



HUMAN AND ORGANIZATIONAL PERFORMANCE (HOP) FUNDAMENTALS

PRINCIPLE 3

LEARNING & IMPROVING IS VITAL



THE PRINCIPLES

1

PEOPLE MAKE MISTAKES.

Destigmatizing failure improves innovation.

2

BLAME FIXES NOTHING.

Failure is hidden as a result of fear.

3

LEARNING AND IMPROVING IS VITAL.

The people doing the work are the experts.

4

CONTEXT DRIVES BEHAVIOR.

We must be deliberate about learning and improving.

5

RESPONSE MATTERS.

Our reaction creates or hinders a learning environment.



PRINCIPLE 1 REVIEW

PEOPLE MAKE MISTAKES



TRADITIONAL VIEW VS NEW VIEW OF SAFETY

TRADITIONAL SAFETY

- Workers are the problem. We fix safety by making workers better.
- Managers tell workers what to do and, more importantly, not to do.
- Safety is the absence of accidents.

PREVENTING THINGS FROM GOING WRONG.

NEW VIEW OF SAFETY

- Workers are not the problem. Problems are the problem.
- Managers tell workers what to do and, more importantly, not to do.
- Safety is the presence of capacity.

MAKING SURE THINGS GO RIGHT.

Workers are as safe
as they need to be
Without **being** too safe
in order to be
productive.

Our work is

not

inherently safe.

**People create safety
in practice.**

ERROR
IS NOT
A CHOICE.

**Shift your
thinking from
“Who Failed” to
“What Failed”**



PRINCIPLE 2 REVIEW

BLAME FIXES NOTHING



**Don't limit yourself
to the quest for
worker error or procedural
non-compliance.**

You will always find both.

“Fundamentally,

people come to work to do what?

Good work!”

*We can blame and punish?
or
learn and improve?*

But we can't do both!

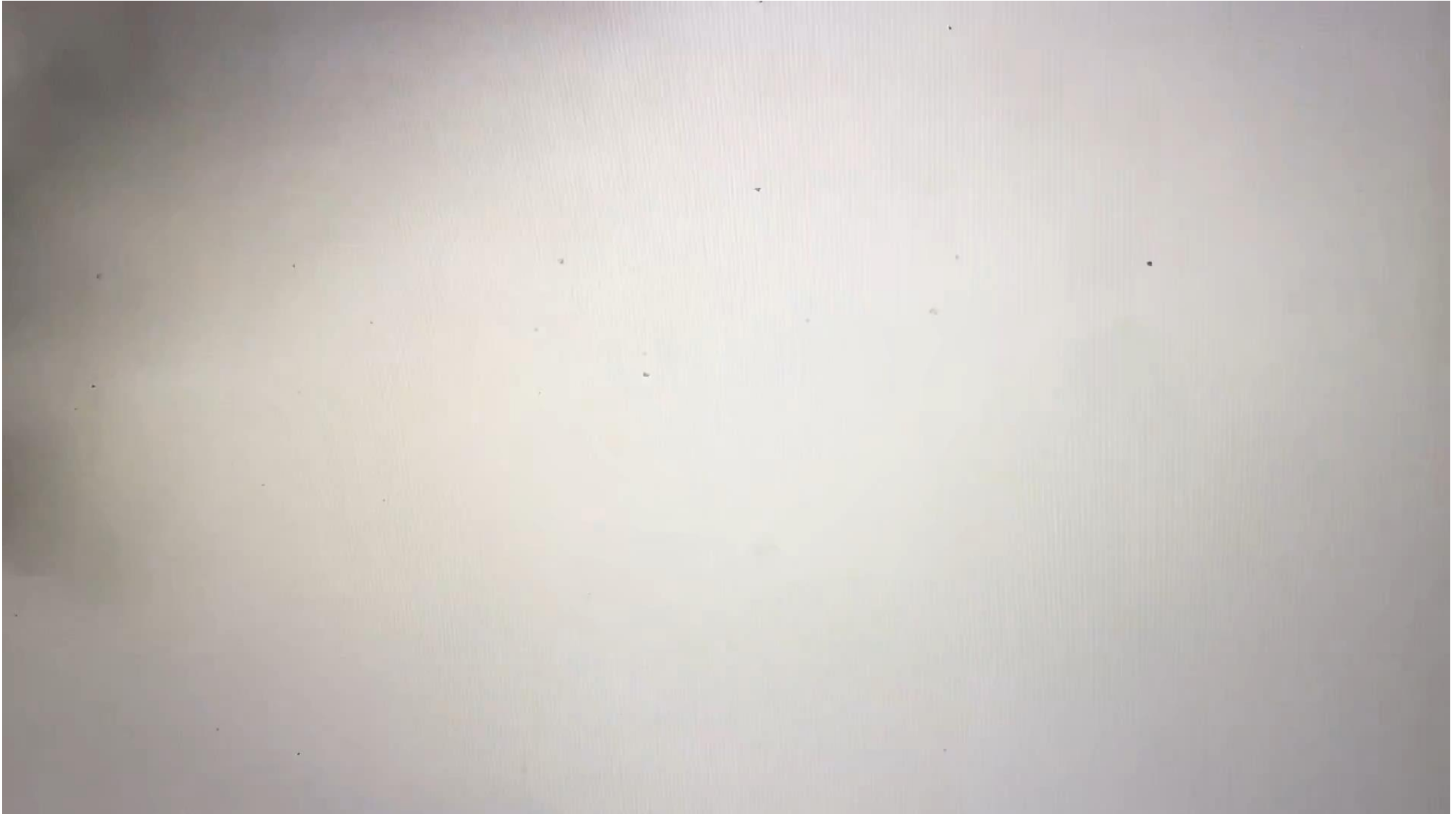
Principle 3: Learning and improving is vital.

Our **Goal** . . .

. . . is to become **less surprised** by human error and failure . . .

. . . and instead, become a **lot more interested in and a lot better at operational learning!**

Kenny Cypress, Alligator Wrestler



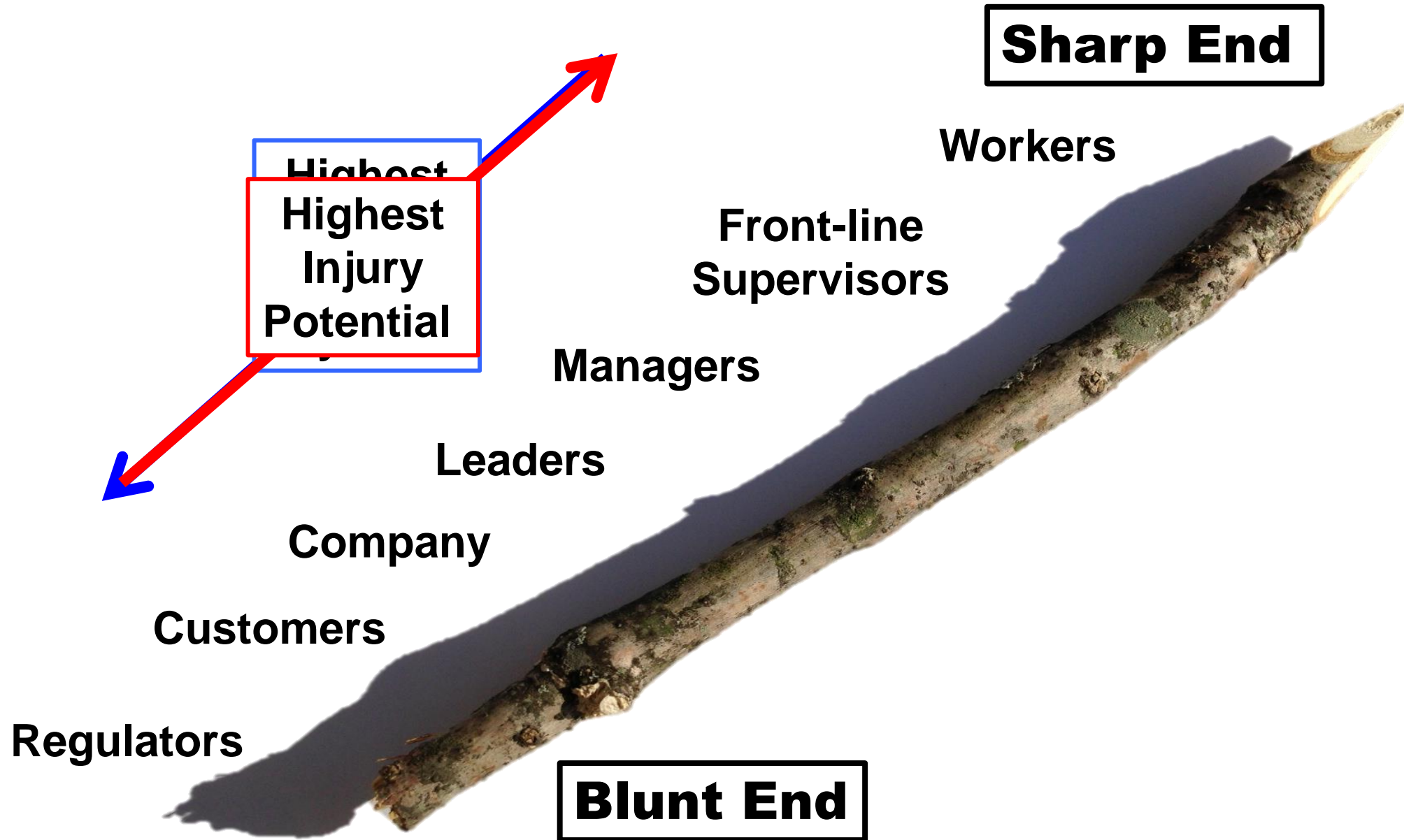
15

Kenny is.....

Learning takes effort,
deliberate resourcing, and
courage because...

Everyone has a very
distinct and different
understanding of how work
is actually done, and...

Without their help, you cannot know
what your workers know because of
the job you have and the role you
play in the organizational structure.

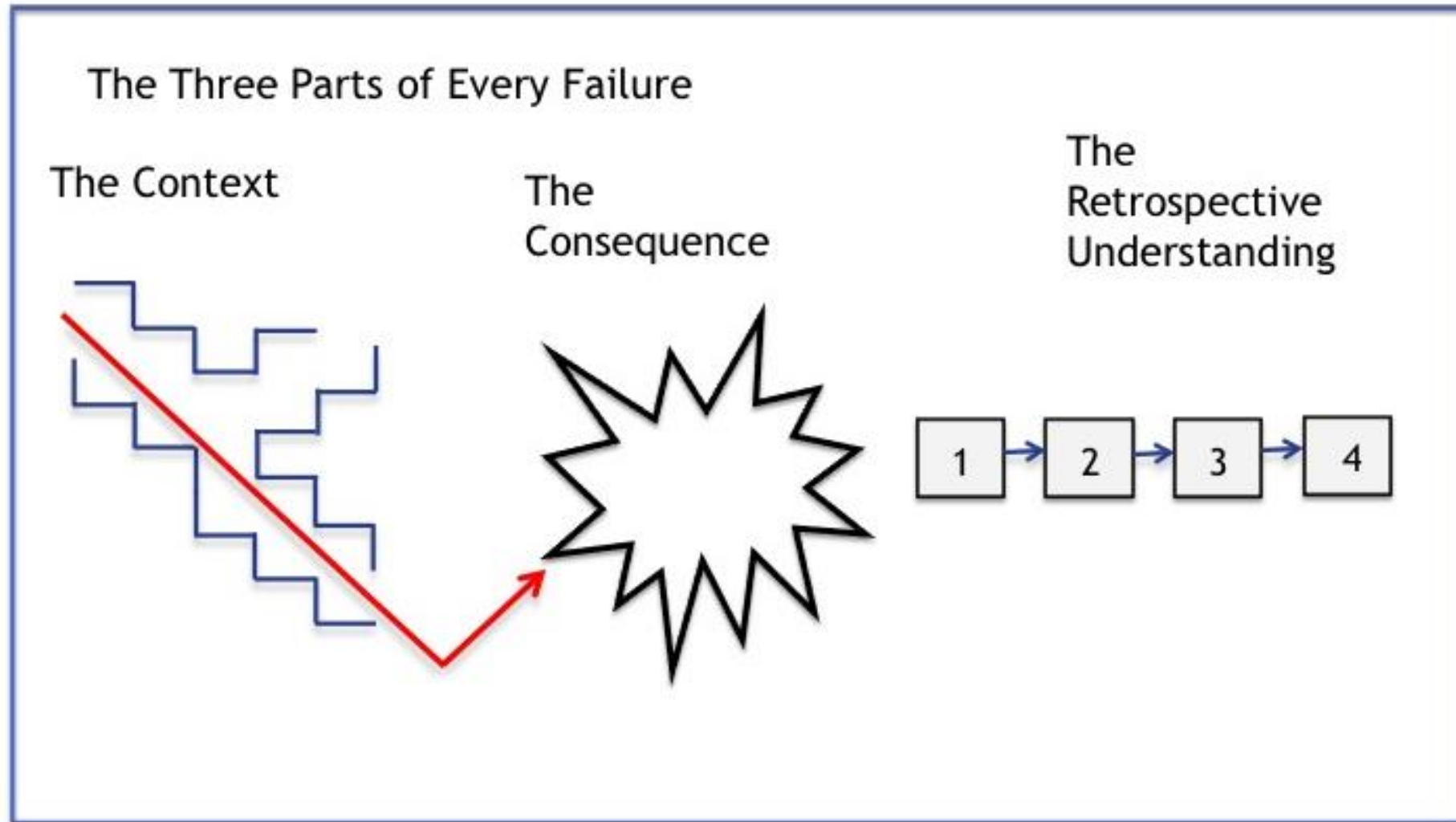


Challenges to Learning and Improving:

The pressure to fix can supersede the vital need to learn.

The enemy of learning is knowing.

3 Parts of an Event



3 Parts of an Event

THE CHALLENGE:

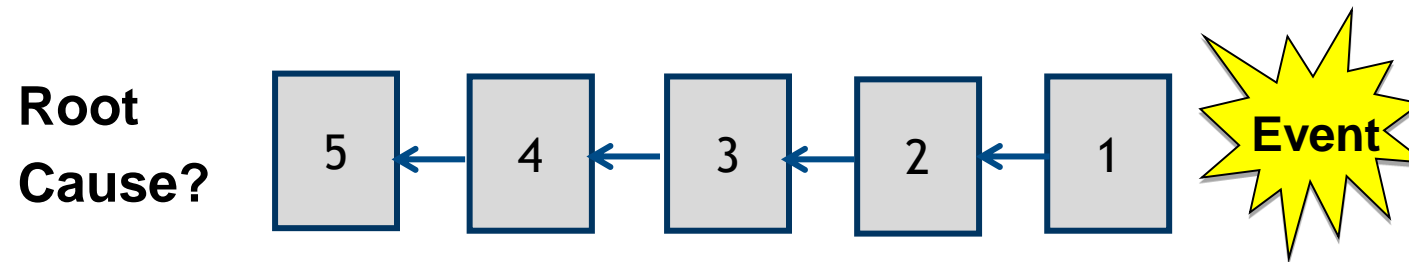
Not to let
post-event hindsight
bias our judgement of the
pre-event context.

Challenges to Learning and Improving:

- ✓ **The pressure to fix can supersede the vital need to learn.**
- ✓ **The enemy of learning is knowing.**

**What you seek is what you will find.
(Confirmation bias)**

**Some tools lead us to a linear
understanding of the event . . .
. . . which may be enough**



The problem is, many failures are **not linear . . .**

. . . and there **may not be a single actual root cause.**

For every complex problem,
there is an answer that is neat,
simple, easy
and **probably wrong!**

Challenges to Learning and Improving:

The pressure to fix can supersede the vital need to learn.

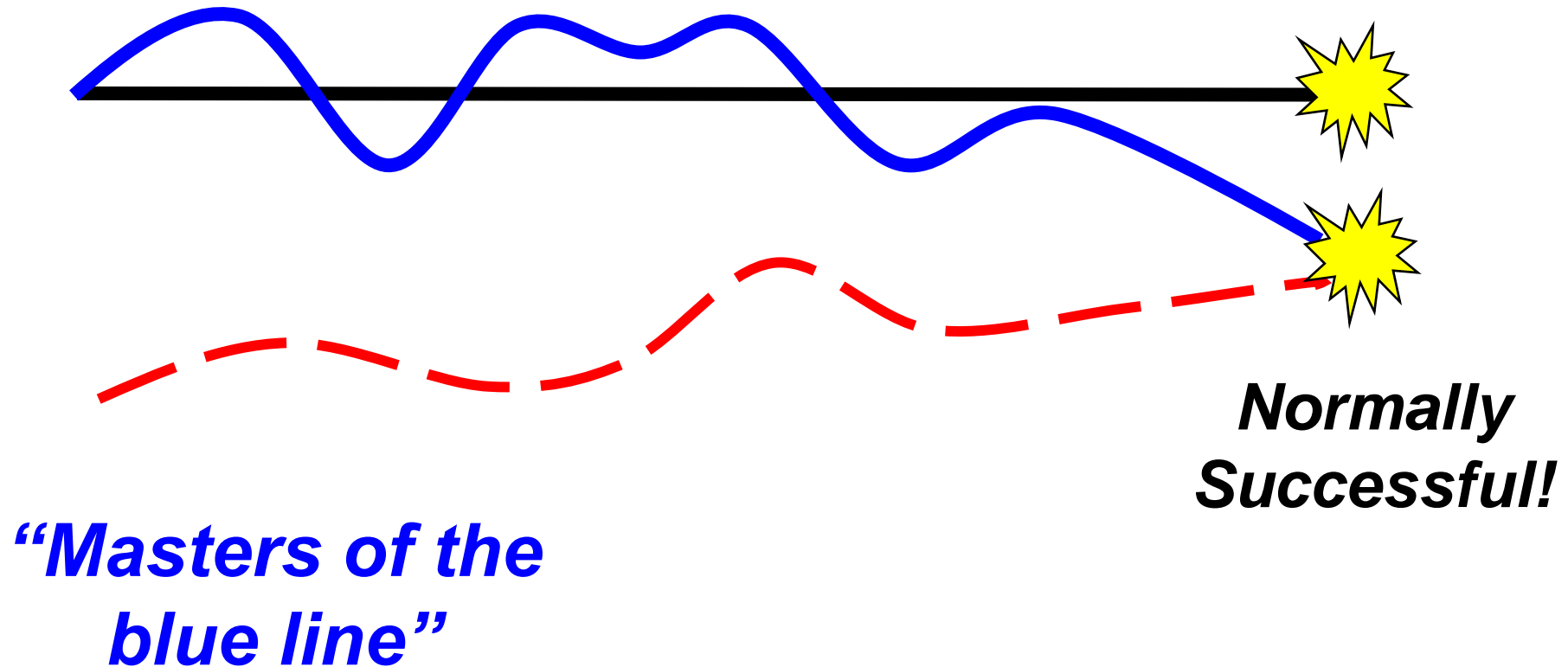
The enemy of learning is knowing.

**What you seek is what you will find.
(Confirmation bias)**

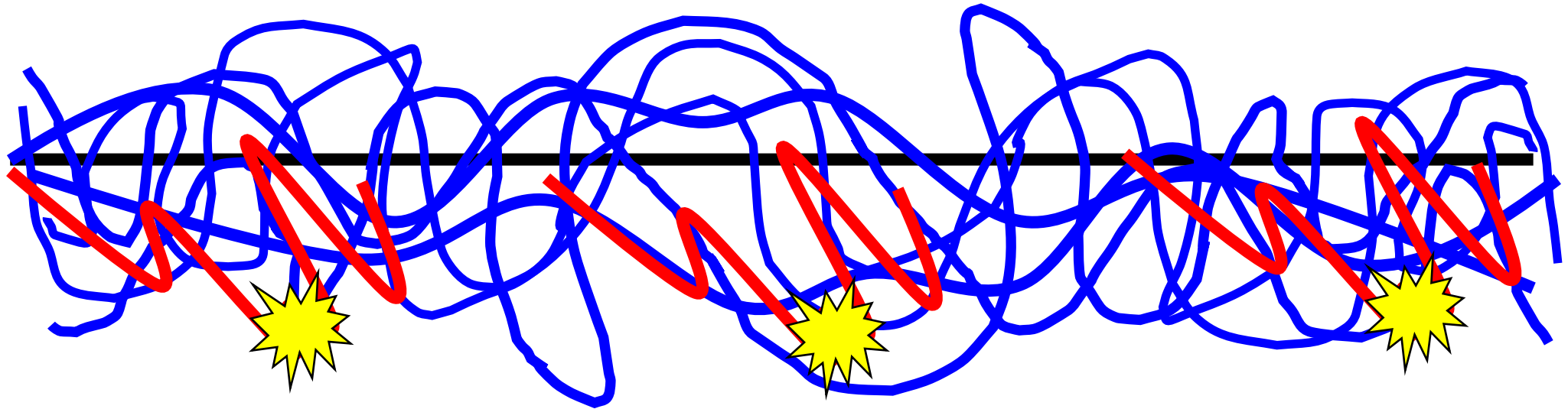
**Not having sufficient operational data
(inputs) from the organization.**

Work as Planned

vs. Work in Practice

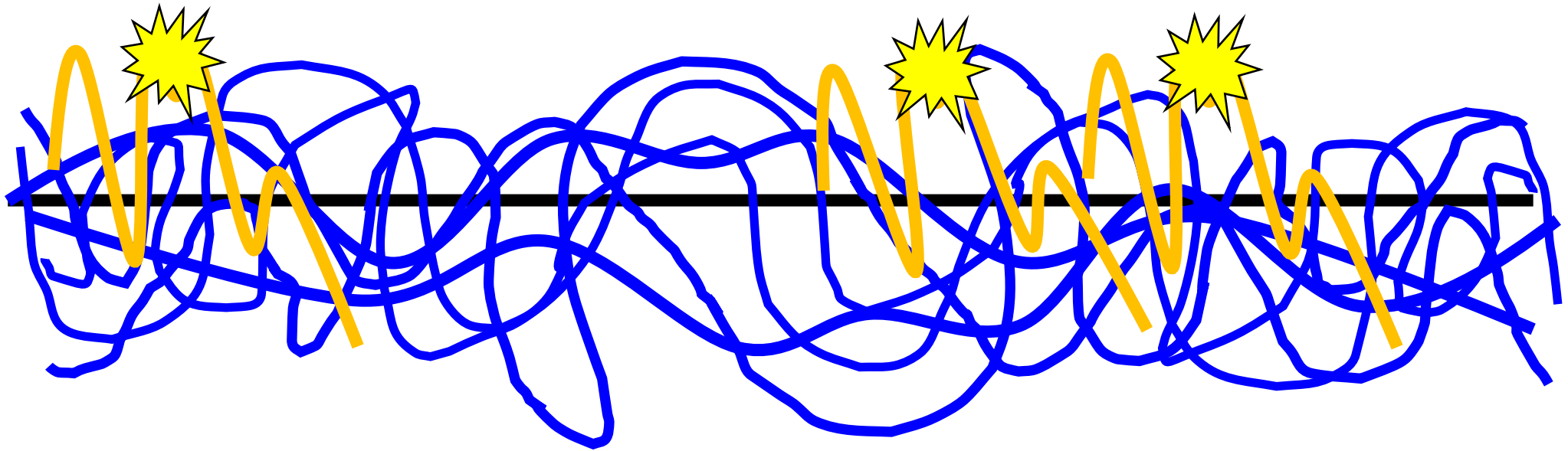


Failure is a combination of normal variability.



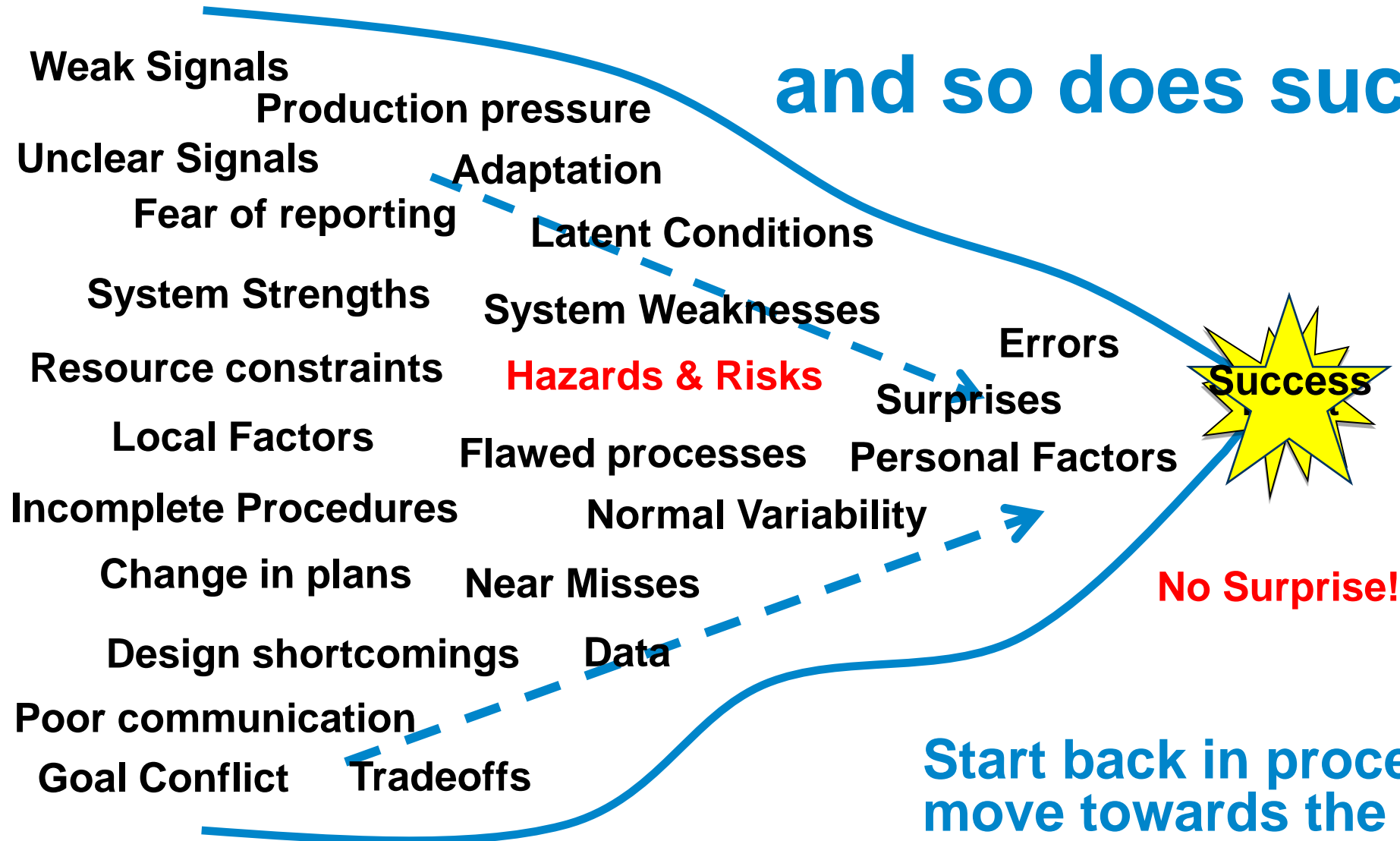
Success

~~Failure~~ is a combination of normal variability.



Failure looks more like this...

and so does success!

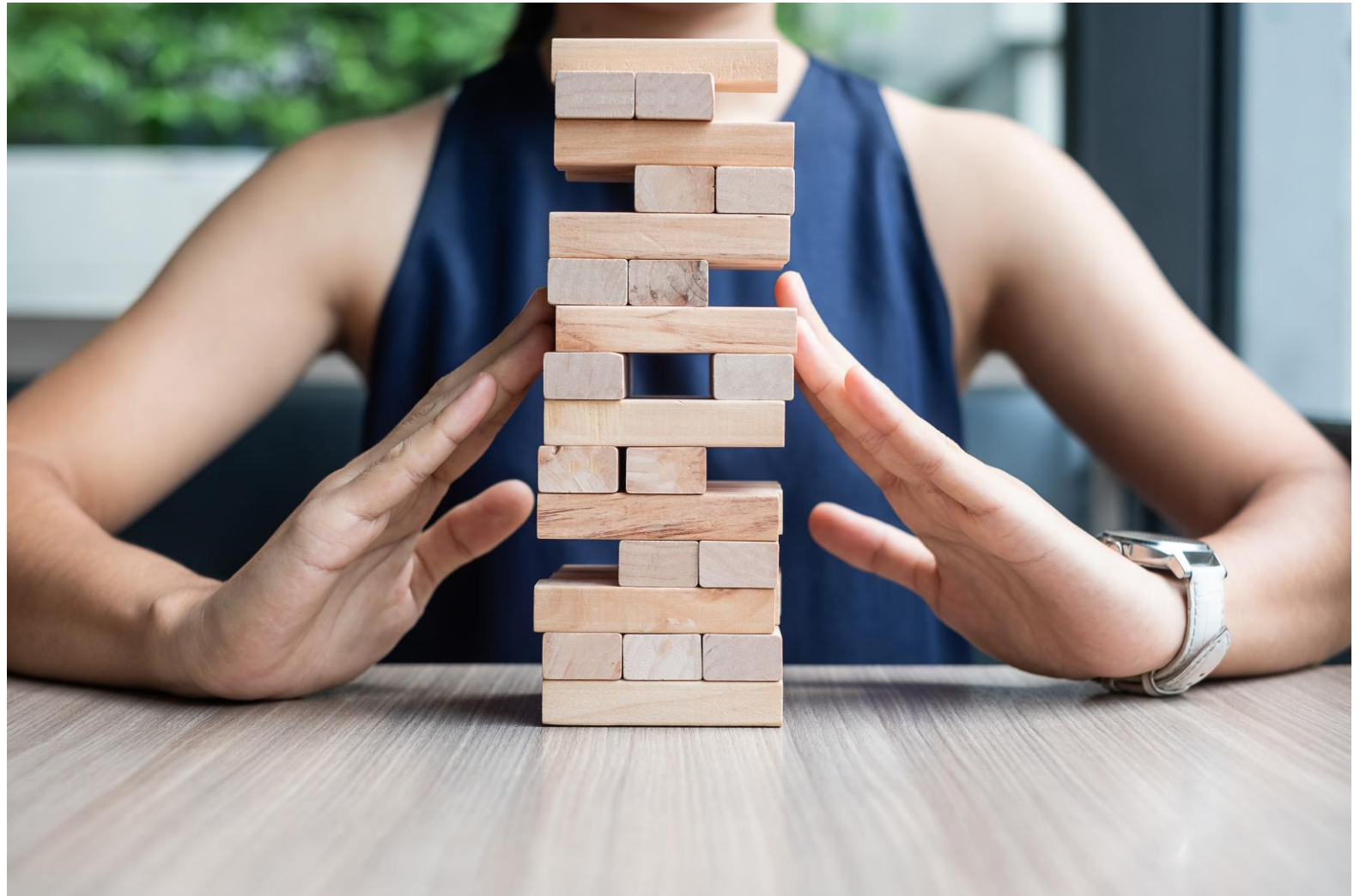


Assumption:

There is a root cause.

Belief:

- A complex system cannot be designed perfectly from the beginning.
- Resilience is not an end state of design. It is a state of continuous learning and improving.



Questions?

THE PRINCIPLES

1 | **PEOPLE MAKE MISTAKES.**
Destigmatizing failure improves innovation.

2 | **BLAME FIXES NOTHING.**
Failure is hidden as a result of fear.

3 | **LEARNING AND IMPROVING IS VITAL.**
The people doing the work are the experts.

4 | **CONTEXT DRIVES BEHAVIOR.**
We must be deliberate about learning and improving.

5 | **RESPONSE MATTERS.**
Our reaction creates or hinders a learning environment.

May 13, 2024
11:00 am EST