Contents

Series Foreword xi Robert E. Quinn Preface xiii

- Managing the Unexpected: What BusinessCan Learn from High Reliability Organizations 1
- 2 The Expected—and the Unexpected 25
- A Closer Look at Process and Why PlanningCan Make Things Worse 51
- Assessing Your Capabilities for Assured
 Performance 85
- 5 Organizational Culture and the Unexpected 117
- 6 How to Manage Mindfully 149

Notes 175
The Authors 191
Index 195