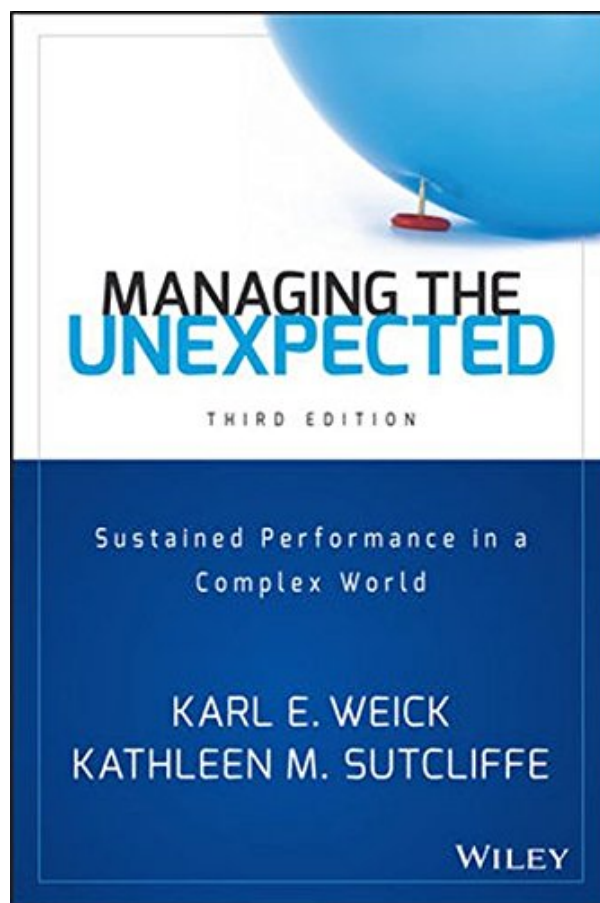
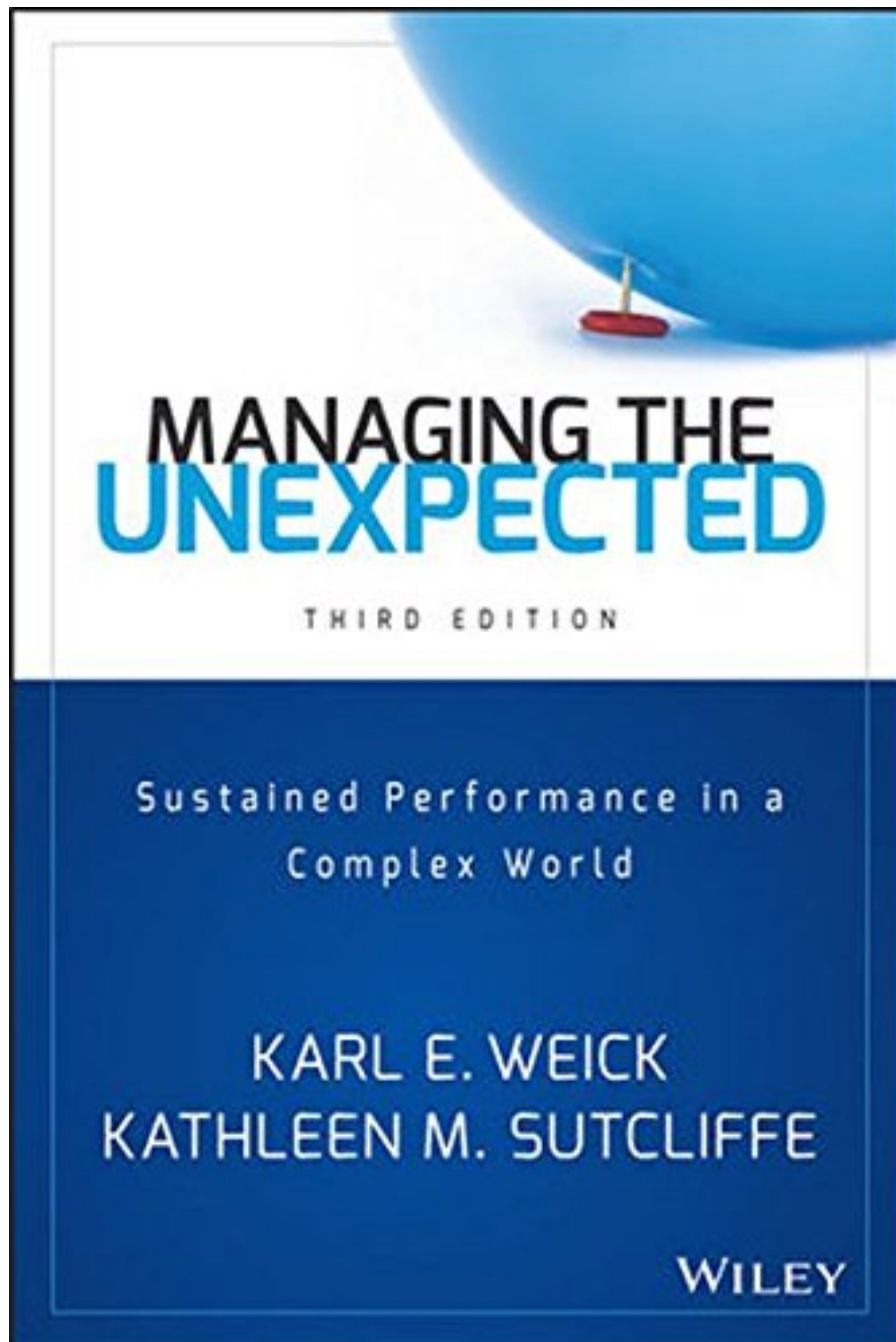


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COMPLEX WORLD BY KARL E. WEICK,  
KATHLEEN M. SUTCLIFFE**



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Improve your company's ability to avoid or manage crises

Managing the Unexpected, Third Edition is a thoroughly revised text that offers an updated look at the groundbreaking ideas explored in the first and second editions. Revised to reflect events emblematic of the unique challenges that organizations have faced in recent years, including bank failures, intelligence failures, quality failures, and other organizational misfortunes, often sparked by organizational actions, this critical book focuses on why some organizations are better able to sustain high performance in the face of unanticipated change. High reliability organizations (HROs), including commercial aviation, emergency rooms, aircraft carrier flight operations, and firefighting units, are looked to as models of exceptional organizational preparedness. This essential text explains the development of unexpected events and guides you in improving your organization for more reliable performance.

"Expect the unexpected" is a popular mantra for a reason: it's rooted in experience. Since the dawn of civilization, organizations have been rocked by natural disasters, civil unrest, international conflict, and other unexpected crises that impact their ability to function. Understanding how to maintain function when catastrophe strikes is key to keeping your organization afloat.

- Explore the many different kinds of unexpected events that your organization may face
- Consider updated case studies and research
- Discuss how highly reliable organizations are able to maintain control during unexpected events
- Discover tactics that may bolster your organization's ability to face the unexpected with confidence

Managing the Unexpected, Third Edition offers updated, valuable content to professionals who want to strengthen the preparedness of their organizations—and confidently face unexpected challenges.

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- Dimensions: 9.00" h x 1.00" w x 6.20" l, .0 pounds
- Binding: Hardcover
- 224 pages

Features

- Managing the Unexpected Sustained Performance in a Complex World

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5 of 5 people found the following review helpful.

Expect to be perplexed

By Paul Hirsch

I have been researching ways to map how High Reliability Organizations manage extreme complexity and constant change and push decisions and responsibilities into every member of the team. Managing the Unexpected is an oft cited book in the field, and the sample chapter was fairly interesting. Unfortunately, the majority of the book is a disappointing mess that manages to take a decent framework of what factors are at play in a High Reliability Organization and then smear them into what feels more like an undergraduate report than a cohesive book.

Much of the book revolves around trying to define things by way of italicizing words to stress the important distinctions between what constitutes healthy HRO thought and what does not. There are paragraph length references to previous chapters over and over again, as if to repetition is evidence and aids comprehension at the same time. In some ways it reads like a bad motivational speech where a man with a headset conveys meaning by way of yelling.

I kept waiting for insights beyond the framework definition that the book opens with, but few were to be found. The WaMu analysis offered in the book sample is misleading. You will find few flushed out HRO or anti-HRO samples in the book. That of The Toyota Way, and much like the WaMu story, it represents more cautionary tale than positive example. An example from the rebuilding of the B&O Railroad Museum Roadhouse is interesting and positive example but the organizational mindfulness cited does not have a clear source. Other stories feel like the authors are simply trying to fit the previously defined HRO qualities to narratives that offer unclear support of those qualities.

2 stars given - The factors comprising a HRO and some of the lists are useful.

0 of 0 people found the following review helpful.

Packed with info, easy to understand

By Steve Vigus

Purchased for research into performance improvement and error reduction. This is an information-packed reference for anybody doing research in this field. My copy is now loaded with highlighter.

0 of 0 people found the following review helpful.



An oversimplification, but still a must read.

By Tuxaua Linhares

Very interesting arguments, but seem to fall under the post hoc ergo propter hoc fallacy. There are many valid points but the whole idea is, in my humble opinion, an oversimplification of a very complex situation. Even so, this book is a "must read" for anyone in the safety or risk assessment area of knowledge.

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