Contents

1 Risky Play
   1 Benefits of Risky Play 3
   2 Stoical Approaches 10
   References 17

2 Failing Fast
   1 Innovation and Failure 23
   2 Beyond Blame 26
   3 Three Obstacles 28
   References 35

3 Moral Risk in a Nursing Home
   1 Active and Passive Mistakes 41
   2 The Fish Dilemma 45
   3 Moral Hazard and Moral Paralysis 49
   4 Supportive Leadership 52
   References 56
4  Coping with Fallibility in Aviation  59
   1  Inattentional Blindness  61
   2  A Barrier Model  63
   3  Beyond Hint and Hope  69
   4  Teamwork  73
   References  77

5  Fallibility and Trust in Healthcare  79
   1  Immediate Acknowledgement  81
   2  Barriers in Healthcare  86
   3  Sharing Mistakes  91
   References  97

6  Approaches to Help in Organizations  101
   1  Beyond the Crowd  103
   2  Perceived Social Costs of Seeking Help  106
   3  Systems of Holding Back  112
   References  117

7  Ethics of Fallibility  121
   1  The Good and the Right  123
   2  Moral Fallibility  129
   3  Moral Neutralization  133
   4  Forgiveness  138
   References  142

Conclusions  147

Index  157
Fallibility at Work
Rethinking Excellence and Error in Organizations
Kvalnes, Ø.
2017, XX, 159 p., Hardcover
ISBN: 978-3-319-63317-6