

The journey we are on . . .



# Human & Organizational Performance - H.O.P.

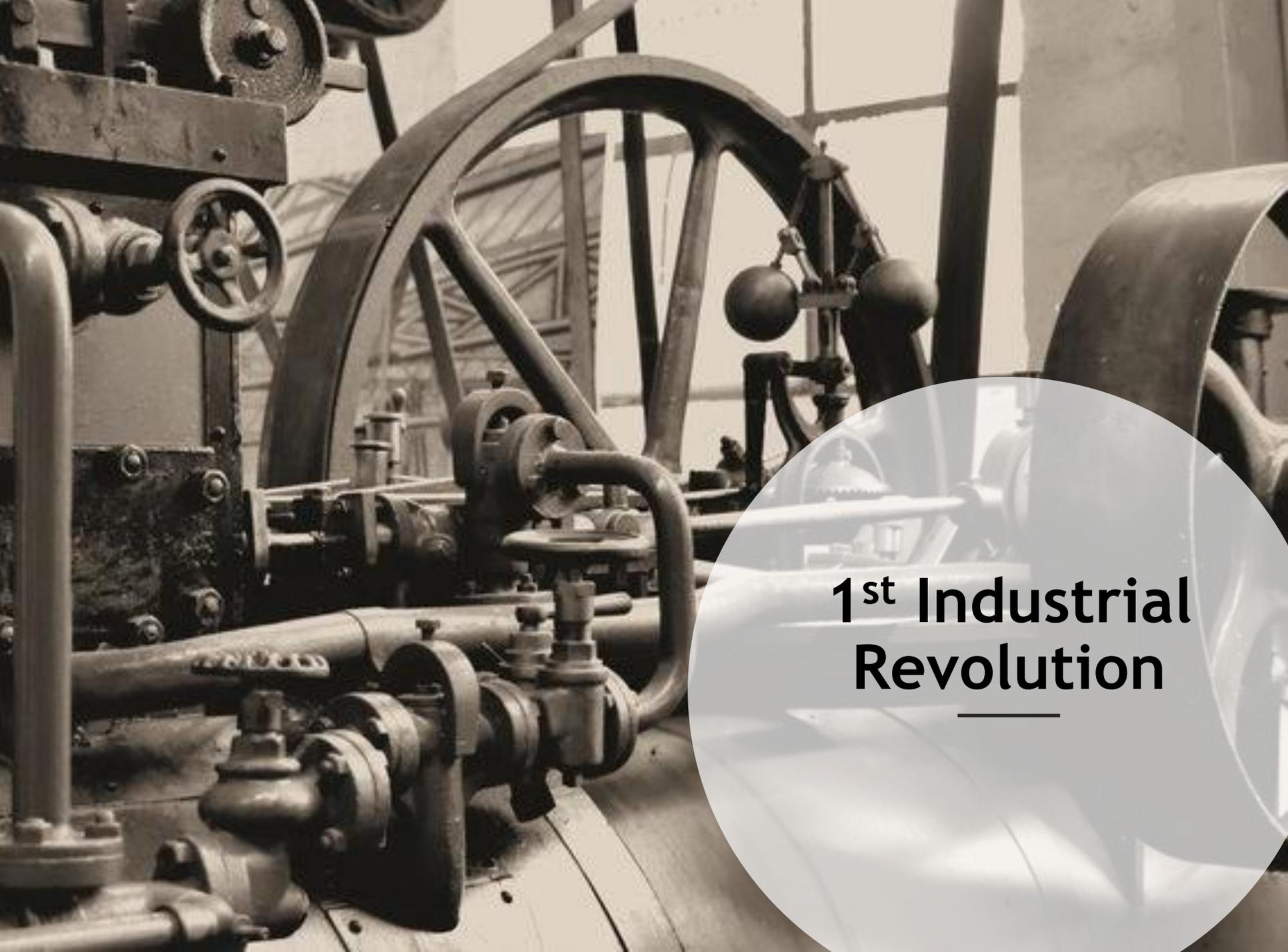
Bob Edwards, The H.O.P. Coach

 **Electrolux**



RNB

*"Nothing sucks like Electrolux"*



# 1<sup>st</sup> Industrial Revolution

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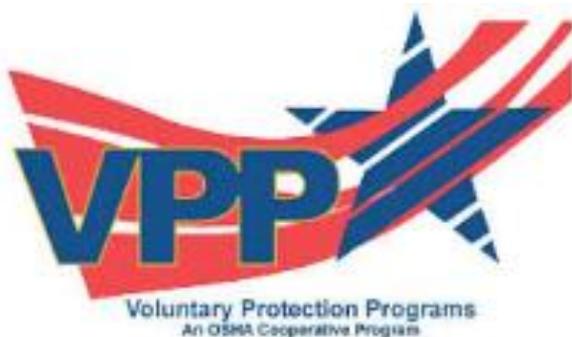
# Industry 4.0

regulations  
governance rules regulations

# COMPLIANCE

standards  
practices policy risk laws





LEAN

The problem with **AND**?

Efficiency Thoroughness Trade Off

(Hollnagel)

We want our organizations and operations  
to become more . . .

**Reliable and Resilient!**

We have to move beyond –

**Blame and Punish?**

**Even beyond Error Prevention?**

**To Error Tolerant systems?**

*“Fundamentally,*

*people come to work to do what?*

***Good work!”***



**Waldorf & Statler**



*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!*

“...blame is the enemy of  
understanding.”

(Andrew Hopkins)

# Our Basic Principles

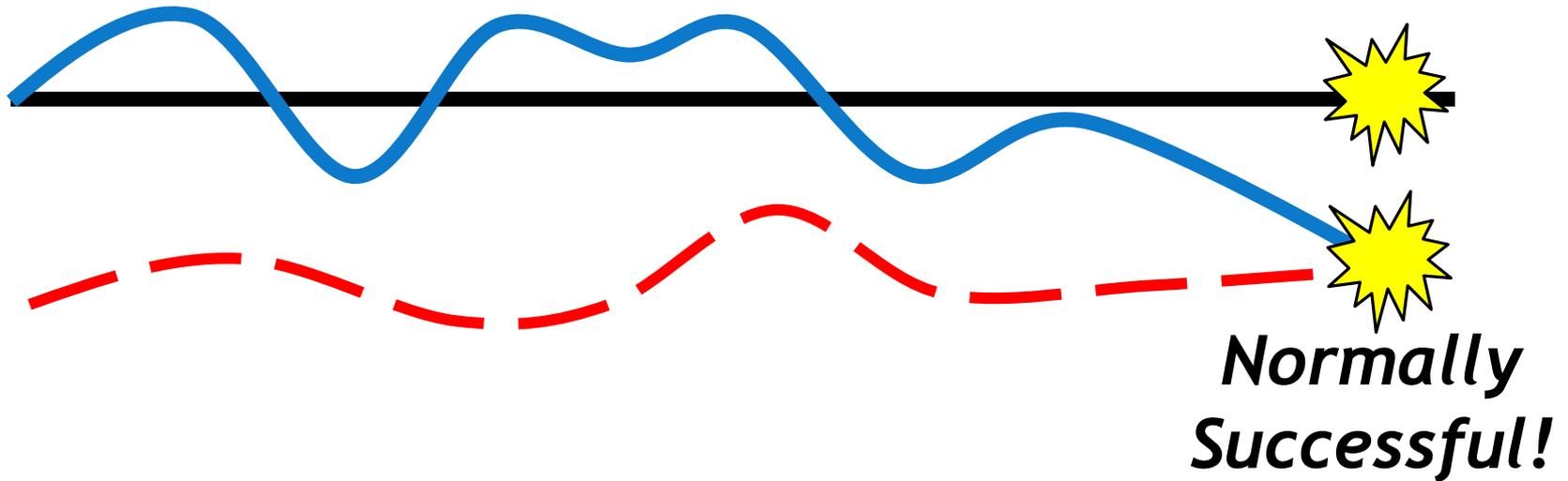
1. Error is Normal
2. Blame Fixes Nothing
3. Context Drives Behavior
4. Learning & Improving is Vital
5. Response Matters

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!**

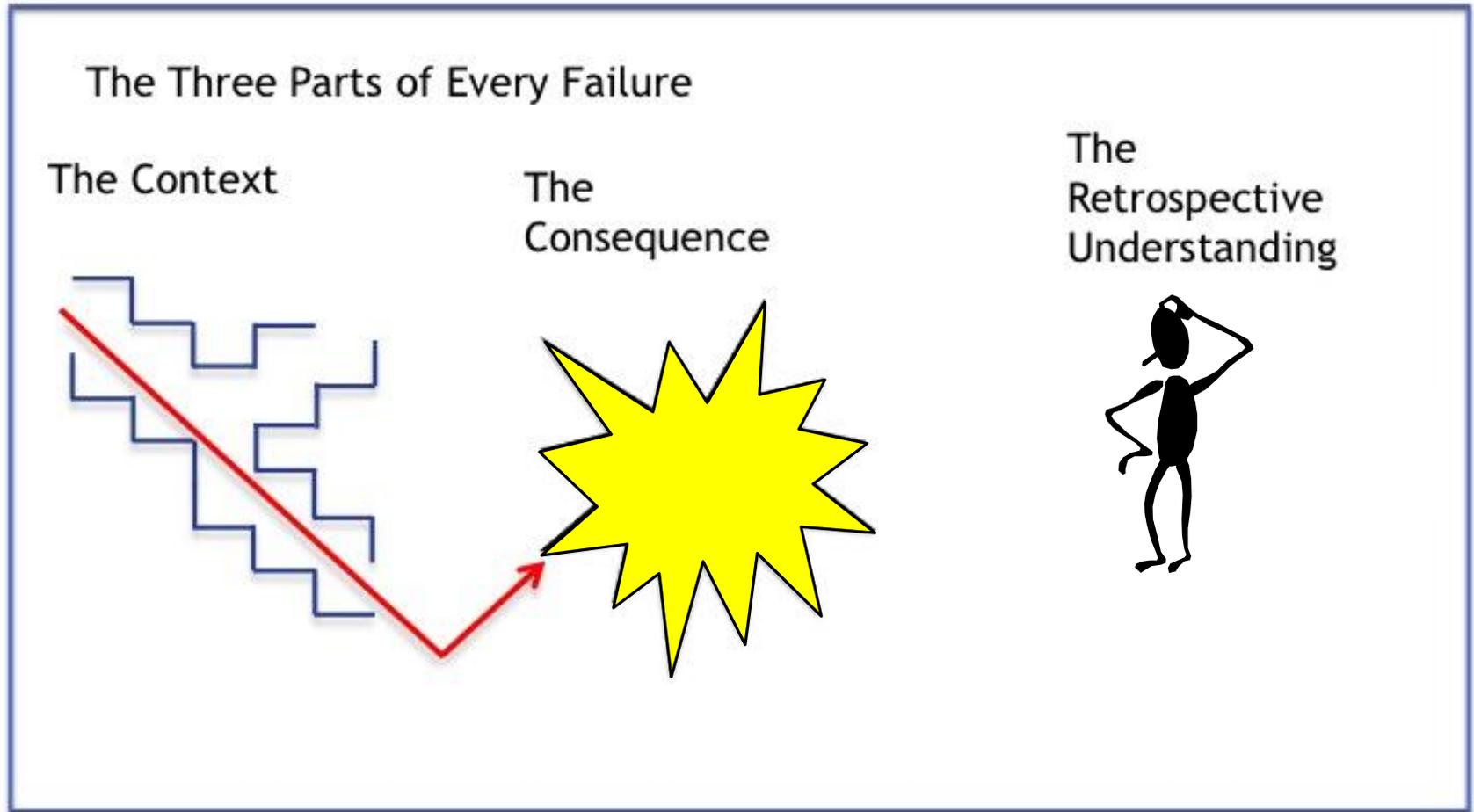
# Work as Planned vs. Work in Practice



*“Masters of the  
blue line”*

(Conklin / Edwards)

# 3 Parts of an Event



(Conklin)

# 3 Parts of an Event

**The Challenge:**

**Not to let**

***post-event hindsight***

**bias our judgment of the**

***pre-event context.***

(Conklin)





loomberg WEST

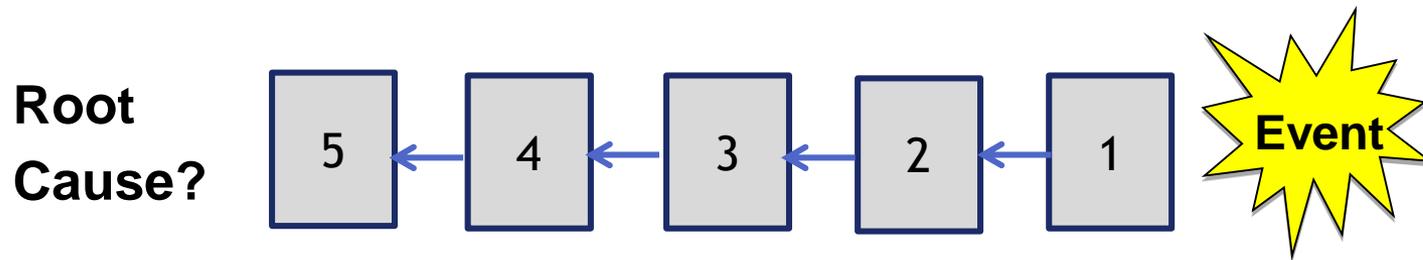


PLANE CRASH: WHO WAS AT FAULT?

*“Underneath every seemingly obvious, simple story of error, there is a second deeper story. A more complicated story . . . a story about the system in which people work.”*

(Dekker, 2006)

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

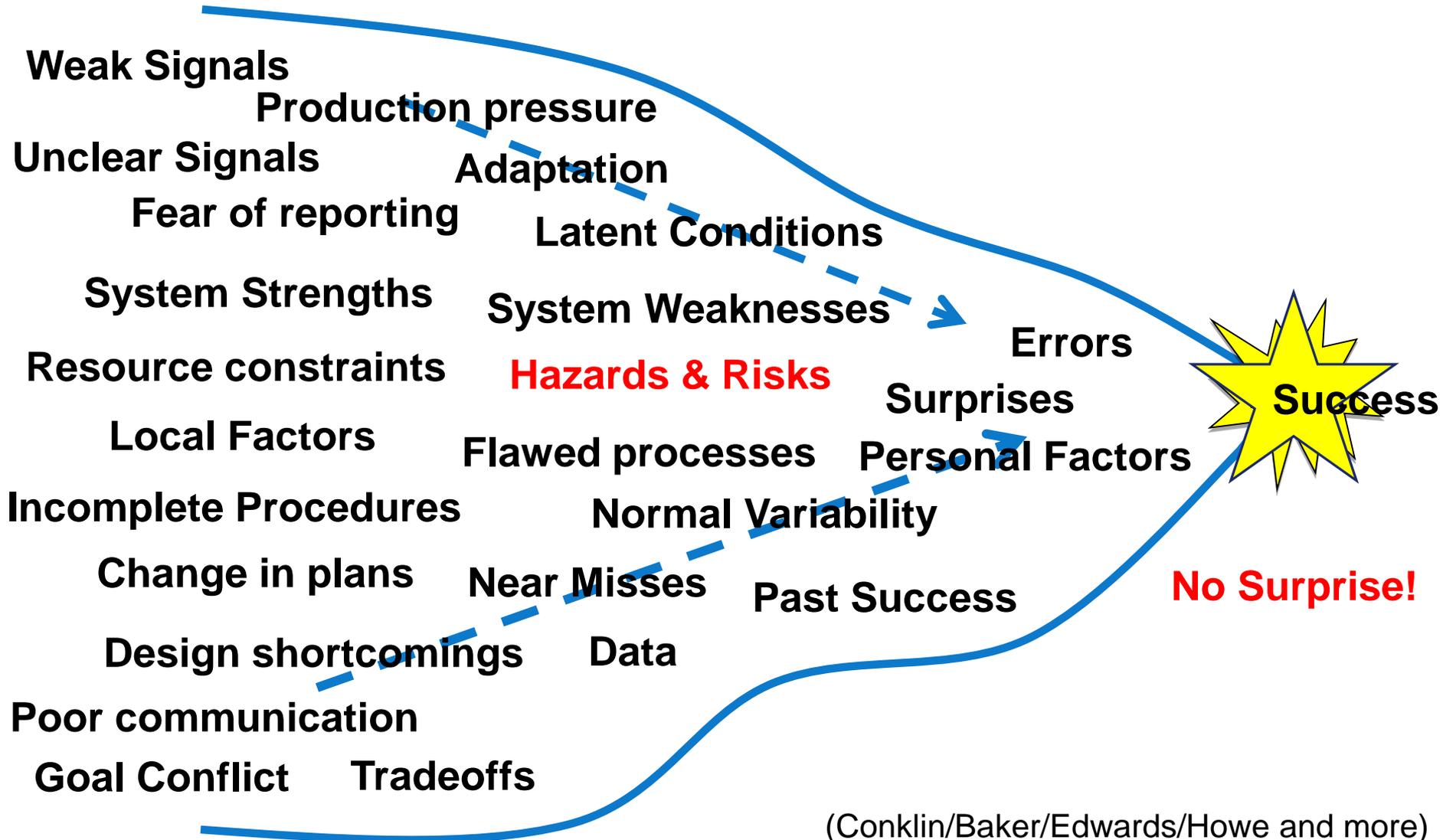


**The problem is, many failures are **not linear** . . . .**

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

(Contributions from Ryan Ward and Tanya Lughermo)

# Start back in process . . . . . . move towards the event.





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

we have to **ask  
better questions!**

(Conklin)

Expand the question  
from “why?” . . .

. . . to “how?”

(Conklin)





*Great performance is not the  
absence of errors or failures. .*

*. . . it's the presence of  
capacity. (Conklin, 2012)*

**When we believe we know the  
answer . . .**

- . . . we stop asking questions**
- . . . we stop listening**
- . . . we stop learning!**

**The power to ask the right  
questions . . .**

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

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

**. . . the worker is the problem  
solver.**

## Nevada military depot mortar explosion kills seven Marines

Paul Szoldra, 9:16 a.m. Mar 19, 2013

(Reuters) - A mortar explosion at an Army munitions depot in Nevada killed seven Marines from Camp Lejeune, North Carolina, and injured seven other Marines during a live-fire training exercise, military officials said Wednesday (March 18, 2013)



## Marines: Human error to blame for deadly blast in Nevada

Jim Michaels, USA TODAY 12:34 p.m. EDT May 29, 2013

A training accident in Nevada that killed seven Marines during a live fire exercise earlier this year was caused by **"human error,"** the Marines said in a statement Wednesday.

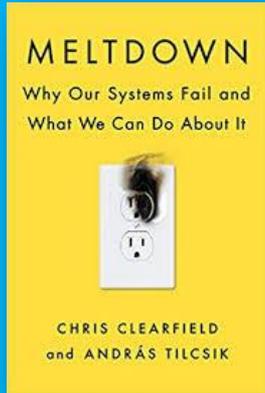




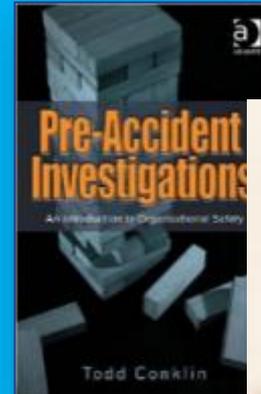
*“I have never been especially impressed by the heroics of people convinced they are about to change the world. I am more awed by those who struggle to make one small difference.”*

*(Ellen Goodman)*

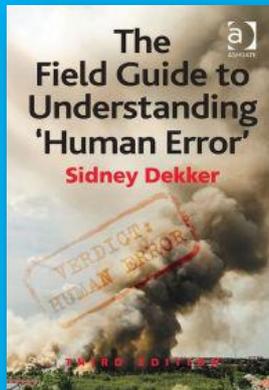
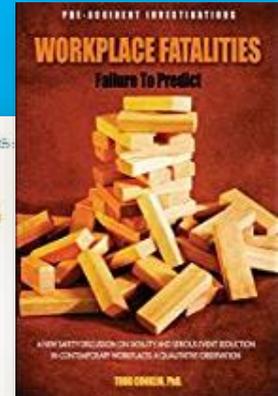
# Resources



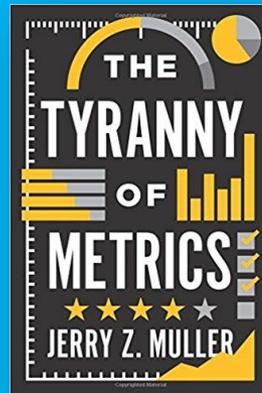
Chris Clearfield



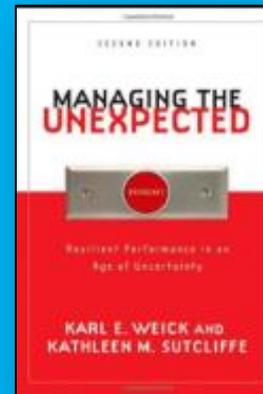
Todd Conklin, PhD



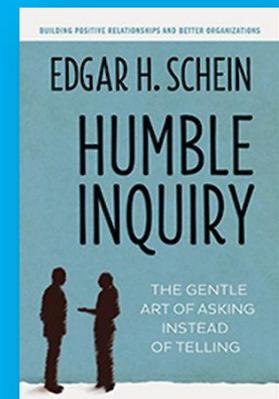
Sidney Dekker, PhD



Jerry Muller



Weick & Sutcliffe



Edgar Schein, PhD



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The HOP Coach



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