

Reducing Exposure One Decision At A Time

Presented by:

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Are We Good or Lucky?

Most of us are fortunate that our mistakes are unremarkable.

Effective leaders focus on their teams getting good at reliably safe work.



What are Brain-Centered Hazards™?

An elevation in exposure that **all people experience** as a natural function of the human brain's operation that increases the likelihood of an error.

Brain-Centered
Hazards are
Precursors to
Critical
Performance
Errors

1. <https://www.cdc.gov/hrqol/wellbeing.htm#three>

Exposure: Human Performance & Human Factors



Vulnerability: Not noticing changes in exposure to hazards; critical errors made

Protective Behaviors:

- Use of seeing technique to notice exposures, and application of other error reduction skills
- Dynamic risk assessment through task transitions
- Communications that align everyone on risk acceptance

The Seven Brain Centered Hazards™



Fast Brain Hazards

Conducting important tasks without conscious thought and reliance on habits.



Social Think

Our innate need to go along with our group/tribe prevents us from approaching others.



Vision-Centered Hazards

Missing important information due to the human visual system.



Cognitive Fatigue

Our conscious attention cannot function when we do not get high-quality sleep.



Divided Attention

Attempting to multi-task leads to missed information and error.



Stress & Urgency

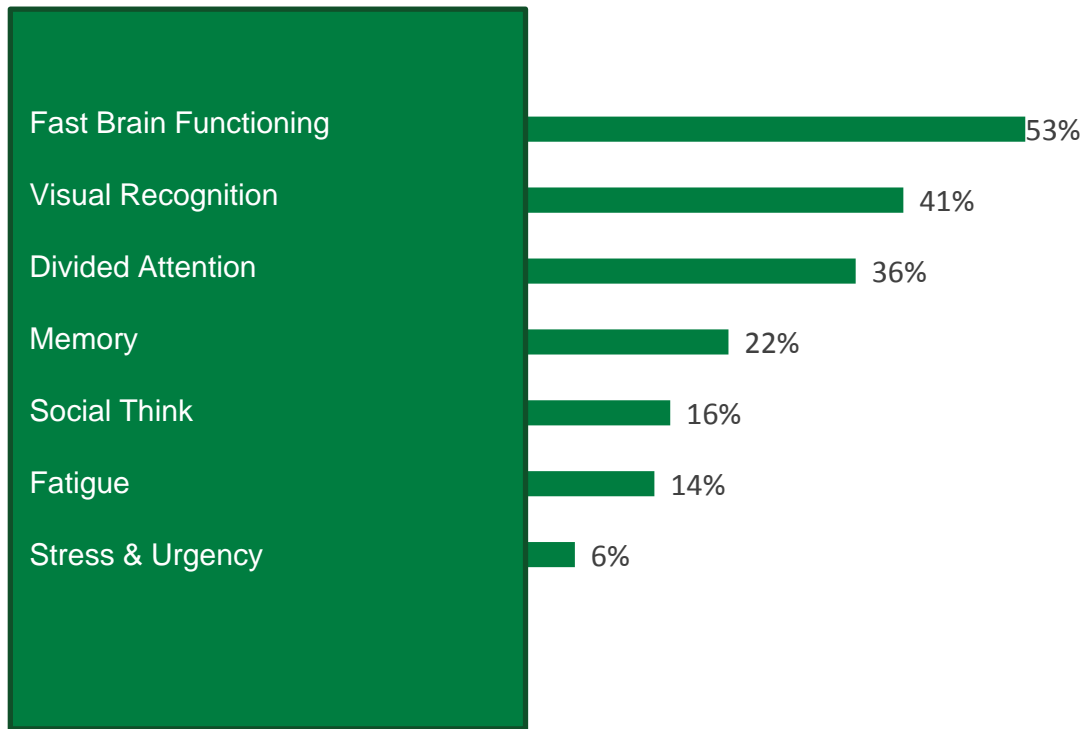
When we notice hints of urgency from others, we put pressure on ourselves to complete tasks.



Memory

Operating on information that feels correct in the moment and relying on our memory system.

Sample Brain-Centered Hazard Incident Analysis



Results shown here are based
on 50 incidents reviewed

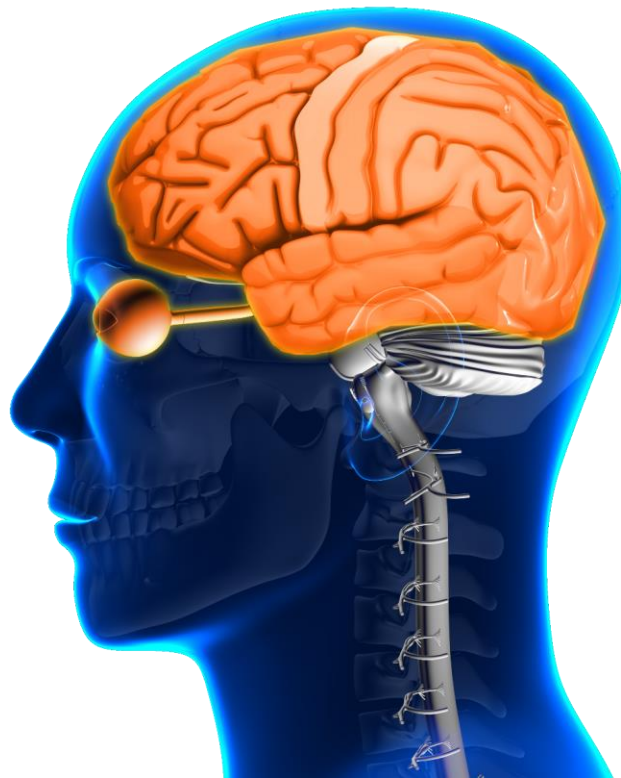
Leaders Maintain a Focus On 3 Core Areas

- 1) Aligned Decision Making
- 2) Tasks designed and completed with people in mind
- 3) Workforce Understands, Embraces, and Practices Avoiding Error Traps



Leaders Understand the Seeing Is Suspect™ Hazard

We see with our
brain, not our
eyes.



Leaders Model Seeing Exposure For Teams

Visual Recognition is a Brain-Centered Hazard that has us missing things in our environment.

Learning to **See vs Look** is a skill that taps into the full capability of the human visual system. Skilled leaders model seeing and reducing exposure.



Effective Leaders Create Psychological Safety



A group-level phenomenon, characterized by a **shared belief** held by members of a team that the team is safe for interpersonal risk-taking. – Amy Edmonson

Cultural erosion occurs as chronic stress and unhelpful urgency prevail each day. Work no longer feels like a safe place in which to speak up, ask questions, intervene, and show discretionary effort. Skilled leaders keep Stress & Unhelpful Urgency Low.

Stress, if recognized and managed appropriately across an organization, can foster **resiliency** and **engagement**.

Good Leaders are Working at Well-being With Their Teams

**Teach teams
to speak up
and stay loud**

**Model Well-
being Actions**

**Ask others to
make choices
that restore
energy levels
& engagement**

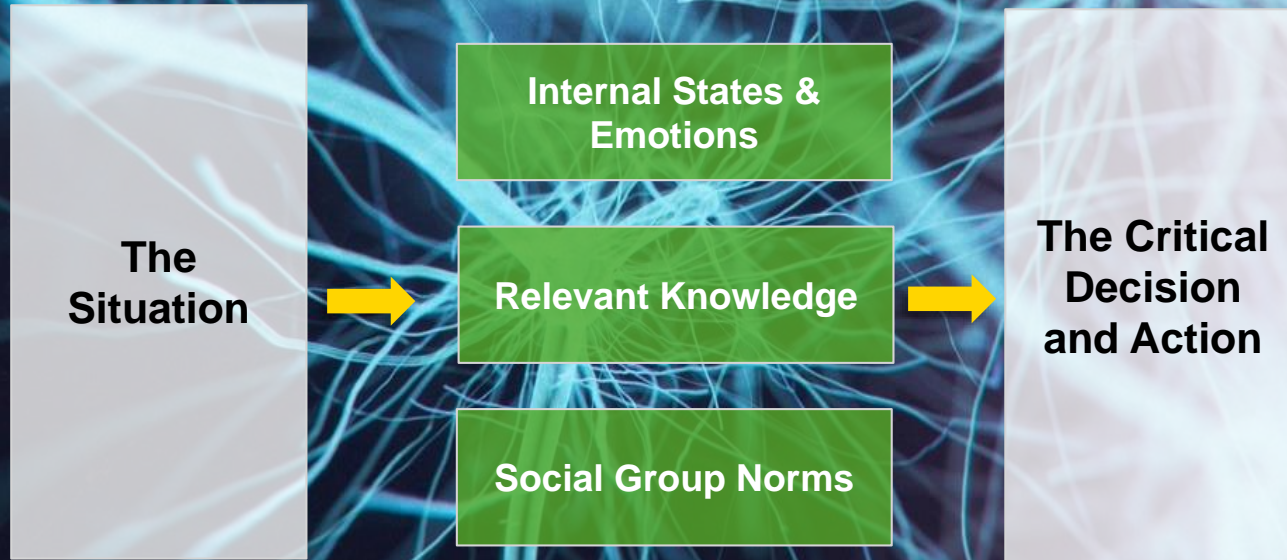
**Intentionally set
the pace**

**Talk about
'safe and well'**

**Recognize
small wins**

The Best Leaders Set The Scene For Safe Decisions

THREE PROCESSING CENTERS



When Goals Conflict, Decisions Vary

- Harm to People
- Harm to Environment
- Harm to Assets
(Plant, Equipment, etc.)
- License to Operate
(Regulatory Compliance)
- Continuity of Operations
- Promised Delivery to
Customers

Leaders ensure the message is clear...

Safety is a value that always guides our choices and we pause when sensing a conflict.

Great Leaders Reduce Exposure One Decision At A Time

- *Ensures Dynamic Risk Assessment including BCHs*
- *Key tasks designed for people*
- *Creates Psychological Safety & A Culture of Care*
- *Fosters Team Value for Safety and Well-being*
- *Clear guidance to navigate Goal Conflicts with Aligned Decisions*

Continuing the Conversation



David Musgrave

Vice President

David leads DEKRA's Human Performance Reliability group with a focus on creating effective and safe work execution through practical applications of neuroscience. Getting work done 'right the first time' through a systemic approach includes designing and enhancing workplaces and processes, and developing human performance capabilities, all with the human brain in mind.

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Thank You



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