“There is no such thing as a dysfunctional organization, because every organization is perfectly aligned to achieve the results it gets.”

*The Practice of Adaptive Leadership*: Ronald Heifetz, Alexander Grashow and Marty Linsky
Drifting to Failure Concept*

Expectations: Desired approach to work (as imagined)
Normal Practices: Work as actually performed

Management Stated Expectations

“Normal” Practice

Reliability

High

Low

Time

RISK CLUSTERS - Programmatic deficiencies, deficiencies in barriers and defenses, Latent organizational weaknesses and conditions
Errors in human performance and contextual factors
Equipment design and/or maintenance issues

Latent Errors
unnoticed at the time made; often deeply or embedded within system.

* Adapted from Muschara Error Management Consulting, LLC

Drift

Error

Real Margin for Error

Threats to Reliability