Making Things Work Solving Complex Problems In A Complex World

Supplying a clear vision of how to build high-performance teams, Leadership in Chaordic Organizations presents methods for improving operations through the application of complex systems engineering principles and psychological counseling techniques. Ideal for systems engineers, organizational managers, coaches, and psychologists, it addresses the

In June of 2002, over 500 professors, students and researchers met in Boston, Massachusetts for the Fourth International Conference on Complex Systems. The attendees represented a remarkably diverse collection of fields: biology, ecology, physics, engineering, computer science, economics, psychology and sociology, The goal of the conference was to encourage cross-fertilization between the many disciplines represented and to deepen understanding of the properties common to all complex systems. This volume contains 43 papers selected from the more than 200 presented at the conference. Topics include: cellular automata, neurology, evolution, computer science, network dynamics, and urban planning. About NECSI: For over 10 years, The New England Complex Systems Institute (NECSI) has been instrumental in the development of complex systems science and its applications. NECSI conducts research, education, knowledge dissemination, and community development around the world for the promotion of the study of complex systems and its application for the betterment of society. NECSI hosts the International Conference on Complex Systems and publishes the NECSI Book Series in conjunction with Springer Publishers. ALI MINAI is an Affiliate of the New England Complex Systems Institute and an Associate Professor in the Department of Electrical and Computer Engineering and Computer Science at the University of Cincinnati. YANEER BAR-YAM is President and founder of the New England Complex Systems Institute. He is the author of Dynamics of Complex Systems and Making Things Work: Solving Complex Problems in a Complex World.

Making Things WorkSolving Complex Problems in a Complex WorldKnowledge Press

There is an urgent need to better understand the causes and consequences of obesity, and to learn what works to prevent or reduce obesity. This volume accurately and conveniently summarizes the findings and insights of obesity-related research from the full range of social sciences including anthropology, economics, government, psychology, and sociology. It is an excellent resource for researchers in these areas, both bringing them up to date on the relevant research in their own discipline and allowing them to quickly and easily understand the cutting-edge research being produced in other disciplines. The Oxford Handbook of the Social Science of Obesity is a critical reference for obesity researchers and is also valuable for public health officials, policymakers, nutritionists, and medical practitioners. The first section of the book explains how each social science discipline models human behavior (in particular, diet and physical activity), and summarizes the major research literatures on obesity in that discipline. The second section provides important practical information for researchers, including a guide to publicly available social science data on obesity and an overview of the challenges to causal inference in obesity research. The third part of the book synthesizes social science research on specific causes and correlates of obesity, such as food advertising, food prices, and peers. The fourth section summarizes social science research on the consequences of obesity, such as lower wages, job absenteeism, and discrimination. The fifth and final section reviews the social science literature on obesity treatment and prevention, such as food taxes, school-based interventions, and medical treatments such as anti-obesity drugs and bariatric surgery.

This book explores the question of whether and how meme theory or “memetics” can be fruitfully utilized in evolutionary economics and proposes an approach known as “econom emetics” which is a combination of meme theory and complexity theory that has the potential to combat the fragmentation of evolutionary economics while re-connecting the field with cultural evolutionary theory. By studying the intersection of cultural and economic evolution, complexity economics, computational economics, and network science, the authors establish a connection between memetics and evolutionary economics at different levels of investigation. The book first demonstrates how a memetic approach to economic evolution can help to reveal links and build bridges between different but complementary concepts in evolutionary economics. Secondly, it shows how organizational memetics can help to capture the complexity of organizational culture using meme mapping. Thirdly, it presents an agent-based simulation model of knowledge diffusion and assimilation in innovation networks from a memetic perspective. The authors then use agent-based modeling and social network analysis to evaluate the diffusion pattern of the Ice Bucket Challenge as an example of a “viral meme.” Lastly, the book discusses the central issues of agency, creativity, and normativity in the context of econom emetics and suggests promising avenues for further research.

This book presents a groundbreaking approach to interaction design for complex problem solving applications.

Making decisions is certainly the most important task managers are faced with, and it is often a very difficult one. This book offers a procedure for solving complex decision problems step by step. Unlike other texts, the book focuses on problem analysis, on developing potential solutions, and on establishing a decision-making matrix. In this fourth edition of the book, published under a new title, the authors present simplified, actionable guidelines that can be easily applied to the individual steps in the heuristic process. The book is intended for decision-makers at companies, non-profit organizations and in public administration whose work involves complex problems. It will also benefit students and participants in executive courses.

Introduction : the "long voyage of discovery" -- The big stuck in state capability -- Looking like a state : the seduction of isomorphic mimicry -- Premature load bearing : doing too much too soon -- Capability for policy implementation -- What type of organization capability is needed? -- The challenge of building (real) state capability for implementation -- Doing problem-driven work -- The searchframe : doing experimental iterations -- Managing your authorizing environment -- Building state capability at scale through groups.

Foreword by: Marshall Goldsmith, #1 NY Times bestselling author, Thinkers50-#1 Executive Coach and the only two-time #1 Leadership Thinker in the World Complexity has met its match! Today, organizations are grappling with ambiguity, volatility and paradox surrounding the challenges they face. This is complexity. But too many leaders approach complexity the wrong way - they push their people harder and harder and tackle problems one-at-a-time over months, sometimes even years and nearly always in a linear fashion. It's like setting a pot of water on "low" and waiting for it to boil. To solve the seemingly intractable challenges that leaders bang their heads against for months - to get the metaphorical water to boil - you must generate a high amount of heat very quickly. In this book, the authors share their proven formula for dramatically shortening the process and solving an organization's toughest challenges in mere days.

Offers a collection of essays on philosophies and strategies for defining, leading, and managing projects. This book explains to technical and non-technical readers alike what it takes to get

through a large software or web development project. It does not cite specific methods, but focuses on philosophy and strategy.

This book shows how mainstream economic theory is fundamentally flawed. It shows how the expectation for endless growth is so deeply ingrained into what we expect the future to be that we do not even question the assumption. But this work, rather than follow an ecological path to explore limits to growth, is an "inside job" that shows that when modern economic growth theories are decoupled from assumptions that have no basis in how the real world is developing, but are, for the most part, mathematical conveniences applied for the sake of "stability," then the long-run economic outcome is no longer capitalism. Decision makers assume that changes today will lead to predictable and/or reversible outcomes. This is a myth. There are fallacies throughout the assumptions of predictability, reversibility, and endless growth. When reasoning is based upon a flawed foundation, bad choices can appear reasonable. This work shows that the future is not what it is supposed to be.

This original book provides a whole new way of looking at business problems and ideas. Dan Roam demonstrates how thinking with pictures can help you discover and develop new ideas, solve problems in unexpected ways, and dramatically improve your ability to share your insights with others. Used properly, a simple drawing on a humble napkin is more powerful than Excel or PowerPoint. It can help us crystallise ideas, think outside of the box, and communicate in a way that other people simply “get”. Drawing on 20 years of visual problem solving combined with recent discoveries in vision science, Roam shows us how to clarify a problem or sell an idea by visually breaking it down using a simple set of visualisation tools. His strategies take advantage of everyone’s innate ability to look, see, imagine and show

The definitive work in D&I research -- now completely updated and expanded The application of scientific research to the creation of evidence-based policies is a science unto itself -- and one that is never easy. Dissemination and implementation research (D&I) is the study of how scientific advances can be implemented into everyday life, and understanding how it works has never been more important for students and professionals across the scientific, academic, and governmental communities. Dissemination and Implementation Research in Health is a practical guide to making research more consequential, a collection assembled and written by today's leading D&I researchers. Readers of this book are taught to: Evaluate the evidence base in an effective intervention Choose a strategy that produces the greatest impact Design an appropriate and effectual study Track essential outcomes Account for the barriers to uptake in communities, social service agencies, and health care facilities The challenges to moving research into practice are universal, and they're complicated by the current landscape's reliance on partnerships and multi-center research. In this light, Dissemination and Implementation Research in Health is nothing less than a roadmap to effecting change in the sciences. It will have broad utility to researchers and practitioners in epidemiology, biostatistics, behavioral science, economics, medicine, social work, psychology, and anthropology -- both today and in our slightly better future.

We live in an ever-modifying world, where people with different interests and goals have to deal with a constantly changing future. Problem solving is a daily experience for everyone. But, especially when problems become highly complex, how does one achieve the best solution to a problem? How are the different insights and interests of those involved included in the problem solving? How is a desired future outcome reached? People are best motivated to act upon complex problems when the essence of the problem is captured in a simple way. This book presents new and practical techniques to do so. Applying these techniques will help the reader to understand and oversee a problem and, eventually, to make decisions and act in situations in which it is not at all obvious what to do. The techniques in this second edition of Solving Complex Problems cover rational problem analysis, creative idea generation, dealing with uncertainty, and comparing different possible solutions. [Subject: Public Administration, Business Management, Sales and Marketing]

A forefront government analyst and secret intelligence commentator draws on his personal expertise in the area of high-stakes decision-making to outline a groundbreaking approach to effective problem-solving.

An overview of strategic thinking in complex problem solving -- Frame the problem -- Identify potential root causes -- Determine the actual cause(s) -- Identify potential solutions -- Select a solution -- Sell the solution--communicate effectively -- Implement and monitor the solution -- Dealing with complications and wrap up

Information Technology for Management, 12 Edition provides students with a comprehensive understanding of the latest technological developments in IT and the critical drivers of business performance, growth, and sustainability. Integrating feedback from IT managers and practitioners from top-level organizations worldwide, the newest edition of this well-regarded textbook features thoroughly revised content throughout to present students with a realistic, up-to-date view of IT management in the current business environment. The text offers a flexible, student-friendly presentation of the material through a pedagogy that is designed to help students with different learning styles easily comprehend and retain information. This blended learning approach combines visual, textual, and interactive content—featuring numerous real-world case studies of how businesses use IT to increase efficiency and productivity, strengthen collaboration and communication, and maximize their competitive advantage. Students learn how IT is leveraged to reshape enterprises, engage and retain customers, optimize systems and processes, manage business relationships and projects, and more.

Do you want to understand the roles of thinking in systems and how they affect, hinder, or aid in the fulfillment of your life? Do you want to increase your thinking skills and build effective mental models? Just as every node on a network contributes to the final result, every action of a member of a particular organizational system contributes to the outcome. Without a broad view of interconnectedness, our problem-solving skills are limited and short-sighted, and our abilities to make long-term, beneficial decisions are hampered. If we only look to the immediate and the superficial, we forget that we are reliant on the smallest of parts. If we don't acknowledge the complexity of our interdependence, then we are doomed to replicate a system that will ultimately fail. Awareness of our interconnectedness is key to solving the biggest and most complex problems that we face in contemporary society. The real question is not whether we should use system thinking, but which of the many ideas, approaches, and techniques currently associated with the field of system thinking are most useful in specific settings. In the year of 1943, Kenneth Craik, a Scottish psychologist, explained that the human mind expects events and describes fundamentals by building small-scale models of the real world. A mental model is a way we represent and understand an event, phenomenon, or system in a compact manner. There is a mental model for everything that happens around you. In this book you will learn: - The key concepts of systems thinking - How to solve any problem with step by step method - Tips to improve your decision-making process - The role of Chaos Theory in systemic thinking - What is wrong with your current way of thinking and how you can improve it - Strategies for developing habits, mental toughness, and resilience to combat mental clutter - 40 mental models that you can use in your daily life - To identify the mental models you already use every day - How to expand your set of mental models, create new ones and use them effectively ... and much more! Systems thinking provides a framework for defining and solving problems. Start by paying attention to the questions you ask to practice thinking from a more systemic

perspective. Extend your sense of what constitutes "the present." Try to think as "now" in terms of a longer block of time. Ask yourself what happened just a year ago. What is going on now? What happens next year? We can grasp interconnections that we may not have seen before by extending our sense of the "now." You are changing the way you think! It is not something easy and is an extremely challenging task. Just think about it. That is the way you have thought for all these years of your life. Your behavior and perception of things are influenced by mental models. You will be astonished as to how you start seeing the world in a different light the moment you expose yourself to a new mental model. Once you start using them in your life, your day-to-day life will start becoming so much easier. There is no end to the number of mental models that exist on this earth and you will learn about so many of them in this book. Right now. Ready to get started? But don't think too much about it. Click "Buy Now"!

Designing Museum Experiences is a "how-to" book for creating visitor-centered museums that emotionally and intellectually connect with museum visitors, stakeholders, and donors. Museums are changing from static, monolithic, and encyclopedic institutions to institutions that are visitor-centric, with shared authority that allows museum and visitors to become co-creators in content creation. Museum content is also changing, from static content to dynamic, evolving content that is multi-cultural and transparent regarding the evolution of facts and histories, allowing multi-person interpretations of events. Designing Museum Experiences leads readers through the methods and tools of the three stages of a museum visit (Pre-visit, In-Person Visit, and Post-visit), with a goal of motivating visitors to return and revisit the museum in the future. This museum visitation loop creates meaningful intellectual, emotional, and experiential value for the visitor. Using the business-world-proven methodologies of user centered design, Museum Visitor Experience leads the reader through the process of creating value for the visitor. Providing consistent messaging at all touchpoints (website, social media, museum staff visitor services, museum signage, etc.) creates a trusted bond between visitor and museum. The tools used to increase understanding of and encourage empathy for the museum visitor, and understand visitor motivations include: Empathy Mapping, Personas, Audience segmentation, Visitor Journey Mapping, Service Design Blueprints, System Mapping, Content Mapping, Museum Context Mapping, Stakeholder Mapping, and the Visitor Value Proposition. In the end, the reason for using the tools is to empower visitors and meet their emotional and intellectual needs, with the goal of creating a lifelong bond between museum and visitor. This is especially important as museums face a new post COVID-19 reality; only the most nimble, visitor-centered museums are likely to survive. The companion website to Designing Museum Experiences features: Links to additional visitor-centered museum information Downloadable sample documents and templates Bibliography of sources for further reading Online glossary of museum visitor experience terms Daily checklists of "how-to" provide and receive visitor-centered experiences More than 50 associated Designing Museum Experiences documents

This book illuminates what engineering is and how it relates to other disciplines such as art, architecture, law, economics, science, technology, and even religion. The author explains, from an intrinsic as well as descriptive perspective, why engineering is essential for our collective well-being, and how, like medicine, it is undertaken by people, and for people, to improve the human condition. He brings out the 'magic' of engineering practice as well as addressing the darker aspects such as warfare and the misuse of the internet. A too commonly held view assumes that the practice of engineers is a cold, purely quantitative and wholly technical enterprise of applying know science, and devoid of creativity or aestheticism. In 2013 the United States National Academy of Engineering launched a campaign called “Changing the Conversation, Messages for Improving Public Understanding of Engineering” with four messages to impart about engineers: that they make a world of difference; are creative problem solvers; that they help shape the future, and are essential to health, happiness, and safety. In this volume, Professor Blockley incorporate these messages into an engaging exposition of engineering accomplishment in all of its evolving diversity, from the technician to the academic research engineer, illustrating the continuum of thinking and purpose from the fixer of the gas boiler to the designers of the A380 and the iPhone.

This volume presents a state-of-the-science review of the most promising current European research -- and its historic roots of research -- on complex problem solving (CPS) in Europe. It is an attempt to close the knowledge gap among American scholars regarding the European approach to understanding CPS. Although most of the American researchers are well aware of the fact that CPS has been a very active research area in Europe for quite some time, they do not know any specifics about even the most important research. Part of the reason for this lack of knowledge is undoubtedly the fact that European researchers -- for the most part -- have been rather reluctant to publish their work in English-language journals. The book concentrates on European research because the basic approach European scholars have taken to studying CPS is very different from one taken by North American researchers. Traditionally, American scholars have been studying CPS in "natural" domains -- physics, reading, writing, and chess playing -- concentrating primarily on exploring novice-expert differences and the acquisition of a complex skill. European scholars, in contrast, have been primarily concerned with problem solving behavior in artificially generated, mostly computerized, complex systems. While the American approach has the advantage of high external validity, the European approach has the advantage of system variables that can be systematically manipulated to reveal the effects of system parameters on CPS behavior. The two approaches are thus best viewed as complementing each other. This volume contains contributions from four European countries -- Sweden, Switzerland, Great Britain, and Germany. As such, it accurately represents the bulk of empirical research on CPS which has been conducted in Europe. An international cooperation started two years ago with the goal of bringing the European research on complex problem solving to the awareness of American scholars. A direct result of that effort, the contributions to this book are both informative and comprehensive.

An original workbook companion to the acclaimed business bestseller The Back of the Napkin Dan Roam's The Back of the Napkin, a BusinessWeek bestseller, taught readers the power of brainstorming and communicating with pictures. It presented a new and exciting way to solve all kinds of problems-from the boardroom to the sales floor to the cubicle jungle. The companion workbook, Unfolding the Napkin, helps readers put Roam's principles into practice with step-by-step guidelines. It's filled with detailed case studies, guided do-it-yourself exercises, and plenty of blank space for drawing. Roam structured the book as a complete four-day visual-thinking seminar, taking readers step-by-step from "I can't draw" to "Here is the picture I drew that I think will save the world." The workbook teaches readers how to: •Improve their three "built-in" visual problem solving tools. •Apply the four-step visual thinking process (look-see-imagine-show) in any business situation. •Instantly improve their visual imaginations. •Learn how to recognize the type of problem to choose the best visual solution. If The Back of the Napkin was a guide to fine dining, Unfolding the Napkin is the cookbook that will soon be heavily marked up and dogeared.

If a fundamental goal of schooling is to prepare young people for the unknowable future, why do we assign students so many clearly defined tasks with predetermined solutions? According to educator and creativity expert Ronald A. Beghetto, the best way to unleash students''problem solving and creativity—and thus prepare them to face real-world problems—is to incorporate complex challenges that teach students to respond productively to uncertainty. In this thought-provoking book, Beghetto explains * How to foster "possibility thinking" to help students open up their thinking in creative, sometimes counterintuitive ways. * The process of lesson unplanning, a way of transforming existing

lessons, activities, and assignments into more complex classroom challenges. * Four basic action principles that teachers and students can use to design and solve complex challenges both inside and outside the classroom. * The steps for creating legacy challenges, which require students to identify a problem, develop a solution, and ensure that their work makes a lasting contribution. With planning forms and detailed sample activities, this practical guide will enable teachers at every grade level to design a full range of challenges in any subject area. Invite uncertainty into your classroom—and discover what your students are capable of.

La vida y el ministerio de Jesucristo. Este volumen es el primero de tres sobre el Nuevo Testamento. Abarca la vida de Cristo, desde la selección premortal como el Cordero de Dios a través de Su nacimiento e infancia. Luego seguimos al Maestro durante el primer año de Su ministerio, de como es tentado, bautizado, hace milagros, selecciona a los Doce Apóstoles, y luego enseña con parábolas y en el Sermón de la Montaña durante el segundo año de Su ministerio, Él enseña el sermón del Pan de Vida, se transfigura y otorga las llaves del sacerdocio a los Doce. Termina el segundo año de Su ministerio en Jerusalén, donde se declara a Si mismo la Luz del Mundo, el Hijo de Dios y el Mesías. La cubierta exhibe la imagen clásica de "El Sermón de la Montaña", pintado por Carl Heinrich Bloch en 1890.

In recent years, scientists have applied the principles of complex systems science to increasingly diverse fields. The results have been nothing short of remarkable. The Third International Conference on Complex Systems attracted over 400 researchers from around the world. The conference aimed to encourage cross-fertilization between the many disciplines represented and to deepen our understanding of the properties common to all complex systems.

This book examines volatility, uncertainty, complexity and ambiguity (VUCA) and addresses the need for broader knowledge and application of new concepts and frameworks to deal with unpredictable and rapid changing situations. The premises of VUCA can shape all aspects of an organization. To cover all areas, the book is divided into six sections. Section 1 acts as an introduction to VUCA and complexity. It reviews ways to manage complexity, while providing examples for tools and approaches that can be applied. The main focus of Section 2 is on leadership, strategy and planning. The chapters in this section create new approaches to handle VUCA environments pertaining to these areas including using the Tetralemma logics, tools from systemic structural constellation (SySt) approach of psychotherapy and organizational development, to provide new ideas for the management of large strategic programs in organizations. Section 3 considers how marketing and sales are affected by VUCA, from social media’s influence to customer value management. Operations and cost management are highlighted in Section 4. This section covers VUCA challenges within global supply chains and decision-oriented controlling. In Section 5 organizational structure and process management are showcased, while Section 6 is dedicated to addressing the effects of VUCA in IT, technology and data management. The VUCA forces present businesses with the need to move from linear modes of thought to problem solving with synthetic and simultaneous thinking. This book should help to provide some starting points and ideas to deal with the next era. It should not be understood as the end of the road, but as the beginning of a journey exploring and developing new concepts for a new way of management.

Medication safety is the most challenging goal for pharmacy practice and patient safety professionals in all health care facilities.

Readers gain a solid 360-degree education and career advantage with ILLUSTRATED COURSE GUIDES: PROBLEM-SOLVING AND DECISION MAKING - SOFT SKILLS FOR A DIGITAL WORKPLACE. Part of the Illustrated Series Soft Skills, this book makes it easy to learn the essential problem-solving and decision-making skills necessary to succeed in today’s competitive workplace. This book addresses 40 critical skills, providing readers with extensive knowledge to apply in today’s real world. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Donors, leaders of nonprofits, and public policy makers usually have the best of intentions to serve society and improve social conditions. But often their solutions fall far short of what they want to accomplish and what is truly needed. Moreover, the answers they propose and fund often produce the opposite of what they want over time. We end up with temporary shelters that increase homelessness, drug busts that increase drug-related crime, or food aid that increases starvation. How do these unintended consequences come about and how can we avoid them? By applying conventional thinking to complex social problems, we often perpetuate the very problems we try so hard to solve, but it is possible to think differently, and get different results. Systems Thinking for Social Change enables readers to contribute more effectively to society by helping them understand what systems thinking is and why it is so important in their work. It also gives concrete guidance on how to incorporate systems thinking in problem solving, decision making, and strategic planning without becoming a technical expert. Systems thinking leader David Stroh walks readers through techniques he has used to help people improve their efforts to end homelessness, improve public health, strengthen education, design a system for early childhood development, protect child welfare, develop rural economies, facilitate the reentry of formerly incarcerated people into society, resolve identity-based conflicts, and more. The result is a highly readable, effective guide to understanding systems and using that knowledge to get the results you want.

The Illustrated Series Soft Skills titles are designed to make it easy to teach students the essential soft skills necessary to succeed in today's competitive workplace. Each book and companion CourseMate cover 40 critical skills, providing students with extensive knowledge they can bring with them into the real world. CourseMate brings each text to life with an audio visual eBook, scenario videos, access to Career Transitions, interactive activities for reinforcement, and Engagement Tracker, a first-of-its-kind tool that monitors student engagement in the course! Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Winner of a 2013 CHOICE Outstanding Academic Title Award The third edition of a groundbreaking reference, The Human-Computer Interaction Handbook: Fundamentals, Evolving Technologies, and Emerging Applications raises the bar for handbooks in this field. It is the largest, most complete compilation of HCI theories, principles, advances, case st

SUPERANNO The science of complexity has revolutionized our understanding of everything from the brain to the economy to the weather. This reference shows how it can change the way we approach our most persistent social problems by introducing key concepts like emergence, self-organization, and networks, then using them to propose novel solutions to problems in health care, education, terrorism, and third-world development. Suitable for anyone struggling to cope with complex challenges. Original.

This book serves three basic purposes: (1) a tutorial-type reference for complex systems engineering (CSE) concepts and associated terminology, (2) a recommendation of a proposed methodology showing how the evolving practice of CSE can lead to a more unified theory, and (3) a complex systems (CSs) initiative for organizations to invest some of their resources toward helping to make the world a better place. A wide variety of technical practitioners—e.g., developers of new or improved systems (particularly systems engineers), program and project managers, associated staff/workers, funders and overseers, government executives, military officers, systems acquisition personnel, contract specialists, owners of large and small businesses, professional society members, and CS researchers—may be interested in further exploring these topics. Readers will learn more about CS characteristics and behaviors and CSE principles and will therefore be able to focus on techniques that will better serve them in their everyday work environments in dealing with complexity. The fundamental observation is that many systems inherently involve a deeper complexity because stakeholders are engaged in the enterprise. This means that such CSs are more difficult to invent, create, or improve upon because no one can be in total control since people cannot be completely controlled. Therefore, one needs to concentrate on trying to influence progress, then wait a suitable amount of time to see what happens, iterating as necessary. With just three chapters in this book, it seems to make sense to provide a tutorial introduction that readers can peruse only as necessary, considering their background and understanding, then a chapter laying out the suggested artifacts and methodology, followed by a chapter emphasizing worthwhile areas of application.

Despite the common focus on deviations and failures in health systems, it is an undeniable fact that clinical work goes right far more often than it goes wrong, and that we only can make it better if we understand how this happens. This second volume of Resilient Health Care continues the line of thinking of the first book. It breaks new ground by analyzing everyday work situations in primary, secondary, and tertiary care to identify and describe the fundamental strategies that clinicians everywhere have developed and use with a fluency that belies the demands to be resolved and the dilemmas to be balanced.