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Managing the UnexpectedAuthors 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.

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A "reporting culture" – People share their accounts of what went wrong. Weick, Sutcliffe & Obstfeld

(1999) recommend five principles for managing the unexpected: (1) preoccupation of failure, (2) reluctance to simplify, (3) sensitivity to operations, (4) commitment to resilience, and (5) deference to expertise. ...

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Weick and Sutcliffe/Social Psychology. Managing the Unexpected through Mindfulness. Weick, as a social psychologist, initially studied the effect of cognitive dissonance on performance. He subsequently studied the flow of action following surprise, enactment, sense making of the unexpected, and mindfulness.

HRO Models | Weick and Sutcliffe

Managing the Unexpected: Resilient Performance in an Age of Uncertainty, 2nd Edition [Karl E Weick, Kathleen M Sutcliffe, Judy Mahby] on Amazon.com. *FREE* shipping on qualifying offers. 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

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History. Serious accidents in high risk, hazardous operations can be prevented through a combination of organizational design, culture, management, and human choice. Theorists of both schools place a lot of emphasis on human interaction with the system as either cause (NAT) or prevention (HRO) of a systems accident.

High reliability organization - Wikipedia

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Now we have a book that can actually help organizations become better prepared for all that's coming by becoming ... resilient. Managing the Unexpected isn't just any book, either. Karl Weick ...

Managing the Unexpected - Harvard Business Review

"Managing the Unexpected: Resilient Performance in an Age of Uncertainty (2nd edn) Karl E Weick and Kathleen M Sutcliffe (2007) Wiley ISBN 978-0-7879-9649-9; HC; 194 pages; USD 27.05," Journal of Management & Organization, Cambridge University Press, vol. 14(05), pages 593-594, November.

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