



HUMAN AND ORGANIZATIONAL PERFORMANCE (HOP) FUNDAMENTALS

THE 5 PRINCIPLES



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 REVIEW

LEARNING & 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!**

Challenges to Learning and Improving:

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

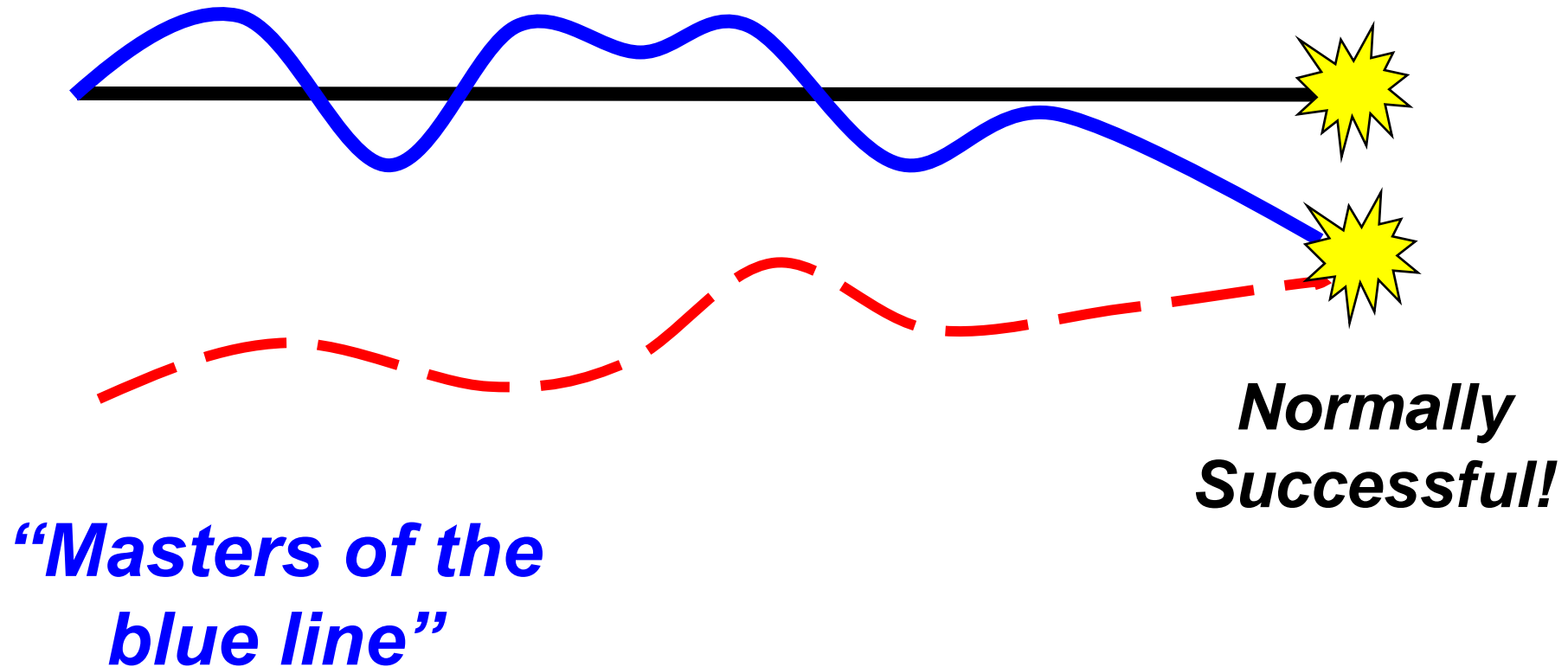
The enemy of learning is knowing.

**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





PRINCIPLE 4

CONTEXT DRIVES BEHAVIOR



goes to Target to buy a pen



\$3,456.00 later

Security robot for home protection

Works with Alexa
astro



Pick up where you left off



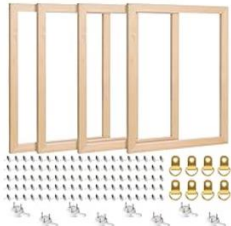
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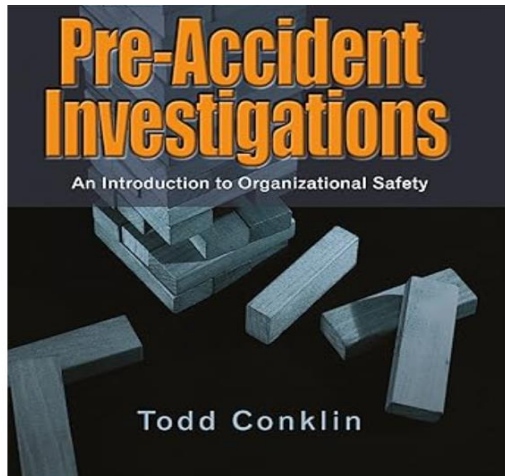
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Time-pressed, professionals looking for practical guidance to shape their current or future safety programs should use this book. *Pre-Accident Investigations: An Introduction to Organizational Safety* helps to identify complex potential incidents before they take place. Based around the 'New View' of human error, it offers established human performance theory in a highly practical context. Written in an engaging, conversational style, around several case studies, the book is grounded in reality, with examples with which anyone can identify. It is an ideal aid for senior safety executives who want to spread the safety message among their colleagues. It is also an excellent choice for course tutors looking for a narrative-led primer.

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ISBN-10	ISBN-13	Edition	Publication date	Language
1409447820	978-1409447825	# 1st	September 5, 2012	English

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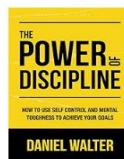
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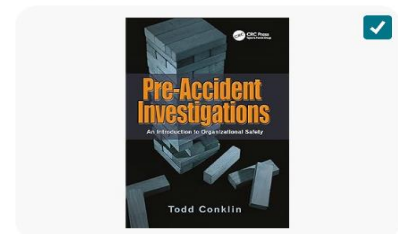
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★★★★★ 6,793

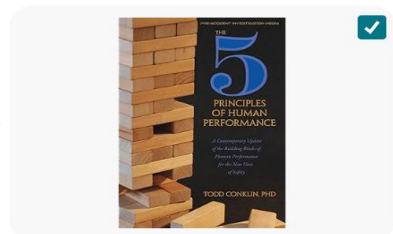
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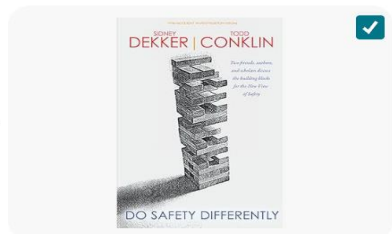
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This item: Pre-Accident Investigations

\$51¹⁹

The 5 Principles of Human Performance: A contemporary update of the building blocks of...

\$32⁰⁰

Do Safety Differently

\$38⁹⁵

39 pts

Total price: \$122.14

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I prefer design by experts - by people who know what they are doing.

- Don Norman

Norman Door











Please, when using the stairs
Stay to the right when going up,
stay to the left when going down.
This will keep people from
running into each other.

Procedures are important...

But they are **not sufficient**
enough to create safety

Our organizations have become
complex webs of **procedures that**
are incomplete and difficult.

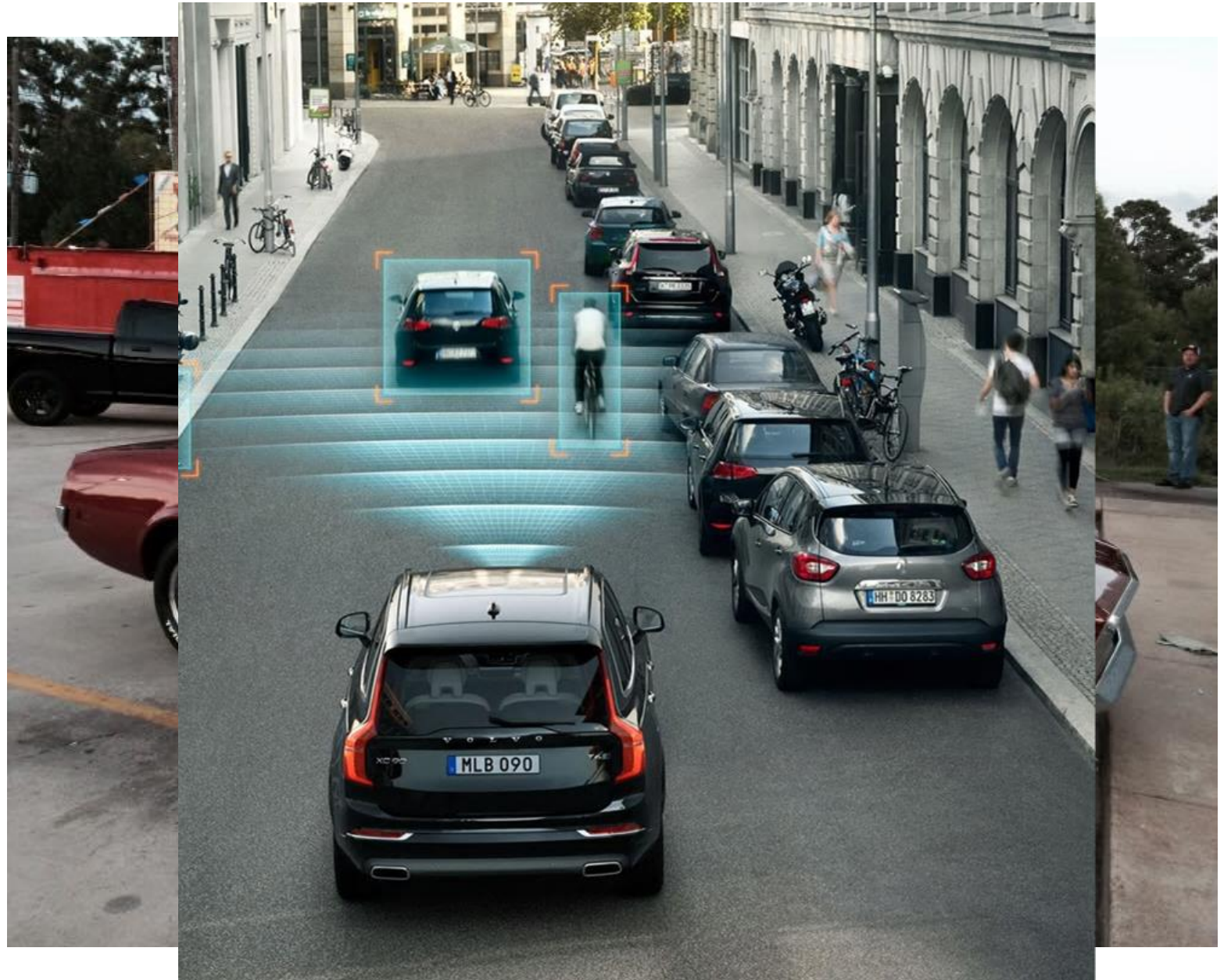
If you want **great procedures,**

Have those who have to use them,
help you **write them.**

Let's learn and improve . . .

. . . and build more capacity!

*Hard to crash &
Safe to crash.*



It is not freedom
from failure ...



... it is freedom from
harmful failure.



Note. From H. Floyd (2015), A practical guide to applying the hierarchy of hazard controls to electrical hazards. *IEEE Transactions on Industry Applications*, 51, fig. 1.



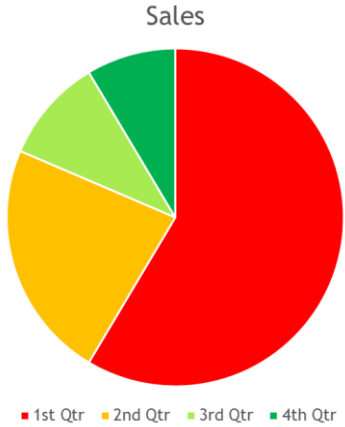
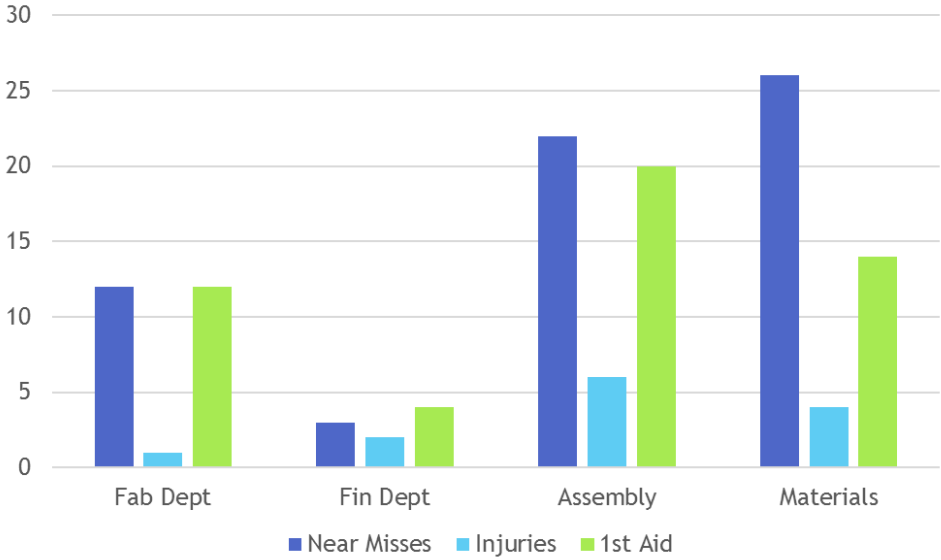






Metrics drive behavior.

You've heard it said, "if it isn't measured, it won't get done?"



Metrics?

Have we become **managers
of metrics?**

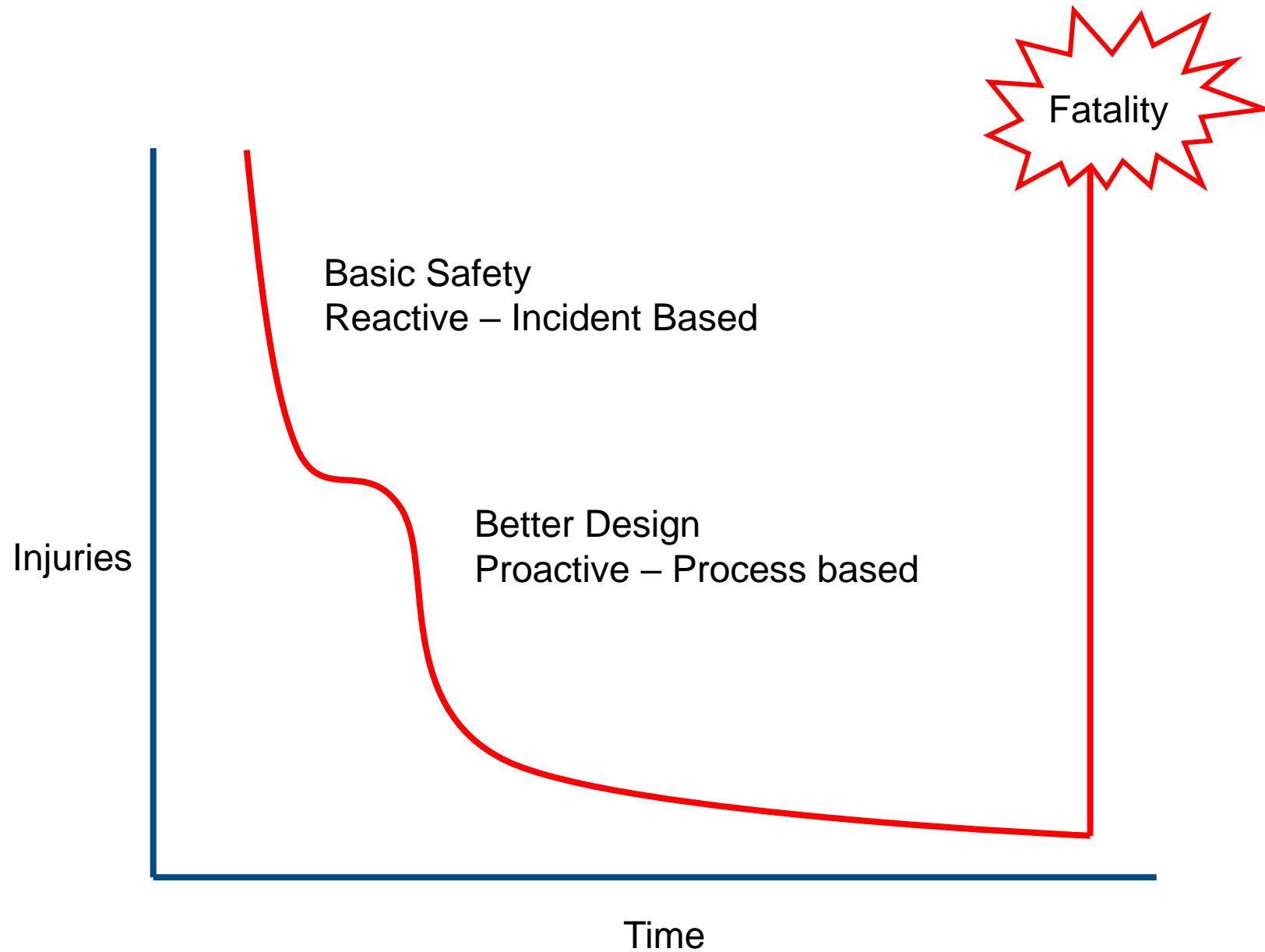
Instead of **leaders of
people?**



***Great metrics
don't necessarily
mean you have
great
performance.***

We often measure what is easy to measure but may not be that important, because often times the things that are important are hard to measure.

The Tyranny of Metrics, J. Muller



“Accidents are a systemic by-product of people and organizations trying to pursue success with imperfect knowledge and under pressure of other resource restraints (scarcity, competition, time limits).”

- Sidney Dekker

Events are System Outputs

If we want **better answers . . .**

we have to **ask
better questions!**

Expand the question
from “**why?**” . . .

. . . to “**how?**”



Assumption:
Attitude is everything.

Belief:

- If one person makes an error or breaks a rule, there is a HIGH probability others will do the same.
- Those closest to the work understand their context the best.



Questions?



PRINCIPLE 5

RESPONSE MATTERS



*WE NEED TO ANSWER THE
QUESTION . . .*

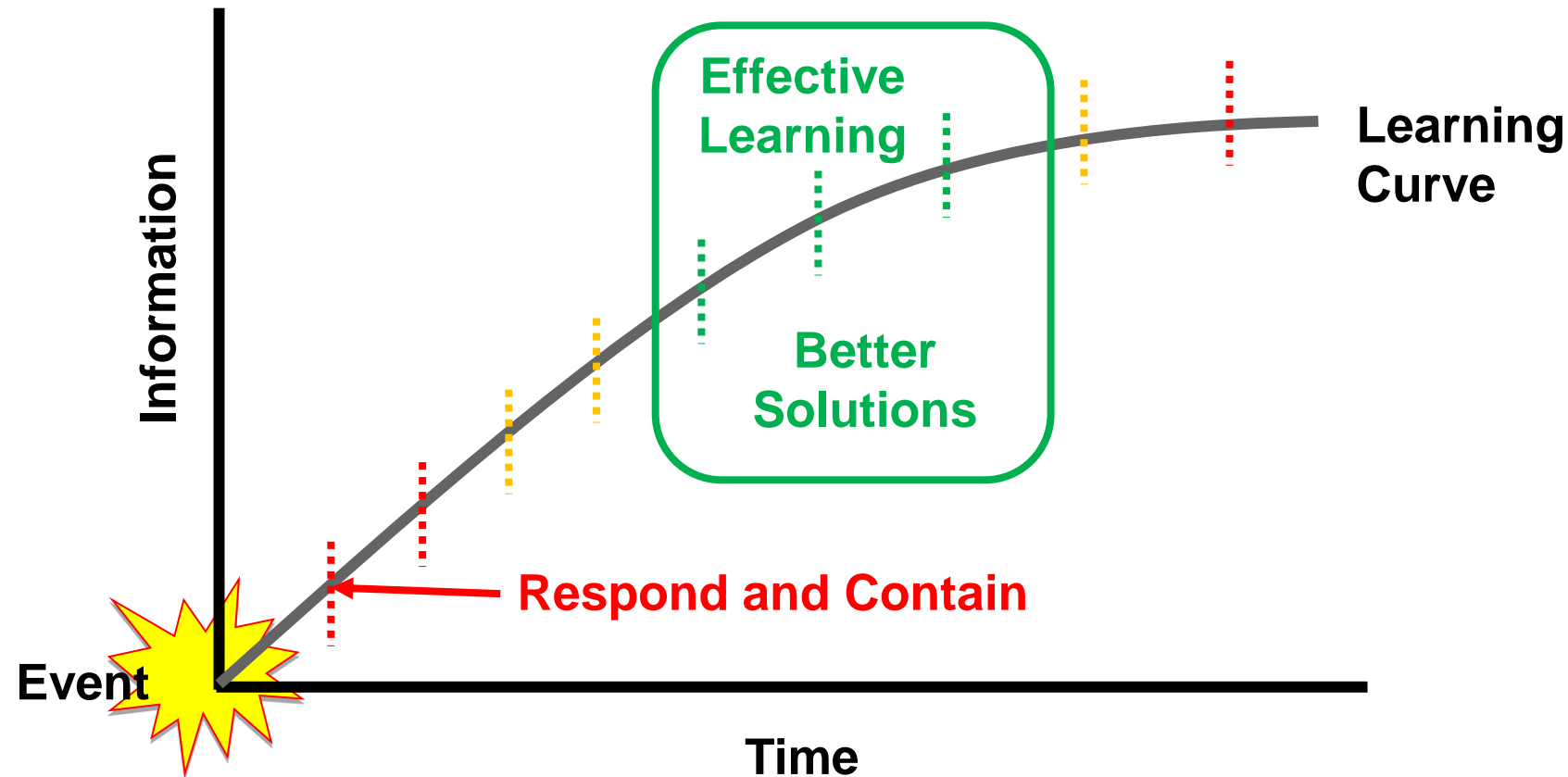
*DO WE WANT **RETRIBUTION?**
OR
DO WE WANT **RESTORATION?***

*WE CAN **BLAME AND PUNISH**
OR
LEARN AND IMPROVE*

*But we **can't do both!***

The **Pressure to Fix . . .**

. . . Outweighs the Desire to Learn!



Monday Morning Meeting

Root cause?

Corrective Action?

Owner?

Status?



What have you learned so far?

Slow down and grill!



Slow down and learn!

Make lots of small "reversible" changes.

NETFLIX

When we believe we know the answer

. . . we stop listening

. . . we stop asking questions

. . . we stop learning!

The power to ask the right questions . . .

. . . comes from acknowledging that you don't know the answer.

**The worker is not the problem
to be solved . . .**

. . . the worker is the problem solver.

When a threat is identified, all of the energy and blood floods to the muscles to run or defend.

-Rosa Carrillo

Psychological safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of punishment or embarrassment.

- Amy Edmondson



Conflict is a form of interacting to find meaning. Thus, it is not something to be resolved but rather understood. The leader doesn't necessarily provide the solution to the problem but creates a psychological atmosphere that allows a higher quality of problem solving.

- Rosa Carillo

This is not a race! Be patient and thoughtful about the changes.

You will make mistakes.

Learn and improve when it happens.

Don't be afraid to apologize.

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