



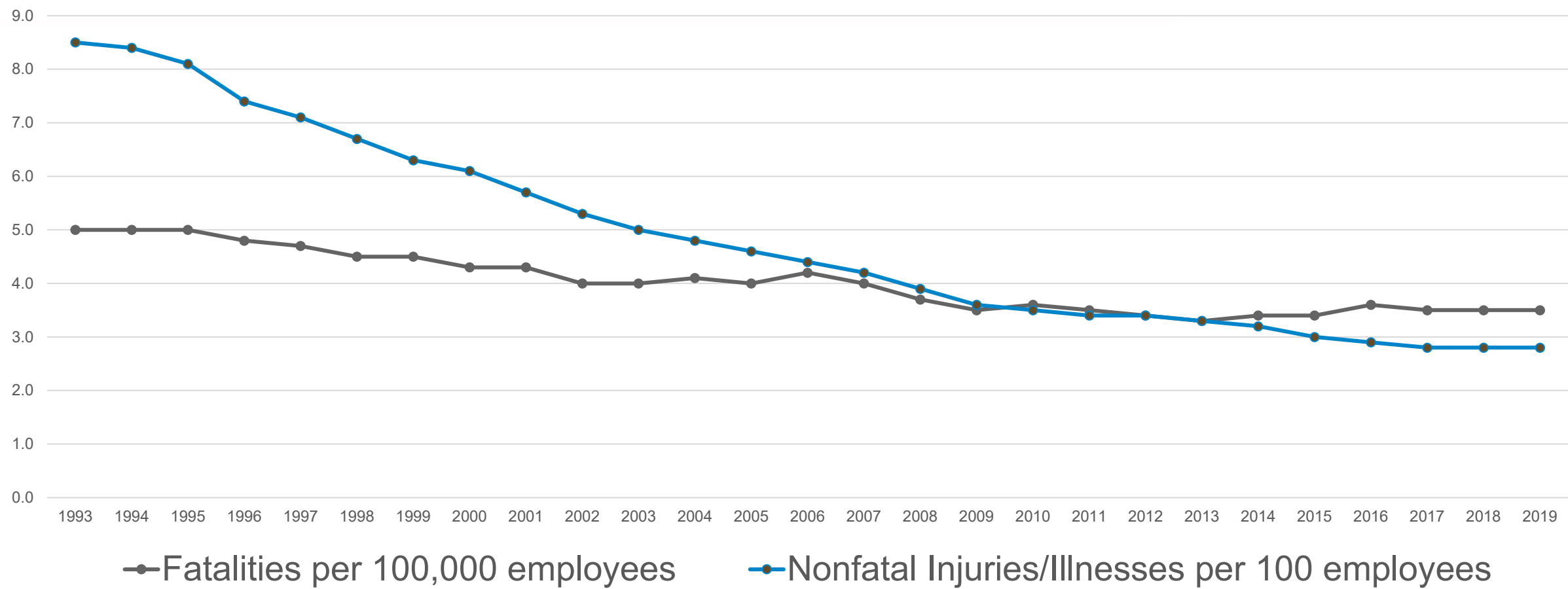
# HUMAN AND ORGANIZATIONAL PERFORMANCE (HOP) FUNDAMENTALS

THE 5 PRINCIPLES





# Fatalities vs Non-fatal Injuries/Illnesses



# TRADITIONAL VIEW VS NEW VIEW OF SAFETY

## TRADITIONAL SAFETY

- Workers are the problem.
- We fix safety by blaming workers and making them do it better.

**PREVENTING THINGS FROM GOING WRONG.**

...what to do and, importantly, not to do.

- Safety is the absence of accidents

## NEW VIEW OF SAFETY

- Workers are not the problem. Problems are the problem.

- We focus on what workers need to do what to do and how to do it.

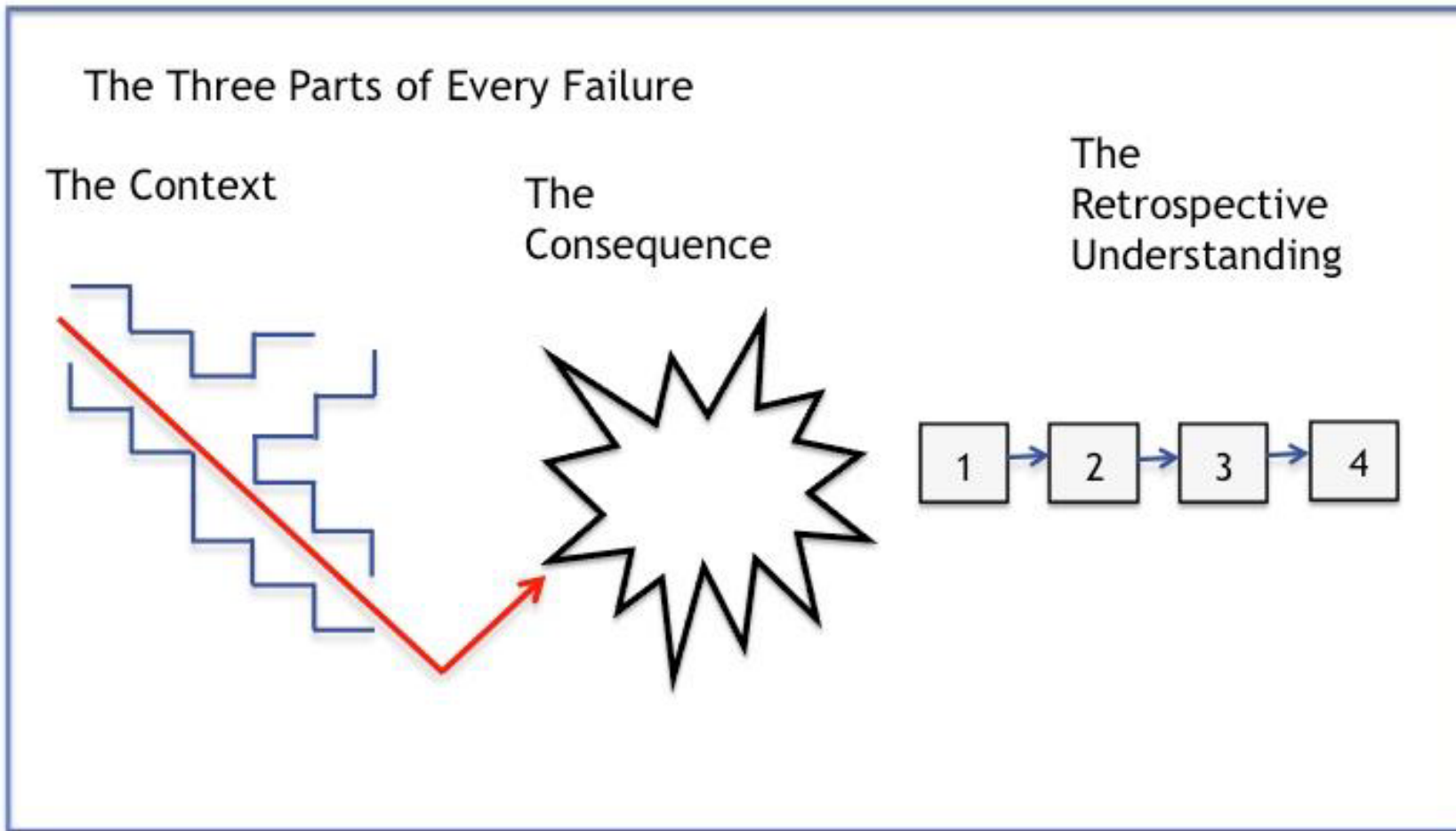
**MAKING SURE THINGS GO RIGHT.**

...not the absence of accidents. It 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.**

**Our work is**  
**not**  
**inherently safe.**  
**People create safety**  
**in practice.**



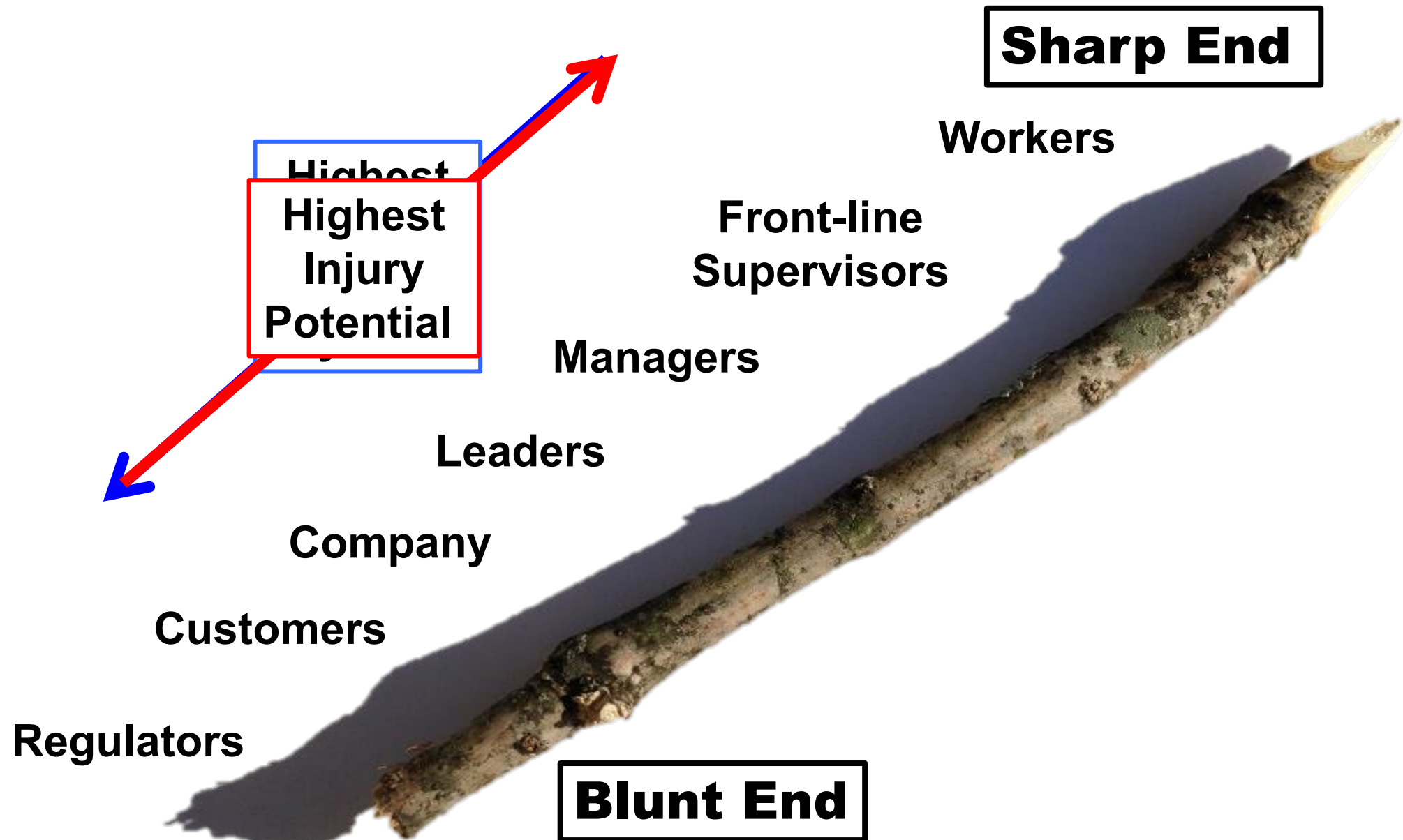
# 3 Parts of an Event



**Workers Don't **Cause** Failures.**

**Workers **Trigger** Latent Conditions That Lie Dormant In Organizations Waiting for This Specific Moment In Time.**





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

**We must stop seeing**  
**workers** **as**  
**problems to be fixed...**  
**...but as Solutions**  
**to be harnessed.**

# Principle 1: People Make Mistakes

HUMAN AND ORGANIZATIONAL PERFORMANCE

F f

HOW MANY TIMES DOES THE UPPERCASE  
AND LOWERCASE LETTER "F" APPEAR IN  
THE FOLLOWING SENTENCE?

F f

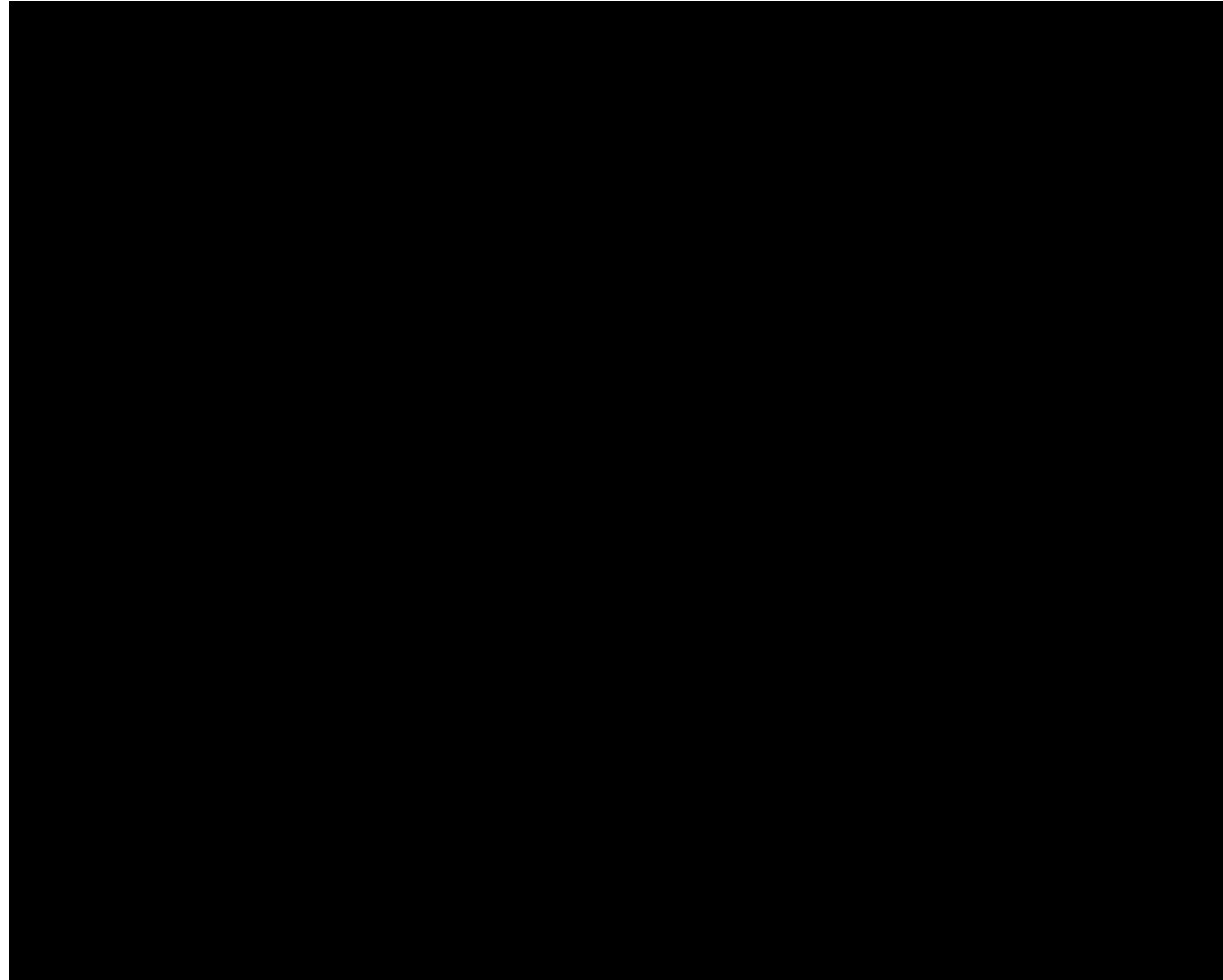
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Finished files are the result  
of years of scientific study  
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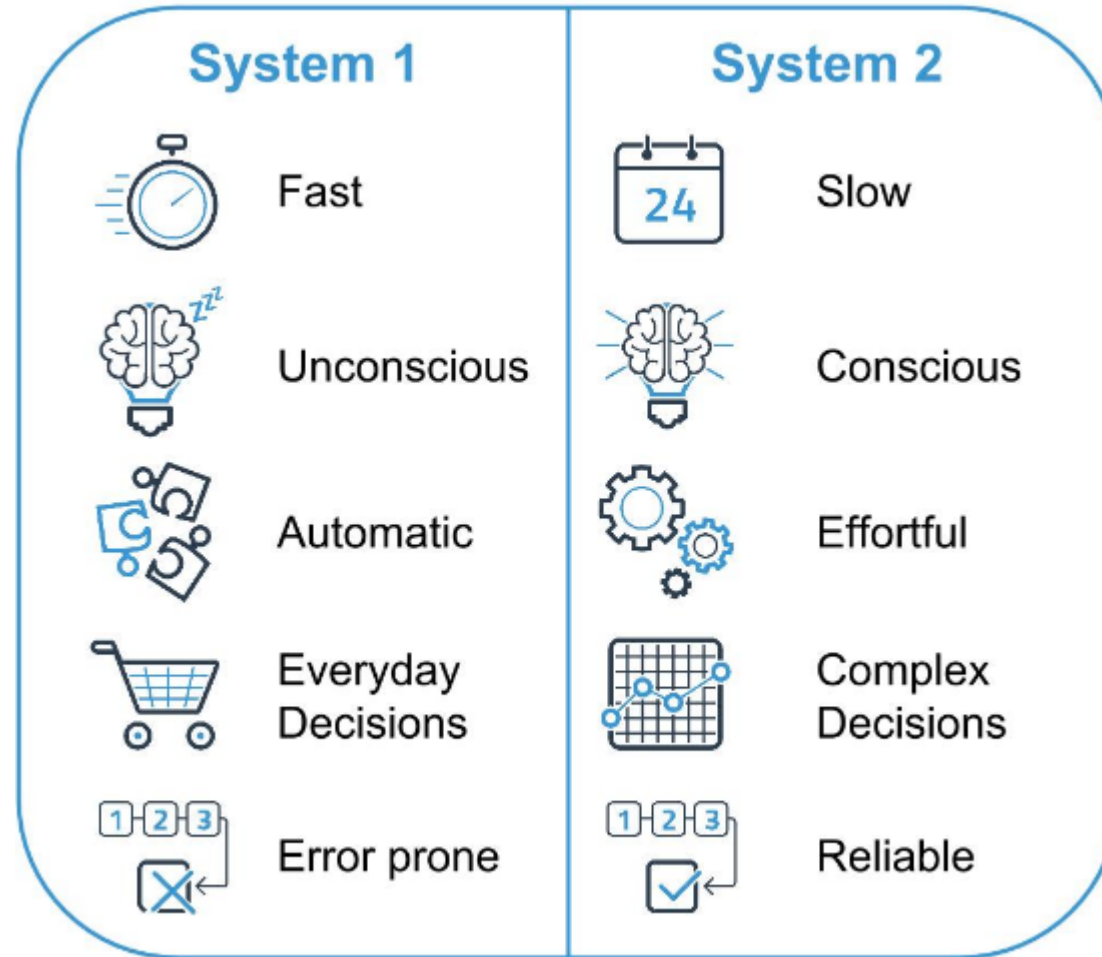
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## Fast System 1

Operates automatically  
and quickly

Prone to errors of  
intuitive thought and  
oversimplification of  
complex problems



## Slow System 2

Operations are slow and  
thoughtful

Requires attention and is  
disrupted when attention  
is drawn away

*Note.* System 1, System 2 Image. Retrieved from:  
<https://medium.com/@ryansheffer/founders-need-to-think-slow-move-fast-6b683e94c110>,

Kahneman, 2011, p. 22

# This is how your brain works!



20





# What happens when?

## Perfect performance is NOT achievable?

# Destigmatizing Failure

	<b>Traditional Frame</b>	<b>Destigmatizing Frame</b>
Concept of Failure	Failure is not acceptable.	Failure is a natural by-product of experimentation.
Belief About Effective Performance	Effective performers <u>don't fail</u> .	Effective performers produce, learn from and share the lessons from intelligent failures.
The Goal	Prevent failure.	Promote fast learning.
The Frame's Impact	<i>People hide failures to protect themselves.</i>	<i>Open discussion, fast learning and innovation.</i>

"Mistakes arise directly from the way the mind handles information, not through stupidity or carelessness"

- EDWARD DE BONO, PHD

**ERROR  
IS NOT  
                      
A CHOICE.**



Principle:  
People Make Mistakes

## Assumption:

Errors are choices – if you try hard enough you won't make them.



## Assumption:

A lot of what goes wrong is due to people not following procedures.

## **Belief:**

People do not intend to injure themselves.

Errors and poor judgement are part of the human condition.

A miscalculation should not cost a person his/her life or job.



## **Emerging Behavior:**

- Designing to fail safely
- Defense testing

## Webinar Series

# THE PRINCIPLES

1

## PEOPLE MAKE MISTAKES.

*Destigmatizing failure improves innovation.*

February 19

2

## BLAME FIXES NOTHING.

*Failure is hidden as a result of fear.*

March 11

3

## LEARNING AND IMPROVING IS VITAL.

*The people doing the work are the experts.*

April 8

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

# Questions?