The journey we are on . . .

Human & Organizational Performance - H.O.P.

Bob Edwards, The H.O.P. Coach
1st Industrial Revolution
Industry 4.0
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!**“
Event
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”

Normally Successful!

(Conklin / Edwards)
3 Parts of an Event

The Three Parts of Every Failure

The Context

The Consequence

The Retrospective Understanding

(Conklin)
The Challenge:

Not to let

*post-event hindsight*

bias our judgment of the

*pre-event context.*

(Conklin)
“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.

(Hazards & Risks)

(Conklin/Baker/Edwards/Howe and more)
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.
A mortar explosion at a U.S. Army munitions depot in Nevada killed seven Marines from Camp Lejeune, North Carolina, and injured seven other service members during a live-fire training exercise, military officials said on Tuesday.

(March 18, 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)