

User Manual



ShadowBox

ShadowBox LLC

Center for Operator Performance

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1. Getting Started

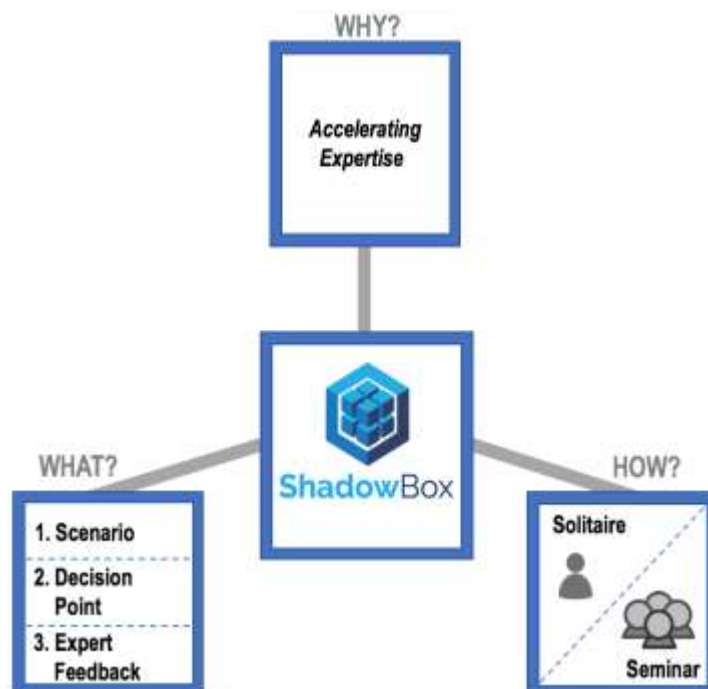
Think back to when you were new to your current job. Can you remember what helped you get to where you are today? You probably read manuals, memorized procedures, and spent time practicing your skills in the field. Maybe you shadowed a more experienced co-worker (i.e., an expert) who shared his or her stories and insights with you. At ShadowBox, we believe experts and their experiences are invaluable to the training and development process, which is why we combine them into one neat package.

If you are reading this, then you are now an experienced, or “expert,” coworker. Part of your job involves creating and/or facilitating training to bring trainees up to speed. The purpose of this guide is to help you accomplish that goal more efficiently, using an innovative training technique called ShadowBox. The idea here is simple: let novices see the world through the eyes of the experts, without the experts having to be present.

Imagine what that would be like for a new trainee – being able to notice cues, anticipate consequences, spot connections, and prioritize goals, all without years of experience. It is almost like having x-ray vision – seeing what others do not. Think about the boost in development.

This manual is split into two sections: 1. What is ShadowBox? 2. How to use ShadowBox. We will describe everything you need to know about ShadowBox, including what it is, how to use it, and why it works. Most importantly, it will also show you how to plan, develop, deliver, and evaluate it on your own. But it is not necessary to read this manual straight through like a book. You can jump around to the chapter that best fits your needs. We have structured the manual into the following sections to help you access what you need to know as efficiently as possible.

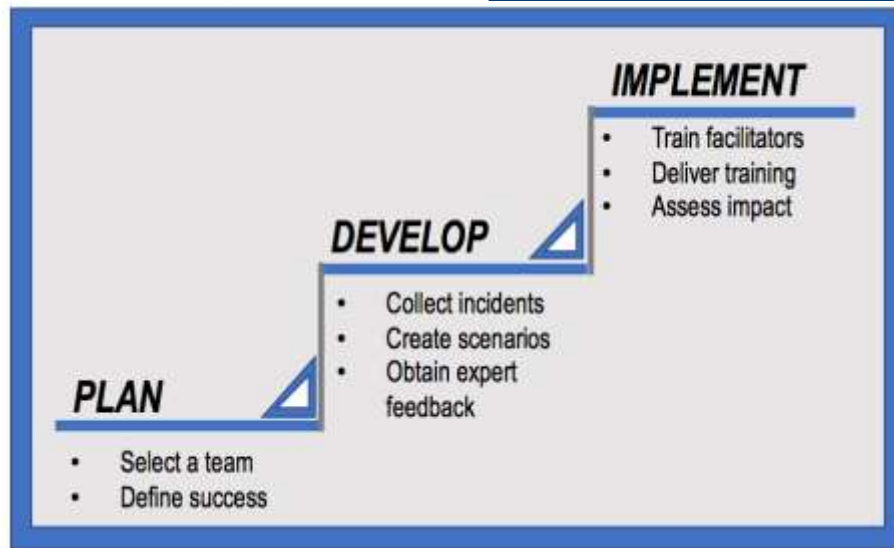
1. Getting Started



What is ShadowBox?

ShadowBox training is comprised of three core components: the scenario, decision points, and expert feedback. In other words, trainees are presented with a realistic and challenging scenario, which include prompts requiring decisions (e.g., what actions will you take at this moment?) throughout the exercise. After the trainee responds to the prompt and provides his/her reasoning, the trainee is presented with feedback from a panel of experts whose responses have been previously collected and synthesized.

There are two basic options for delivering ShadowBox training. The first is a solitaire format, which allows the trainee to work independently through the exercise. With this option, ShadowBox substitutes the presence of expert presence during training. The alternative option for delivery is the seminar.



Using seminar, trainees complete scenarios in a group setting led by a trainer/facilitator. As part of this format, you can add facilitated discussion after each decision point and/or scenario completion.

The purpose of ShadowBox is to accelerate expertise – bringing novices up to speed faster. By presenting challenging scenarios as well as expert-informed feedback, ShadowBox gives trainees a new perspective on how to identify important cues, generate realistic goals and expectations, and recognize and respond to unexpected developments. In addition to facing new situations and testing troubleshooting skills, trainees get the opportunity to compare their understanding to that of respected experts in their field.

Refer to Chapters 1–3 if you are new to ShadowBox and want to learn more about the *what*, *how*, and *why*.

How to Use ShadowBox

The latter half of this manual describes how to plan, develop, and implement ShadowBox into your organization. Refer to Chapters 4–8 to start creating ShadowBox today.

As a trainer, you know how important training is, especially for your organization. We hope this manual will help you design and deliver effective training that will bring your trainees up to speed faster and get them to start thinking and performing like experts.

Both the goal and the reward are to change the way trainees think. While rules and procedures are important, trainees must move beyond them to perform like the experts. ShadowBox offers a way to enhance the cognitive and perceptual skills necessary for adaptive decision making within complex work environments – just like yours.