

Predictable Surprises The Disasters You Should Have Seen Coming And How To Prevent Them Center For Public Leadership

The co-director of the Harvard Kennedy School's Center for Public Leadership shares strategies for improving leadership skills, powers of observation and decision-making, citing famous real-world case studies while outlining step-by-step methods for overcoming self-compromising blind spots.

Water is our most fundamental natural resource, a resource that is limited. Challenges to our nation's water resources continue to grow, driven by population growth, ecological needs, climate change, and other pressures. The nation needs more and improved water science and information to meet these challenges. Toward a Sustainable and Secure Water Future reviews the United States Geological Survey's (USGS) Water Resource Discipline (WRD), one of the nation's foremost water science organizations. This book provides constructive advice to help the WRD meet the nation's water needs over the coming decades. Of interest primarily to the Leadership of the USGS WRD, many findings and recommendations also target the USGS leadership and the Department of Interior (DOI), because their support is necessary for the WRD to respond to the water needs of the nation.

In Problem Solving, Decision Making, and Professional Judgment: A Guide for Lawyers and Policymakers, Paul Brest and Linda Hamilton Krieger prepare students and professionals to be creative problem solvers, wise counselors, and effective decision makers. The authors provide readers with knowledge of decision theory, probability and statistics, social and cognitive psychology, and arm them against common sources of judgment error. The ultimate goal is to help readers "get it right" in their roles as professionals, citizens, and individuals.

This new classic is an examination of how to refigure project management to be more efficient and effective, particularly in terms of leadership. Using a case study approach, the author, Alex Laufer presents a specific set of guidelines on how to improve the team approach to any project, be it a new airline jet or an IT project.

Going Global

Breaking the Code of Project Management

How to Spot Signals of Change and Manage Uncertainty

The Disasters You Should Have Seen Coming, and how to Prevent Them

Negotiating Rationally

Leadership Transitions: The Watkins Collection (4 Items)

Journal of the US Army War College

Amy L. Fraher offers a shocking perspective on the aviation industry by a former United Airlines pilot. Amy L. Fraher uncovers the story airline executives and government regulators would rather not tell.

Predictable SurprisesThe Disasters You Should Have Seen Coming, and how to Prevent ThemHarvard Business Press

Smart brands such as Chipotle, Zazzle, Nike, and Pandora are ditching the outdated 20th century model of a one-size-fits-all approach to providing products and services. From a Netflix movie night to a marriage courtesy of eHarmony, customization is changing every corner of American life and business. The New York Times bestseller Custom Nation is a practical how-to guide by someone who has built his business on the power of customization. YouBar founder Anthony Flynn and business journalist Emily Flynn Vencat explain how marketers, brand managers, and entrepreneurs across all industries can reinvigorate their businesses and increase profits. In Custom Nation, learn: • Why customization is key to today's businesses and what does and doesn't work • How to incorporate customization in new and established businesses to make your products stand out and sell • What strategies work for the most successful and profitable custom brands Drawing on firsthand interviews with the CEOs and founders of dozens of companies specializing in customization, Custom Nation reveals how customization can make any business stand apart and generate market share, increase profit margins, and develop customer loyalty.

A "must-read" (Booklist) from Harvard Business School Professor and Codirector of the Harvard Kennedy School's Center for Public Leadership: A guide to making better decisions, noticing important information in the world around you, and improving leadership skills. Imagine your advantage in negotiations, decision-making, and leadership if you could teach yourself to see and evaluate information that others overlook. The Power of Noticing provides the blueprint for accomplishing precisely that. Max Bazerman, an expert in the field of applied behavioral psychology, draws on three decades of research and his experience instructing Harvard Business School MBAs and corporate executives to teach you how to notice and act on information that may not be immediately obvious. Drawing on a wealth of real-world examples and using many of the same case studies and thought experiments designed in his executive MBA classes, Bazerman challenges you to explore your cognitive blind spots, identify any salient details you are programmed to miss, and then take steps to ensure it won't happen again. His book provides a step-by-step guide to breaking bad habits and spotting the hidden details that will change your decision-making and leadership skills for the better, teaching you to pay attention to what didn't happen, acknowledge self-interest, invent the third choice, and realize that what you see is not all there is. While many bestselling business books have explained how susceptible to manipulation our irrational cognitive blind spots make us, Bazerman helps you avoid the habits that lead to poor decisions and ineffective leadership in the first place. With The Power of Noticing at your side, you can learn how to notice what others miss, make wiser decisions, and lead more successfully.

Towards a Natural Social Contract

Transformative Social-Ecological Innovation for a Sustainable, Healthy and Just Society

Leadership

Why Customization Is the Future of Business and How to Profit From It

Comprehensive Guide to Emergency Preparedness and Disaster Recovery

Fool Me Twice: Intelligence Failure and Mass Casualty Terrorism

The Next Crash

From extreme weather events such as Superstorm Sandy, man-made tragedies like the Madrid train bombings, the threat of bioterrorism, and emerging infections such as the H1N1 pandemic flu, disasters are creating increasingly profound threats to health of populations around the globe. Through a presentation of 16 case studies, the authors examine the broad range of public health scenarios through the lens of emergency preparedness and planning. Designed for students across a wide spectrum of health and safety disciplines, this text uniquely demonstrates the application of public health preparedness competencies established by the Association of Schools of Public Health (ASPH). Key Features: -Presents 16 case studies on preparedness, from natural disasters to pandemic infection. -Demonstrates the application of the ASPH Public Health Preparedness competencies. -Makes an ideal complement to any text on disaster preparedness or public health leadership, or can be used as a standalone text. "Case Studies in Public Health Preparedness is written by some of the best emergency preparedness and response professionals in the business; it is a must read for anyone who needs to prepare for or respond to an emergency. Michael Osterholm Ph.D, MPH, Professor and Director, Center for Infectious Disease Research and Policy, University of Minnesota"

As a relatively young field, emergency management has already undergone considerable evolution and change. And now that Web 2.0 technologies and social media sites such as Facebook and Twitter have become inherently ingrained in all facets of our lives, emergency managers must once again re-evaluate best practices and standardized approaches. Providing a roadmap for twenty-first century emergency management best practices, Leadership in the Open: A New Paradigm in Emergency Management examines public expectations relative to the use of communication and Web 2.0 technologies for emergency management activities. It covers current technologies along with the public 's demand for transparency and ever-increasing need for instant information and updates. The book is divided into three sections that focus on the fundamentals of social media, the potential effects of its strategic use in disaster management, and the attitude of engagement that is effective for community commitment. Coverage includes efficiency, magnification, humility, creativity, ethics, the tension of changing public expectations, and long-standing best practices within the emergency management community. This book builds on the author's bestseller, Disasters 2.0: The Application of Social Media Systems for Modern Emergency Management, by looking at an emergency manager's role not simply by job function, but on what the public demands. Filled with extensive real-world examples, this is an ideal guide for leaders in emergency management, first-response, and business continuity—as well as advanced level students preparing to enter the field.

This report relates what professionals believe creates surprise, how they respond to it, and how the effects of surprise can be mitigated. RAND researchers interviewed representatives from 13 diverse professions and identified some common coping strategies, such as relying on past experience and trying to reduce the level of chaos in the environment.

The ways to be effective in global missions have changed. The authors believe that content and values must undergird the North American local church's approach to global mission. It is not enough to "do something." It is in fact possible to do all of the right things in all of the wrong ways, with negative results. It is also possible that mission "over there" can have as much -- or more -- on the church at home. This book discusses common principles and practices that inform and energize local churches as they enter the global ministry arena. This book will assist church leadership as they look for resources to help them balance the agenda of short-term versus long-term mission, fund-raising, and the tension between evangelism and compassionate social ministry.

From CEOs to Navy SEALs: How a Select Group of Professionals Prepare for and Respond to the Unexpected

What the Best Leaders See

The Management of Maritime Regulations

Problem Solving, Decision Making, and Professional Judgment

Theory and Practice

Predictable Surprises

A Leadership Role for the U.S. Geological Survey

Most people believe that meetings are a huge waste of time – and they're right. Though meetings are essential to the life of any organization, they tend to be boring, inefficient, and unproductive. But they don't have to be. Mission Critical Meetings shows you how to facilitate meetings that participants will look forward to. You'll learn how to: · get participants engaged · keep everyone on track · boost creativity · foster a sense of teamwork · make and implement decisions · ...and much more *The impact of a well-run meeting extends far beyond the short-term enthusiasm of its participants. When you use the techniques described in this book, members will be better equipped to stay on task, work toward a common goal, and contribute to the success of your organization.*

These chapters provide valuable and comprehensive information on a variety of hazards, including both scientific and social aspects of disasters. The work introduces the concept of large, medium and small scale hazards, and includes many useful case studies as well as working examples of theoretical concepts. As readers will acknowledge, today the distinction between natural and technological hazards is becoming blurred and a new concept of NATECH hazards is evolving. For permanent hazards (such as tides, wind waves, coastal erosion and climate change) routine predictions are made, whereas for evanescent hazards (including droughts, sea level rise, and coastal subsidence), monitoring of various parameters is the norm. Only for episodic hazards (for example hurricanes, winter storms, tsunamis, and river floods), early warning systems are used, with varying degrees of success. The book explores how, for certain episodic hazards like tornadoes, landslides, forest fires, snow avalanches, and volcanic eruptions, the early warning systems are still in various stages of development. Readers will gain knowledge of theoretical and practical concepts of risk evaluation which assist in better understanding of disaster dynamics, and readers will become better equipped in quantification of disaster risk and vulnerability. The author explains how risk reduction initiatives, taking into account stakeholders' participation and perception, can provide a roadmap to building resilient communities and cities. This book will be useful not only to practitioners of disaster management but also to research scholars and graduate students. It is highly readable and will appeal more broadly too, to all those who are interested in the very latest thinking on, and expert analysis of, hazards and disasters.

CIO magazine, launched in 1987, provides business technology leaders with award-winning analysis and insight on information technology trends and a keen understanding of IT's role in achieving business goals.

Even the best-run companies can get blindsided by disasters they should have anticipated. These predictable surprises range from financial scandals to operational disruptions, from organizational upheavals to product failures. InPredictable Surprises, Max H. Bazerman and Michael D. Watkins show you how to minimize your risk by understanding and lowering the psychological, organizational, and political barriers preventing you from foreseeing calamity. They then describe the powerful tools – including incentives and formal coalitions—that business leaders can use to ferret out and fend off threats invisible to insiders. Failure see what's coming exposes your company to predictable surprises. Given the stakes involved, this book should count among every business leader's most trusted resources.

Failure and Success from Pearl Harbor to 9/11 and Beyond

Custom Nation

Toward a Safer and More Secure Cyberspace

Parameters

Natural Disaster Reduction

How Short-Term Profit Seeking Trumps Airline Safety

Acting in Time on Energy Policy

This open access book is a 2022 Nautilus Gold Medal winner in the category "World Cultures' Transformational Growth & Development". It states that the societal fault lines of our times are deeply intertwined and that they confront us with challenges affecting the security, fairness and sustainability of our societies. The author, Prof. Dr. Patrick Huntjens, argues that overcoming these existential challenges will require a fundamental shift from our current anthropocentric and economic growth-oriented approach to a more ecocentric and regenerative approach. He advocates for a Natural Social Contract that emphasizes long-term sustainability and the general welfare of both humankind and planet Earth. Achieving this crucial balance calls for an end to unlimited economic growth, overconsumption and over-individualisation for the benefit of ourselves, our planet, and future generations. To this end, sustainability, health, and justice in all social-ecological systems will require systemic innovation and prioritizing a collective effort. The Transformative Social-Ecological Innovation (TSEI) framework presented in this book serves that cause. It helps to diagnose and advance innovation and spur change across sectors, disciplines, and at different levels of governance. Altogether, TSEI identifies intervention points and formulates jointly developed and shared solutions to inform policymakers, administrators, concerned citizens, and professionals dedicated towards a more sustainable, healthy and just society. A wide readership of students, researchers, practitioners and policy makers interested in social innovation, transition studies, development studies, social policy, social justice, climate change, environmental studies, political science and economics will find this cutting-edge book particularly useful. “As a sustainability transition researcher, I am truly excited about this book. Two unique aspects of the book are that it considers bigger transformation issues (such as societies' relationship with nature, purpose and justice) than those studied in transition studies and offers analytical frameworks and methods for taking up the challenge of achieving change on the ground.” - Prof. Dr. René Kemp, United Nations University and Maastricht Sustainability Institute

A structured strategic management approach is what's needed to tackle the revolutionary change the health care system has been experiencing. Today, health care organizations have almost universally embraced the strategic perspective first developed in the business sector and now have developed strategic management processes that are uniquely their own. Health care leaders have found that strategic thinking, planning, and managing strategic momentum are essential for coping with the dynamics of the health care industry. Strategic Management has become the single clearest manifestation of effective leadership of health care organizations. The 7th edition of this leading text has been revised and updated to include a greater focus on the global analysis of industry and competition; and analysis of the internal environment. It provides guidance on strategic planning, analysis of the health services environment (both internal and external) and lessons on implementation. It also looks at organizational capability, sustainability, CSR and the sources of organizational inertia and competency traps.

Energy policy is on everyone's mind these days. The U.S. presidential campaign focused on energy independence and exploration ("Drill, baby, drill!"), climate change, alternative fuels, even nuclear energy. But there is a serious problem endemic to America's energy challenges. Policymakers tend to do just enough to satisfy political demands but not enough to solve the real problems, and they wait too long to act. The resulting policies are overly reactive, enacted once damage is already done, and they are too often incomplete, incoherent, and ineffectual. Given the gravity of current economic, geopolitical, and environmental concerns, this is more unacceptable than ever. This important volume details this problem, making clear the unfortunate results of such short-sighted thinking, and it proposes measures to overcome this counterproductive tendency. All of the contributors to Acting in Time on Energy Policy are affiliated with Harvard University and rank among America's pre-eminent energy policy analysts. They tackle important questions as they pertain to specific areas of energy policy: Why are these components of energy policy so important? How would "acting in time"—i.e. not waiting until politics demands action—make a difference? What should our policy actually be? We need to get energy policy right this time—Gallagher and her colleagues help lead the way.

The purpose of this treatise is to bring the characteristics of the disastrous events of the region to the fore, seeking to present not only the continuing fatalities and fragilities of the area, but also the possibilities for coping with natural disasters. The book's layout is specifically shaped by the nature of the damage and threat caused by these disasters, particularly concerning the communities at risk and their responses. This book will appeal to those involved in both global and local organizations as administrators, facilitators, stakeholders and activists, as well as Governmental / Non Governmental agencies, societies including organizations such as ESCAP, UNDP, WMO, UNESCO, UNCRD.

The Strategic Management of Health Care Organizations

South East Asian Realities, Risk Perception and Global Strategies

A Communication Perspective, Seventh Edition

A New Paradigm in Emergency Management

CIO Magazine

Intelligence and Surprise Attack

Two leading experts in managerial decision making show that many disasters in business are preceded by clear warning signals that leaders either miss or purposely ignore. Here they outline the six danger signals that suggest a predictable surprise may be imminent.

This book takes a close look at how the sport industry has been impacted by the global Coronavirus pandemic, as entire seasons have been cut short, events have been cancelled, athletes have been infected, and sport studies programs have moved online. Crucially, the book also asks how the industry might move forward. With contributions from sport studies researchers across the world, the book offers commentaries, cases, and informed analysis across a wide range of topics and practical areas within sport business and management, from crisis communication and marketing to event management and finance. While Covid-19 will inevitably cast a long shadow over sport for years to come, and although the situation is fast-evolving and the future is uncertain, this book offers some important early perspectives and reflections that will inform debate and influence policy and practice. A timely addition to the body of knowledge regarding the pandemic, this is an important resource for researchers, students, practitioners, the media, policy-makers, and anybody who cares about the future of sport.

This Handbook discusses the main issues, research, and theory on business and the natural environment, and how they impact on different business functions and disciplines

Could the terrorist attacks on the Twin Towers have been avoided? What about the control failures in the recent global financial crisis? Behind these apparently very different events, it is possible to identify a common element of organizational myopia - a syndrome that severely limits the capacity of organizations to foresee the effects of their own decisions and to recognize signs of danger or opportunity. Organizational Myopia explores the barriers that impede organizations from identifying an effective response to the problems that they have to confront. Using real-world cases, the author investigates the mechanisms that generate myopia in organizations at the individual, organizational, and interorganizational level in contexts that are complex, uncertain, ambiguous, and changeable. This book will help readers understand how to limit the origins of myopia and therefore increase the capacity of organizations to anticipate and contain unexpected events.

Problems of Rationality and Foresight in Organizations

Perspectives on Covid-19's Impact on the Sport Industry

The Tyranny of Uncertainty

An Introduction

Medical Preparedness, Response and Homeland Security

Insider Threats

Sources of Behavioral Variance in Process Safety

A method to find and connect the small data clues that show what the future's big picture will look like. "Strategy decisions are like playing high-stakes blackjack, and scanning is the technique for counting cards. Martin Schwirn isn't a pro gambler, but an expert in scanning." --Bill Ralston, cofounder of Strategic Business Insights and author of Scenario Planning Handbook An organization's future success depends on their decision makers' ability to anticipate changes and disruptions in the marketplace. But how do you get information about tomorrow today? How can your decisions today account for tomorrow's uncertainties? Small Data, Big Disruptions presents a tool kit to foresee coming changes: Understand why big data will not help you with understanding tomorrow's disruptions. The future starts with small data--first. Learn the proven 4-step process to capture small data that help envision the future. See examples of how the process anticipated major disruptions. Implement the process in your organization and learn how to initiate meaningful actions. Small Data, Big Disruptions provides the information you need to anticipate the future, understand tomorrow's market dynamics, and make the necessary decisions to meet the future on your terms. Small Data, Big Disruptions lets you exploit the period between the moment you could know about emerging disruptions and the moment most

everybody will know about it. It's the difference between being ahead of the curve and struggling to catch up.

How can the United States avoid a future surprise attack on the scale of 9/11 or Pearl Harbor, in an era when such devastating attacks can come not only from nation states, but also from terrorist groups or cyber enemies? Intelligence and Surprise Attack examines why surprise attacks often succeed even though, in most cases, warnings had been available beforehand. Erik J. Dahl challenges the conventional wisdom about intelligence failure, which holds that attacks succeed because important warnings get lost amid noise or because intelligence officials lack the imagination and collaboration to “connect the dots” of available information. Comparing cases of intelligence failure with intelligence success, Dahl finds that the key to success is not more imagination or better analysis, but better acquisition of precise, tactical-level intelligence combined with the presence of decision makers who are willing to listen to and act on the warnings they receive from their intelligence staff. The book offers a new understanding of classic cases of conventional and terrorist attacks such as Pearl Harbor, the Battle of Midway, and the bombings of US embassies in Kenya and Tanzania. The book also presents a comprehensive analysis of the intelligence picture before the 9/11 attacks, making use of new information available since the publication of the 9/11 Commission Report and challenging some of that report’s findings.

In Negotiating Rationally, Max Bazerman and Margaret Neale explain how to avoid the pitfalls of irrationality and gain the upper hand in negotiations. For example, managers tend to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other party. Drawing on their research, the authors show how we are prisoners of our own assumptions. They identify strategies to avoid these pitfalls in negotiating by concentrating on opponents’ behavior and developing the ability to recognize individual limitations and biases. They explain how to think rationally about the choice of reaching an agreement versus reaching an impasse. A must read for business professionals.

The 6th edition of this established text is streamlined to a more manageable format, with the Appendices moved to the web-site and a significant shortening of the main text. There is a greater focus on the global analysis of industry and competition; and analysis of the internal environment. In consultation with feedback from their adopters, the authors have concentrated on the fundamentals of strategy analysis and the underlying sources of profit. This reflects waning interest among senior executives in the pursuit of short-term shareholder value. As ever students are provided with the guidance they need to strategic planning, analysis of the health services environment (internal and external) and lessons on implementation; with additional discussion of organizational capability, deeper treatment of sustainability and corporate social responsibility and more coverage of the sources of organizational inertia and competency traps. This edition is rich in new examples from real-world health care organizations. Chapters are brought to life by the 'Introductory Incidents', 'Learning Objectives', 'Perspectives', 'Strategy Capsules', useful chapter summaries; and questions for class discussion. All cases and examples have been updated or replaced. In this edition the teaching materials and web supplements have been greatly enhanced, with power-point slides, to give lecturers a unique resource.

Analysis and Intervention

Sport and the Pandemic

Natural Disasters and Risk Management in Canada

The Power of Noticing

Case Studies in Public Health Preparedness and Response to Disasters

The Disasters You Should Have Seen Coming, and How to Prevent Them

Toward a Sustainable and Secure Water Future

High-security organizations around the world face devastating threats from insiders—trusted employees with access to sensitive information, facilities, and materials. From Edward Snowden to the Fort Hood shooter to the theft of nuclear materials, the threat from insiders is on the front page and at the top of the policy agenda. Insider Threats offers detailed case studies of insider disasters across a range of different types of institutions, from biological research laboratories, to nuclear power plants, to the U.S. Army. Matthew Bunn and Scott D. Sagan outline cognitive and organizational biases that lead organizations to downplay the insider threat, and they synthesize “worst practices” from these past mistakes, offering lessons that will be valuable for any organization with high security and a lot to lose. Insider threats pose dangers to anyone who handles information that is secret or proprietary, material that is highly valuable or hazardous, people who must be protected, or facilities that might be sabotaged. This is the first book to offer in-depth case studies across a range of industries and contexts, allowing entities such as nuclear facilities and casinos to learn from each other. It also offers an unprecedented analysis of terrorist thinking about using insiders to get fissile material or sabotage nuclear facilities.

Ship management is a worldwide activity. Modern ships are sophisticated designed structures equipped with several automatic devices. It is estimated that 90 per cent of commodities transported worldwide are carried by ships. Therefore there is great interest from many private and public organizations that those ships are operating, manned, designed and maintained within international acceptable standards. The obligation of stakeholders to comply with maritime regulations is included in most statutory and commercial agreements and therefore inadequate implementation of maritime regulations exposes stakeholders to commercial risks. This book explores how the application of mathematical decision-making tools could be used to manage maritime regulations. Performance management tools are proposed which would allow stakeholders to monitor the regulatory performance of their organization in order to reduce or eliminate those commercial risks. The process of introducing an implementation process for maritime regulations worldwide is described within this text. An emphasis is put on the role of main stakeholders in the regulatory process and reasons that increase the willingness of stakeholders to participate in the implementation of regulations. This book will be of interest to scholars and students interested in the management of the shipping industry as well as ship owners and managers who are charged with implementing maritime regulations.

Process safety management seeks to establish a multi-level system to assess, document, maintain, and inspect equipment and work practices integral in controlling highly toxic and/or reactive materials. In a highly engineered environment, any variance can set off a chain of events that increases the probability of a process safety incident as violent as an explosion. Human behavior is often the biggest source of this variance, but it can also be the biggest asset for process safety management. Process industries are looking to understand sources of behavioral variance and build better processes based on sound behavioral science. Because of this clear link between behavior and process safety performance, the behavior science community has been challenged to research the behavioral root causes leading to variation that threaten process safety; create and evaluate behavioral interventions to mitigate this variation; and identify the system factors that would influence the behaviors necessary to promote process safety. This book seeks to translate behavior analysis into practical systems that can help reduce human suffering from catastrophic process safety events. All of the chapters in this book were originally published in the Journal of Organizational Behavior Management.

A comprehensive guide to effective strategic management of health care organizations. Strategic Management of Health Care Organizations provides essential guidance for leading health care organizations through strategic management. This structured approach to strategic management examines the processes of strategic thinking, consensus building and documentation of that thinking into a strategic plan, and creating and maintaining strategic momentum – all essential for coping with the rapidly evolving health care industry. Strategic Management of Health Care Organizations fully explains how strategic managers must become strategic thinkers with the ability to evaluate a changing industry, analyze data, question assumptions, and develop new ideas. The book guides readers through the strategic planning process demonstrating how to incorporate strategic thinking and create and document a clear and coherent plan of action. In addition, the all-important processes of creating and maintaining the strategic momentum of the organization are fully described. Finally, the text demonstrates how strategic managers in carrying out the strategic plan, must evaluate its success, learn more about what works, and incorporate new strategic thinking into operations and subsequent planning. This strategic management approach has become the de facto standard for health care management as leadership and strategic management are more critical than ever in coping with an industry in flux. This book provides health care management students as well as health care administrators with foundational guidance on strategic management concepts and practices, tailored to the unique needs of the health care industry. Included are a clear discussion of health services external analysis, organizational internal analysis, the development of directional strategies, strategy alternative identification and evaluation, and the development and management of implementation strategies providing an informative and insightful resource for anyone in the field. This new eighth edition has been fully updated to reflect new insights into strategic thinking, new methods to conceptualize and document critical environmental issues, practical steps for carrying out each of the strategic management processes, industry and management essentials for strategic thinkers, and new case studies for applying the strategic management processes. More specifically, readers of this edition will be able to: Create a process for developing a strategic plan for a health care organization. Map and analyze external issues, trends, and events in the general environment, the health care system, and the service area. Conduct a comprehensive service area competitor analysis. Perform an internal analysis and determine the competitive advantages and competitive disadvantages. Develop directional strategies. Identify strategic alternatives and make rational strategic decisions for a health care organization. Develop a comprehensive strategy for a health care organization. Create effective value-adding service delivery and support strategies. Translate service delivery and support plans into specific action plans. The health care industry’s revolutionary change remains ongoing and organizational success depends on leadership. Strategic management has become the single clearest manifestation of effective leadership of health care organizations and the strategic management framework’s strengths are needed now more than ever. The Strategic Management of Health Care Organizations provides comprehensive guidance and up-to-date practices to help leaders keep their organizations on track.

Disaster Management

Strategic Management of Health Care Organizations

Organizational Myopia

A Guide for Lawyers and Policymakers

A Congregation’s Introduction to Mission Beyond Our Borders

Small Data, Big Disruptions

Leadership in the Open

Disaster management is an increasingly important subject, as effective management of both natural and manmade disasters is essential to save lives and minimize casualties. This book discusses the best practice for vital elements of disaster medicine in both developed and developing countries, including planning and preparedness of hospitals, emergency medical services, communication and IT tools for medical disaster response and psychosocial issues. It also covers the use of state-of-the-art training tools, with a full section on post-disaster relief, rehabilitation and recovery.

This open access book provides a theoretical framework and case studies on decision science for regional sustainability by integrating the natural and social sciences. The cases discussed include solution-oriented transdisciplinary studies on the environment, disasters, health, governance and human cooperation. Based on these case studies and comprehensive reviews of relevant works, including lessons learned from past failures for predictable surprises and successes in adaptive co-management, the book provides the reader with new perspectives on how we can co-design collaborative projects with various conflicts of interest and how we can transform our society for a sustainable future. The book makes a valuable contribution to the global research initiative Future Earth, promoting transdisciplinary studies to bridge the gap between science and society in knowledge generation processes and supporting efforts to achieve the UN’s Sustainable Development Goals (SDGs). Compared to other publications on transdisciplinary studies, this book is unique in that evolutionary biology is used as an integrator for various areas related to human decision-making, and approaches social changes as processes of adaptive learning and evolution. Given its scope, the book is highly recommended to all readers seeking an integrated overview of human decision-making in the context of social transformation.

This study evaluates whether surprise and intelligence failure leading to mass casualty terrorism are inevitable. It explores the extent to which four factors – failures of public policy leadership, analytical challenges, organizational obstacles, and the inherent problems of warning information – contribute to intelligence failure. The study applies existing theories of surprise and intelligence failure to case studies of five mass casualty terrorism incidents: World Trade Center 1993; Oklahoma City 1995; Khobar Towers 1996; East African Embassies 1998; and September 11, 2001.

The authors offer a revolutionary solution to risk management. It’s the unknown risks that keep leaders awake at night—wondering how to prepare for and steer their organization clear from that which they cannot predict. Businesses, governments and regulatory bodies dedicate endless amounts of time and resources to the task of risk management, but every leader knows that the biggest threats will come from some new chain of events or unexpected surprises—none of which will be predicted using conventional wisdom or current risk management technologies and so management will be caught completely off guard when the next crisis hits. By adopting a scientific approach to risk management, we can escape the limited and historical view of experience and statistical based risk management models to expose dynamic complexity risks and prepare for new and never experienced events.

Mission Critical Meetings: 81 Practical Facilitation Techniques

A New Framework to Predict, Remediate and Monitor Risk

The Oxford Handbook of Business and the Natural Environment

Decision Science for Future Earth

Surprise!

This Harvard Business Review collection features the best in leadership transitions from celebrated author and advisor Michael D. Watkins. Watkins, who has worked for decades guiding senior leaders into new roles to help them and their organizations succeed, is the author of the international bestseller The First 90 Days. With more than 400,000 copies sold worldwide and published in more than 25 languages, the book has become the standard reference for leaders in transition. In addition to the full digital edition (ebook) of The First 90 Days, this collection includes digital editions of Watkins’ other popular works: Your Next Move, which guides professionals through the most common career transitions: Shaping the Game, on how to lead effective negotiations; and his 2012 Harvard Business Review article, “How Managers Become Leaders.” Watkins, whose ideas have guided some of the world’s best leaders through successful transitions, is the chairman of leadership development consultancy Genesis Advisers. Drawing on the perfect combination of research and hands-on experience, he has spent the last two decades working with leaders—both corporate and public—as they transition to new roles, negotiate the future of their organizations, and craft their legacy as leaders. He was previously a professor at the Kennedy School of Government at Harvard, Harvard Business School, INSEAD in France, and IMD in Switzerland.

Given the growing importance of cyberspace to nearly all aspects of national life, a secure cyberspace is vitally important to the nation, but cyberspace is far from secure today. The United States faces the real risk that adversaries will exploit vulnerabilities in the nation’s critical information systems, thereby causing considerable suffering and damage. Online e-commerce business, government agency files, and identity records are all potential security targets. Toward a Safer and More Secure Cyberspace examines these Internet security vulnerabilities and offers a strategy for future research aimed at countering cyber attacks. It also explores the nature of online threats and some of the reasons why past research for improving cybersecurity has had less impact than anticipated, and considers the human resource base needed to advance the cybersecurity research agenda. This book will be an invaluable resource for Internet security professionals, information technologists, policy makers, data stewards, e-commerce providers, consumer protection advocates, and others interested in digital security and safety.

Leadership: A Communication Perspective has been at the forefront of university and college leadership courses for nearly three decades, providing a compelling, authoritative introduction to leadership as a communication-based activity. The new edition continues the tradition of excellence with an up-to-date treatment of theory and research combined with practical, real-world advice for improving communication competence and leadership effectiveness. Relevant: The authors profile contemporary leaders and organizations like Alibaba’s Jack Ma, Zappos’ Tony Hsieh, Facebook’s Sheryl Sandberg, Uber, The Container Store, Airbnb, Chipotle, the Waffle House, Nordstrom, and Google. Their presentation balances current scholarship and trends with historical perspectives to provide a fuller understanding of the study and practice of leadership. Comprehensive: Leadership and followership are examined in multiple contexts, including organizational leadership, public leadership, and leadership in groups and teams. Topics new to this edition include transcendent followership, the leadership skills approach, team coaching, escalation of commitment, invisible leadership, cultural intelligence, trigger events, and resilience. Full-featured: Self-Assessments measure readers’ perceptions of personal leadership skills, communication style, cultural intelligence, motivation to lead, and more. Case Studies examine leadership situations and pose thoughtful questions that prompt students to apply their experiences and understandings. Research Highlights summarize seminal and recent scholarship. Chapter Takeaways reinforce important concepts and action steps. Application Exercises offer abundant opportunities to explore, practice, and reflect on chapter content. Cultural Connections discuss leadership expectations and behaviors in other cultures. Leadership on the Big Screen correlates chapter concepts with the themes of popular films and documentaries.