

Risk Based Thinking

Managing The Uncertainty Of Human Error In Operations

Identifying and Managing Project Risk Tom Kendrick
2009-02-27 Winner of the Project Management Institute's David I. Cleland Project Management Literature Award 2010 It's no wonder that project managers spend so much time focusing their attention on risk identification. Important projects tend to be time constrained, pose huge technical challenges, and suffer from a lack of adequate resources. Identifying and Managing Project Risk, now updated and consistent with the very latest Project Management Body of Knowledge (PMBOK)® Guide, takes readers through every phase of a project, showing them how to consider the possible risks involved at every point in the process. Drawing on real-world situations and hundreds of examples, the book outlines proven methods, demonstrating key ideas for project risk planning and showing how to use high-level risk assessment tools. Analyzing aspects such as available resources, project scope, and scheduling, this new edition also explores the growing area of Enterprise Risk Management. Comprehensive and completely up-to-date, this book helps readers determine risk factors thoroughly and decisively...before a project gets derailed.

Safety-I and Safety-II Erik Hollnagel 2018-04-17 Safety has traditionally been defined as a condition where the number of adverse outcomes was as low as possible (Safety-I). From a Safety-I perspective, the purpose of safety management is to make sure that the number of accidents and incidents is kept as low as possible, or as low as is reasonably practicable. This means that safety management must start from the manifestations of the

absence of safety and that - paradoxically - safety is measured by counting the number of cases where it fails rather than by the number of cases where it succeeds. This unavoidably leads to a reactive approach based on responding to what goes wrong or what is identified as a risk - as something that could go wrong. Focusing on what goes right, rather than on what goes wrong, changes the definition of safety from 'avoiding that something goes wrong' to 'ensuring that everything goes right'. More precisely, Safety-II is the ability to succeed under varying conditions, so that the number of intended and acceptable outcomes is as high as possible. From a Safety-II perspective, the purpose of safety management is to ensure that as much as possible goes right, in the sense that everyday work achieves its objectives. This means that safety is managed by what it achieves (successes, things that go right), and that likewise it is measured by counting the number of cases where things go right. In order to do this, safety management cannot only be reactive, it must also be proactive. But it must be proactive with regard to how actions succeed, to everyday acceptable performance, rather than with regard to how they can fail, as traditional risk analysis does. This book analyses and explains the principles behind both approaches and uses this to consider the past and future of safety management practices. The analysis makes use of common examples and cases from domains such as aviation, nuclear power production, process management and health care. The final chapters explain the theoret

The Owner's Role in Project Risk Management National Research Council 2005-03-25 Effective risk management is essential for the success of large projects built and operated by the Department of Energy (DOE), particularly for the one-of-a-kind projects that characterize much of its mission. To enhance DOE's risk management efforts, the department asked the NRC to prepare a summary of the most effective practices used by leading owner organizations. The study's primary objective was to

provide DOE project managers with a basic understanding of both the project owner's risk management role and effective oversight of those risk management activities delegated to contractors.

Pre-Accident Investigations Dr Todd Conklin 2012-10-28 This book is a set of new skills written for the managers that drive safety in their workplace. This is Human Performance theory made simple. If you are starting a new program, revamping an old program, or simply interested in understanding more about safety performance, this guide will be extremely helpful.

Emerging Risks in the 21st Century An Agenda for Action OECD 2003-04-24 This book explores the implications of newly developing risks such as hugely damaging hurricanes, new diseases, terrorist attacks, and disruptions to critical infrastructures.

The Illusion of Risk Control Gilles Motet 2017-08-01 This book is open access under a CC BY 4.0 license. This book explores the implications of acknowledging uncertainty and black swans for regulation of high-hazard technologies, for stakeholder acceptability of potentially hazardous activities and for risk governance. The conventional approach to risk assessment, which combines the likelihood of an event and the severity of its consequences, is poorly suited to situations where uncertainty and ambiguity are prominent features of the risk landscape. The new definition of risk used by ISO, “the effect of uncertainty on [achievement of] one’s objectives”, recognizes this paradigm change. What lessons can we draw from the management of fire hazards in Edo-era Japan? Are there situations in which increasing uncertainty allows more effective safety management? How should society address the risk of potentially planet-destroying scientific experiments? This book presents insights from leading scholars in different disciplines to challenge current risk governance and safety management practice.

Risk-Based Thinking Tony Muschara 2017-11-13 Society at large tends to misunderstand what safety is all about. It is not just

the absence of harm. When nothing bad happens over a period of time, how do you know you are safe? In reality, safety is what you and your people do moment by moment, day by day to protect assets from harm and to control the hazards inherent in your operations. This is the purpose of risk-based thinking, the key element of the six building blocks of Human and Organizational Performance (H&OP). Generally, H&OP provides a risk-based approach to managing human performance in operations. But, specifically, risk-based thinking enables foresight and flexibility—even when surprised—to do what is necessary to protect assets from harm but also achieve mission success despite ongoing stresses or shocks to the operation. Although you cannot prepare for every adverse scenario, you can be ready for almost anything. When risk-based thinking is integrated into the DNA of an organization’s way of doing business, people will be ready for most unexpected situations. Eventually, safety becomes a core value, not a priority to be negotiated with others depending on circumstances. This book provides a coherent perspective on what executives and line managers within operational environments need to focus on to efficiently and effectively control, learn, and adapt.

The Science and Practice of Resilience Igor Linkov

2019-01-17 This book offers a comprehensive view on resilience based upon state-of-the-science theories and methodological applications that resilience may fill. Specifically, this text provides a compendium of knowledge on the theory, methods, and practice of resilience across a variety of country and case contexts, and demonstrates how a resilience-based approach can help further improved infrastructure, vibrant societies, and sustainable environments and ecologies, among many others. Resilience is a term with thousands of years of history. Only recently has resilience been applied to the management of complex interconnected systems, yet its impact as a governing philosophy and an engineering practice has been pronounced. Colloquially,

resilience has been used as a synonym for 'bouncing back'. Philosophically and methodologically, however, it is much more. In a world defined by interconnected and interdependent systems such as water, food, energy, transportation, and the internet, a sudden and unexpected disruption to one critical system can lead to significant challenges for many others. The Science and Practice of Resilience is beneficial for those seeking to gain a rich knowledge of the resilience world, as well as for practitioners looking for methods and tools by which resilience may be applied in real-world contexts.

Crisis Communication Martin N. Ndlela 2018-08-28 This timely book explores crises as an inevitable part of modern society, which causes ramifications not only for organisations, but also for a diverse range of stakeholders. Addressing the need for organisations to be guided by a stakeholder-oriented approach throughout all phases of the crisis communication process, the author draws upon various business disciplines and covers the management of issues, risk, reputation and relationships. Covering all stages of crisis communication, from pre-crisis to post-crisis, stakeholder engagement is analysed through a series of case studies, with a particular focus on the role of social media. Scholars of corporate communications and business strategy will find this new book undoubtedly useful, and it will be of particular interest to those involved in crisis communication and management.

Review of the Department of Homeland Security's Approach to Risk Analysis National Research Council 2010-10-10 The events of September 11, 2001 changed perceptions, rearranged national priorities, and produced significant new government entities, including the U.S. Department of Homeland Security (DHS) created in 2003. While the principal mission of DHS is to lead efforts to secure the nation against those forces that wish to do harm, the department also has responsibilities in regard to preparation for and response to other hazards and disasters, such

as floods, earthquakes, and other "natural" disasters. Whether in the context of preparedness, response or recovery from terrorism, illegal entry to the country, or natural disasters, DHS is committed to processes and methods that feature risk assessment as a critical component for making better-informed decisions. Review of the Department of Homeland Security's Approach to Risk Analysis explores how DHS is building its capabilities in risk analysis to inform decision making. The department uses risk analysis to inform decisions ranging from high-level policy choices to fine-scale protocols that guide the minute-by-minute actions of DHS employees. Although DHS is responsible for mitigating a range of threats, natural disasters, and pandemics, its risk analysis efforts are weighted heavily toward terrorism. In addition to assessing the capability of DHS risk analysis methods to support decision-making, the book evaluates the quality of the current approach to estimating risk and discusses how to improve current risk analysis procedures. Review of the Department of Homeland Security's Approach to Risk Analysis recommends that DHS continue to build its integrated risk management framework. It also suggests that the department improve the way models are developed and used and follow time-tested scientific practices, among other recommendations.

Managing Information Risks William Saffady 2020-10-28

Managing Information Risks: Threats, Vulnerabilities, and Responses identifies and categorizes risks related to creation, collection, storage, retention, retrieval, disclosure and ownership of information in organizations of all types and sizes. It is intended for risk managers, information governance specialists, compliance officers, attorneys, records managers, archivists, and other decision-makers, managers, and analysts who are responsible for risk management initiatives related to their organizations' information assets. An opening chapter defines and discusses risk terminology and concepts that are essential for understanding, assessing, and controlling information risk.

Subsequent chapters provide detailed explanations of specific threats to an organization's information assets, an assessment of vulnerabilities that the threats can exploit, and a review of available options to address the threats and their associated vulnerabilities. Applicable laws, regulations, and standards are cited at appropriate points in the text. Each chapter includes extensive endnotes that support specific points and provide suggestions for further reading. While the book is grounded in scholarship, the treatment is practical rather than theoretical. Each chapter focuses on knowledge and recommendations that readers can use to: heighten risk awareness within their organizations, identify threats and their associated consequences, assess vulnerabilities, evaluate risk mitigation options, define risk-related responsibilities, and align information-related initiatives and activities with their organizations' risk management strategies and policies. Compared to other works, this book deals with a broader range of information risks and draws on ideas from a greater variety of disciplines, including business process management, law, financial analysis, records management, information science, and archival administration. Most books on this topic associate information risk with digital data, information technology, and cyber security. This book covers risks to information of any type in any format, including paper and photographic records as well as digital content.

Science and Judgment in Risk Assessment National Research Council 1994-01-01 The public depends on competent risk assessment from the federal government and the scientific community to grapple with the threat of pollution. When risk reports turn out to be overblown or when risks are overlooked public skepticism abounds. This comprehensive and readable book explores how the U.S. Environmental Protection Agency (EPA) can improve its risk assessment practices, with a focus on implementation of the 1990 Clean Air Act Amendments. With a wealth of detailed information, pertinent examples, and

revealing analysis, the volume explores the "default option" and other basic concepts. It offers two views of EPA operations: The first examines how EPA currently assesses exposure to hazardous air pollutants, evaluates the toxicity of a substance, and characterizes the risk to the public. The second, more holistic, view explores how EPA can improve in several critical areas of risk assessment by focusing on cross-cutting themes and incorporating more scientific judgment. This comprehensive volume will be important to the EPA and other agencies, risk managers, environmental advocates, scientists, faculty, students, and concerned individuals.

Waste Incineration and Public Health National Research Council 2000-10-21 Incineration has been used widely for waste disposal, including household, hazardous, and medical waste—but there is increasing public concern over the benefits of combusting the waste versus the health risk from pollutants emitted during combustion. Waste Incineration and Public Health informs the emerging debate with the most up-to-date information available on incineration, pollution, and human health—along with expert conclusions and recommendations for further research and improvement of such areas as risk communication. The committee provides details on: Processes involved in incineration and how contaminants are released. Environmental dynamics of contaminants and routes of human exposure. Tools and approaches for assessing possible human health effects. Scientific concerns pertinent to future regulatory actions. The book also examines some of the social, psychological, and economic factors that affect the communities where incineration takes place and addresses the problem of uncertainty and variation in predicting the health effects of incineration processes.

Patient Safety and Quality Ronda Hughes 2008 "Nurses play a vital role in improving the safety and quality of patient care -- not only in the hospital or ambulatory treatment facility, but also of community-based care and the care performed by family

members. Nurses need know what proven techniques and interventions they can use to enhance patient outcomes. To address this need, the Agency for Healthcare Research and Quality (AHRQ), with additional funding from the Robert Wood Johnson Foundation, has prepared this comprehensive, 1,400-page, handbook for nurses on patient safety and quality -- Patient Safety and Quality: An Evidence-Based Handbook for Nurses. (AHRQ Publication No. 08-0043)." - online AHRQ blurb, <http://www.ahrq.gov/qual/nursesfdbk/>

Improving Diagnosis in Health Care National Academies of Sciences, Engineering, and Medicine 2016-01-29 Getting the right diagnosis is a key aspect of health care - it provides an explanation of a patient's health problem and informs subsequent health care decisions. The diagnostic process is a complex, collaborative activity that involves clinical reasoning and information gathering to determine a patient's health problem. According to *Improving Diagnosis in Health Care*, diagnostic errors-inaccurate or delayed diagnoses-persist throughout all settings of care and continue to harm an unacceptable number of patients. It is likely that most people will experience at least one diagnostic error in their lifetime, sometimes with devastating consequences. Diagnostic errors may cause harm to patients by preventing or delaying appropriate treatment, providing unnecessary or harmful treatment, or resulting in psychological or financial repercussions. The committee concluded that improving the diagnostic process is not only possible, but also represents a moral, professional, and public health imperative. *Improving Diagnosis in Health Care*, a continuation of the landmark Institute of Medicine reports *To Err Is Human* (2000) and *Crossing the Quality Chasm* (2001), finds that diagnosis-and, in particular, the occurrence of diagnostic errors"has been largely unappreciated in efforts to improve the quality and safety of health care. Without a dedicated focus on improving diagnosis, diagnostic errors will likely worsen as the delivery of health care

and the diagnostic process continue to increase in complexity. Just as the diagnostic process is a collaborative activity, improving diagnosis will require collaboration and a widespread commitment to change among health care professionals, health care organizations, patients and their families, researchers, and policy makers. The recommendations of *Improving Diagnosis in Health Care* contribute to the growing momentum for change in this crucial area of health care quality and safety.

Critical Steps Tony Muschara 2021-11-22 Critical Steps happen every day at work and at home, purposefully. Work does not happen otherwise. If an operation has the capacity to do work, then it has the capacity to do harm. Work is energy directed by human beings to create value. But people are imperfect—we make mistakes, and sometimes we lose control of the work. Therefore, work is the use of force under conditions of uncertainty. A Critical Step is a human action that will trigger immediate, irreversible, and intolerable harm to an asset, if that action or a preceding action is performed improperly. Whether the human action involves clicking on a link attached to an e-mail message, walking down a flight of stairs with a newborn baby in arms, engaging the clutch on a gasoline-driven chain saw, or administering a medication to a patient in a hospital, these all satisfy the definition of what constitutes critical risks in our daily lives, professionally or personally. The overarching goal of managing Critical Steps is to maximize the success (safety, reliability, productivity, quality, profitability, etc.) of people's performance in the workplace, to create value for the organization without losing control of built-in hazards necessary to create that value.

Guide for All-Hazard Emergency Operations Planning Kay C. Goss 1998-05 Meant to aid State & local emergency managers in their efforts to develop & maintain a viable all-hazard emergency operations plan. This guide clarifies the preparedness, response, & short-term recovery planning elements that warrant inclusion

in emergency operations plans. It offers the best judgment & recommendations on how to deal with the entire planning process -- from forming a planning team to writing the plan. Specific topics of discussion include: preliminary considerations, the planning process, emergency operations plan format, basic plan content, functional annex content, hazard-unique planning, & linking Federal & State operations.

Computers at Risk National Research Council 1990-02-01
Computers at Risk presents a comprehensive agenda for developing nationwide policies and practices for computer security. Specific recommendations are provided for industry and for government agencies engaged in computer security activities. The volume also outlines problems and opportunities in computer security research, recommends ways to improve the research infrastructure, and suggests topics for investigators. The book explores the diversity of the field, the need to engineer countermeasures based on speculation of what experts think computer attackers may do next, why the technology community has failed to respond to the need for enhanced security systems, how innovators could be encouraged to bring more options to the marketplace, and balancing the importance of security against the right of privacy.

Managing Risk Romney Beecher Duffey 2008-09-15
The human element is the principle cause of incidents and accidents in all technology industries; hence it is evident that an understanding of the interaction between humans and technology is crucial to the effective management of risk. Despite this, no tested model that explicitly and quantitatively includes the human element in risk prediction is currently available. *Managing Risk: the Human Element* combines descriptive and explanatory text with theoretical and mathematical analysis, offering important new concepts that can be used to improve the management of risk, trend analysis and prediction, and hence affect the accident rate in technological industries. It uses examples of major accidents to

identify common causal factors, or “echoes”, and argues that the use of specific experience parameters for each particular industry is vital to achieving a minimum error rate as defined by mathematical prediction. New ideas for the perception, calculation and prediction of risk are introduced, and safety management is covered in depth, including for rare events and “unknown” outcomes. Discusses applications to multiple industries including nuclear, aviation, medical, shipping, chemical, industrial, railway, offshore oil and gas; Shows consistency between learning for large systems and technologies with the psychological models of learning from error correction at the personal level; Offers the expertise of key leading industry figures involved in safety work in the civil aviation and nuclear engineering industries; Incorporates numerous fascinating case studies of key technological accidents. *Managing Risk: the Human Element* is an essential read for professional safety experts, human reliability experts and engineers in all technological industries, as well as risk analysts, corporate managers and statistical analysts. It is also of interest to professors, researchers and postgraduate students of reliability and safety engineering, and to experts in human performance. “...congratulations on what appears to be, at a high level of review, a significant contribution to the literature...I have found much to be admired in (your) research” Mr. Joseph Fragola - Vice President of Valador Inc. “The book is not only technically informative, but also attractive to all concerned readers and easy to be comprehended at various level of educational background. It is truly an excellent book ever written for the safety risk managers and analysis professionals in the engineering community, especially in the high reliability organizations...” Dr Feng Hsu, Head of Risk Assessment and Management, NASA Goddard Space Flight Center “I admire your courage in confronting your theoretical ideas with such diverse, ecologically valid data, and your success in capturing a major trend in

them....I should add that I find all this quite inspiringThe idea that you need to find the right measure of accumulated experience and not just routinely used calendar time makes so much sense that it comes as a shock to realize that this is a new idea”, Professor Stellan Ohlsson, Professor of Psychology, University of Illinois at Chicago

The Failure of Risk Management Douglas W. Hubbard 2009-04-27

An essential guide to the calibrated risk analysis approach The Failure of Risk Management takes a close look at misused and misapplied basic analysis methods and shows how some of the most popular "risk management" methods are no better than astrology! Using examples from the 2008 credit crisis, natural disasters, outsourcing to China, engineering disasters, and more, Hubbard reveals critical flaws in risk management methods—and shows how all of these problems can be fixed. The solutions involve combinations of scientifically proven and frequently used methods from nuclear power, exploratory oil, and other areas of business and government. Finally, Hubbard explains how new forms of collaboration across all industries and government can improve risk management in every field. Douglas W. Hubbard (Glen Ellyn, IL) is the inventor of Applied Information Economics (AIE) and the author of Wiley's How to Measure Anything: Finding the Value of Intangibles in Business (978-0-470-11012-6), the #1 bestseller in business math on Amazon. He has applied innovative risk assessment and risk management methods in government and corporations since 1994. "Doug Hubbard, a recognized expert among experts in the field of risk management, covers the entire spectrum of risk management in this invaluable guide. There are specific value-added take aways in each chapter that are sure to enrich all readers including IT, business management, students, and academics alike" —Peter Julian, former chief-information officer of the New York Metro Transit Authority. President of Alliance Group consulting "In his trademark style, Doug asks the tough questions on risk

management. A must-read not only for analysts, but also for the executive who is making critical business decisions." —Jim Franklin, VP Enterprise Performance Management and General Manager, Crystal Ball Global Business Unit, Oracle Corporation.

Managing the Risks of Organizational Accidents James Reason 2016-01-29 Major accidents are rare events due to the many barriers, safeguards and defences developed by modern technologies. But they continue to happen with saddening regularity and their human and financial consequences are all too often unacceptably catastrophic. One of the greatest challenges we face is to develop more effective ways of both understanding and limiting their occurrence. This lucid book presents a set of common principles to further our knowledge of the causes of major accidents in a wide variety of high-technology systems. It also describes tools and techniques for managing the risks of such organizational accidents that go beyond those currently available to system managers and safety professionals. James Reason deals comprehensively with the prevention of major accidents arising from human and organizational causes. He argues that the same general principles and management techniques are appropriate for many different domains. These include banks and insurance companies just as much as nuclear power plants, oil exploration and production companies, chemical process installations and air, sea and rail transport. Its unique combination of principles and practicalities make this seminal book essential reading for all whose daily business is to manage, audit and regulate hazardous technologies of all kinds. It is relevant to those concerned with understanding and controlling human and organizational factors and will also interest academic readers and those working in industrial and government agencies.

Hazards National Academy of Engineering 1986-02-01 "In the burgeoning literature on technological hazards, this volume is one of the best," states Choice in a three-part approach, it addresses

the moral, scientific, social, and commercial questions inherent in hazards management. Part I discusses how best to regulate hazards arising from chronic, low-level exposures and from low-probability events when science is unable to assign causes or estimate consequences of such hazards; Part II examines fairness in the distribution of risks and benefits of potentially hazardous technologies; and Part III presents practical lessons and cautions about managing hazardous technologies. Together, the three sections put hazard management into perspective, providing a broad spectrum of views and information.

Risk Management Handbook Federal Aviation Administration 2012-07-03 Every day in the United States, over two million men, women, and children step onto an aircraft and place their lives in the hands of strangers. As anyone who has ever flown knows, modern flight offers unparalleled advantages in travel and freedom, but it also comes with grave responsibility and risk. For the first time in its history, the Federal Aviation Administration has put together a set of easy-to-understand guidelines and principles that will help pilots of any skill level minimize risk and maximize safety while in the air. The Risk Management Handbook offers full-color diagrams and illustrations to help students and pilots visualize the science of flight, while providing straightforward information on decision-making and the risk-management process.

Risk Governance of Offshore Oil and Gas Operations Preben Hempel Lindøe 2014 This book evaluates and compares risk regulation and safety management for offshore oil and gas operations in the United States, United Kingdom, Norway, and Australia. It provides an interdisciplinary approach with legal, technological, and sociological perspectives on their efforts to assess and prevent major accidents and improve safety performance offshore. Presented in three parts, the volume begins with a review of the technical, legal, behavioral, and sociological factors involved in designing, implementing, and

enforcing a regulatory regime for industrial safety. It then evaluates the four regulatory regimes that encompass the cultural, legal, and other contextual factors that influence their design and implementation, along with their reliance on industrial expertise and standards and the use of performance indicators. The final section presents an assessment of the resilience of the Norwegian regime and its capacity to keep pace with new technologies and emerging risks, respond to near miss incidents, encourage safety culture, incorporate vested rights of labor, and perform inspection and self-audit functions. This book is highly relevant for those in government, business, academia, and elsewhere in civil society who are involved in offshore safety issues, including regulatory authorities and industrial safety professionals.

Practical Guide to Safety Leadership Luke Daniel 2017-12-12
Leaders can shape an organisation through their behaviours and their vision. If an organisation lacks a clear vision or there is disengagement by the leadership team, then the results can be disastrous. In such circumstances change is needed. When change is needed, the value of safety can become a change agent. From the disciplines of leadership and safety comes the emerging topic of safety leadership. Through safety leadership, workplace challenges can be rectified and the desired behaviours reinforced. These challenges can span from a lack of leadership engagement, poor safety performance, complacency or lack of safety ownership. Understanding how safety leadership differs from other leadership theories can give you a competitive edge which is not solely based upon financial quotas, but instead based upon the moral code of ensuring the health and well-being of your employees. This book goes beyond mere safety slogans or anecdotal stories that relate to safety leadership. Instead an empirical and research-based approach will be shared which can help improve the overall culture of an organisation as well as the safety of employees. Tools, case studies, theories and practical

applications will be shared which can help create the blueprint for organisational change that you seek. Even when things are working well, constant innovation and adoption of best practices can help companies go from good to great and leave a lasting legacy for employees and customers alike. Detailing the mechanics of safety leadership, this book will drive the change and results you want.

Completing the Forecast National Research Council 2006-11-09

Uncertainty is a fundamental characteristic of weather, seasonal climate, and hydrological prediction, and no forecast is complete without a description of its uncertainty. Effective communication of uncertainty helps people better understand the likelihood of a particular event and improves their ability to make decisions based on the forecast. Nonetheless, for decades, users of these forecasts have been conditioned to receive incomplete information about uncertainty. They have become used to single-valued (deterministic) forecasts (e.g., "the high temperature will be 70 degrees Fahrenheit 9 days from now") and applied their own experience in determining how much confidence to place in the forecast. Most forecast products from the public and private sectors, including those from the National Oceanographic and Atmospheric Administration's National Weather Service, continue this deterministic legacy. Fortunately, the National Weather Service and others in the prediction community have recognized the need to view uncertainty as a fundamental part of forecasts. By partnering with other segments of the community to understand user needs, generate relevant and rich informational products, and utilize effective communication vehicles, the National Weather Service can take a leading role in the transition to widespread, effective incorporation of uncertainty information into predictions. "Completing the Forecast" makes recommendations to the National Weather Service and the broader prediction community on how to make this transition.

Mindful Project Management Elmar Kutsch 2020-05-20

Central to the issue of improving project performance is the application of deterministic, probabilistic processes, and techniques to reduce human error. To that end, we as project managers often endeavour to implement and follow a project management methodology in the belief that we can reduce the scope for emerging ambiguous requirements, ill-matched resource needs and availability, contractual and funding constraints, and other unwanted uncertainties. However, such 'self-evidently correct' processes are not without their limitations. The management of uncertainty needs to be viewed not from a procedural, 'stand-alone' perspective but from a behavioural, people-driven perspective – that is, Mindfulness. Mindfulness is a project-wide human capability to anticipate key events from emerging trends, constantly adapt to change, and rapidly bounce back from adversity. Resilient project managers are forward-thinking and able to foresee relevant scenarios that are likely to occur and which may have damaging effects on performance. We strive to be prepared for the best but also for the worst, and learning is nurtured and encouraged. We believe that with purpose, whatever uncertainty hits us, and regardless of the damage caused, we can prevent a crisis from happening in the first place. When a crisis occurs, we can recover and bounce back from shocks, quickly restoring 'normal' management. This book goes beyond commonly accepted standards in project management and looks past mere compliance to determinism and probabilistic approaches to managing uncertainty. Relying on the power of mindful thinking, it identifies an art to manage uncertainty.

Risk, Uncertainty and Profit Frank H. Knight 2006-11-01 A timeless classic of economic theory that remains fascinating and pertinent today, this is Frank Knight's famous explanation of why perfect competition cannot eliminate profits, the important differences between "risk" and "uncertainty," and the vital role of the entrepreneur in profitmaking. Based on Knight's PhD

dissertation, this 1921 work, balancing theory with fact to come to stunning insights, is a distinct pleasure to read. FRANK H. KNIGHT (1885-1972) is considered by some the greatest American scholar of economics of the 20th century. An economics professor at the University of Chicago from 1927 until 1955, he was one of the founders of the Chicago school of economics, which influenced Milton Friedman and George Stigler.

Measuring and Managing Information Risk Jack Freund

2014-08-23 Using the factor analysis of information risk (FAIR)

methodology developed over ten years and adopted by

corporations worldwide, Measuring and Managing Information

Risk provides a proven and credible framework for

understanding, measuring, and analyzing information risk of any

size or complexity. Intended for organizations that need to either

build a risk management program from the ground up or

strengthen an existing one, this book provides a unique and fresh

perspective on how to do a basic quantitative risk analysis.

Covering such key areas as risk theory, risk calculation, scenario

modeling, and communicating risk within the organization,

Measuring and Managing Information Risk helps managers make

better business decisions by understanding their organizational

risk. Uses factor analysis of information risk (FAIR) as a

methodology for measuring and managing risk in any

organization. Carefully balances theory with practical

applicability and relevant stories of successful implementation.

Includes examples from a wide variety of businesses and

situations presented in an accessible writing style.

Risk-Based Thinking Tony Muschara 2017-11-13 Society at large

tends to misunderstand what safety is all about. It is not just the

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Risk, Surprises and Black Swans Terje Aven 2014-08-13 Risk, Surprises and Black Swans provides an in depth analysis of the risk concept with a focus on the critical link to knowledge; and the lack of knowledge, that risk and probability judgements are based on. Based on technical scientific research, this book presents a new perspective to help you understand how to assess and manage surprising, extreme events, known as ‘Black Swans’. This approach looks beyond the traditional probability-based principles to offer a broader insight into the important aspects of uncertain events and in doing so explores the ways to manage them. This book recognises the fundamental issues surrounding risk assessment and risk management to help you to understand and prepare for black swan events. Complete with international examples to illustrate ideas and concepts Integrates risk management and resilience based thinking Suitable for a variety of applications including engineering, finance and security.

Risk Assessment in Air Traffic Management Javier Alberto Pérez Castán 2020-03-18 One of the most complex challenges for

the future of aviation is to ensure a safe integration of the expected air traffic demand. Air traffic is expected to almost double its current value in 20 years, which cannot be managed without the development and implementation of a safe air traffic management (ATM) system. In ATM, risk assessment is a crucial cornerstone to validate the operation of air traffic flows, airport processes, or navigation accuracy. This book tries to be a focal point and motivate further research by encompassing crosswise and widespread knowledge about this critical and exciting issue by bringing to light the different purposes and methods developed for risk assessment in ATM.

Textbook of Patient Safety and Clinical Risk Management

Liam Donaldson 2020-12-14 Implementing safety practices in healthcare saves lives and improves the quality of care: it is therefore vital to apply good clinical practices, such as the WHO surgical checklist, to adopt the most appropriate measures for the prevention of assistance-related risks, and to identify the potential ones using tools such as reporting & learning systems. The culture of safety in the care environment and of human factors influencing it should be developed from the beginning of medical studies and in the first years of professional practice, in order to have the maximum impact on clinicians' and nurses' behavior. Medical errors tend to vary with the level of proficiency and experience, and this must be taken into account in adverse events prevention. Human factors assume a decisive importance in resilient organizations, and an understanding of risk control and containment is fundamental for all medical and surgical specialties. This open access book offers recommendations and examples of how to improve patient safety by changing practices, introducing organizational and technological innovations, and creating effective, patient-centered, timely, efficient, and equitable care systems, in order to spread the quality and patient safety culture among the new generation of healthcare professionals, and is intended for residents and young

professionals in different clinical specialties.

The Field Guide to Human Error Investigations Sidney Dekker

2017-11-01 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.

Managing Risk in Farming David Kahan 2013 This guide is intended to help extension workers better understand the concept of risk, the situation where risk occurs and management strategies that can be used to reduce, or at least soften, its effect. It is hoped that the guide will be useful in assisting extension workers to provide farmers with advice on the kind of risk management strategies that they can employ to deal with risk in their day-to-day operations. In this way extension workers can help farmers recognize and understand the risks that they are likely to face and assist them in making better farm management decisions that reduce the negative effect of the risks encountered in farming.

The Flaw of Averages Sam L. Savage 2012-03-13 A must-read for anyone who makes business decisions that have a major financial impact. As the recent collapse on Wall Street shows, we are often ill-equipped to deal with uncertainty and risk. Yet every day we base our personal and business plans on uncertainties, whether they be next month's sales, next year's costs, or tomorrow's stock price. In The Flaw of Averages, Sam Savage-

known for his creative exposition of difficult subjects describes common avoidable mistakes in assessing risk in the face of uncertainty. Along the way, he shows why plans based on average assumptions are wrong, on average, in areas as diverse as healthcare, accounting, the War on Terror, and climate change. In his chapter on Sex and the Central Limit Theorem, he bravely grasps the literary third rail of gender differences. Instead of statistical jargon, Savage presents complex concepts in plain English. In addition, a tightly integrated web site contains numerous animations and simulations to further connect the seat of the reader's intellect to the seat of their pants. The Flaw of Averages typically results when someone plugs a single number into a spreadsheet to represent an uncertain future quantity. Savage finishes the book with a discussion of the emerging field of Probability Management, which cures this problem through a new technology that can pack thousands of numbers into a single spreadsheet cell. Praise for *The Flaw of Averages* "Statistical uncertainties are pervasive in decisions we make every day in business, government, and our personal lives. Sam Savage's lively and engaging book gives any interested reader the insight and the tools to deal effectively with those uncertainties. I highly recommend *The Flaw of Averages*." —William J. Perry, Former U.S. Secretary of Defense "Enterprise analysis under uncertainty has long been an academic ideal. . . . In this profound and entertaining book, Professor Savage shows how to make all this practical, practicable, and comprehensible." —Harry Markowitz, Nobel Laureate in Economics

Critical Steps Tony Muschara 2021-11-19 *Critical Steps* happen every day at work and at home, purposefully. Work does not happen otherwise. If an operation has the capacity to do work, then it has the capacity to do harm. Work is energy directed by human beings to create value. But people are imperfect—we make mistakes, and sometimes we lose control of the work. Therefore, work is the use of force under conditions of

uncertainty. A Critical Step is a human action that will trigger immediate, irreversible, and intolerable harm to an asset, if that action or a preceding action is performed improperly. Whether the human action involves clicking on a link attached to an e-mail message, walking down a flight of stairs with a newborn baby in arms, engaging the clutch on a gasoline-driven chain saw, or administering a medication to a patient in a hospital, these all satisfy the definition of what constitutes critical risks in our daily lives, professionally or personally. The overarching goal of managing Critical Steps is to maximize the success (safety, reliability, productivity, quality, profitability, etc.) of people's performance in the workplace, to create value for the organization without losing control of built-in hazards necessary to create that value.

Risk Management and Assessment Jorge Rocha 2020-10-14

Risk analysis, risk evaluation and risk management are the three core areas in the process known as 'Risk Assessment'. Risk assessment corresponds to the joint effort of identifying and analysing potential future events, and evaluating the acceptability of risk based on the risk analysis, while considering influencing factors. In short, risk assessment analyses what can go wrong, how likely it is to happen and, if it happens, what are the potential consequences. Since risk is a multi-disciplinary domain, this book gathers contributions covering a wide spectrum of topics with regard to their theoretical background and field of application. The work is organized in the three core areas of risk assessment.

Environmental Decisions in the Face of Uncertainty Institute

of Medicine 2013-05-20 The U.S. Environmental Protection Agency (EPA) is one of several federal agencies responsible for protecting Americans against significant risks to human health and the environment. As part of that mission, EPA estimates the nature, magnitude, and likelihood of risks to human health and the environment; identifies the potential regulatory actions that will mitigate those risks and protect public health¹ and the

environment; and uses that information to decide on appropriate regulatory action. Uncertainties, both qualitative and quantitative, in the data and analyses on which these decisions are based enter into the process at each step. As a result, the informed identification and use of the uncertainties inherent in the process is an essential feature of environmental decision making. EPA requested that the Institute of Medicine (IOM) convene a committee to provide guidance to its decision makers and their partners in states and localities on approaches to managing risk in different contexts when uncertainty is present. It also sought guidance on how information on uncertainty should be presented to help risk managers make sound decisions and to increase transparency in its communications with the public about those decisions. Given that its charge is not limited to human health risk assessment and includes broad questions about managing risks and decision making, in this report the committee examines the analysis of uncertainty in those other areas in addition to human health risks. Environmental Decisions in the Face of Uncertainty explains the statement of task and summarizes the findings of the committee.

The 5 Principles of Human Performance: A Contemporary Update of the Building Blocks of Human Performance for the New View of Safety Todd E. Conklin 2019-01-23 Conklin's

book is an interesting and informal discussion with the reader about the 5 Principles of Human Performance principle by principle, chapter by chapter. These 5 theories about how humans perform in organizations are principles, the building blocks of Human Performance, through which we have established a new way to think about safety and reliability in our worlds. ...and changing the way we think about work is a vital step towards improvement. Work never stops and work is never normal. This idea would scare a mere-mortal manager, but an enlightened leader knows the power of continuous learning and improvement. Work is constantly in motion, therefore learning

must continue. Work is never the same, therefore we never really know how work is being done. If we don't know how we perform work how will we know how we can improve?The 5 Principles of Human Performance are, in a sense, a repository of the central values of Human Performance. Keeping these principles at the core of our thinking, training, and practices will allow the basic building blocks of this philosophy to help organizational programs reduce the normal philosophical drift that is present and predictable in all safety programs. Having these espoused principles keeps us all honest and keeps our Human Performance effort on track and successful.

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