective at team situational awareness. Categorized into three categories, teams monitor

a. One another

b. Team performance

c. The conditions in which they operate (p. 85).

Situational Awareness in Teams	
A. One another	- How are my teammates doing? - How are they feeling? - How effectively are they performing their own work and coordination with one another? - Is anyone struggling or in need of assistance? - Do I need assistance?
B. Team performance	- How well is our team performing? - How strong are our results? - Where are we making progress, and where are we struggling? - Are our adjustments working? - What merits additional attention or a potential adjustment?
C. Conditions	- What is currently going on that could affect the team? - What may be coming up that we should be aware of? - Have there been any change in demands, expectations, workload, task requirements, needs, or resources? - Are any [changes] likely to happen in the near future? - Given the situation, what changes should we be making or be prepared to make if needed?
(Tannenbaum & Salas, 2021, p. 85)	

The following tips for improving a team's situational awareness is provided in the following table.

TIPS FOR SITUATIONAL AWARENESS IN TEAMS	
If important things are going unnoticed, then you may want to do the following:	• Allocate time for scanning and pulse checking • Clarify expectations about what the team needs to keep an eye on • Designate people to pay attention to specific areas of interest
If team members are noticing things but are not sharing their observations, you may have a psychological safety issue.	• As a starting point, be sure that everyone knows who they should communicate with when they perceive something that may affect the team.
If you think the team could be better at interpreting the signs, engage the team periodically.	• Conduct "What might that mean?" conversations to boost their collective understanding.
(Tannenbaum & Salas, 2021, p. 86)	

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, distributed leadership) that will support situational awareness. Knowledge of all three helixes will be required to make these connections.

COMPLEXITY THINKING **DISTRIBUTED LEADERSHIP** **TEAM SCIENCE**

?   ?   Situational Awareness

CONTINUOUS IMPROVEMENT   RESPECT FOR PEOPLE   CUSTOMER FIRST   RESPECT FOR HUMANITY   ELIMINATE WASTE

CONNECT THE HELIXES	
Select a scenario or problem that would benefit from situational awareness.	
Identify three methods from complexity thinking that could work with situational awareness. Give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

CONNECT THE HELIXES	
CT Method 3:	
Identify three methods from the distributed leadership helix that could work with or support situational awareness. Give a brief description about how they complement one another.	
DL Method 1:	
DL Method 2:	
DL Method 3:	
Three Helixes. Provide a description explaining which methods from each of the three helixes (with situational awareness being the TS method) work best for the scenario/ problem identified earlier.	