

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

Roman Wölfel



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

Leadership in

Dangerous Situations, 2nd Edition Patrick Sweeney, Michael D. Matthews, Paul D. Lester, Sean Hannah, Brian Reed, 2022-12-15 This guide which for years has prepared military emergency and first responders to face psychological social and physical challenges of leading in dangerous contexts has been updated The author team which includes scholars and practitioners has integrated current research findings incorporated topics not covered in the prior edition and has created a reference work relevant to leaders at all levels entry mid and senior in organizations that operate in dangerous contexts Leadership in Dangerous Situations Second Edition includes nine new chapters that address character development ethical decision making and action leading in uncertain times empowering initiative leading taskforces and cross functional teams operating in complex social and political environments tactical and operational decision making and planning red teaming and incident command The authors wrote their chapters as acts of service to enhance the professions that serve their countries and societies

Role of Leadership in Facilitating Healing and Renewal in Times of Organizational Trauma and Change Byrd-Poller, Lynda, Farmer, Jennifer L., Ford, Valerie, 2021-06-25 Organizational trauma theory endeavors to examine the psychological and physical effects of trauma on individuals and groups within an organization Individual trauma the individual mental and emotional disruptions that affect the well being of self often contributes to organizational trauma Or sometimes the disruptions are external and caused by societal economic or political changes Recent traumatic events such as the COVID 19 pandemic and racial tensions stemming from social injustices present even greater challenges for organizations as leaders seek to facilitate healing restoration and renewal Organizational trauma is currently playing out in our organizations and organizational scholars leaders and managers are looking for ways to mitigate this trauma without having explicit knowledge or understanding of how to deal with it Despite the increasing need to better understand organizational trauma and how to address it this body of research has not played a prominent role in mainstream organization and management theory Role of Leadership in Facilitating Healing and Renewal in Times of Organizational Trauma and Change examines the importance of dealing with trauma in organizations and related topics of interest The chapters highlight global perspectives and present new and significant information and observations about organizational trauma and offer insights derived from a solidly and sufficiently broad knowledge base of theory research and practice This book will also grant a basis of understanding trauma its antecedents and outcomes as well as how it can be mitigated and will provide information and insights regarding organizational trauma and how it interacts with and influences other organizational phenomena This book is ideally intended for managers human resources officers academicians practitioners executives professionals researchers and students interested in examining the ways in which organizational trauma is impacting the workplace

Being!: Five Ways Of Leading Authentically In An Iconnected World Vikram Murthy, Aasha Murthy, 2019-09-24 Being Five ways of leading authentically in an iConnected world is rooted in leadership practice across many sectors and its raison d etre is to build adaptiveness and resilience in uncertain times It is credentialed by leaders who

have honed their personal effectiveness grown spiritually and become more effective and impactful because of their engagement with its content It channels wisdom at the intersection of many disciplines and multiple world views to provide deeper insight and meaning to the leadership dilemmas and choices that you constantly face It integrates both western leadership thinking with its more evidence based cognitive approaches and eastern philosophy with its more mystical and spiritually oriented homilies into a rich tapestry that engages your attention challenges your capabilities and leaves you richer and more fulfilled for the effort **The Practitioner's Handbook of Project Performance** Mark

Phillips,2019-11-11 Practitioners operate in a necessary reality We work in a space where project performance is above theory or methodology In the best environments delivery and an affirmative culture are what matter most In the worst it is politics and survival In any environment we are challenged to adopt best practices and adapt our style to the environment in which the project is occurring This is a book about those best practices and practitioner experiences It is a must have reference and guide book for project managers general managers business leaders and project management researchers This book is the result of the hard work and dedication of more than 35 authors from more than 15 countries across four continents It brings a diversity of experience professional and personal It includes practitioners leading academics renowned theorists and many who straddle those roles The chapters cover experiences in software large scale infrastructure projects finance and health care to name a few The chapters themselves take many forms Check out the table of contents to get a deeper sense of the topics included All provide real world guidance on delivering high performing projects and show you how to build lead and manage high performing teams The Practitioners Handbook of Project Performance is complete in itself It can also be an enticing start to an ongoing dialogue with the authors and a pleasurable path to get deeper into the subject of project performance Find your favorite place to begin learning from these chapters to begin taking notes and taking away nuggets to use in your everyday But don t stop there Contact information and further resources for this diverse team of experts authors are found throughout The Practitioners Handbook is a modern guide to the leading edge of project performance management and a path to the future of project delivery [Handbook of Research on Interdisciplinary Studies on Healthcare, Culture, and the Environment](#) Merviö, Mika Markus,2022-02-18 As healthcare culture and the environment

remain crucial aspects of modern society the current issues and opportunities within each sector must be examined and considered in order to ensure their success in the future These critical fields should be studied in relation to each other as they must work in tandem to create a better society The Handbook of Research on Interdisciplinary Studies on Healthcare Culture and the Environment presents innovative ideas and emerging research to highlight critical trends focusing on the relationship between healthcare environmental wellbeing and society and culture Covering a range of topics such as sustainability leadership and food security this reference work is ideal for industry professionals researchers academicians practitioners instructors and students

Judgment and Leadership Kayes, Anna B.,Kayes, D. C.,2021-10-12 Judgment and

Leadership presents original thinking and addresses age old concerns regarding the relationship between judgment and leadership These two concepts are inseparable Judgment guides every action that a leader takes and underlies every thought emotion or justification that leaders form This volume extends the study of judgment and leadership across disciplinary and conceptual boundaries

Stories of Life in the Workplace Larry D. Browning, G. H. Morris, 2012 Addressing both renowned theories and standard applications *Stories of Life in the Workplace* explains how stories affect human practices and organizational life Authors Larry Browning and George H Morris explore how we experience interpret and personalize narrative stories in our everyday lives and how these communicative acts impact our social aims and interactions In pushing the boundaries of how we perceive narrative and organization the authors include stories that are broadly applicable across all concepts and experiences With a perception of narrative and its organizational application chapters focus on areas such as pedagogy therapy project management strategic planning public communication and organizational culture Readers will learn to differentiate and gain an in depth understanding of perspectives from varying narrators recognize how stories are constructed and used in organizations and modify the stories they tell view stories as a means to promote an open exchange of creativity By integrating a range of theories and practices Browning and Morris write for an audience of narrative novices and scholars alike With a distinctive approach and original insight *Stories of Life in the Workplace* shows how individuality developing culture and the psychology of the self are constructed with language and how the acceptance of one's self is accomplished by reaffirming and rearranging one's story

Written in Blood Brodie Ramin, 2025-11-04 *Written in Blood* is an urgent exploration of how disasters happen and how they can be prevented Award winning author and physician Brodie Ramin trained in prevention through his work in primary care and addiction explores how we can scale up preventative strategies and apply them at a societal level from the wreckage of plane crashes and pandemics to nuclear catastrophes industrial accidents and natural disasters Through gripping case studies from the Notre Dame fire to Fukushima Ramin dissects the human errors systemic failures and overlooked warning signs that lead to catastrophe At its core the book argues that prevention is not only possible but essential we must act before disaster strikes rather than learning only in its aftermath Drawing on frameworks like James Reason's Swiss cheese model of error and insights from high reliability organizations Ramin shows how risk compounds when safeguards fail and how layered defenses can save lives He offers a critical intervention by adopting a prevention mindset and overcoming our cognitive biases we can proactively solve problems in our personal lives our organizations and our society before the next crisis unfolds Blending history psychology and public policy *Written in Blood* is a compelling call to rethink how we manage risk before it's too late

Handbook of Human Factors in Air Transportation Systems Steven James Landry, 2017-11-22 One of the primary applications of human factors engineering is in the aviation domain and the importance of human factors has never been greater as U S and European authorities seek to modernize the air transportation system through the introduction of advanced automation This

handbook provides regulators practitioners researchers and educators a comprehensive resource for understanding and applying human factors to air transportation **Minnesota Law Review**, 2014-06 **Commercial Aviation Safety, Sixth Edition** Stephen K. Cusick, Antonio I. Cortes, Clarence C. Rodrigues, 2017-05-12 Up To Date Coverage of Every Aspect of Commercial Aviation Safety Completely revised edition to fully align with current U S and international regulations this hands on resource clearly explains the principles and practices of commercial aviation safety from accident investigations to Safety Management Systems Commercial Aviation Safety Sixth Edition delivers authoritative information on today s risk management on the ground and in the air The book offers the latest procedures flight technologies and accident statistics You will learn about new and evolving challenges such as lasers drones unmanned aerial vehicles cyberattacks aircraft icing and software bugs Chapter outlines review questions and real world incident examples are featured throughout Coverage includes ICAO FAA EPA TSA and OSHA regulations NTSB and ICAO accident investigation processes Recording and reporting of safety data U S and international aviation accident statistics Accident causation models The Human Factors Analysis and Classification System HFACS Crew Resource Management CRM and Threat and Error Management TEM Aviation Safety Reporting System ASRS and Flight Data Monitoring FDM Aircraft and air traffic control technologies and safety systems Airport safety including runway incursions Aviation security including the threats of intentional harm and terrorism International and U S Aviation Safety Management Systems **Evaluating the Effectiveness of Offshore Safety and Environmental Management Systems** United States. Committee on the Effectiveness of Safety and Environmental Management Systems for Outer Continental Shelf Oil and Gas Operations, 2012 This report recommends that the Bureau of Safety and Environmental Enforcement BSEE take a holistic approach to evaluating the effectiveness offshore oil and the Safety and Environmental Management Systems SEMS programs of gas industry operators According to the report this approach should at a minimum include inspections audits by the operator and BSEE key performance indicators and a whistleblower program SEMS is a safety management system SMS aimed at shifting from a completely prescriptive regulatory approach to one that is proactive risk based and goal oriented in an attempt to improve safety and reduce the likelihood that events similar to the April 2010 Macondo incident will reoccur According to the committee that produced the report it is not possible for a regulator to create a culture of safety in an organization by inspection or audit that culture needs to come from within the organization To be successful the tenets of SEMS must be fully acknowledged and accepted by workers motivated from the top and supported throughout the organization and must drive worker actions The report also notes that BSEE can encourage and aid industry in development of a culture of safety by the way it measures and enforces SEMS The committee believes BSEE should seize this opportunity to make a step change in safety culture by adopting a goal based holistic approach to evaluating the effectiveness of SEMS programs In recommending a holistic approach to evaluating the effectiveness of SEMS programs the report explores in detail the role of SEMS in helping to develop a culture of safety

highlights the pros and cons of various methods of assessing the effectiveness of a SEMS program and investigates existing approaches for assessing the SMS programs of various U S and international regulatory agencies whose safety mandates are similar to that of BSEE The Spirit of Kaizen: Creating Lasting Excellence One Small Step at a Time Robert Maurer,2012-10-11 Discover the power of KAIZEN to make lasting and powerful change in your organization Maurer uses his knowledge of the brain and human psychology to show what I have promoted for the past three decades that continuous improvement is built on the foundation of people courageously using their creativity Kaizen is much more than a world class management practice it is a technique to remove fear from our mind s mind enabling us to take small steps to better things The process of change starts with awareness and desire in our minds and then leads to action and change in the physical world Readers of this book will surely fi nd new ideas and encouragement to make improvements in personal health performance at work and their own well being Masaaki Imai Chariman Kaizen Institute KAIZEN The Small Step Step Solution for You and Your Company Today s businesses love the idea of revolutionary immediate change But major disruptive efforts often fail because radical change sets off alarms in our brains and shuts down our power to think clearly and creatively There is however a more effective path to change Change that is lasting and powerful Change that begins with one small step It s The Spirit of Kaizen a proven system for implementing small incremental steps that can have a big impact in reaching your goals This step by step guide from renowned psychologist and consultant Dr Robert Maurer shows you how to Lower costs by offering little rewards Raise quality by reducing mistakes Manage difficult people one step at a time Boost morale and productivity in five minutes a day Implement big ideas through small but steady actions Sell more in less time Filled with practical tips and ready to use tools for managers innovators and entrepreneurs The Spirit of Kaizen is the essential handbook for a changing world You ll learn how to think outside the suggestion box remove mental blindfolds manage stress with one minute exercises and handle rising health care costs You ll discover the small step secrets for dealing with all kinds of people from tough bosses and listless workers to stubborn clients and fussy customers These simple but powerful techniques can be applied to almost any workplace situation especially when you re trying to navigate the stormy waters of radical change high pressure deadlines and cutthroat competition These are the same methods of small continual improvement that have been tested by the largest companies such as Boeing Toyota and the U S Navy methods that will work for you too No matter how big the obstacle or how big the dream The Spirit of Kaizen has a small step solution to help you succeed **Industrial and Labor Relations Review** ,2016 *Strategy & Business* ,2010 **Zaoutis and Chiang's Comprehensive Pediatric Hospital Medicine, Third Edition** Vincent W. Chiang,Samir S. Shah,2026-01-09 This cornerstone text provides the most up to date evidence based approaches to inpatient pediatric care available all from top experts in their fields The gold standard in pediatric hospital medicine Comprehensive Pediatric Hospital Medicine has been updated and streamlined for today s practice This third edition defines hospital medicine and addresses general issues of

hospitalist practice and administration such as medical legal issues communications electronic health records palliative care ethical issues careers professional organizations and more Clearly organized into four main sections Inpatient Pediatric Medicine Commonly Presenting Signs and Symptoms Systems Approach and Procedures Comprehensive Pediatric Hospital Medicine Third Edition explores commonly presenting signs and symptoms breaks down diseases by system and describes hard to find instructions on procedures most commonly performed on children in a hospital setting This authoritative work has been fully updated with new content on COVID 19 illness and vaccines in pediatric patients pandemic preparedness and resources as well as pediatric patient mental and behavioral health In addition it contains new videos to accompany procedure chapters on AccessPediatrics If you re in need of an up to date comprehensive and authoritative text that spans the emerging field of pediatric hospital medicine your search ends here **California Management Review** ,2013

Principles and Practice of Hospital Medicine Sylvia C. McKean,2012-04-19 The definitive guide to the knowledge and skills necessary to practice Hospital Medicine Presented in full color and enhanced by more than 700 illustrations this authoritative text provides a background in all the important clinical organizational and administrative areas now required for the practice of hospital medicine The goal of the book is provide trainees junior and senior clinicians and other professionals with a comprehensive resource that they can use to improve care processes and performance in the hospitals that serve their communities Each chapter opens with boxed Key Clinical Questions that are addressed in the text and hundreds of tables encapsulate important information Case studies demonstrate how to apply the concepts covered in the text directly to the hospitalized patient Principles and Practice of Hospital Medicine is divided into six parts Systems of Care Introduces key issues in Hospital Medicine patient safety quality improvement leadership and practice management professionalism and medical ethics medical legal issues and risk management teaching and development Medical Consultation and Co Management Reviews core tenets of medical consultation preoperative assessment and management of post operative medical problems Clinical Problem Solving in Hospital Medicine Introduces principles of evidence based medicine quality of evidence interpretation of diagnostic tests systemic reviews and meta analysis and knowledge translations to clinical practice Approach to the Patient at the Bedside Details the diagnosis testing and initial management of common complaints that may either precipitate admission or arise during hospitalization Hospitalist Skills Covers the interpretation of common low tech tests that are routinely accessible on admission how to optimize the use of radiology services and the standardization of the execution of procedures routinely performed by some hospitalists Clinical Conditions Reflects the expanding scope of Hospital Medicine by including sections of Emergency Medicine Critical Care Geriatrics Neurology Palliative Care Pregnancy Psychiatry and Addiction and Wartime Medicine

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