Contents

Preface vii
Acknowledgments xi

Chapter 1 Mismanaging the Unexpected 1
Chapter 2 The Infrastructure of Mindful Organizing 21
Chapter 3 Principle 1: Preoccupation with Failure 45
Chapter 4 Principle 2: Reluctance to Simplify 62
Chapter 5 Principle 3: Sensitivity to Operations 77
Chapter 6 Principle 4: Commitment to Resilience 94
Chapter 7 Principle 5: Deference to Expertise 112
Chapter 8 Organizational Culture and Reliability 129
Chapter 9 Sustaining Sustained Performance 148

Notes 163
About the Authors 195
Index 197