

Curriculum Vitae

Charles B. Perrow

Education

University of California, Berkeley  
B.A. 1953, M.A. 1955, Ph.D. 1960, all in Sociology

Present Position

Professor, Emeritus, Senior Research Scientist, Department of Sociology  
Yale University.  
Address: 135 Cliff St, New Haven Ct. 06511 (203 562 3848)

Personal

Born Tacoma, Washington  
US Army, 1943-45

Positions Held

Instructor to Assistant Professor, Sociology, University of Michigan, Ann Arbor, 1959-1963

Assistant to Associate Professor, Sociology and School of Public and International Affairs, University of Pittsburgh, 1963-1966.

Associate Professor to Professor, Sociology, University of Wisconsin, 1966-1970.

Professor, Department of Sociology, State University of New York at Stony Brook, 1970-1981.

Visiting Professor, London Graduate School of Business, London, 1972-1973.

Fellow, Center for Advanced Study in the Behavioral Sciences, Palo Alto, California, 1981-1982.

Professor, Department of Sociology, Yale University, 1981- 1999, Emeritus 2000

Visiting Scholar, Russell Sage Foundation, New York, 1990-91.

Visiting Scholar, Institute for Advanced Study, Princeton, N.J., 1995-96

Visiting Scholar, Shelby Cullom Davis Center for Historical Research, Princeton University, 1995-1996.

Visiting Distinguished Professor, Sociology, University of Arizona, Tucson Az, Spring semesters, 1997 - 1999

Visiting Distinguished Professor, Hong Kong University of Science and Technology, April - June, 1998

Visiting Scholar, Science, Technology and Policy, Stanford U., Winter quarter, 2000

Visiting Fellow, Center for Advanced Study in the Behavioral Sciences, Palo Alto, CA Jan. - June, 2001

Distinguished Visitor, Dept. of Organizations and Political Systems, University of Bologna, Italy, March - June, 2002

Visiting Scholar, Center for International Studies and Cooperation, Stanford U., Dec.-April 2004-2011

#### Major Research Grants

|           |                                                                                                                                                       |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1957-1958 | NIMH Predoctoral Fellowship. Goals and authority in general hospital.                                                                                 |
| 1958-1962 | NIMH Grant. Associate Study Director, comparative study of seven juvenile correctional institutions.                                                  |
| 1963      | NIMH Grant. Panel study of a correctional institution.                                                                                                |
| 1965-1967 | NSF Grant. Comparative study of eight industrial corporations.                                                                                        |
| 1967-1968 | NSF Grant and Vocational Rehabilitation Grant, Comparative study of fourteen industrial corporations.                                                 |
| 1971-1972 | NIMH Grant. Insurgency and social change in U.S., 1948-1970.                                                                                          |
| 1973-1976 | NIMH Grant. Insurgency and social change in U.S., 1948-1972.                                                                                          |
| 1978      | NSF Grant. Origins of industrial bureaucracy in the U.S.                                                                                              |
| 1980-1982 | NSF Grant. Accidents in High Risk Systems.                                                                                                            |
| 1982      | Office of Naval Research Grant. Organizational Context of Human Factors.                                                                              |
| 1986-1988 | American Foundation for AIDS Research. Interorganizational response to AIDS crisis.                                                                   |
| 2003-2004 | NSF Grant. Disaster Prevention and Mitigation: Protecting the Nation=s Critical Infrastructure from Natural, Technological, and Deliberate Disasters. |

#### Consultancies and Minor Grants

|           |                                                                                                                                                                   |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1956-1958 | Evaluation study for OVR of Home Care Program, Mount Zion Hospital; Evaluation study of alcoholic rehabilitation program, California State Alcoholism Commission. |
| 1963-1964 | Evaluation study of half-way home program for Federal Bureau of Prisons (with other co-investigators); Consultant and research role for City Youth Commission.    |
| 1974-1975 | Consultant to Philips Industries, Eindhoven, Holland, on work structuring program.                                                                                |
| 1972-1973 | Consultant on various projects in public sector for Imperial College of Science and Technology, London.                                                           |
| 1973-1974 | Evaluation study of administrative practices in student services at Stony Brook.                                                                                  |
| 1972-1975 | Workshop leader, for Dale-Lovelock Associates, running two-day workshops for executives in London.                                                                |
| 1975      | Consultant on evaluation strategies for AID rural health programs; Consultant, Office of Tele-                                                                    |

|           |                                                                                                                                                                                       |
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|           | communications Policy, electronic funds transfer.                                                                                                                                     |
| 1979      | Background paper for President's Commission on the Three Mile Island Accident, "TMI--A Normal Accident."                                                                              |
| 1980      | Nuclear Regulatory Commission, study of Safety Goals for Nuclear Power Plants.                                                                                                        |
| 1981      | Organizational design of Nuclear Power Stations, Battelle Memorial Institute.                                                                                                         |
| 1981-1982 | Dioxin in the Office Building: the Generation of Risk Assessment in Terms of Personal Tragedy and Organizational Dilemmas. Russell Sage Foundation, small grant.                      |
| 1986      | Consultant and testimony for Suffolk County Legislature, New York, to assist in efforts to oppose opening and operation of Shoreham Nuclear Power Plant.                              |
| 1986-1987 | "Nuclear Waste Hazards at Hanford, Wn. Repository," Impact Assessment, Inc., San Diego, CA.                                                                                           |
| 1989      | Consultant and testimony for Massachusetts Attorney General's legal action to oppose the start of the Seabrook Nuclear Power Station.                                                 |
| 1990      | Consultation on AIDS, European Centre, Vienna                                                                                                                                         |
| 1990      | Workshop on management's responsibility for industrial accidents at Exxon Chemical, Inc., Annual Safety Conference on accidents in chemical plants, Val d'Ire, Italy, November, 1990. |
| 1996-     | Consultant to TriData Corp., survey of Wildland Firefighters for the National Forest Service.                                                                                         |
| 2000      | Workshop on Verification, Intel Corporation, Portland OR and Folsom CA facilities.                                                                                                    |
| 2000      | Consultant, SAIC, McLean Vir., organizational aspects of terrorism                                                                                                                    |
| 2003      | Two-day workshop for shuttle and space station managers, Johnson Space Center, Houston.                                                                                               |
| 2003      | Workshop on reliability for Defense Nuclear Facilities Safety Board, Washington, D.C.                                                                                                 |
| 2003 - 05 | Member, Nat. Res. Council committee on Sufficient Evidence? Building Certifiably Dependable Systems (Computer Science and Telecommunication Board)                                    |

#### Teaching Interests

Complex Organizations, Industrial Society, Technology and Social Change, Social Movements, Disasters.

#### Honors and Memberships

Phi Beta Kappa; Newhouse Fellowship  
Public Health Pre-Doctoral Fellowship  
Public Health Service, Special Fellowship  
National Association for Advancement of Science, Fellow  
National Research Council, Committee on Human Factor Research, 1981-83  
Editorial Board Memberships on several professional journals.  
Sociology Panel: National Science Foundation

Senior Research Fellow: Center for Policy Research  
 AAAS, Nominating Committee, Section K.  
 Industrial Relations Association  
 Eastern Sociological Society, (past Vice President)  
 International Sociological Association  
 Center for Environmental Information, Advisory Board  
Normal Accidents received the 1985 George R. Terry Book Award, Academy of Management.  
The AIDS Disaster recipient of the 1991 Outstanding Book on Human Rights by the Gustavus Myers Center.  
Editorial Board Member and contributor to *Consumption, Culture & Markets* Journal  
 Richard D. Irwin Award from American Academy of Management for Scholarly Contributions to Management, August, 1994.  
 Special Plenary Session, American Academy of Management meetings, Vancouver, August 1995, "The Works of Charles Perrow."  
 Special Meeting, Organizations and Occupations Section of Amer. Soc. Ass. August 1999, The Works of Charles Perrow  
 Max Weber Book Award, Am. Soc. Ass., for *Organizing America*, 2003  
 Symposium on Charles Perrow's Normal Accidents Theory (Charles Perrow, Scott Sagan, Robert Gephart, Karl Weick, John Jermier) *Organization and Environment* Vo. 17:1, March, 2004  
 HR.Com, Book of the Year 2003 Award for *Organizing America*  
 Symposium on the 20<sup>th</sup> anniversary of the publication of the third edition of *Complex Organizations*, International Public Management Journal, v10:2, 2007

#### Books and Published Monographs

1. Study on the Non-Segregated Hospitalization of Alcoholic Patients in a General Hospital, (American Hospital Association, Hospital Monograph Series 7, 1959) with Mark Berke, Jack D. Gordon, M.D., and Robert I. Levy, M.D., 120 pages.

2. Organization for Treatment: A Comparative Study of Juvenile Correctional Institutions, New York: The Free Press, 1966, with David Street and Robert D. Vinter.

3. Organizational Analysis: A Sociological View, Belmont, Ca.: Wadsworth Publishing Co. 1970, (Chapters have been reprinted).

\* Portuguese edition: Sao Paulo, Brasil, Editora Atlas, 1972

\* Spanish edition: Mexico City, Mexico, CECOSA, 1972

\* Japanese edition: Yoshio Okada, 1973

\* Danish edition: Copenhagen, Denmark, Fremad, 1974

4. Complex Organizations: A Critical Essay, Glenview, Ill.: Scott, Foresman, 1972. (Chapters have been reprinted.) Second edition, 1979. Third edition: Random House, 1986 now published by McGraw-Hill.

\* Flemish edition: Brussel, Samson Uitgeverij, 1974

\* Italian edition: Milano, Italy, Franco Angeli Editore, 1977; revised edition, Franco Angeli Libri, 1988.

\* Japanese edition: Tokyo, Tuttle-Mori Agency Inc., 1978

\* Spanish edition: Madrid, Spain, McGraw-Hill, 1990.

\* Hungarian edition with a new introduction by the author: Osiris-Századvég, Panem-McGraw-Hill, Budapest, 1994.

5. The Radical Attack on Business, New York: Harcourt Brace Jovanovich, 1972.

6. Normal Accidents: Living with High Risk Technologies, New York: Basic Books, 1984.  
 \* German edition with a new introduction: Frankfurt, Germany, Campus Books, 1987; reprinted Riehe Campus, 1989.  
 \* Reprinted, with a new Afterword and a Y2K Postscript, Princeton U. Press, 1999
7. The AIDS Disaster: The Failure of Organizations in New York and the Nation, New Haven, CT: Yale University Press, Fall 1990, with Mauro Guillen.
8. Organizing America: Wealth, Power, and the Origins of Corporate Capitalism. Princeton University Press, 2002
9. The Next Catastrophe: Reducing Our Vulnerabilities to Natural, Industrial, and Terroist Disasters. Princeton University Press, 2007. Paperback edition with new Preface, 2011

#### Research Articles or Chapters

1. "Are Retirement Adjustment Programs Necessary?," Harvard Business Review, 35:4 (July-August, 1957), 109-15.
2. "Gemeinschaft and Gesellschaft: A Critical Analysis of the Use of a Polar Typology," Berkeley Publications in Institutions and Society, 2:1 (Spring, 1956), 20-43. Also reprinted in Autonomous Group Bulletin, XIII:1, 2 (Autumn-Winter, 1957), 10-16.
3. "Research in a Home Care Program," American Journal of Public Health, 49:1 (January, 1959), 34-44.
4. "Nonsegregated Hospitalization of Alcoholic Patients in a General Hospital," Hospitals, Journal of the American Hospital Association, Vol. 33, (Nov. 16, 1959), 45-48, with Mark Berke, Jack D. Gordon, M.D., and Robert I. Levy, M.D.
5. "Organizational Prestige: Some Functions and Dysfunctions," American Journal of Sociology, 66:4 (January, 1961), 335-41. Reprinted in 3 books.
6. "Reality Shock: A New Organization Confronts the Custody- Treatment Dilemma," Social Problems, 10:4 (Spring, 1963), 374-82.
7. "Goals and Authority Structures, A Historical Case Study," Chapter 4 in The Hospital in Modern Society, Eliot Freidson, (ed.), (The Free Press, 1963), 112-46.
8. "Sociological Perspective and Political Pluralism," Social Research, 31:4 (Winter, 1964-65), 411-22. Reprinted.
9. "The Reluctant Organization and the Aggressive Environment," (with John Maniha), Administrative Science Quarterly, 10:2 (September, 1965), 238-57. Reprinted in three books.
10. "Hospitals: Technology, Goals and Structure," Chapter 22 in Handbook of Organizations, James March (ed.), Rand McNally, 1965), 910-71.
11. "Reality Adjustment: A Young Institution Settles for Humane Care," Social Problems, 14:1 (Summer, 1966), 69-79.
12. "Technology and Organizational Structure," Proceedings of the 19th Annual Meeting of the Industrial Relations Research Association, December 1966, 156-63.

13. "A Framework for the Comparative Analysis of Organizations," American Sociological Review, (April, 1967), 32, 2, 194-208. Reprinted several times and in Bobbs-Merrill Series.
14. "Organizational Goals," International Encyclopedia of the Social Sciences, revised edition, (MacMillan Co., 1968), Vol. 11, 305-11.
15. "The Professional Army in the War on Poverty," "Focus Article" in Poverty and Human Resources Abstracts, (January-February, 1968).
16. "Technology and Structural Changes in Business Firms," Industrial Relations: Contemporary Issues, B.C. Roberts, (ed.), (MacMillan Co., 1968), 205-19.
17. "Some Reflections on Technology and Organizations," in A. R. Negandhi, et al. (eds.), Comparative Administration and Management, Comparative Administration Research Series, No. 1 (Kent State University Press, Kent, Ohio, 1969).
18. "Members as a Resource in Voluntary Organization," in Organization and Clients, W. Rosengren and M. Lefton, (eds.), Charles E. Merrill, 1970, 93-116.
19. "Departmental Power and Perspective in Industrial Firms," in Power in Organizations, edited by Mayer Zald (Vanderbilt University Press, 1970), 59-89.
20. "The Short and Glorious History of Organizational Theory," Organizational Dynamics, (Summer 1973), 2-16. (Reprinted)
21. "Zoo Story, or Life in the Organizational Sandpit," Chapter in course text, People and Organizations, Open University (England), 1974. Revision for 1980 edition.
22. "Is Business Really Changing?" Organizational Dynamics, 3(1), 30-41. (Summer, 1974). (Reprinted)
23. "The Bureaucratic Paradox: The Efficient Organization Centralizes in Order to Decentralize." Organizational Dynamics, Spring, 1977, 2-14. (Reprinted)
24. "Three Types of Organizational Effectiveness," in Paul S. Goodman and Johannes M. Pennings, ed. New Perspectives on Organizational Effectiveness, Jossey-Bass, 1977, 96-105.
25. "Insurgency of the Powerless: Farm Worker Movements, 1946-1972" (with Craig Jenkins), American Sociological Review, 42, (April, 1977), 249-68.
26. "Demystifying Organizations" in Rosemary C. Sarri and Yeheskel Hasenfeld eds. The Management of Human Services, (New York: Columbia University Press, 1978) 105-122.
27. "The Sixties Observed," in Mayer M. Zald and John D. McCarthy, eds., The Dynamics of Social Movements, Cambridge, Mass., Winthrop Publishers, 1979, 192-211.
28. "The President's Commission and the Normal Accident," in David Sills, et al. (eds.) The Accident at Three Mile Island: The Human Dimensions, Boulder, Colorado: The Westview Press, 1981, 173-84.
29. "Disintegrating Social Sciences," New York University Education Quarterly, vol. 12, no. 2 (Winter, 1981), 2-9.
30. "Markets, Hierarchies and Hegemony: A Critique of Chandler and Williamson," in Andrew Van de Ven and

William Joyce, eds. Perspectives on Organization Design and Behavior, New York: Wiley Interscience, 1981, 371-386, 403-404. Reprinted in Alfred D. Chandler, The Essential Alfred Chandler, Boston: Harvard Business School Press, 1989, 432-464.

31. "This Week's Citation Classic," Current Contents, 14 (April 6, 1981), p. 14 (A reflection on item 15-"Framework. . .")

32. "Normal Accident at Three Mile Island," Society, vol. 18, no. 5 (July/August, 1981), 17-26.

33. "Three Mile Island: a Normal Accident," David Dunkerley and Graeme Salaman, eds., The International Yearbook of Organization Studies, 1981, London: Routledge & Kegan Paul, 1982, 1-25.

34. "The Organizational Context of Human Factors," Technical Report, U.S. Navy, Office of Naval Research, Washington, D.C., November, 1982, 1-50. DTIC #ADA123435.

35. "The Organizational Context of Human Factors Engineering," Administrative Science Quarterly, vol. 28, Cornell University, 1983, 521-541.

36. "Journaling Careers," in L.L. Cummings and Peter J. Frost, eds. Publishing in the Organizational Sciences, Homewood, Ill.: Richard D. Irwin, Inc., 1985, 220-230.

37. "Comment on Langton's 'Ecological Theory of Bureaucracy,'" Administrative Science Quarterly, vol. 30, 1985, 278-283.

38. "Cognicao e Catastrofe: Os Acidentes de Alto Risco" in Analise & Conjuntura, vol. 1, n. 3, September-December, 1986

39. "Risky Systems: The Habit of Courting Disaster," The Nation, October 11, 1986, 24-37.

40. "Journaling Careers," Sociological Forum, 1:1, Winter 1986, 169-177.

41. "Lernen wir etwas aus den jungsten Katastrophen?" in Soziale Welt:Zeitschrift fur sozialwissenschaftliche Forschung und Praxis, Vol. 37, #4, 1987, 390-401.

42. "A Society of Organizations" in Kultur und Gesellschaft 24.Deutscher Soziologentags, (Campus Verlag GmbH, Frankfurt/Main, 1989).

43. Essay: "Normal Accidents", Technische Rundschau 13.January 1989.

44. "On Not Using Libraries" in Humanists at Work, The University Library, University of Illinois at Chicago, 1989, 29-42.

45. "Economic Theories of Organization," in Theory and Society 15, 11-45, (Martinus Nijhoff Publishers, Dordrecht, 1986); reprinted in Structures of Capital, S. Zukin and P. DiMaggio (eds.), Cambridge University Press, 1990, 121-52.

46. "A Society of Organizations," Theory & Society, Vol. 20, No. 6, Dec. 1991, 725-762.

47. "An Almost Random Career," in Arthur G. Bedeian, (ed.), Management Laureates, vol. 2, JAI Press, 1992, 399-438, .

48. "Small Firm Networks," in S. E. Sjostrand, ed., Institutional Change: Theories and Empirical Findings, New York: M. E. Sharpe, 1992.

49. "Unfälle und Katastrophen - ihre Systembedingungen," In Journal für Sozialforschung, 32.Jg. (1992), Heft 1.
50. "Small Firm Networks," in Nitin Nohria and Robert G. Eccles, eds., Networks and Organizations, Boston, Mass: Harvard Business School Press, 1992, 445-470.
51. "Organisational Theorists in a Society of Organisations," International Sociology, Vol. 7, No. 3, September, 1992.
52. "A Society of Organizations," Revista Espanola de Investigaciones Sociologicas (REIS), Vol. 59, July-Sept., 1992
53. "Accidents in High Risk Systems," Technology Studies, Vol. 1, No. 1, 1994, 1-38.
54. "The Limits of Safety: the Enhancement of the Theory of Accidents," Journal of Contingencies and Crisis Management, 2:4, December 1994, 212-220.
55. "Society at Risk in a Society of Organizations," Chapter in George J. Demko, ed., Populations at Risk at the End of the Twentieth Century, Westview Press, 1995, pp 19-35.
56. "Are There Lights Under These Bushels?" Volume on Risk Communication, forthcoming, Rutgers University Press.
55. "Incidenti e Catastrofi. Le Loro Condizioni di Sistema." Teoria Sociologica, Vol. 2, No. 4, 1994, 171-194
58. "The Bounded Career and the Demise of Civil Society", Boundaryless Careers: Work, Mobility, and Learning in the New Organizational Era, eds. Michael B. Arthur and Denise M. Rousseau, Oxford University Press, 1996. Pp. 297-313
59. "Critical Infrastructure Protection: Beyond Normal Accidents", Richard Oneill, ed. Proceedings: Department of Defense Conference on Critical Infrastructure Protection and the Presidential Commission. December, 1996, Annapolis, Maryland.
60. "Prosaic Organizational Failure" (with Lee Clarke), American Behavioral Scientist, vol. 39 No. 8 August 1996 1040-1056.
61. "Organizing for environmental destruction" Organizations and Environment, 10: 1, 66 -72, 1997
62. "Organizing to Reduce the Vulnerabilities of Complexity", Journal of Contingencies and Crisis Management. 7:3, Sept. 1999, 150 -155
63. "An organizational analysis of organizational theory", Contemporary Sociology, May 2000; Vol. 29, 469-76
- 64 "Normal Accidents," N. J. Smelser and Paul B. Baltes (editors) 2001 International Encyclopedia of the Social & Behavioral Sciences. Pergamon, Oxford. 33-38
- 65 "L'ascesa delle organizzazioni nonprofit e il declino della società civile negli Stati Uniti Rivista Italiana di Politiche Pubbliche" N. 2, 2002, pp. 33-57 Roma, Carocci editore
- 66 "A personal note on *Normal Accidents*" Organizations and Environment, 17:1, March, 2004, 9-15
- 67 "Organizing America," Chpt 2 in Frank Dobbin, ed, The Sociology of the Economy, NY: Russell Sage Foundation. 29-42, 2003



- 68 "Difficulties with Network Centric Warfare," *Information Assurance: Trends in Vulnerabilities, Threats, and Technologies*, Jacques S. Gansler, Hans Binnendijk, eds., National Defense University, Washington, DC, 2004, 139-146
- 69 "Organizational or Executive Failures?" *Contemporary Sociology*. 34:2:99-107, March, 2005
- 70 "Inside the Nuclear Plants Executive Office" *Contemporary Sociology*. 36:6, November, 2005.
- 71 "Play it again, FEMA," *Understanding Katrina: Perspectives from the Social Sciences*, <http://understandingkatrina.ssrc.org/Perrow/> Posted October 5, 2005.
- 72 "Using Organizations: the Case of FEMA," *Homeland Security Analysis*, 1:2 Article 4, Fall, 2005 <http://www.hsaj.org/hsa/vol1/iss2/art4>
- 73 "The Disaster After 9/11: the Department of Homeland Security and the Intelligence Reorganization," *Homeland Security Analysis* 2:1, Article 3 Winter 2006, <http://www.hsaj.org>
- 74 "Disasters Evermore? Reducing U.S. Vulnerabilities," Havidan Rodriguez, Enrico L. Quarantelli and Russell R. Dynes, ed. *Handbook of Disaster Research*, Springer, 2006, 521-533
- 75 "Culture, Structure, and Risk," Ingo K. Richter, Sabine Berking, Ralf Muller-Schmid, eds. *Risk Society and the Culture of Precaution*, Palgrave, 2006, 47-58
- 76 "Disasters Evermore?" *Inside Risks: Communications of the ACM* 50:7 July, 2007, 136
- 77 "Complexity, Catastrophe, and Modularity," *Sociological Inquiry* 78:2, May 2008 162-73
- 78 "Conservative Radicalism," *Organization* 15:2 2008 271-77
- 79 "Disasters Evermore? Reducing our Vulnerabilities to Natural, Industrial, and Terrorist Disasters," *Social Research* 75:3 Fall, 2008, 1-20
- 80 "Modeling firms in the global economy." *Theory and Society*, 2009, v 38:3, May, 217-243
- 81 "Organizations and global warming," Constance Lever-Tracy, ed. *Routledge Handbook of Climate Change and Society*. 2010 , New York: Routledge. 59-77
- 82 "The meltdown was not an accident," Michael Lounsbury and Paul M. Hirsch, eds, *Markets on Trial: The Economic Sociology of the U.S> Financial Crisis: Part A*, Bingley, U.K., Emerald, 2010, 309-30
- 83 "From medieval history to smashing the medieval account of organizations; an appreciation of Joan Woodward", Nelson Phillips, Graham Sewll, Dorothy Griffiths eds. *Technology and Organizations: Essays in Honour of Joan Woodward*. Bingley, U.K., Emerald, 2010. 25-28
- 84 "Giddens and the developing nations examine global warming," Review Essay, *Contemporary Sociology*, 2010, v 39, no 4, 411-416
- 85 "Comment on Mowery, Nelson and Martin, *Research Policy* 2010 (in press)

Recent Workshop presentations:

OSTP/NSF White House Workshop on Critical Infrastructure Interdependencies, June, 01;

National Research Council, CSTB board presentation on Anormal accidents,@ Sept. 01;

CDC Emerging Disease Crisis Communications workshop and presentation, Oct. 01;

Agency for Health Care Research and Quality, Medical Errors, Nov 01;

NSF workshop, Responding to the Unexpected, Feb. 02;

Aspen Institute conference presentation: Rise of Nonprofits and Decline of Civil Society, Jan. 02;

DaimlerChrysler workshop and presentation, Germany, on Intelligent Transportation Systems, Feb. 02;

Three Guest Lectures, ATopic in the Analysis of Complex Organizations,@ April 18, May 9, 15, 2002, Institute of  
Advanced Study, U. of Bologna

National Defense University, presentation on problems with Network-Centric Warfare, Feb 03;

Santa Fe Institute, presentation on Natural, Industrial, and Deliberate Disasters, April, 03;

Johnson Space Center, workshops for shuttle managers, and for space station managers; Sept. 03.

Naval Postgraduate School, Monterey, CA, conference on terrorism, March, 05

Keynote speaker, New Century Forum, Disasters Evermore? Stanford U., April 05.

Vodafone, Madrid, two workshops, October 2007