

Copyright © 2024
Richard B. Gasaway
Gasaway Consulting Group, LLC
All Rights Reserved.

No part of this document may be reproduced or transmitted in any form by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without permission in writing from the author.

The content of this program is the intellectual property of:
Richard B. Gasaway, Ph.D.

Gasaway Consulting Group, LLC
1769 Lexington Avenue North, Suite 177
St. Paul, MN 55113-6522
Phone: 612-548-4424

If you are interested in hosting a program, please contact Dr. Gasaway at
www.RichGasaway.com or rich@RichGasaway.com

SA *Matters*.COM

SITUATIONAL **A**WARENESS **M**ATTERS!

**Using Situational Awareness
to Enhance Leadership
Decision Making**

**Dr. Richard B. Gasaway
Fire Chief (ret.)
St. Paul, Minnesota USA**



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Situational awareness

Your ability to **PERCEIVE**
AND UNDERSTAND

What is happening
around you...

while being mindful of how time is passing.

And then

Being able to accurately
PREDICT future events...

In time to avoid
bad outcomes.



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Let's build a house.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Perception

**Using your five senses to capture information...
(clues and cues) about what is happening.**

- **I pay attention!**
- **I keep my head on a swivel.**
- **I look up, down, and all around.**
- **I actively listen.**
- **I size-up the situation.**



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Perception...

is the easiest part of the
situational awareness process.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Conscious
Alert
Oriented

Scanning Your Environment



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Not so fast!

**There's
a
problem.**

Actually, there are 5 problems.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



It's not always
OBVIOUS or **INTUITIVE**
as to what you
SHOULD be paying attention to.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Just because something is
INTERESTING, does not
mean it is **IMPORTANT**.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



You can go HEAD'S DOWN
on a task/problem and miss the
BIG PICTURE.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Two people

Can look at the **same problem...**

At the **same time...**

And **see things differently.**



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Even when you are **COMPLETELY**
paying attention, you will not see,
hear, and understand **EVERYTHING**.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Understanding

Making sense out of what you:

See, hear, feel, taste & smell

Comprehension

Moment of clarity





2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Be inquisitive.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



What does this mean?

What is the deeper meaning
of what I am seeing/hearing?



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



“Is this what I expected?”



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Expectations can be
good and bad.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Mind's Eye



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Flawed Perception of Reality



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



The destination of your jigsaw puzzle pieces.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Memory Recall



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Long Term Memory



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



The capacity of long-term memory:

10 times all the information
on the Internet.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



You can only consciously access:

5% of your long-term
memory data base.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Memory Recall

Can trigger the 6th sense.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Intuition

Knowing...

Without knowing...

How you know.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



How do you know?

If you don't know...

How you know?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Intuition is the
feeling of knowledge.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Hair stands up on the
back of your neck.

Voices in your
head talk to you.



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



You get a gut feeling.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Your Red Flag Warning System

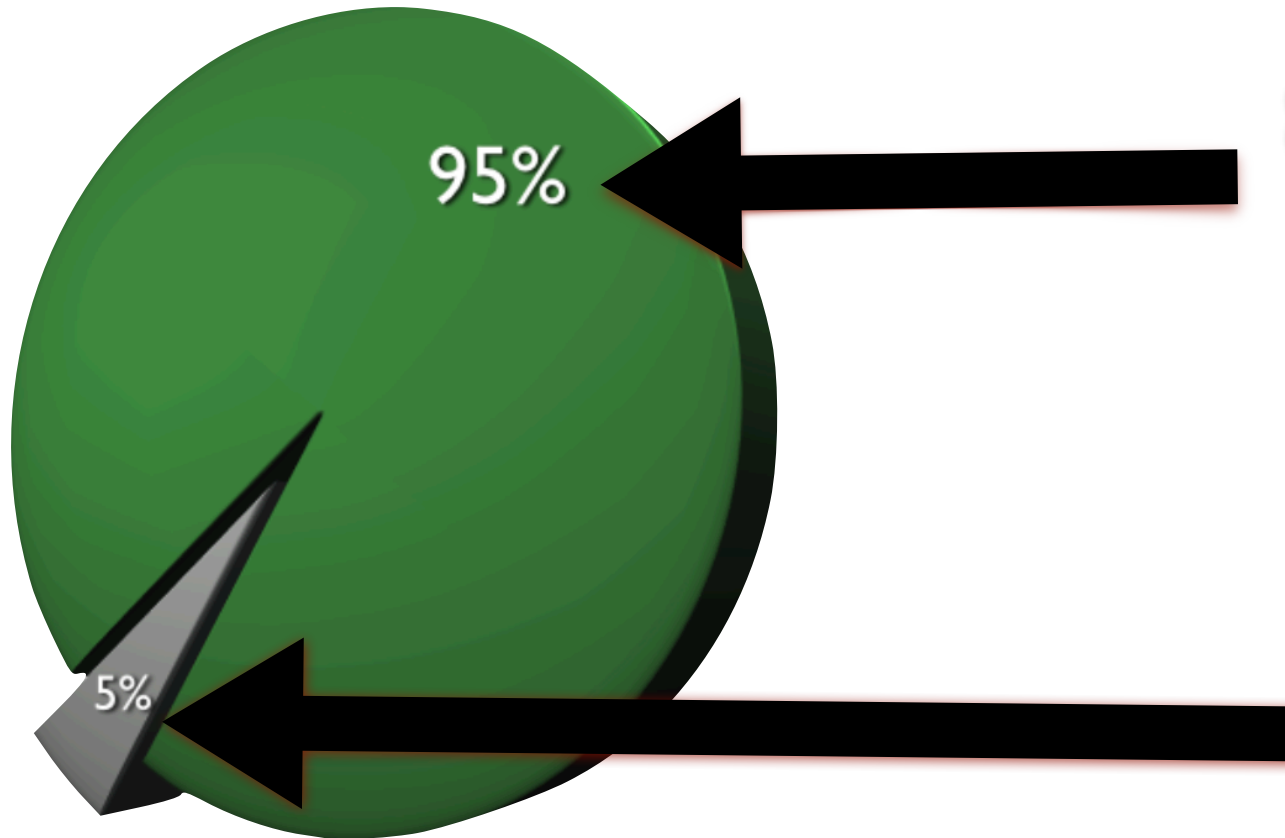
Intuition



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



**Subconscious
Memory**

**Conscious
Memory**



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE





2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

**Being able to anticipate future events
before they happen.**



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Begin... with the end in mind.



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Objective

Target

Goal

Benchmark





2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Where is this situation headed?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



This question forces you to
think about the future.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

How long is it going to take for an
undesirable outcome to occur?



2024

EXCELLENCE CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE





2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Setting Expectations



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Can I change the outcome?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Don't get in the way of
outcomes you cannot change.

If you do...

You will become a victim of the outcome.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Are the conditions right to take an action?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Do I have the right resources/support?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Multiple Awarenesses

1. Personal
2. Advocate
3. Adversary
4. Problem/opportunity
5. Shared



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

Can I get ahead of this unfolding situation?

Can I operate faster than
conditions are changing?



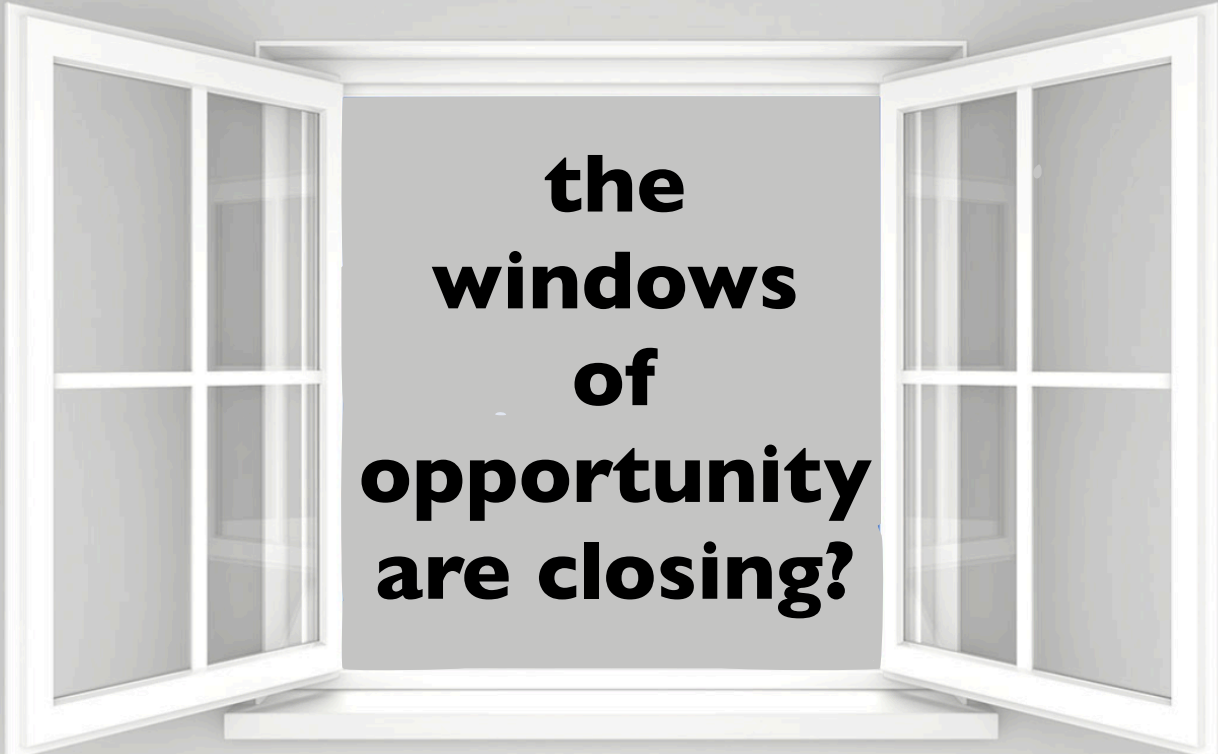
2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Can I operate faster than...



**the
windows
of
opportunity
are closing?**



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Prediction

How much time do I have?



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Situational Awareness Development Process



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Perception

Gather information:

Look + listen + smell
+ feel + taste



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Understanding

Assemble your puzzle pieces.

Search your memory database for solutions.

You may get some help from intuition.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Make a decision

A decision is a choice from
at least TWO options.

For example:
Fix the problem.
Do nothing.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



After you make your decision



Take an
Action



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



After you make your decision...

Pause

Make a prediction

Visualize the outcomes of your decision
option prior to implementation.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Use predictions to drive actions

If the predicted outcome of
your Plan A is good:

Implement Plan A.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



Use predictions to drive actions

If the predicted outcome
of Plan A is bad:

Consider Plan B or Plan C...D...

Or consider doing nothing.



2024

EXCELLENCE
CONFERENCE

DEFINING THE FUTURE THROUGH EXCELLENCE



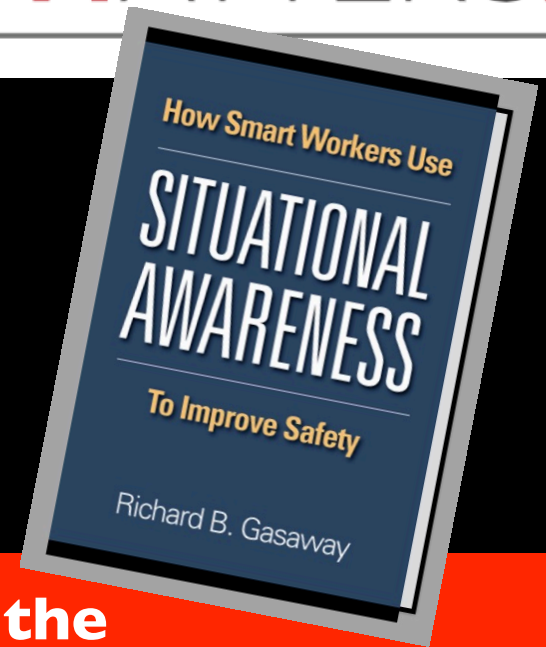
If you are interested in scheduling a program,
please contact us at:

SAMatters.com -> Contact Us Tab

SAMatters.COM

SITUATIONAL AWARENESS MATTERS!

Dr. Richard B. Gasaway
Fire Chief (ret.)
SAMatters.com
Rich@RichGasaway.com
612-548-4424



**Helping individuals & teams see the
bad things coming... in time to avoid bad outcomes.**