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Some are truly catastrophic--the  
events of September 11, 2001, are a  
tragic example of a predictable  
surprise. The bad news is that all

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Bazerman (Goodreads Author),  
Michael D. Watkins. 3.49 · Rating  
details · 71 ratings · 7 reviews. Most  
events that catch us by surprise are  
both predictable and preventable - but  
we consistently miss (or ignore) the  
warning signs.

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brought to bear on the issue, and potential problems go unrecognized or are given too little priority. Put another way, decision makers focus

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on an "impact horizon" that is too narrow, neglecting the implications for key constituencies.

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explain the cognitive, organizational,  
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Max Bazerman and Michael Watkins argue that they were actually "predictable surprises"--disastrous examples of the failure to recognize potential tragedies and actively work to prevent them....

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The bad news is that all companies, including your own, are vulnerable to predictable surprises. The good news is that recent research helps explain why that's so and what companies can do to...

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And if you brainstorm a while you can  
come up with a bunch of other  
predictable disasters: AIDS, Oil  
Running Out, Terrorists hitting a  
nuclear plant, or bombing the Old  
River Control Project in Louisiana,



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which would leave New Orleans and the hundreds of petro-chemical plants downstream high and dry, let alone killing 15,000 or so people along the Atchafalaya river.

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psychological, organizational, and  
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A "Predictable Surprise" describes a situation or circumstance in which avoidable crises are marginalized in order to satisfy economic and social policies.

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Predictable surprise - Wikipedia

A: The flu vaccine crisis is a classic example of a predictable surprise. As The New York Times noted in the October 17, 2004 Health section, "The shortage caught many Americans by surprise, but it followed decades of warnings from health experts who

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said the nation's system for vaccine supply and distribution was growing increasingly fragile."

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