# 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