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## Research interests

My work is developing and using systems thinking to help manage the inevitable uncertainty in any engineering project. There is an urgent need to improve our understanding and our ability to identify and control the technical 'hard systems' risks that are embedded in human and organisational 'soft system' risks. We need to do this to manage change and to prevent harm to people and our environment and to create opportunities. We have to find ways of learning better from our collective experience and combat organisational 'silos'. The theme of systems thinking is integration

## Research interests

See more in my blog

## Short cv

I am an Emeritus Professor of Civil Engineering and one-time Head of the Department of Civil Engineering and Dean of Engineering at the University of Bristol, UK. I graduated from the University of Sheffield in 1964 with a PhD in 1967. I worked for the British Constructional Steelwork Association in London before moving to Bristol. I hold a DSc from the University of Bristol, am a Fellow of the Royal Academy of Engineering, of the Institution of Civil Engineers, and of the Institution of Structural Engineers. I was President of the Institution of Structural Engineers 2001-02. I was a Non-Executive Director of Bristol Water plc 200-2009.