Managing Risk and Complexity Through Open Communication and Teamwork

By Phillip K. Tompkins

Purdue University Press. Paperback. Book Condition: new. BRAND NEW, Managing Risk and Complexity Through Open Communication and Teamwork, Phillip K. Tompkins, Along with increased complexities in work and life in general in the twenty-first century come new and dangerous risks to workers, customers, and the general public. Drawing on decades of experience as a researcher and consultant for a range of organizations and individuals in high-risk domains, the author of this book presents a powerful theory of open communication and teamwork. This unites a range of communication practices and principles that have proven to combat risk and complexity in organizations. The book initially focuses on NASA, an organization that experiences and engages with high complexity and risk daily. As a participant-observer in the Apollo program, the author witnessed pioneering communication practices that, for example, empowered engineers with oautomatic responsibilityo for any technical problem they perceived. It was partly the failure to follow such protocols that resulted in the catastrophes experienced in the Challenger and Columbia tragedies, as the author shows. Using the lessons learned from the space program, the book then explores complexity and risk in medicine, aviation, the fighting of forest fires, and homelessness, again consistently finding communication practices...

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