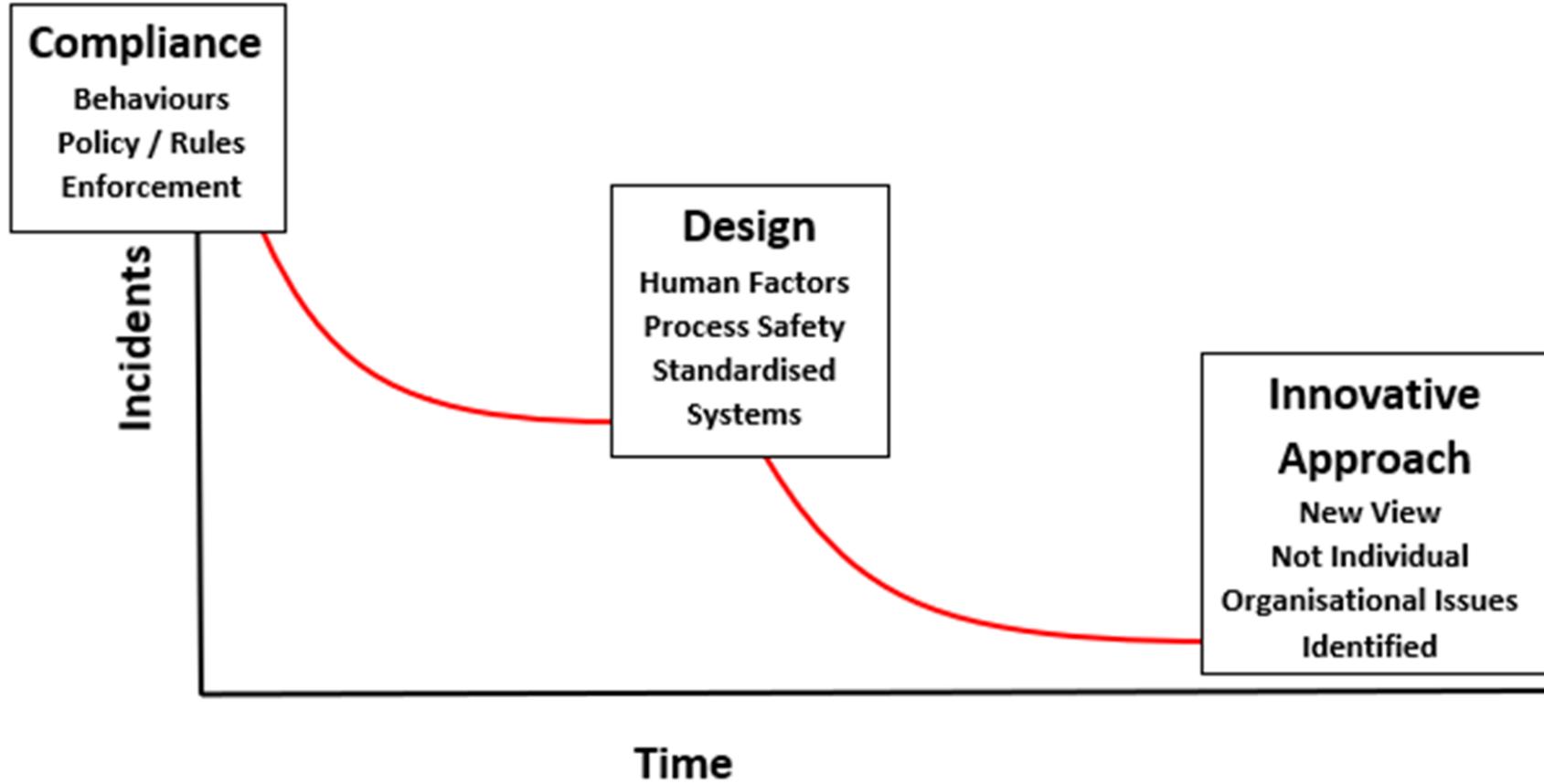
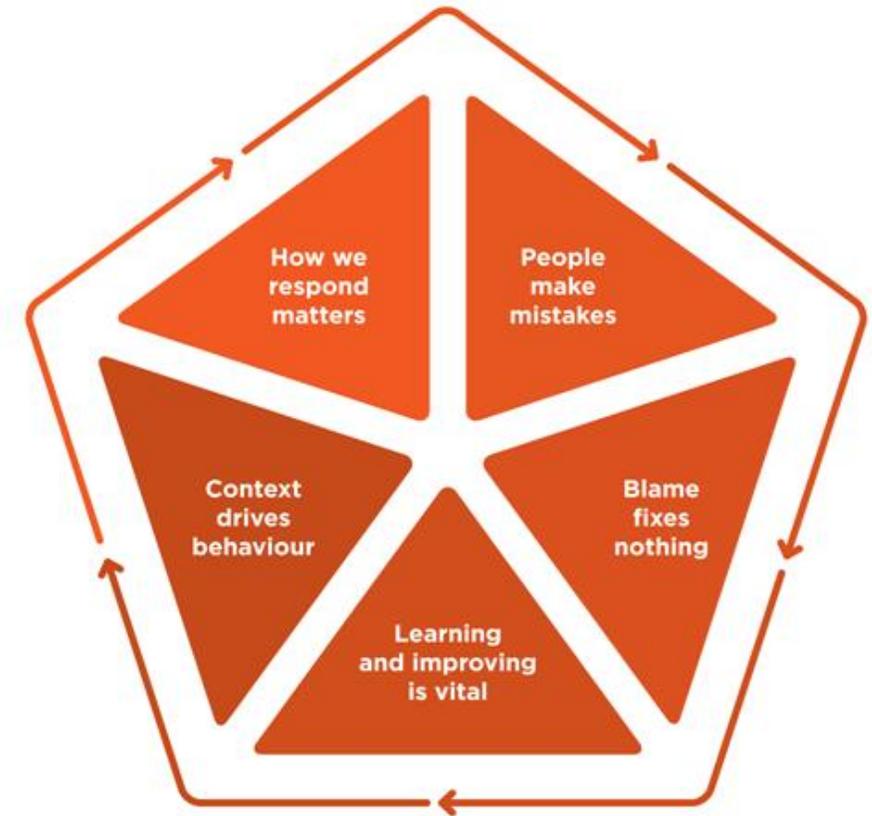


Human and Organisational Performance (HOP)



Shifting mindsets to create a learning culture

- Cultural foundation
- It's not a program – it's a mindset.
- Focus on learning, not blame.
- Learning from both, incidents & everyday work.
- Setting up people for success.
- **PLAN FOR MISTAKES TO OCCUR.**



Safety is not the absence of accidents – it is the presence of Capacity

- Organisational Capacity
- Operational Capacity
- Psychological Capacity

Safety emerges from work done (and planned) well.

People Make Mistakes
Error is normal. Even the best
people make mistakes.

- Failure is inevitable but disastrous consequences are not.
- Human error is not a choice.
- Asking people to try harder is not a strategy!

Blame Stops Improvement

You can blame and punish or
learn and improve BUT you
can't do both!

- Blame may be satisfying but fixes nothing!
- Blame blocks learning
- Judgement is a form of blame allocation
- Blame is easy to do, hard to reverse

Context Drive Behaviour

Workers do what they do for a reason,
and the reason makes sense to the
workers given the context of the
situation.

- Focus on conditions and context rather than choices.
- Behaviour and actions must be understood in the context in which they happened.
- High stakes metrics, KPI's and targets influence the “choices and decisions” people make.

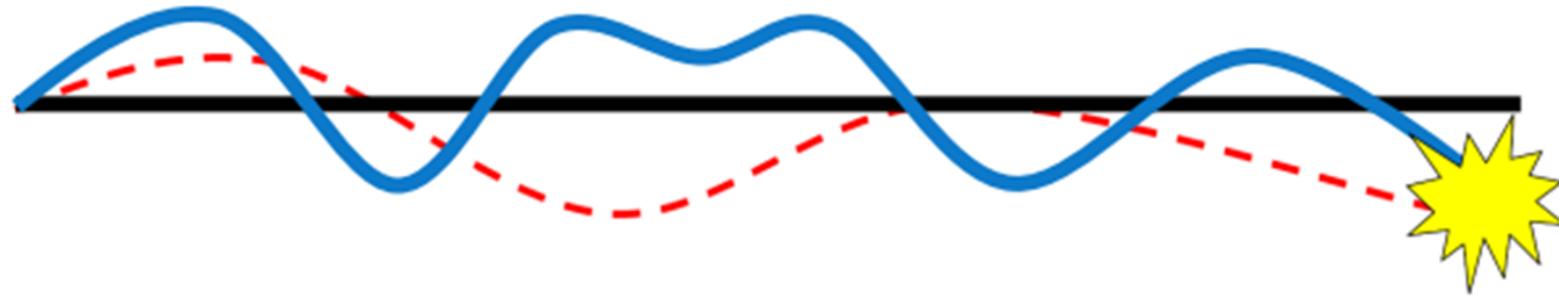
Learning Is Vital

Learning is a strategic and operational choice towards improvement

What's

Happening in your organization
when nothing bad is happening?

Work as Imagined vs. Work as Done



***Normally
Successful!***

***“Masters of the
blue line”***

The Desire for Simple Explanations

Saying an event was caused by human error or not following procedure is like saying an object fell due to gravity..

It's always true but it just doesn't teach us anything!

Is this a **Human** problem or a **Systems** problem?

- Failure isn't always bad.
- Our focus needs to be on failures that either kill people or can bankrupt us.
- Every organisation has a black line and a blue line!

Response Matters

Managers shape how the organization learns by their reaction to failure.

- How leaders respond to success and failure matters, a lot!
- Accountability does not have to involve punishment.
- Everything is obvious with hindsight bias.
- No one comes to work to screw up or get hurt!

We need to shift our focus..

FROM

- Who failed?
- Failure is not an option.
- Workers are the problem.
- Learning from what goes wrong.
- Focus on recordable injuries.

TO

- How can we learn and improve?
- Human error is normal – create capacity to fail safely.
- Workers are the experts and can help with solutions.
- Learning from what goes well (Everyday work).
- Focus on preventing serious injuries (SIF & pSIF).

Get in touch:

