

Table of Contents

Foreword 3

Introducing Luhmann to HSE management..... 7

Chapter 1 – When learning goes off script 15

Chapter 2 – How systems patch meaning into safety..... 21

Chapter 3 - Understanding operationally closed systems 33

Chapter 4 - Understanding the system’s hearing problem..... 39

Chapter 5 – Entertain us: The ritual life of risk 45

Chapter 6 – Form before function: Procedural safety 57

Chapter 7 – Power, trust, and HSE management systems..... 69

Chapter 8 - Rule-Breaking as a system function? 83

Chapter 9 – Morality as a safety strategy?! 91

Chapter 10 – How goals legitimise but rarely guide action 99

Chapter 11 – Leadership in structurally opaque systems105

Chapter 12 – How safety constructs its own risks111

Chapter 13 – Designing for not-knowing117

Chapter 14 – Managing complexity without illusion125

Chapter 15 – Luhmann’s HSE Management.....129

Acknowledgements.....141

Suggested reading143

Notes.....145