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Researchers have revealed that real expertise, while applied to well-defined tasks with highly circumscribed contexts, often stretches beyond its routine boundaries. For example, a medical doctor may be called upon to diagnose a rare disease or perform emergency surgery outside his or her area of specialization because other experts are not available. Moreover, in some cases, the context for expertise is in a constant state of flux, such that no one case is identical. Expertise Out of Context is a culmination of some of the most insightful studies conducted by researchers in the fields of cognitive systems engineering and naturalistic decision making in the effort to better understand expertise and its development. Born out of the Sixth International Conference on Naturalistic Decision Making, a conference that gathers researchers who study cognition, perception, and reasoning outside of the traditional laboratory, this book is organized in five parts, the first of which provides an overview of the topic and presents varied perspectives. Consequent sections cover how to make sense of things, tools for thinking out of context, how to cope with uncertainty in a changing workplace, and teams operating out of context. As researchers in naturalistic decision making have investigated such areas as the knowledge and decision-making skills of expert firefighters, critical care nurses, military commanders, and aircraft pilots, this volume is of importance to an expansive audience, including individuals in business, government, industry, and society at large.

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This book challenges standard notions of expertise. In today's world, truly effective expertise is built on fluid collaboration between practitioners from multiple backgrounds. Such collaborative expertise must also be transformative, must be able to tackle emerging new problems and changes in its organizational framework. Engeström argues that the transition toward collaborative and transformative expertise is based on three pillars: expertise needs to be understood and cultivated as a collective activity; expertise needs to be built on

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flexible knot-working among diverse practitioners; and expertise needs to be fostered as the expansive learning of models and patterns of activity that are in progress. In this book, Engeström recasts expertise as fluid collaboration on complex tasks that requires envisioning the future and mastering change.

The focus of this book is on how experts adapt to complexity, synthesize and interpret information in context, and transform or "fuse" disparate items of information into coherent knowledge. The chapters examine these processes across experts (e.g. global leaders, individuals in extreme environments, managers, police officers, pilots, commanders, doctors, inventors), across contexts (e.g. space and space analogs, corporate organizations, command and control, crisis and crowd management, air traffic control, the operating room, product development), and for both individual and team performance. Successful information integration is a key factor in the success of diverse endeavors, including team attempts to climb Mt. Everest, crowd control in the Middle East, and remote drilling operations. This volume is divided into four sections, each with a specific focus on an area of expert performance, resulting in a text that covers a wide range of useful information. These sections present well-researched discussions, such as: the management of complex situations in various fields and decision contexts; technological and training approaches to facilitate knowledge management by individual experts and expert teams; new or neglected perspectives in expert decision making; and the importance of ' modeling ' expert performance through techniques and frameworks such as Cognitive Task Analysis, computational architectures based on the notion of causal belief mapping such as

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‘Convince Me,’ or the data/frame model of sensemaking. The volume provides essential reading for researchers and practitioners of Naturalistic Decision Making and those who study Expertise; Organizational and Cognitive Psychologists; and researchers and students in Business and Engineering.

The world economy in which we are living poses challenges that lead to a realization that 'more of the same' will be difficult to sustain. This provides an illustration that, in order to create new or modified knowledge practices, strengthen customer relationships and thus positively influence customer satisfaction, organizations must be flexible in configuring (combining) knowledge and knowledge structures in a way that is appropriate for delivering value to the customer. It must simultaneously develop effective strategies for updating the knowledge of its staff members necessary for underpinning the creation and delivery of appropriate knowledge services. Thus, unlearning (forgetting) becomes a critical means for organizational success. The ECKM community of scholars has already initiated dialogue that links its particular strengths to innovation issues. This conference aims to further that dialogue by attracting leading edge work that leverages the ECKM community's in-depth understanding of learning and unlearning to better understand knowledge management. Our aim is to stimulate breakthrough research streams linking learning, unlearning and knowledge management. How can organizations tailor, use, and extend techniques and tools from knowledge management for improving their business practices and processes? Building upon existing work on knowledge management (KM) and organizational learning, the conference will promote interdisciplinary approaches from computer science and

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information systems, business, management and organization science as well as cognitive science. Emphasis will be put on systematic learning from experience, KM tools and KM success factors. A special interest belongs to knowledge management initiatives which are lightweight (i.e., do not place considerable additional burden on users and KM experts), allow an incremental adoption (i.e., do not require large up-front investment before any return of investment is at least visible), and are flexible regarding frequent changes in experts and topics. Continuing the success of the ECKM conference series since 2000, the 2015 conference will provide an international communication forum bringing together academia and industry for discussing the progress made and addressing the challenges faced by continuous learning in knowledge-intensive organizations.

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