Never take a sleeping pill And a laxative at the same time.

In any order...
The Safety Journey So Far...

Compliance
- Behaviors
- Policy/Rules
- Enforcement

Design
- Human Factors
- Process Safety
- Standardized Systems

Accidents

Fatality
- Not like others
- NO near misses
- Exist in success
- Understand work

Time

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Traditional Safety

1. Workers are the problem to be fixed. We fix safety by making workers better.
2. We must tell workers what to do and, perhaps more importantly, not to do.
3. Safety is the absence of accidents.

Safety Differently

1. Workers are not the problem – They are the problem solvers.
2. We don't tell our organizations what to do – ask them what they need.
3. Safety is not the absence of accidents – it is the presence of capacity.

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Safety is not the absence of Accidents.

Safety is the presence of Capacity.
Workers are as safe as they need to be, without being too safe, in order to be productive.
Until They’re NOT..
Sharp End

Workers

Front-line Supervisors

Managers

Leaders

Company

Customers

Regulators

Blunt End

Highest Injury Potential

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Our work is not inherently safe. People create safety in practice.
The Three Parts of Every Failure

The Context

The Consequence

The Retrospective Understanding

Pre-Accident Investigations, Conklin 2013

3 Parts of an Event

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Worker’s Don’t **Cause** Failures.

Worker’s **Trigger** Latent Conditions That Lie Dormant In Organizations Waiting for This Specific Moment In Time.
Shift your thinking from “Who Failed” to “What Failed”
Emergency Alert
BALLISTIC MISSILE THREAT INBOUND TO HAWAII. SEEK IMMEDIATE SHELTER. THIS IS NOT A DRILL.
We must stop seeing workers as problems to be fixed. But, as Solutions to be harnessed.
Workers Are Masters of Complex Adaptive Behavior...
Clearly Safe to do Work

The Gray Area: Uncertain interpretation of Safe work

Clearly Not Safe to do Work

*Workers Discover Safety While Working...*
Clearly Safe to do Work

Clearly Not Safe to do Work

* After the Event, Safety is Clear...
Safety Understood: Drift and Accumulation

Start Of Job

System Safety: Fatality Prevention Area

Hazard

Work Execution Improvement Area
Is the juice worth the squeeze?
The Power of Early Hazard ID
The Power of Early Hazard ID

Capacity

Identified or Discovered Problem

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Its pretty simple...
You can
Blame & Punish
Or
Learn & Improve.

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Safety is not the absence of Accidents.

Safety is the presence of Capacity.
Pre-Accident Investigations
An Introduction to Organizational Safety
The Podcast