

# Acknowledgments

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We were first brought together by our shared interest in the philosophy of Pragmatism. Coincidentally, we both discovered that interest at the University of Chicago, though in different generations. Chris was at the University of Chicago in the late 1980s and early 1990s, a time he remembers for its deep exploration of the rationality of human action. The Political Science Department and the University were renowned at the time for their investigations into the power, but also the limits, of rational choice theory. At the same time, scholars like David Greenstone, David Laitin, John Padgett, Susanne and Lloyd Rudolph and William Sewell were exploring the linguistic, cultural and relational bases of human action. Chris's interest in Pragmatism eventually grew out of his attempt to bring these ideas together.

As an exchange student at Chicago in 2012, Martin engaged with a new generation of scholars. Benjamin McKean, Eric Oliver and Betsy Sinclair got him started thinking about the relationship between Pragmatism, politics and crisis management and, in the best Pragmatist spirit, Will Howell encouraged him to develop his idea that Pragmatism might play a role in crisis management, saying "I like it. I don't think it's true but I like it." Interestingly, there was one Chicago scholar who spanned across these two intellectual generations: Gary Herrigel was a new Assistant Professor at the end of Chris's time at Chicago and a Full Professor when Martin was in residence. Gary's interest in Pragmatism inspired both of us.

We were also brought together by our interest in crisis management. Chris's interest in crisis management grew out of a joint project with David Vogel on the political fallout of Europe's "mad cow" crisis, which eventually led to a small project with Jane Gingrich on how British government ministries made sense of the crisis as it unfolded. This work eventually led to a much larger project with Ann Keller and others about how governments respond to novel infectious disease outbreaks, which in turn led to a project with Arjen Boin on transboundary crises. In the meantime, Martin came to Berkeley in 2013 as a visiting scholar and Chris and Martin began a series of small joint projects on policy experimentation and political problem-solving. After stints as a researcher and lecturer at the University of Vienna and the Vienna University of Business and Economics, Martin decided to pursue his goal of developing a PhD dissertation on the relationship between Pragmatism and

crisis management. Fortuitously, he chose to work on this project with Arjen Boin, Paul 't Hart and Paul Nieuwenburg at Utrecht and Leiden Universities in the Netherlands. All three proved to be great mentors.

This book took its initial form as Martin's dissertation at Leiden University, completed in 2017. Independently, Chris had been working with Arjen Boin and Moshe Farjoun on developing a Pragmatist approach to organization theory, work that eventually led Arjen and Chris to envision applying those ideas to crisis management (Chris fondly recalls a back-of-the-napkin outline being worked out at a coffee shop in a cold and blustery Leiden). It was Arjen who suggested that Chris and Martin team up, making Arjen the proverbial "silent partner" in this project—though no one would characterize our engaging mentor and friend as "silent"! At around the same time, Paul 't Hart was also developing his agenda for a "positive" approach to public policy and public administration and he noted that our Pragmatist approach represents a positive and constructive engagement with uncertainty. He suggested that this book project would make a nice contribution to his *Successful Public Governance* series. We thank Paul, Rachel Downie of Edward Elgar Publishing and reviewers for their good offices in realizing this book project.

In less direct ways, others have also made important contributions to this project. Chris feels fortunate to have the camaraderie of a small group of scholars at Berkeley—Ann Keller, Todd LaPorte, Paul Schulman and Louise Comfort—who have themselves made important contributions to our understanding of crisis management. A more extended network of scholars working on related topics have also enriched this work, including Mathilde Bourrier, Tom Christensen, Moshe Farjoun, Per Læg Reid, Charles Parker, Eva Sørensen, Jacob Torfing and Jarle Trondal.

Martin is greatly indebted to many friends and former colleagues who have supported and inspired his research. Among his earliest supporters, he would specifically like to name the "Vienna Circle" of Georg Gangl, Christoph Wendler and Elmar Flatschart. In Chicago, Zeeshan Aleem, Roscoe Nicholson and Olivia Woolam nurtured his interest in Pragmatism and American politics.

Finally, we would both like to thank our families. Chris thanks his wife Suzanne and his daughters Ella and Lillian for keeping him smiling and not letting him take himself too seriously, and his dog Duke for occasionally taking him on (slow) walks. He dedicates this work to the memory of Bernie Silberman and Gene Rochlin, who both taught him a thing or two about organizational rationality.

Martin feels lucky to have the everlasting support of the love of his life and now wife Isabel. He also is deeply thankful to his parents who—despite the fact that they never went to university—have supported his academic musings in the most generous and caring way. Finally, he dedicates his work on Pragmatism and crisis management to his daughter Laila. Maybe philosophical

Pragmatism can help her generation steer mankind through these turbulent times.