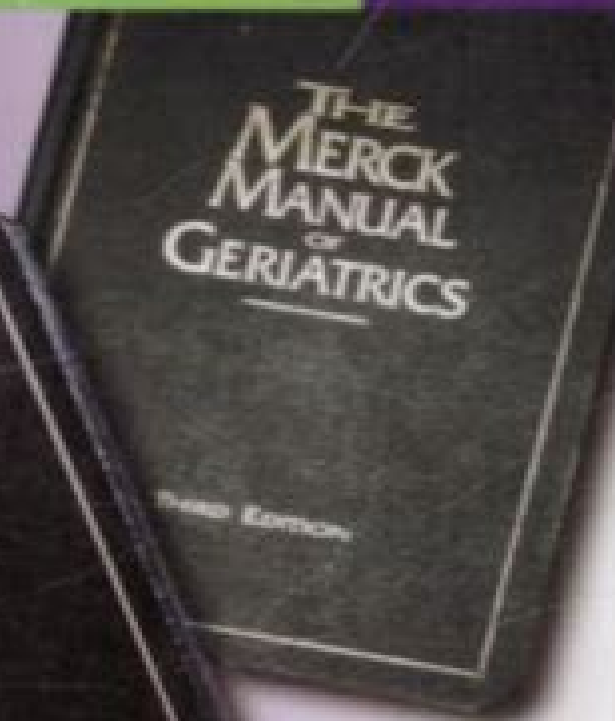
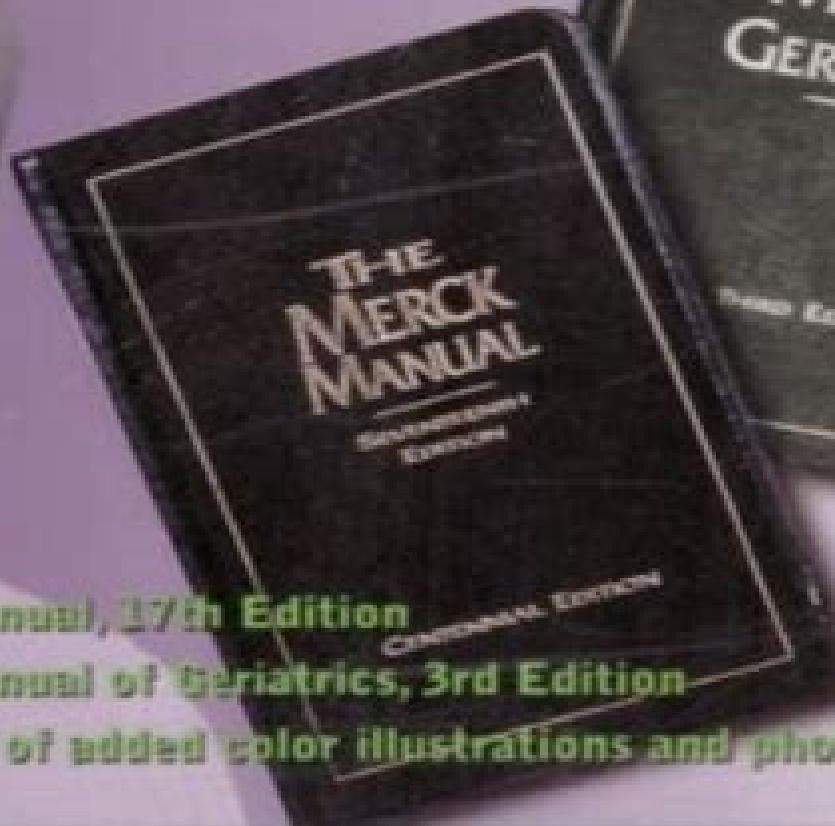


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crucial to anyone who wants to understand human attempts to picture or plan the future In *Never Saw It Coming* Karen Cerulo argues that in American society there is a positive symmetry a tendency to focus on and exaggerate the best the winner the most optimistic outcome and outlook Thus the conceptions of the worst are underdeveloped and elided Naturally as she masterfully outlines there are dramatic consequences to this characterological inability to imagine and prepare for the worst as the failure to heed memos leading up to both the 9 11 and NASA Challenger disasters for instance so painfully reminded us Robin Wagner Pacifici Swarthmore College Katrina 9 11 and the War in Iraq all demonstrate the costliness of failing to anticipate worst case scenarios *Never Saw It Coming* explains why it is so hard to do so adaptive behavior hard wired into human cognition is complemented and reinforced by cultural practices which are in turn institutionalized in the rules and structures of formal organizations But Karen Cerulo doesn't just diagnose the problem she uses case studies of settings in which people effectively anticipate and deal with potential disaster to describe structural solutions to the chronic dilemmas she describes so well *Never Saw It Coming* is a powerful contribution to the emerging fields of cognitive and moral sociology Paul DiMaggio Princeton University **The Merck Manual of Diagnosis and Therapy**, 1992 *The Multimedia and CD-ROM Directory*, 1998 **Glasgow Medical Journal**, 1900 **Interstate Medical Journal**, 1903

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