

CONTENTS

About the author.....	vii
Author acknowledgments.....	viii
Chapter 1 Introduction	1
Chapter 2 Tunnel vision engineering.....	13
Chapter 3 Confirmation bias: the well integrity test	37
Chapter 4 Falling dominos: the failure of defence-in-depth.....	53
Chapter 5 The meaning of safety.....	73
Chapter 6 Choosing the right measures and making them matter	81
Chapter 7 Organisational structure	97
Chapter 8 Learning	111
Chapter 9 Management walk-arounds.....	123
Chapter 10 Regulation	137
Chapter 11 Some popular accounts of the Macondo accident	155
Chapter 12 Conclusion	165
Appendix 1 The decision tree	181
Appendix 2 The BP risk matrix	182
Bibliography.....	185
Index.....	189