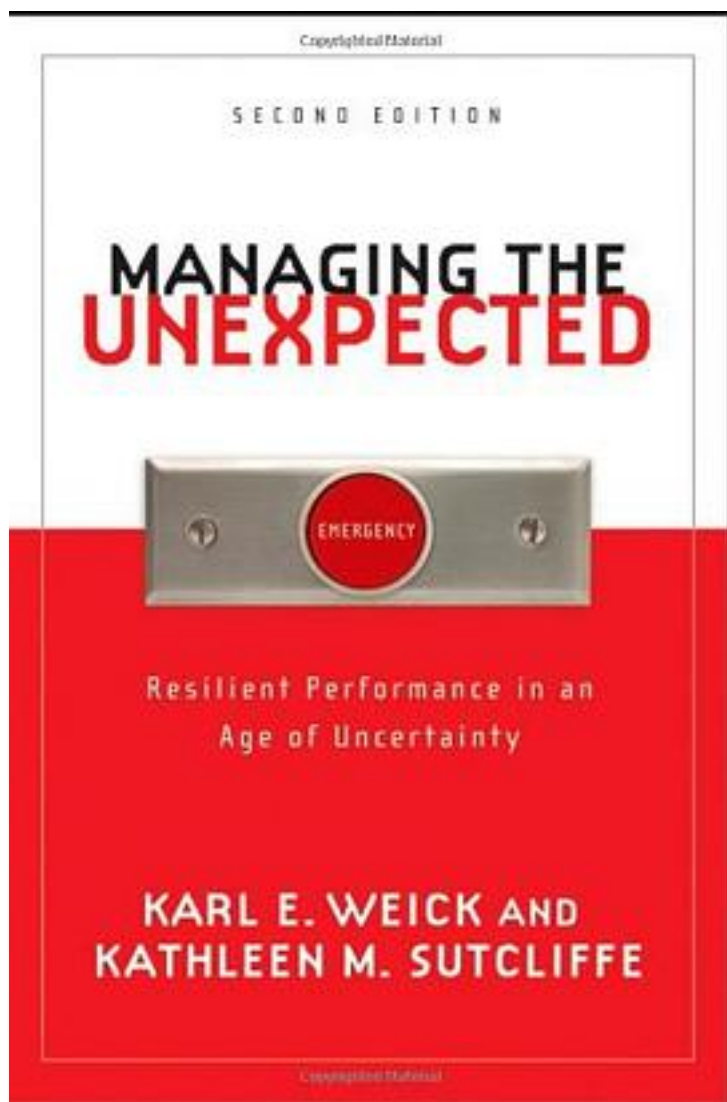


Managing the Unexpected



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在线阅读本书

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.

作者介绍:

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评论

。。重新回到之前认为这种书都是废话的成见

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I don't like it.

啰嗦、重复、且立论前提有致命缺陷。1.这本书的内容可以总结为如下内容。High reliability organization是指对于不确定事态可以灵活应对的组织。具体应对措施是①关注细节，不放过小的异常现象。②不过度简化工作流程。③重视计划的实现可能性。④培育从不测事件中恢复的能力⑤尊重知识和专门人才，积极促进分权决策（权力下放）。作者在各个章节车轱辘话来回说。2.立论前提的缺陷是指作者将unexpected等同于threat来推进整篇内容。但很容易想到unexpected也包含事先未预知的opportunity。即unexpected不一定是negative event。

看的C大第一本教材，挺有意思

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书评

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