## CONTENTS

Preface vii

Introduction: Learning as the Source of Resilience xi
SECTION I: Experience as the Source of Learning in Organizations
1. Learning from Experience 3
2. The Structure of Learning in Organizations 15
3. Learning versus Performance in the Air France Flight 447 Disaster 25
SECTION II: The Breakdown of Learning
4. A Review of Failure in Organizations 41
5. From Failure to the Breakdown of Learning 55
6. How Optimism and Positive Thinking Can Limit Learning 61
7. Goal Setting as an Unlikely Threat to Learning 69
8. Experience and Decision Making 85
SECTION III: Building Resilience through Learning
9. Case Study: Learning from the Search for Weapons of
Mass Destruction in Iraq 101
10. Revisiting the Universal Dilemma of Learning in Policy,
Government, and Organizational Culture 131
11. Building Learning in Organizations 141
References 151
Index 163