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Nota di contenuto	Managing the Unexpected: Sustained Performance in a Complex World; Contents; Preface; Acknowledgments; Chapter 1: Mismanaging the Unexpected; Washington Mutual Mismanages the Unexpected; Overview of Washington Mutual Bank Failure; Problems in Mindful Organizing at WaMu; Preoccupation with Failure; Reluctance to Simplify; Sensitivity to Operations; Commitment to Resilience; Deference to Expertise; What Do We Learn from the WaMu Case?; Conclusion; Overview of Subsequent Chapters; Chapter 2: The Infrastructure of Mindful Organizing; Overview of the Collapse and Recovery; The Unexpected and the ExpectedSensemaking; Organizing and Collective Sensemaking; Adaptive Managing; A Concluding Assessment; Chapter 3: Principle 1: Preoccupation with Failure; Components of Preoccupation with Failure; Anomaly; Cues of Evolving Failure; Normalizing; Institutionalized Wariness; Doubt as a Mind-Set; Connotations of Preoccupation with Failure; The Mind-Set for Preoccupation with Failure; Practicing a Preoccupation with Failure; Articulate Expectations; Create Awareness

of Vulnerability; Actively Track down Bad News; Clarify What Constitutes Good News; Consolidate Your Explanations; A Near Miss Is a Failure; Preoccupation as Strategy; Chapter 4: Principle 2: Reluctance to Simplify; Organizing More Variety into Processes; Organizing for Sense-Discrediting; Organizing for Action-Based Inquiry; Mind-Set for Reluctance; Practicing a Reluctance to Simplify; Forget Some Names; Think and Question out Loud; Develop Skeptics; Seek Requisite Variety; Put a Premium on Interpersonal Skills; Revise Assessments as Evidence Changes; Chapter 5: Principle 3: Sensitivity to Operations; Operations as an Anchoring in the Present; Ignorance; Casualness; Distraction; Operations as an Integrated Map; Operations as Heedful Interrelating; Operations as Events under Pressure; Operations as Recurring Events; The Mind-Set for Sensitivity to Operations; Practicing a Sensitivity to Operations; Be Guided by Actionable Questions; Cultivate Situated Humility; Encourage People to Simulate Their Work Mentally; Make Yourself Physically and Socially Available; Reward Contact with the Front Line; Speak Up; Bring Unique Knowledge to the Surface; Chapter 6: Principle 4: Commitment to Resilience; Anticipation and Resilience; Elasticity and Recovery; Resilience in the Air Traffic System: United Airlines 232What Do We Learn about Resilience from UA 232?; Mind-Set for Commitment to Resilience; Practicing a Commitment to Resilience; Adopt a Mind-Set of Cure Rather Than Prevention; Enlarge Competencies and Response Repertoires; Don't Overdo Lean Ideals; Accelerate Feedback; Treat Your Past Experience with Ambivalence; Chapter 7: Principle 5: Deference to Expertise; Background; Properties of Deference to Expertise; Refinements; Expertise Resembles the Role of Reliability Professionals; Mind-Set for Deference to Expertise; Practicing Deference to Expertise

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## Sommario/riassunto

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

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