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Most disasters are caused by human error—meaning wrong decisions. As drillers work and make decisions in teams, their interactions are obviously crucial, and “Group think” or diffused responsibility can be fatal. Quote from Chapter 12: “Single point accountability for decisions needs to be a social reality, not just a legal formula.

## Andrew Hopkins, Disastrous Decisions: The Human and ...

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## Disastrous Decisions : Andrew Hopkins : 9781921948770

In the latest of his safety books - Disastrous Decisions: The Human and Organisational Causes of the Gulf of Mexico Blowout – leading disaster analyst, Professor Andrew Hopkins, takes the reader into the realm of human and organisational factors that contributed to this disaster, going beyond all previous commentary on this topic. He acknowledges that it is important to know what people did, but even more important to know why they did it.

## Disastrous Decisions – Process Safety Training

Humans make disastrous decisions. They hunt animals to extinction, deplete soil nutrients with extensive farming, and clear out wildlife habitats to build homes without considering the consequences. These decisions, though unintentional and unnoticeable at first, lead to problematic and even irreversible tribulations.

## Disastrous Decisions | Earth's Challenge to Combat Human ...

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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.

Disastrous High-Tech Decision Making: From Disasters to Safety offers new insights for scholars studying management, decision making, cognition in the wild, and safety in the context of imperatives to continue operations. This book takes you inside the deliberations and action that have produced high-tech disasters in safetycritical enterprises. From primary data and analyses never before considered in scholarly assessments of the Challenger disaster, Frederick F. Lighthall, Professor Emeritus at The University of Chicago, applies the insights of macroergonomics, social psychology, naturalistic decision

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making, and legal argumentation to this expanded set of documents and data. He argues that the Challenger case represents a prototype of decision making that arises whenever a possibly threatening change in operating conditions becomes evident. In this situation, inevitable in boundarypushing enterprises, four generic decision-making pitfalls await engineers and managers who must decide whether continuing to operate is safe or dangerous. These four decision-making vulnerabilities are also evident, Lighthall argues, in the decision situations of other high-tech disasters both similar (the Columbia shuttle) and dissimilar (Deepwater Horizon oil spill disaster). In Part I of the book Lighthall traces decision participants' chart-by-chart deliberations and argument about whether proceeding with the Challenger's launch would be dangerous. Part II analyzes from contrasting perspectives the dynamics revealed in the narrative. Lighthall's analysis ends by examining the demanding changes in outlook, knowledge disciplines, and learning processes required for safety to compete with the production imperatives of high-tech enterprises operating in unforgiving environments. This book is a must read both for students of management and of engineering who may find themselves working in these high-tech settings, and for managers and engineers who now work in these settings.

"This book discusses the causes of a major explosion at the Texas City Oil Refinery on March 23, 2005. The explosion killed 15 workers and injured more than 170 others. Failure to Learn also analyses the similarities between this event and the Longford Gas Plant explosion in Victoria in 1998"--Provided by publisher.

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

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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

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

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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.

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.

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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

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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.

"A phenomenal feat of journalism. . . . I tore through it like a novel but with the queasy knowledge that the whole damn thing is true." —Sebastian Junger, author of *The Perfect Storm* and *War* Blending exclusive first-person interviews and penetrating investigative reporting, oil rig captain John Konrad and veteran Washington Post writer Tom Shroder give the definitive, white-knuckled account of the Deepwater Horizon explosion—as well as a riveting insider’s view of the byzantine culture of offshore drilling that made the disaster inevitable. As the world continues to cope with the oil spill’s grim aftermath—with environmental and economic consequences all the more dire in a region still rebuilding from Hurricane Katrina—Konrad and Schroder’s real-time account of the disaster shows us just where things went wrong, and points the way to a safer future for us all.

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