

Contents

Introduction to the Series	vii
<i>by David A. Whetten</i>	
Preface	xi
1. The Nature of Sensemaking	1
The Concept of Sensemaking	4
The Uniqueness of Sensemaking	6
2. Seven Properties of Sensemaking	17
1. Grounded in Identity Construction	18
2. Retrospective	24
3. Enactive of Sensible Environments	30
4. Social	38
5. Ongoing	43
6. Focused on and by Extracted Cues	49
7. Driven by Plausibility Rather Than Accuracy	55
Summary	61
3. Sensemaking in Organizations	63
Historical Roots of Sensemaking	64
A Sensemaking Perspective on Organization	69
Sensemaking in Hawick	76

4. Occasions for Sensemaking	83
Varieties of Occasions for Sensemaking	86
Ambiguity and Uncertainty	91
General Properties of Occasions for Sensemaking	100
5. The Substance of Sensemaking	106
Minimal Sensible Structures	109
Summary	132
6. Belief-Driven Processes of Sensemaking	133
Sensemaking as Arguing	135
Sensemaking as Expecting	145
7. Action-Driven Processes of Sensemaking	155
Sensemaking as Committing	156
Sensemaking as Manipulation	162
8. The Future of Sensemaking	169
Overview of Organizational Sensemaking	170
The Future of Sensemaking Research	171
The Future of Sensemaking Practice	181
A Mindset for Sensemaking	191
References	198
Author Index	218
Subject Index	225
About the Author	231