# Decision-Making in Aviation

## Idea In Short

Decision-making is a fundamental cognitive process that involves selecting a course of action from multiple alternatives. In aviation, this process is particularly crucial due to its potential impact on safety and operational efficiency. Aeronautical Decision Making (ADM) encompasses both preflight go/no-go decisions and in-flight choices, with significant safety implications.

The U.S. Federal Aviation Administration (FAA) defines ADM as a systematic approach used by pilots to consistently determine the best course of action in response to given circumstances. This definition underscores the importance of a structured approach to decision-making in aviation.

## Human Decision-Making in Aviation

Aviation decision-making occurs in a complex, dynamic environment characterized by:

1. Ill-structured problems
2. Information overload
3. Uncertainty
4. Shifting or competing goals
5. Time constraints
6. High stakes and risks
7. Collaboration among multiple players
8. Organizational and personal considerations

In this context, decisions are not isolated events but a series of interdependent choices made in real-time. Pilots must simplify complex realities to make decisions, often seeking satisfactory rather than optimal solutions due to cognitive limitations and time pressures.

ADM is closely linked to situational awareness, which involves perceiving environmental elements, understanding their significance, and projecting future states. This awareness guides the decision-making process and is, in turn, influenced by the outcomes of decisions made.

## Naturalistic Decision-Making Model

The concept of naturalistic decision-making, proposed by Klein et al. (1993), offers a more realistic approach to understanding ADM. This model suggests a continuum of decision-making processes, ranging from analytical to intuitive, depending on factors such as time stress and cognitive load.

Elgin and Thomas1 describe three tiers of decision-making:

1. **Tier 1:** Rapid, intuitive decisions based on simple pattern matching, suitable for high-stress situations
2. **Tier 2:** Quasi-rational decisions involving rule-based strategies, used when moderate time and resources are available
3. **Tier 3:** Deliberate, analytical decisions employing knowledge-based reasoning and mental simulations, used when ample time and resources are available

## Collective Decision-Making in Aviation

Aviation often involves team-based decision-making, requiring effective communication and collaboration. Successful collective decision-making involves:

1. Sharing information
2. Building collective situational awareness
3. Agreeing on goals
4. Selecting and implementing actions
5. Monitoring outcomes
6. Addressing doubts

The process can vary based on factors such as time stress, workload, leadership style, and team dynamics. Three main styles of team decision-making are identified:

1. **Synergic process:** Used when time stress is low, involving consensus-building and open communication
2. **Leader reliance on team members:** Employed when time constraints or workload limit full team involvement
3. **Autonomous decision-making:** Used in high-stress situations or due to leadership style, where the leader works mostly alone

## Limitations and Biases

Human decision-making is subject to various limitations and biases, including:

1. Risk perception and management issues
2. Situational factors (task complexity, cognitive limitations, personality traits, psycho-social factors)
3. Cognitive biases (e.g., anchoring, confirmation bias, loss aversion)

These factors can lead to errors in situation assessment or in choosing courses of action, potentially compromising flight safety.

## Categories of Decision-Making Errors in Aviation

Orasanu and Martin identified two primary categories of decision-making errors in aviation:

### Situation Assessment Errors

These errors occur during the initial phase of decision-making, where the problem is defined, risks are evaluated, and time constraints are assessed. Situation assessment errors can manifest in several ways:

- Misinterpretation or overlooking of situational cues
- Inaccurate risk assessment
- Misjudgment of available time for problem-solving

### Course of Action Selection Errors

These errors happen when choosing how to respond to the assessed situation. They can

occur in various forms:

- Failure to recall or apply appropriate procedures
- Overlooking available options or focusing on limited choices
- Neglecting to consider constraints or factors affecting option viability
- Failing to anticipate potential consequences of chosen actions

Creative decision-making scenarios, where no pre-existing options are available, pose particular challenges as they require inventing solutions to fit specific goals and conditions.

### Analysis of Aviation Accidents

Examining 37 "crew-caused" accidents involving tactical-decision errors, Orasanu and Martin2 found a recurring pattern:

> crews often persisted with original plans despite changing conditions that warranted alternative actions. This "go" mentality in "no-go" situations frequently occurred in ambiguous or rapidly evolving circumstances.

Four potential contributing factors to these decision errors were:

1. Failure to recognize situation-altering cues due to their ambiguity
2. Underestimation of risk, possibly due to past successes in similar scenarios
3. Conflicting goals (e.g., safety versus efficiency or mission completion)
4. Inadequate consideration of potential consequences, possibly influenced by environmental factors or cognitive biases

## Summary

Effective decision-making is crucial in aviation, requiring a blend of structured approaches, situational awareness, and an understanding of human cognitive limitations. By recognizing the complexities of ADM and implementing appropriate training and support systems, the aviation industry can continue to enhance safety and operational efficiency.