

## Disastrous Decisions The Human And Organisational Causes Of The Gulf Of Mexico Blowout

Takes a look at some of history's greatest blunders, including Gallipoli, Agent Orange, the Y2K scare, and Enron, and discusses the culprits, the damage done, and the reasons the mistakes happened.

No person or place is immune from disasters or disaster-related losses. Infectious disease outbreaks, acts of terrorism, social unrest, or financial disasters in addition to natural hazards can all lead to large-scale consequences for the nation and its communities. Communities and the nation thus face difficult fiscal, social, cultural, and environmental choices about the best ways to ensure basic security and quality of life against hazards, deliberate attacks, and disasters. Beyond the unquantifiable costs of injury and loss of life from disasters, statistics for 2011 alone indicate economic damages from natural disasters in the United States exceeded \$55 billion, with 14 events costing more than a billion dollars in damages each. One way to reduce the impacts of disasters on the nation and its communities is to invest in enhancing resilience--the ability to prepare and plan for, absorb, recover from and more successfully adapt to adverse events. Disaster Resilience: A National Imperative addresses the broad issue of increasing the nation's resilience to disasters. This book defines "national resilience", describes the state of knowledge about resilience to hazards and disasters, and frames the main issues related to increasing resilience in the United States. It also provide goals, baseline conditions, or performance metrics for national resilience and outlines additional information, data, gaps, and/or obstacles that need to be addressed to increase the nation's resilience to disasters. Additionally, the book's authoring committee makes recommendations about the necessary approaches to elevate national resilience to disasters in the United States. Enhanced resilience allows better anticipation of disasters and better planning to reduce disaster losses--rather than waiting for an event to occur and paying for it afterward. Disaster Resilience confronts the topic of how to increase the nation's resilience to disasters through a vision of the characteristics of a resilient nation in the year 2030. Increasing disaster resilience is an imperative that requires the collective will of the nation and its communities. Although disasters will continue to occur, actions that move the nation from reactive approaches to disasters to a proactive stance where communities actively engage in enhancing resilience will reduce many of the broad societal and economic burdens that disasters can cause.

Initial priorities for U.S. participation in the International Decade for Natural Disaster Reduction, declared by the United Nations, are contained in this volume. It focuses on seven issues: hazard and risk assessment; awareness and education; mitigation; preparedness for emergency response; recovery and reconstruction; prediction and warning; learning from disasters; and U.S. participation internationally. The committee presents its philosophy of calls for broad public and private participation to reduce the toll of disasters.

"The most thoughtful and judicious one-volume history of the war and the American political leaders who presided over the difficult and painful decisions that shaped this history. The book will stand for the foreseeable future as the best study of the tragic mistakes that led to so much suffering."—Robert Dallek Many books have been written on the tragic decisions regarding Vietnam made by the young stars of the Kennedy and Johnson administrations. Yet despite millions of words of analysis and reflection, no historian has been able to explain why such decent, brilliant, and previously successful men stumbled so badly. That changes with Road to Disaster. Historian Brian VanDeMark draws upon decades of archival research, his own interviews with many of those involved, and a wealth of previously unheard recordings by Robert McNamara and Clark Clifford, who served as Defense Secretaries for Kennedy and Johnson. Yet beyond that, Road to Disaster is also the first history of the war to look at the cataclysmic decisions of those in the Kennedy and Johnson administrations through the prism of recent research in cognitive science, psychology, and organizational theory to explain why the "Best and the Brightest" became trapped in situations that suffocated creative thinking and willingness to dissent, why they found change so hard, and why they were so blind to their own errors. An epic history of America's march to quagmire, Road to Disaster is a landmark in scholarship and a book of immense importance.

The Battle For Paradise

Katrina

A Safer Future

How Societies Choose to Fail or Survive

Collapse

Dominance and Aggression in Humans and Other Animals

Sunny G's Series of Rash Decisions

Think Again

When the Space Shuttle Challenger exploded on January 28, 1986, millions of Americans became bound together in a single, historic moment. Many still vividly remember exactly where they were

when they heard about the tragedy. Diane Vaughan recreates the steps leading up to that fateful decision, contradicting conventional interpretations to prove that what occurred at NASA was not a disaster but a disastrous mistake. Why did NASA managers, who not only had all the information prior to the launch but also were warned against it, decide to proceed? In retelling how the decision unfolded among managers and the engineers, Vaughan uncovers an incremental descent into poor judgment, supported by a culture of high-risk technology. She reveals how and why NASA insiders, when repeatedly told that something was wrong, normalized the deviance so that it became acceptable to them. In a new preface, Vaughan reveals the ramifications for this book and for her when a similar decision-riddled shuttle was launched and eventually blown down NASA's Space Shuttle Columbia in 2003.

Best-selling author Cass R. Sunstein examines how to avoid worst-case scenarios The world is increasingly confronted with new challenges related to climate change, globalization, disease, and terrorism. We are faced with having to decide how much risk is worth taking, how much destruction and death can be tolerated, and how much money should be invested in the hopes of avoiding catastrophe. Should decision-makers focus on avoiding the most catastrophic outcomes? When should extreme measures be taken to prevent as much destruction as possible? *Averting Catastrophe* explores how we should make decisions in times of imminent disaster. Cass R. Sunstein argues that using the "maximin rule," which calls for choosing the approach that eliminates the worst of the worst-case scenarios, is the best way to proceed. He also argues that public officials lack important information, and when the worst-case scenario is too disastrous to contemplate. He underscores this argument by emphasizing the reality of "Knightian uncertainty" in which it is not possible to assign probabilities to various outcomes. Sunstein brings foundational issues in decision theory in close contact with real problems in regulation, law, and daily life, and with future risks. At once an approachable introduction to decision-theory and a provocative argument for how governments ought to handle risk, *Averting Catastrophe* offers a definitive path forward through uncertainty.

"This sleazy novel is not recommendable for ladies and gentlemen." So reads the jacket of the Japanese edition of this collection of six dark, interrelated, tragicomic chapters dealing with themes of sexual failure, using the underbelly of sex as its canvas. As misheard by one of the characters, "a lot of people," is "Lala Pipo." *Lala Pipo* is an ingenious tapestry of absurdity, whose cast of unlikable characters has good taste that even those who have crossed the line cannot help but notice. Each act pushes the envelope past the one preceding it. It's like an episode of *Seinfeld* directed by Bob Guccione, all the while weaving together, taking the reader from shock to gut-busting hilarity with each tale. The main difference: these losers are X-rated.

"How do we change the culture of an organisation? The culture change industry assumes that this is best done with educational campaigns - the hearts and minds approach. But this seldom works. It comes down to terms with the real source of organisational culture - the way the organisation is structured. This book explores just how organisational structure shapes culture. It shows how decentralized structures allow profit and production to take precedence over safety, while centralised risk control is conducive to a culture of operational excellence. The argument is based on case study material from the mining industry and even, the Australian Air Force. Drawing on the theory of high reliability organisations, and also on recent scandals in banking industry, the book concludes with some suggestions for how boards can increase the effectiveness of the risk specialists in their organisations."-- Wolters Kluwer CCH Website.

The Hindenburg Disaster and the Birth of Pathological Technology

Predictably Irrational

The Extraordinary Communities That Arise in Disaster

A National Imperative

Organising for Safety

History's Worst Decisions and the People who Made Them

Road to Disaster

A Paradise Built in Hell

*All Too Human* is a new-generation political memoir, written from the refreshing perspective of one who got his hands on the levers of awesome power at an early age. At thirty, the author was at Bill Clinton's side during the presidential campaign of 1992, & for the next five years he was rarely more than a step away from the president & his other advisers at every important moment of the first term. What *Liar's Poker* did to Wall Street, this book will do to politics. It is an irreverent & intimate portrait of how the nation's weighty business is conducted by people whose egos & idiosyncrasies are no sturdier than anyone else's. Including sharp portraits of the Clintons, Al Gore, Dick Morris, Colin Powell, & scores of others, as well as candid & revelatory accounts of the famous debacles & triumphs of an administration that constantly went over the top, *All Too Human* is, like its author, a brilliant combination of pragmatic insight & idealism. It is destined to be the most important & enduring book to come out of the Clinton administration.

Takes the reader into the realm of human and organisational factors that contributed to the Deepwater Horizon disaster in 2010. This event resulted in the loss of 11 lives, the sinking of the rig and untold damage to the environment. It is important to know what people did, but even more important to know why they did it. Hopkins from ANU.

**\*NOW AN INTERNATIONAL BESTSELLER\*** A Toronto Star Bestselling Book of the Year "Witty and entertaining."—Sarah Knight "Laugh-out-loud."—Steve Brusatte AN EXHILARATING JOURNEY THROUGH THE MOST CREATIVE AND CATASTROPHIC F\*CK-UPS OF HUMAN HISTORY Modern humans have come a long way in the seventy thousand years they've walked the earth. Art, science, culture, trade—on the evolutionary food chain, we're true winners. But it hasn't always been smooth sailing, and sometimes—just occasionally—we've managed to truly f\*ck things up. Weaving together history, science, politics and pop culture, *Humans* offers a panoramic exploration of humankind in all its glory, or lack thereof. From Lucy, our first ancestor, who fell out of a tree and died, to General Zhou Shou of China, who stored gunpowder in his palace before a lantern festival, to the Austrian army attacking itself one drunken night, to the most spectacular fails of the present day, *Humans* reveals how even the most mundane mistakes can shift the course of civilization as we know it. Lively, wry and brimming with brilliant insight, this unique compendium offers a fresh take on world history and is one of the most entertaining reads of the year.

The author of *Men Explain Things to Me* explores the moments of altruism and generosity that arise in the aftermath of disaster. Why is it that in the aftermath of a disaster—whether manmade or natural—people suddenly become altruistic, resourceful, and brave? What makes the newfound communities and purpose many find in the ruins and crises after disaster so joyous? And what does this joy reveal about ordinarily unmet social desires and possibilities? In *A Paradise Built in Hell*, award-winning author Rebecca Solnit explores these phenomena, looking at major calamities from the 1906 earthquake in San Francisco through the 1917 explosion that tore up Halifax, Nova Scotia, the 1985 Mexico City earthquake, 9/11, and Hurricane Katrina in New Orleans. She examines how disaster throws people into a temporary utopia of changed states of mind and social possibilities, as well as looking at the cost of the widespread myths and rarer real cases of social deterioration during crisis. This is a timely and important book from an acclaimed author whose work consistently locates unseen patterns and meanings in broad cultural histories.

Disaster Resilience

How our actions turn natural hazards into catastrophes

Special Report of the Intergovernmental Panel on Climate Change

How Artificial Intelligence Is Redefining Who We Are

The Hidden Forces That Shape Our Decisions

The Field Guide to Human Error Investigations

How Pioneering Leaders Make the Best Decisions and Avoid Business Disasters (Avoid Terrible Advice, Cognitive Biases, and Poor Decisions)

Noise

Social science research conducted since the late 1970s has contributed greatly to society's ability to mitigate and adapt to natural, technological, and willful disasters. However, as evidenced by Hurricane Katrina, the Indian Ocean tsunami, the September 11, 2001 terrorist attacks on the United States, and other recent events, hazards and disaster research and its application could be improved greatly. In particular, more studies should be pursued that compare how the characteristics of different types of events—including predictability, forewarning, magnitude, and duration of impact—affect societal vulnerability and response. This book includes more than thirty recommendations for the hazards and disaster community.

“Oh, the humanity!” Radio reporter Herbert Morrison's words on witnessing the destruction of the Hindenburg are etched in our collective memory. Yet, while the Hindenburg—like the Titanic—is a symbol of the technological hubris of a bygone era, we seem to have forgotten the lessons that can be learned from the infamous 1937 zeppelin disaster. Zeppelins were steerable balloons of highly flammable, explosive gas, but the sheer magic of seeing one of these behemoths afloat in the sky cast an irresistible spell over all those who saw them. In *Monsters*, Ed Regis explores the question of how a technology now so completely invalidated (and so fundamentally unsafe) ever managed to reach the high-risk level of development that it did. Through the story of the zeppelin's development, Regis examines the perils of what he calls “pathological technologies”—inventions whose sizeable risks are routinely minimized as a result of their almost mystical allure. Such foolishness is not limited to the industrial age: newer examples of pathological technologies include the US government's planned use of hydrogen bombs for large-scale geoengineering projects; the phenomenally risky, expensive, and ultimately abandoned Superconducting Super Collider; and the exotic interstellar propulsion systems proposed for DARPA's present-day 100 Year Starship project. In case after case, the romantic appeal of foolishly ambitious technologies has blinded us to their shortcomings, dangers, and costs. Both a history of technological folly and a powerful cautionary tale for future technologies and other grandiose schemes, *Monsters* is essential reading for experts and citizens hoping to see new technologies through clear eyes.

California and other wildfire-prone western states have experienced a substantial increase in the number and intensity of wildfires in recent years. Wildlands and climate experts expect these trends to continue and quite likely to worsen in coming years. Wildfires and other disasters can be particularly devastating for vulnerable communities. Members of these communities tend to experience worse health outcomes from disasters, have fewer resources for responding and rebuilding, and receive less assistance from state, local, and federal agencies. Because burning wood releases particulate matter and other toxicants, the health effects of wildfires extend well beyond burns. In addition, deposition of toxicants in soil and water can result in chronic as well as acute exposures. On June 4-5, 2019, four different entities within the National Academies of Sciences, Engineering, and Medicine held a workshop titled *Implications of the California Wildfires for Health, Communities, and Preparedness* at the Betty Irene Moore School of Nursing at the University of California, Davis. The workshop explored the population health, environmental health, emergency preparedness, and health equity consequences of increasingly strong and numerous wildfires, particularly in California. This publication is a summary of the presentations and discussion of the workshop.

“Pitch-perfect. One of the most endearing teen voices I’ve ever encountered.” —Becky Albertalli, #1 New York Times bestselling author of *Simon vs. the Homo Sapiens Agenda* For fans of Sandhya Menon and Adam Silvera comes a prom-night romantic-comedy romp about a Sikh teen's search for love and identity. Sunny G's brother left him one thing when he died: His notebook, which Sunny is determined to fill up with a series of rash decisions. Decision number one was a big one: He stopped wearing his turban, cut off his hair, and shaved his beard. He doesn't look like a Sikh anymore. He doesn't look like himself anymore. Even his cosplay doesn't look right without his beard. Sunny debuts his new look at prom, which he's stuck going to alone. He's skipping the big fandom party—the one where he'd normally be in full cosplay, up on stage playing bass with his band and his best friend, Ngozi—in favor of the Very Important Prom Experience. An experience that's starting to look like a bust. Enter Mindii Vang, a girl with a penchant for making rash

decisions of her own, starting with stealing Sunny's notebook. When Sunny chases after her, prom turns into an all-night adventure—a night full of rash, wonderful, romantic, stupid, life-changing decisions. \* "[For] fans of John Green and Sandhya Menon, Sunny G is . . . full of heart. It's not one to miss." —Booklist (starred review) "Reading Sunny G's Series of Rash Decisions is the best decision you could make." —Jeff Zentner, award-winning author of The Serpent King "Poignant and moving." —Kirkus Reviews

My Life Inside The Room, the Greatest Bad Movie Ever Made

How Company Bonuses Affect Safety

Failure to Learn The BP Texas City Refinery disaster

The Great Game of Life

Humans: A Brief History of How We F\*cked It All Up

Averting Catastrophe

Disastrous Decisions

This Intergovernmental Panel on Climate Change Special Report (IPCC-SREX) explores the challenge of understanding and managing the risks of climate extremes to advance climate change adaptation. Extreme weather and climate events, interacting with exposed and vulnerable human and natural systems, can lead to disasters. Changes in the frequency and severity of the physical events affect disaster risk, but so do the spatially diverse and temporally dynamic patterns of exposure and vulnerability. Some types of extreme weather and climate events have increased in frequency or magnitude, but populations and assets at risk have also increased, with consequences for disaster risk. Opportunities for managing risks of weather- and climate-related disasters exist or can be developed at any scale, local to international. Prepared following strict IPCC procedures, SREX is an invaluable assessment for anyone interested in climate extremes, environmental disasters and adaptation to climate change, including policymakers, the private sector and academic researchers.

We can't stop natural disasters but we can stop them being disastrous. One of the world's foremost risk experts tells us how. Year after year, floods wreck people's homes and livelihoods, earthquakes tear communities apart, and tornadoes uproot whole towns. Natural disasters cause destruction and despair. But does it have to be this way? In The Cure for Catastrophe, global risk expert Robert Muir-Wood argues that our natural disasters are in fact human ones: We build in the wrong places and in the wrong way, putting brick buildings in earthquake country, timber ones in fire zones, and coastal cities in the paths of hurricanes. We then blindly trust our flood walls and disaster preparations, and when they fail, catastrophes become even more deadly. No society is immune to the twin dangers of complacency and heedless development. Recognizing how disasters are manufactured gives us the power to act. From the Great Lisbon Earthquake of 1755 to Hurricane Katrina, The Cure for Catastrophe recounts the ingenious ways in which people have fought back against disaster. Muir-Wood shows the power and promise of new predictive technologies, and envisions a future where information and action come together to end the pain and destruction wrought by natural catastrophes. The decisions we make now can save millions of lives in the future. Buzzing with political plots, newfound technologies, and stories of surprising resilience, The Cure for Catastrophe will revolutionize the way we conceive of catastrophes: though natural disasters are inevitable, the death and destruction are optional. As we brace ourselves for deadlier cataclysms, the cure for catastrophe is in our hands.

"This book is Moneyball for management. It will help you understand your subconscious biases that can lead to bad decisions, and it will teach you the techniques to help you make better decisions." —Gordon Tredgold, author of Fast "This well-written, go-against-the-grain book is full of practical ways to tap into your very best mental resources to make better and better decisions." —Brian Tracy, bestselling author of Eat that Frog! Want to avoid business disasters, whether minor mishaps, such as excessive team conflict, or major calamities like those that threaten bankruptcy or doom a promising career? Fortunately, behavioral economics studies show that such disasters stem from poor decisions due to our faulty mental patterns—what scholars call "cognitive biases"—and are preventable. Unfortunately, the typical advice for business leaders to "go with their guts" plays into these cognitive biases and leads to disastrous decisions that devastate the bottom line. By combining practical case studies with cutting-edge research, Never Go With Your Gut will help you make the best decisions and prevent these business disasters. The leading expert on avoiding business disasters, Dr. Gleb Tsipursky, draws on over 20 years of extensive consulting, coaching, and speaking experience to show how pioneering leaders and organizations—many of them his clients—avoid business disasters. Reading this book will enable you to: Discover how pioneering leaders and organizations address cognitive biases to avoid disastrous decisions. Adapt best practices on avoiding business disasters from these leaders and organizations to your own context. Develop processes that empower everyone in your organization to avoid business disasters.

"A sinister version of The Perfect Storm. Thrilling."—Sunday Times (UK) For readers of The Perfect Storm, Between a Rock and a Hard Place, and Into the Wild There's nothing that armchair adventure lovers relish more than a gripping true story of disaster and heroism, and Last Man Off delivers all that against a breathtaking backdrop of icebergs and killer whales. On June 6, 1998, twenty-three-year-old Matt Lewis had just started his dream job as a scientific observer aboard a deep-sea fishing boat in the waters off Antarctica. As the crew haul in the line for the day, a storm begins to brew. When the captain vanishes and they are forced to abandon ship, Lewis leads the escape onto three life rafts, where the battle for survival begins.

A Human Algorithm

**Why Good Leaders Make Bad Decisions and How to Keep it From Happening to You**

**Global Environmental Change**

**Never Go With Your Gut**

**Proceedings of a Workshop**

**Lessons in Disaster**

**The Human Organisational Causes of the Gulf of Mexico Blowout**

**The Human and Organisational Causes of the Gulf of Mexico Blowout**

Global environmental change often seems to be the most carefully examined issue of our time. Yet understanding the human side--human causes of and responses to environmental change--has not yet received sustained attention. Global Environmental Change offers a strategy for combining the efforts of natural and social scientists to better understand how our actions influence global change and how global change influences us. The volume is accessible to the nonscientist and provides a wide range of examples and case studies. It explores how the attitudes and actions of individuals, governments, and organizations intertwine to leave their mark on the health of the planet. The book focuses on establishing a framework for this new field of study, identifying problems that must be overcome if we are to deepen our understanding of the human dimensions of global change, presenting conclusions and recommendations.

A revelatory look at the decisions that led to the U.S. involvement in Vietnam, drawing on the insights and reassessments of one of the war's architects "I had a part in a great failure. I made mistakes of perception, recommendation and execution. If I have learned anything I should share it." These are not words that Americans ever expected to hear from McGeorge Bundy, the national security adviser to Presidents John F. Kennedy and Lyndon B. Johnson. But in the last years of his life, Bundy—the only principal architect of Vietnam strategy to have maintained his public silence—decided to revisit the decisions that had led to war and to look anew at the role he played. He enlisted the collaboration of the political scientist Gordon M. Goldstein, and together they explored what happened and what might have been. With Bundy's death in 1996, that manuscript could not be completed, but Goldstein has built on their collaboration in an original and provocative work of presidential history that distills the essential lessons of America's involvement in Vietnam. Drawing on Goldstein's prodigious research as well as the interviews and analysis he conducted with Bundy, Lessons in Disaster is a historical tour de force on the uses and misuses of American power. And in our own era, in the wake of presidential decisions that propelled the United States into another war under dubious pretexts, these lessons offer instructive guidance that we must heed if we are not to repeat the mistakes of the past.

This title was first published in 2002: This field guide assesses two views of human error - the old view, in which human error becomes the cause of an incident or accident, or the new view, in which human error is merely a symptom of deeper trouble within the system. The two parts of this guide concentrate on each view, leading towards an appreciation of the new view, in which human error is the starting point of an investigation, rather than its conclusion. The second part of this guide focuses on the circumstances which unfold around people, which causes their assessments and actions to change accordingly. It shows how to "reverse engineer" human error, which, like any other component, needs to be put back together in a mishap investigation.

Financial incentives have long been used to try to influence professional values and practices. Recent events including the global financial crisis and the BP Texas City refinery disaster have been linked to such incentives, with commentators calling for a critical look at these systems given the catastrophic outcomes. Risky Rewards engages with this debate, particularly in the context of the present and potential role of incentives to manage major accident risk in hazardous industries. It examines the extent to which people respond to financial incentives, the potential for perverse consequences, and approaches that most appropriately focus attention on major hazard risk. The book is based in part on an empirical study of bonus arrangements in eleven companies operating in hazardous industries, including oil, gas, chemical and mining.

**A Practical Approach to Managing the Human Factors That Could Harm Your Business**

**Lessons for Improving Offshore Drilling Safety**

**Disaster by Choice**

**JFK, Castro, and America's Doomed Invasion of Cuba's Bay of Pigs**

**Monsters**

**Risky Technology, Culture, and Deviance at NASA, Enlarged Edition**

**A New History of America's Descent into Vietnam**

**The Cure for Catastrophe**

**Disastrous Decisions The Human and Organisational Causes of the Gulf of Mexico Blowout Cch Australia Limited**

The definitive history of Katrina: an epic of citymaking, revealing how engineers and oil executives, politicians and musicians, and neighbors black and white built New Orleans, then watched it sink under the weight of their competing ambitions. Hurricane Katrina made landfall in New Orleans on August 29, 2005, but the decisions that caused the disaster extend across the twentieth century. After the city weathered a major hurricane in 1915, its Sewerage and Water Board believed that developers could safely build housing away from the high ground near the Mississippi. And so New Orleans grew in lowlands that relied on significant government subsidies to stay dry. When the flawed levee system surrounding the city and its suburbs failed, these were the neighborhoods that were devastated. The homes that flooded belonged to Louisianans black and white, rich and poor. Katrina's flood washed over the twentieth-century city. The flood line tells one important story about Katrina, but it is not the only story that matters. Andy Horowitz investigates the response to the flood, when policymakers reapportioned the challenges the water posed, making it easier for white New Orleanians to return home than it was for African Americans. And he explores how the profits and liabilities created by Louisiana's oil industry have been distributed unevenly among

the state's citizens for a century, prompting both dreams of abundance—and a catastrophic land loss crisis that continues today. Laying bare the relationship between structural inequality and physical infrastructure—a relationship that has shaped all American cities—Katrina offers a chilling glimpse of the future disasters we are already creating.

From the Nobel Prize-winning author of *Thinking, Fast and Slow* and the coauthor of *Nudge*, a revolutionary exploration of why people make bad judgments and how to make better ones—"a tour de force" (*New York Times*). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In *Noise*, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made *Thinking, Fast and Slow* and *Nudge* groundbreaking *New York Times* bestsellers, *Noise* explains how and why humans are so susceptible to noise in judgment—and what we can do about it.

*People Risk Management* provides unique depth to a topic that has garnered intense interest in recent years. Based on the latest thinking in corporate governance, behavioural economics, human resources and operational risk, people risk can be defined as the risk that people do not follow the organization's procedures, practices and/or rules, thus deviating from expected behaviour in a way that could damage the business's performance and reputation. From fraud to bad business decisions, illegal activity to lax corporate governance, people risk - often called conduct risk - presents a growing challenge in today's complex, dispersed business organizations. Framed by corporate events and challenges and including case studies from the LIBOR rate scandal, the BP oil spill, Lehman Brothers, Royal Bank of Scotland and Enron, *People Risk Management* provides best-practice guidance to managing risks associated with the behaviour of both employees and those outside a company. It offers practical tools, real-world examples, solutions and insights into how to implement an effective people risk management framework within an organization.

How We Can Stop Manufacturing Natural Disasters

A Flaw in Human Judgment

People Risk Management

Macondo Well Deepwater Horizon Blowout

Lala Pipo

The Disaster Artist

Decision Theory for COVID-19, Climate Change, and Potential Disasters of All Kinds

A True Story of Disaster and Survival on the Antarctic Seas

The blowout of the Macondo well on April 20, 2010, led to enormous consequences for the individuals involved in the drilling operations, and for their families. Eleven workers on the Deepwater Horizon drilling rig lost their lives and 16 others were seriously injured. There were also enormous consequences for the companies involved in the drilling operations, to the Gulf of Mexico environment, and to the economy of the region and beyond. The flow continued for nearly 3 months before the well could be completely killed, during which time, nearly 5 million barrels of oil spilled into the gulf. *Macondo Well-Deepwater Horizon Blowout* examines the causes of the blowout and provides a series of recommendations, for both the oil and gas industry and government regulators, intended to reduce the likelihood and impact of any future losses of well control during offshore drilling. According to this report, companies involved in offshore drilling should take a "system safety" approach to anticipating and managing possible dangers at every level of operation -- from ensuring the integrity of wells to designing blowout preventers that function under all foreseeable conditions-- in order to reduce the risk of another accident as catastrophic as the Deepwater Horizon explosion and oil spill. In addition, an enhanced regulatory approach should combine strong industry safety goals with mandatory oversight at critical points during drilling operations. *Macondo Well-Deepwater Horizon Blowout* discusses ultimate responsibility and accountability for well integrity and safety of offshore equipment, formal system safety education and training of personnel engaged in offshore drilling, and guidelines that should be established so that well designs incorporate protection against the various credible risks associated with the drilling and abandonment process. This book will be of interest to professionals in the oil and gas industry, government decision makers, environmental advocacy groups, and others who seek an understanding of the processes involved in order to ensure safety in undertakings of this nature.

*Dominance and Aggression in Humans and Other Animals: The Great Game of Life* examines human nature and the influence of evolution, genetics, chemistry, nurture, and the sociopolitical environment as a way of understanding how and why humans behave in aggressive and dominant ways. The book walks us through aggression in other social species, compares and contrasts human behavior to other animals, and then explores specific human behaviors like bullying, abuse, territoriality murder, and war. The book examines both individual and group aggression in

different environments including work, school, and the home. It explores common stressors triggering aggressive behaviors, and how individual personalities can be vulnerable to, or resistant to, these stressors. The book closes with an exploration of the cumulative impact of human aggression and dominance on the natural world. Reviews the influence of evolution, genetics, biochemistry, and nurture on aggression Explores aggression in multiple species, including insects, fish, reptiles, birds, and mammals Compares human and animal aggressive and dominant behavior Examines bullying, abuse, territoriality, murder, and war Includes nonaggressive behavior in displays of respect and tolerance Highlights aggression triggers from drugs to stress Discusses individual and group behavior, including organizations and nations Probes dominance and aggression in religion and politics Translates the impact of human behavior over time on the natural world From the author of Guns, Germs and Steel, Jared Diamond's Collapse: How Societies Choose to Fail or Survive is a visionary study of the mysterious downfall of past civilizations. Now in a revised edition with a new afterword, Jared Diamond's Collapse uncovers the secret behind why some societies flourish, while others founder - and what this means for our future. What happened to the people who made the forlorn long-abandoned statues of Easter Island? What happened to the architects of the crumbling Maya pyramids? Will we go the same way, our skyscrapers one day standing derelict and overgrown like the temples at Angkor Wat? Bringing together new evidence from a startling range of sources and piecing together the myriad influences, from climate to culture, that make societies self-destruct, Jared Diamond's Collapse also shows how - unlike our ancestors - we can benefit from our knowledge of the past and learn to be survivors. 'A grand sweep from a master storyteller of the human race' - Daily Mail 'Riveting, superb, terrifying' - Observer 'Gripping ... the book fulfils its huge ambition, and Diamond is the only man who could have written it' - Economist 'This book shines like all Diamond's work' - Sunday Times

A groundbreaking narrative on the urgency of ethically designed AI and a guidebook to reimagining life in the era of intelligent technology. The Age of Intelligent Machines is upon us, and we are at a reflection point. The proliferation of fast – moving technologies, including forms of artificial intelligence akin to a new species, will cause us to confront profound questions about ourselves. The era of human intellectual superiority is ending, and we need to plan for this monumental shift. A Human Algorithm: How Artificial Intelligence Is Redefining Who We Are examines the immense impact intelligent technology will have on humanity. These machines, while challenging our personal beliefs and our socioeconomic world order, also have the potential to transform our health and well – being, alleviate poverty and suffering, and reveal the mysteries of intelligence and consciousness. International human rights attorney Flynn Coleman deftly argues that it is critical that we instill values, ethics, and morals into our robots, algorithms, and other forms of AI. Equally important, we need to develop and implement laws, policies, and oversight mechanisms to protect us from tech ' s insidious threats. To realize AI ' s transcendent potential, Coleman advocates for inviting a diverse group of voices to participate in designing our intelligent machines and using our moral imagination to ensure that human rights, empathy, and equity are core principles of emerging technologies. Ultimately, A Human Algorithm is a clarion call for building a more humane future and moving conscientiously into a new frontier of our own design. “ [Coleman] argues that the algorithms of machine learning – – if they are instilled with human ethics and values – – could bring about a new era of enlightenment. ” —San Francisco Chronicle

A Political Education

Risky Rewards

How Structure Creates Culture

Last Man Off

Puerto Rico Takes on the Disaster Capitalists

A History, 1915 – 2015

Implications of the California Wildfires for Health, Communities, and Preparedness

Encyclopedia Idiomatica

**Presents a humorous ode to cinematic hubris, discussing the story of the mysteriously wealthy misfit, Tommy Wiseau, the producer, director, and star of the "The Room," which later became an international cult film despite making no money at the box office.**

**Fearless necessary reporting . . . Klein exposes the 'battle of utopias' that is currently unfolding in storm-ravaged Puerto Rico” (Junot Díaz, author of The Brief Wondrous Life of Oscar Wao) “We are in a fight for our lives. Hurricanes Irma and María unmasked the colonialism we face in Puerto Rico, and the inequality it fosters, creating a fierce humanitarian crisis. Now we must find a path forward to equality and sustainability, a path driven by communities, not investors. And this book explains, with careful and unbiased reporting, only the efforts of our community activists can answer the paramount question: What type of society do we want to become and who is Puerto Rico for?” —Carmen Yulín Cruz, Mayor of San Juan, Puerto Rico In the rubble of Hurricane Maria, Puerto Ricans and ultrarich “Puertopians” are locked in a pitched struggle over how to remake the island. In this vital and startling investigation, bestselling author and activist Naomi Klein uncovers how the forces of shock politics and disaster capitalism seek to undermine the nation’s radical, resilient vision for a “just recovery.” All royalties from the sale of this book in English and Spanish go directly to JunteGente, a gathering of Puerto Rican organizations resisting disaster capitalism and advancing a fair and healthy recovery for their island. “Klein chronicles the extraordinary grassroots resistance by the Puerto Rican people against neoliberal privatization and Wall Street greed in the aftermath of the island’s financial meltdown, of hurricane devastation, and of Washington’s imposition of an outside control board over the most important U.S. colony.” —Juan González, cohost of**

**Democracy Now!** and author of **Harvest of Empire: A History of Latinos in America**

A “balanced, engrossing account” (Kirkus Reviews, starred review) of the Bay of Pigs crisis drawing on long-hidden CIA documents and delivering the vivid truth of five pivotal days in April 1961. At the heart of the Bay of Pigs crisis stood President John F. Kennedy, and journalist Jim Rasenberger traces what Kennedy knew, thought, and said as events unfolded. He examines whether Kennedy was manipulated by the CIA into approving a plan that would ultimately involve the American military. He also draws compelling portraits of the other figures who played key roles in the drama: Fidel Castro, who shortly after achieving power visited New York City and was cheered by thousands (just months before the United States began plotting his demise); Dwight Eisenhower, who originally ordered the secret program, then later disavowed it; Allen Dulles, the CIA director who may have told Kennedy about the plan before he was elected president (or so Richard Nixon suspected); and Richard Bissell, the famously brilliant “deus ex machina” who ran the operation for the CIA—and took the blame when it failed. Beyond the short-term fallout, Rasenberger demonstrates, the Bay of Pigs gave rise to further and greater woes, including the Cuban Missile Crisis, the Vietnam War, and even, possibly, the assassination of John Kennedy. Written with elegant clarity and narrative verve, **The Brilliant Disaster** is the most complete account of this event to date, providing not only a fast-paced chronicle of the disaster but an analysis of how it occurred—a question as relevant today as then—and how it profoundly altered the course of modern American history.

Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you're making the right decision--without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. **Think Again** offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples from business, politics, and history, **Think Again** deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

**All Too Human**

**The Challenger Launch Decision**

**Understanding the Human Dimensions**

**Reducing the Impacts of Natural Disasters**

**McGeorge Bundy and the Path to War in Vietnam**

**Facing Hazards and Disasters**

**The Brilliant Disaster**

**Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation**

An earthquake shatters Haiti and a hurricane slices through Texas. We hear that nature runs rampant, seeking to destroy us through these 'natural disasters'. Science recounts a different story, however: disasters are not the consequence of natural causes; they are the consequence of human choices and decisions. We put ourselves in harm's way; we fail to take measures which we know would prevent disasters, no matter what the environment does. This can be both hard to accept, and hard to unravel. A complex of factors shape disasters. They arise from the political processes dictating where and what we build, and from social circumstances which create and perpetuate poverty and discrimination. They develop from the social preference to blame nature for the damage wrought, when in fact events such as earthquakes and storms are entirely commonplace environmental processes. We feel the need to fight natural forces, to reclaim what we assume is ours, and to protect ourselves from what we perceive to be wrath from outside our communities. This attitude distracts us from the real causes of disasters: humanity's decisions, as societies and as individuals. It stops us accepting the real solutions to disasters: making better decisions. This book explores stories of some of our worst disasters to show how we can and should act to stop people dying when nature unleashes its energies. The disaster is not the tornado, the volcanic eruption, or climate change, but the deaths and injuries, the loss of irreplaceable property, and the lack and even denial of support to affected people, so that a short-term interruption becomes a long-term recovery nightmare. But we can combat this, as Kelman shows, describing inspiring examples of effective human action that limits damage, such as managing flooding in Toronto and villages in Bangladesh, or wildfires in Colorado. Throughout, his message is clear: there is no such thing as a natural disaster. The disaster lies in our inability to deal with the environment and with ourselves. An upbeat cultural evaluation of the sources of illogical decisions explores the reasons why irrational thought often overcomes level-headed practices, offering insight into the structural patterns that cause people to make the same mistakes repeatedly. 150,000 first printing.

Understanding Human Dimensions