## Contents

**Preface** vii  
**Acknowledgments** ix  

**PART I  INTRODUCTION**  
1. Organized Impermanence: An Overview  
2. Mundane Poetics: Searching for Wisdom in Organizational Theory  
3. Faith, Evidence, and Action: Better Guesses in an Unknowable World  

**PART II  ATTENDING**  
4. Managing the Unexpected: Complexity as Distributed Sensemaking  
5. Information Overload Revisited  
   *Kathleen M. Sutcliffe and Karl. E Weick*  
6. Organizing for Mindfulness: Eastern Wisdom and Western Knowledge  
   *Karl E. Weick and Ted Putnam*  

**PART III  INTERPRETATION**  
7. Making Sense of Blurred Images: Mindful Organizing in  
   Mission STS-107  
8. Organizing and the Process of Sensemaking  
   *Karl E. Weick, Kathleen M. Sutcliffe, and David Obstfeld*  
9. Impermanent Systems and Medical Errors:  
   Variety Mitigates Adversity


data: nltk.tokenize

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td></td>
<td>vii</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td></td>
<td>ix</td>
</tr>
<tr>
<td>1</td>
<td>Organized Impermanence: An Overview</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Mundane Poetics: Searching for Wisdom in Organizational Theory</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>Faith, Evidence, and Action: Better Guesses in an Unknowable World</td>
<td>27</td>
</tr>
<tr>
<td>4</td>
<td>Managing the Unexpected: Complexity as Distributed Sensemaking</td>
<td>47</td>
</tr>
<tr>
<td>5</td>
<td>Information Overload Revisited</td>
<td>65</td>
</tr>
<tr>
<td>6</td>
<td>Organizing for Mindfulness: Eastern Wisdom and Western Knowledge</td>
<td>85</td>
</tr>
<tr>
<td>7</td>
<td>Making Sense of Blurred Images: Mindful Organizing in Mission STS-107</td>
<td>109</td>
</tr>
<tr>
<td>8</td>
<td>Organizing and the Process of Sensemaking</td>
<td>129</td>
</tr>
<tr>
<td>9</td>
<td>Impermanent Systems and Medical Errors: Variety Mitigates Adversity</td>
<td>153</td>
</tr>
</tbody>
</table>
PART IV  ACTION

10. Hospitals as Cultures of Entrapment: A Re-analysis of the Bristol Royal Infirmary
    Karl E. Weick and Kathleen M. Sutcliffe  175
11. Enacting an Environment: The Infrastructure of Organizing  189
12. Positive Organizing and Organizational Tragedy  207

PART V  LEARNING AND CHANGE  223

13. Emergent Change as a Universal in Organizations  225
14. Drop Your Tools: An Allegory for Organizational Studies  243
15. Leadership as the Legitimation of Doubt  261

Epilogue  273
References  275
Index  281