

SECOND EDITION

MANAGING THE UNEXPECTED



Resilient Performance in an
Age of Uncertainty

KARL E. WEICK AND
KATHLEEN M. SUTCLIFFE

Managing The Unexpected Resilient Performance In An Age Of Uncertainty

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Managing The Unexpected Resilient Performance In An Age Of Uncertainty:

Managing the Unexpected Karl E. Weick, Kathleen M. Sutcliffe, 2011-01-06 Since the first edition of *Managing the Unexpected* was published in 2001 the unexpected has become a growing part of our everyday lives The unexpected is often dramatic as with hurricanes or terrorist attacks But the unexpected can also come in more subtle forms such as a small organizational lapse that leads to a major blunder or an unexamined assumption that costs lives in a crisis Why are some organizations better able than others to maintain function and structure in the face of unanticipated change Authors Karl Weick and Kathleen Sutcliffe answer this question by pointing to high reliability organizations HROs such as emergency rooms in hospitals flight operations of aircraft carriers and firefighting units as models to follow These organizations have developed ways of acting and styles of learning that enable them to manage the unexpected better than other organizations Thoroughly revised and updated the second edition of the groundbreaking book *Managing the Unexpected* uses HROs as a template for any institution that wants to better organize for high reliability *Managing the Unexpected* Karl E. Weick, Kathleen M. Sutcliffe, 2001-07-19 Of all the people Tom and I quoted in *In Search of Excellence* Karl Weick was hands down the most influential As a researcher and thought leader on matters organizational and strategic Karl gets an eleven on my scale of one to ten Now Weick and Sutcliffe have written on a subject they have been researching for a very long time excellence in responding to crisis in organizational settings that are inherently complex and dangerous The differences they find between these organizations and the ones that well kill people have much to teach us all even those of us operating in less dangerous settings I loved this book even the footnotes Bob Waterman coauthor *In Search of Excellence* The cost of unpleasant surprises in business is escalating Missed earnings or late and unsafe products or services for example can result in disastrous consequences for a company and its management Weick and Sutcliffe offer five sound organizational principles for building a company that delivers what it promises This is an exceptionally well written and practical book that can ensure your company s future Michael Beer Cahners Rabb Professor of Business Administration Harvard Business School For anyone who wants a better understanding of how organizations and leaders can cope with and master ambiguity uncertainty and change this is the first and best book to go to Warren Bennis University Professor and Distinguished Professor of Business Administration University of Southern California Marshall School of Business and coauthor *Geeks and Geezers* Breaks important new ground in organization theory and provides extremely relevant insights for leaders who want to create high performance cultures that are also truly adaptable and resilient Written in a captivating style filled with evocative examples and pragmatic guidelines this book should be mandatory reading for both theorist and practitioner alike John Seely Brown former director Xerox Palo Alto Research Center and coauthor *The Social Life of Information* HBSP 2000 A must read for managers and others in organizations with low tolerance for error Weick and Sutcliffe s book is filled with recipes for success Karlene H Roberts professor Walter A Haas School of Business University of California Berkeley **Why Safety**

Cultures Degenerate Johan Berglund, 2016-06-03 From Chernobyl to Fukushima have we come full circle where formalisation has replaced ambiguity and a decadent style of management to the point where it is becoming counter productive Safety culture is a contested concept and a complex phenomenon which has been much debated in recent years In some high risk activities like the operating of nuclear power plants transparency traceability and standardisation have become synonymous with issues of quality Meanwhile the experience based knowledge that forms the basis of manuals and instructions is liable to decline In the long term arguably it is the cultural changes and its adverse impacts on co operation skill and ability of judgement that will pose the greater risks to the safety of nuclear plants and other high risk facilities Johan Berglund examines the background leading up to the Fukushima Daiichi accident in 2011 and highlights the function of practical proficiency in the quality and safety of high risk activities The accumulation of skill represents a more indirect and long term approach to quality oriented not towards short term gains but towards delayed gratification Risk management and quality professionals and academics will be interested in the links between skill quality and safety critical work as well as those interested in a unique insight into Japanese culture and working life as well as fresh perspectives on safety culture

Organizations, Strategic Risk Management and Resilience Patrizia Gazzola, Enrica Pavione, Ilaria Pessina, 2022-05-05 Organizations Strategic Risk Management and Resilience The Impact of COVID 19 on Tourism aims to identify analyse and underline the importance of having a conceptual framework designed to develop and improve the risk management and resilience for organizations particularly during times of crisis In the aftermath of COVID 19 it is of paramount importance to predict the trajectory of change in consumer behaviour to help managers identify the basis of a resilience strategy to ideally respond to the current situation In particular the book focuses on the analysis and description of the Italian tourism sector giving a report on how the tourism sector reacted to COVID 19 underlining the importance to adopt a resilient approach relevant for evaluating the effective impact of the pandemic dynamics and to provide support tools for decision makers to be prepared for the unexpected and to be able to follow a smart adaptation The book shows the latest state of knowledge on the topic and will be of interest to students at an advanced level academics and reflective practitioners in the fields of strategic and risk management and the business of tourism

Quality Improvement for Nurse Managers Cynthia Barnard, Barbara J. Hannon, 2010 This book and CD ROM clearly outline a nurse leader s role in quality improvement and offer simple instructions to improve patient outcomes through nurse education and engagement In an easy to understand format this guide explains how to engage staff how to choose measure and benchmark nursing quality data and how to use QI projects to achieve positive results

The Wiley Blackwell Handbook of Mindfulness Amanda Le, Christelle T. Ngnoumen, Ellen J. Langer, 2014-04-14 The Wiley Blackwell Handbook of Mindfulness brings together the latest multi disciplinary research on mindfulness from a group of international scholars Examines the origins and key theories of the two dominant Western approaches to mindfulness Compares contrasts and integrates insights from the social psychological and Eastern derived

perspectives Discusses the implications for mindfulness across a range of fields including consciousness and cognition education creativity leadership and organizational behavior law medical practice and therapy well being and sports 2 Volumes

Risk Culture in Banking Alessandro Carretta,Franco Fiordelisi,Paola Schwizer,2017-10-11 This book explores risk culture in banks following the financial crisis It analyses the role of national and institutional risk culture market competitiveness organisational systems and institutional practices that led to a weakening of risk culture in financial institutions leading up to the financial crisis It addresses how to assess and measure risk culture and analyse the impact on performance and reputation Finally it explores the impact of regulation and a variety of tools that can be applied from the board down to promote a healthy risk culture in the governance of financial institutions internal controls and risk culture in banks

Learning and Innovation in Hybrid Organizations Paolo Boccardelli,Maria Carmela Annosi,Federica Brunetta,Mats Magnusson,2017-10-04 Reflecting the emergence of new organizational forms and hybrid organizations this edited collection explores the processes of exchange collaboration and technological management that have changed organizational structures By investigating the impact that inter organizational collaboration can have on the production and implementation of ideas within new firms this study contributes to the growing field of innovation and responds to the need for a greater understanding of renewed processes The authors argue that collaborations need to go beyond existing practices to create emerging paths such as bricolage experimentation effectuation and learning Drawing together a diverse body of literature on the internal dynamics that drive organizational change *Learning and Innovation in Hybrid Organizations* presents multiple perspectives on combining organizational flexibility with learning and innovation and provides implications for future practice

COVID-19 Pandemic Impact on New Economy Development and Societal Change Popescu, Cristina Raluca Gh.,2021-12-17 Globalization and technological advances have the immense power to create a new economy address sustainability concerns and facilitate societal changes In addition the COVID 19 pandemic has led to notable modifications in the world economy and society that require adjustments to business models as well as our way of life It is critical to understand these new models in our changing society for businesses to not only survive but to thrive COVID 19 Pandemic Impact on New Economy Development and Societal Change provides an updated view of the newest trends novel practices and latest tendencies concerning the manner of shaping the new economy and accelerating societal change demonstrating the crucial importance of rethinking the world s models priorities and strategies while seeking a more responsible path for humanity Covering topics such as tourism and salesmanship skills this publication is ideal for academicians researchers scientists scholars practitioners industry professionals consultants instructors and students

Human Factors Challenges in Emergency Management Christine Owen,2017-09-29 This book provides an overview of state of the art research that has been conducted within Australia funded by the Bushfire Cooperative Research Centre The chapters source and contextualize their own research practice within the context of the international research literature

Therefore while the research has occurred within Australia it will be of particular interest to scholars students and practitioners in a number of other countries particularly within the United States of America and in Europe The fire and emergency services is a particularly large industry in Australia alone it employs 250 000 personnel yet there is very little by way of published human factors books addressing this sector directly Emergency events frequently involve problems for which there may be unanticipated consequences and highly interdependent consequential effects In short emergency events are not necessarily as containable as may be work in other domains As Karl Weick once commented emergency events do not play by the rules This means that these research chapters tell us something about a potential future world of work that is highly dynamic interdependent and for which improvisation and critical thinking and problem solving are necessary pre requisites The discussions about individual and team performance will also be pertinent to others working in similar high reliability high consequence domains The chapters connect into an integrated body of work about individual and group performance and their limitations

The Oxford Handbook of Innovation Management Mark Dodgson,David M. Gann,Nelson Phillips,2013-12-19 The Oxford Handbook of Innovation Management offers a comprehensive and timely analysis of the nature and importance of innovation and the strategies and practices that can be used to improve organizational benefits from innovation Innovation is centrally important for business and national competitiveness and for the quality and standard of living around the world but it does not happen by itself For innovation to succeed it needs to be properly managed With contributions from 49 world leading scholars the Handbook explores the many sources of innovation the broader social economic and technological contexts that encourage and constrain it and the cutting edge strategies and practices of innovation management The book addresses the traditional concerns of innovation management such as managing R D intellectual property and creativity and the contributions of science and marketing but substantially extends traditional areas of interest In this new volume chapters examine emerging topics including design social networks open and social innovation and innovation in business models ecosystems services and platforms The book explores the importance of innovation management for environmental sustainability and its evolving nature and practice in Asia Written in an accessible style and with carefully selected bibliographies and a comprehensive index the Handbook offers a uniquely authoritative and wide ranging source of knowledge about innovation management Each chapter identifies key issues and reviews the most important research findings Future research questions are identified The Handbook will be invaluable for students and faculty studying researching and teaching innovation and for managers seeking to improve innovation outcomes in their organizations

Routledge Handbook of Risk, Crisis, and Disaster Communication Brooke Fisher Liu,Amisha M. Mehta,2024-05-30 This Handbook provides a comprehensive overview of core concepts research and practice in risk crisis and disaster communication With contributions from leading academic experts and practitioners from diverse disciplinary backgrounds including communication disaster and health this Handbook offers a valuable synthesis of current knowledge

and future directions for the field It is divided into four parts Part One begins with an introduction to foundational theories and pedagogies for risk and crisis communication Part Two elucidates knowledge and gaps in communicating about climate and weather focusing on community and corporate positions and considering text and visual communication with examples from the US and Australia Part Three provides insights on communicating ongoing and novel risks crises and disasters from US and European perspectives which cover how to define new risks and translate theories and methodologies so that their study can support important ongoing research and practice Part Four delves into communicating with diverse publics and audiences with authors examining community first responder and employee perspectives within developed and developing countries to enhance our understanding and inspire ongoing research that is contextual nuanced and impactful Offering innovative insights into ongoing and new topics this handbook explores how the field of risk crisis and disaster communications can benefit from theory technology and practice It will be of interest to students researchers and practitioners in the fields of disaster emergency management communication geography public policy sociology and other related interdisciplinary fields *Fostering Organizational Sustainability With Positive Psychology* Baykal, Elif, 2024-02-19

The pursuit of sustainability has taken center stage across industries on a global scale However many organizations find themselves grappling with the challenge of translating sustainability ideals into practical long lasting success Traditional structures and approaches often fall short leaving organizations struggling to adapt to rapidly changing circumstances and uncertain futures The need for a comprehensive holistic solution to sustainable business practices has never been more pressing *Fostering Organizational Sustainability With Positive Psychology* addresses the critical gap in the sustainability discourse by showcasing how positive psychology and positive organizational behavior can serve as the linchpin to achieving sustainability in organizations This book provides a roadmap for establishing these principles as the cornerstone of your sustainable business strategy **The Politics of Crisis Management** Arjen Boin, Paul 't Hart, Eric Stern, Bengt Sundelius, 2017 A newly updated edition of a concise and evidence based approach to strategic crisis leadership

Foundations of Safety Science Sidney Dekker, 2019-04-09 How are today's hearts and minds programs linked to a late 19th century definition of human factors as people's moral and mental deficits What do Heinrich's unsafe acts from the 1930s have in common with the Swiss cheese model of the early 1990s Why was the reinvention of human factors in the 1940s such an important event in the development of safety thinking What makes many of our current systems so complex and impervious to Tayloristic safety interventions *Foundations of Safety Science* covers the origins of major schools of safety thinking and traces the heritage and interlinkages of the ideas that make up safety science today Features Offers a comprehensive overview of the theoretical foundations of safety science Provides balanced treatment of approaches since the early 20th century showing interlinkages and cross connections Includes an overview and key points at the beginning of each chapter and study questions at the end to support teaching use Uses an accessible style using technical language where

necessary Concentrates on the philosophical and historical traditions and assumptions that underlie all safety approaches

Internal Crisis Communication Mats Heide,Charlotte Simonsson,2019-06-06 We live in a crisis society with traditional media responding on a minute by minute basis on daily seemingly inevitable organizational crises Whether crises have become more prevalent or we re simply more aware of them they are now of great concern to organizations and crisis management and communication is a priority Most organizations have a crisis response plan many have dedicated crisis and security management staff Yet much of the emphasis has been on action outside of the organization Neglecting communication between managers and employees they risk poor inconsistent crisis management and the very real possibility of crisis escalation Crisis management like charity begins in the home Internal Crisis Communication is one of the first guides to communication inside organizations before during and after a crisis not just on the acute crisis phase to provide a complete and holistic guide for managers that will help them manage and contain crises It includes an in depth real life case study referred to throughout from the author s own experience which makes practical application explicit and the methodology clear Strengthened by rigorous academic research and tested in real life crisis situations the methods included in this book will be invaluable for communication professionals security officers and crisis managers as well as valuable reading for students and researchers interested in crisis and risk management Bad to Good Arch G. Woodside,2016-08-25

With the objective of reducing the high volume of bad practices in business research this book offers propositions for improving theory construction and empirical testing of theory especially by business scholars It does so by covering 24 common bad practices explaining why they are bad and how to replace all of them with a good practice **New Tools, Old Tasks** Torgeir K. Haavik,2017-09-18 New Tools Old Tasks explores how Integrated Operations IO will influence the safety of offshore drilling operations The book is based on several years of practical experience combined with a research study on the safety of IO within the drilling domain The overall objective of the book is to explore how safety can be understood in the change process of Integrated Operations and to provide recommendations for how IO may be developed and implemented in a way that will benefit both safety and efficiency of the operations A crucial thread throughout the book is that the understanding of normal work processes is key to understanding the conditions for safe operations This is reflected in the book s structure and content the nature of normal drilling operations is the focus including how technologies and work processes are aligned to meet the dominating challenges of the industry these challenges need not be directly linked to safety risk It is argued that the influence of IO on the safety of drilling operations depends more on how IO relates to the existing fundamental challenges of drilling operations than on the design and properties of the different IO technologies and work processes as such *Handbook of Mindfulness in Education* Kimberly A. Schonert-Reichl,Robert W.

Roeser,2016-02-29 This handbook addresses the educational uses of mindfulness in schools It summarizes the state of the science and describes current and emerging applications and challenges throughout the field It explores mindfulness

concepts in scientific theoretical and practical terms and examines training opportunities both as an aspect of teachers professional development and a means to enhance students social emotional and academic skills Chapters discuss mindfulness and contemplative pedagogy programs that have produced positive student outcomes including stress relief self care and improved classroom and institutional engagement Featured topics include A comprehensive view of mindfulness in the modern era Contemplative education and the roots of resilience Mindfulness practice and its effect on students social emotional learning A cognitive neuroscience perspective on mindfulness in education that addresses students academic and social skills development Mindfulness training for teachers and administrators Two universal mindfulness education programs for elementary and middle school students The Handbook of Mindfulness in Education is a must have resource for researchers graduate students clinicians and practitioners in psychology psychiatry education and medicine as well as counseling social work and rehabilitation therapy *Safety Culture and High-Risk Environments* Cindy L.

Caldwell,2017-09-18 This book provides leaders in high risk industries a better understanding of how their values and behaviors can influence the organization s safety culture and improve its capacity to bounce back from failure Examples are illustrated through case studies and practical tools are provided to evaluate and improve an organization s culture by improving leadership capability This unique book integrates the areas of safety culture and high reliability from the perspective of leadership in a work team environment Readers of the book will get a fresh perspective on safety culture and reliability that can be translated into practical steps for improving their organization through its leadership

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