

Book Review

Learning from Failure: The Systems Approach. By Joyce Fortune and Geoff Peters. Wiley, Chichester, UK, 1985.

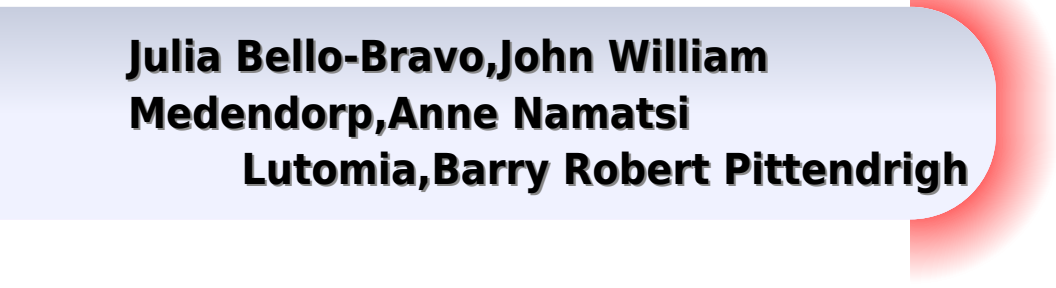
Overall, this is an excellent book. It presents a method which has been in gestation for many years and has emerged from courses related to systems and failures conducted by the Open University. The types of failures considered are very general, from disasters like those associated with Bhopal or Piper Alpha to financial or data recording systems. The authors criticize the "culture of blame", as well as an absence of "robust methods", as reasons for an apparent inability to learn from past failures. Seeing failures as products of systems is regarded as a way of helping to counter this, and the authors claim that they are helping to provide robust methods for understanding how failures come about and attempting to draw non trivial lessons for the future. However, a contributory factor in a failure to learn from past disasters is also the presence, very often, of powerful interests, e.g. economic or political, although the authors do not mention this. However, this does not invalidate their very valuable contribution: to provide a method and a set of practical techniques for analyzing a failure and drawing lessons.

One surprising aspect of the book is its sub-title: "The Systems Approach". What is surprising is the use of the definite article rather than the indefinite. There is not only one "systems approach". However, it is rightly emphasised in the book that systems are not objective but are conceived by individuals; in this case, the analyst. This links to the concept of *Weltanschauung*, the German word for "world-view" which has become a technical term within systems circles, intended to express the fact that different people have different sets of values, interests and perceptions. Different "actors" within a system have different *Weltanschauungen*. It is implicit, therefore, that there is not just one possible "systems approach", and I imagine that the authors would agree with this. Perhaps the sub-title reflects an excess of zeal on the part of the publisher or an uncharacteristic oversight on the part of the authors.

This does, however, lead to a serious point in that the method described in the book does not explicitly draw out the

Learning From Failure The Systems Approach

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