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The teaching of organization theory and the conduct of organizational research have been dominated by a focus on decision-making and the concept of strategic rationality. However, the rational model ignores the inherent complexity and ambiguity of real-world organizations and their environments. In this landmark volume, Karl E Weick highlights how the 'sensemaking' process shapes organizational structure and behaviour. The process is seen as the creation of reality as an ongoing accomplishment that takes form when people make retrospective sense of the situations in which they find themselves