Sustaining
Next-Level Human Performance
Challenges...
Challenges...
Challenges…
Challenges...
Challenges...
It Takes Teamwork…
#1 Things are the way they are because they got that way

#2 84 – 94 percent of all human error can be directly attributed to process, programmatic, or organizational issues

#3 People come to work wanting to do a good job

#4 The people who do the work are the ones who have the answers
<table>
<thead>
<tr>
<th>Challenge</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to get workers to “follow the rules”</td>
<td></td>
</tr>
<tr>
<td>How to get workers to WANT to do the right thing</td>
<td></td>
</tr>
<tr>
<td>How to get TRUE management support</td>
<td></td>
</tr>
<tr>
<td>How to change the CULTURE</td>
<td></td>
</tr>
</tbody>
</table>
Calculating the Cost of Human Error

PART I: ANNUAL COST OF HUMAN ERROR
## Calculating the Cost of Human Error

### Part I: Annual Cost of Human Error

#### Unplanned Downtime / Lost Productivity

<table>
<thead>
<tr>
<th></th>
<th>Yrly Cost / Worker</th>
<th># of Employees</th>
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<tbody>
<tr>
<td>Landmines</td>
<td>$629</td>
<td></td>
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#### Administration / Investigation / Resolution

<table>
<thead>
<tr>
<th></th>
<th>Avg Hrs Rate / Cond</th>
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<th># of CondPer Year</th>
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<tr>
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**Annual General Error Cost:** $0
Calculating the Cost of Human Error

### Part I: Annual Cost of Human Error

#### Unplanned Downtime / Lost Productivity

<table>
<thead>
<tr>
<th>Unplanned Downtime / Lost Productivity</th>
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<th># of Employees</th>
<th>Total Cost</th>
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<tr>
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<tr>
<th>Administration / Investigation / Resolution</th>
<th>Avg Hrs Per Cond</th>
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**Annual General Error Cost:** $766,716
## Part 1: Annual Cost of Human Error

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<tbody>
<tr>
<td>250</td>
<td>80</td>
<td>8</td>
<td>$160,000</td>
</tr>
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**Annual General Error Cost:** $926,716
Calculating the Cost of Human Error

### PART I: ANNUAL COST OF HUMAN ERROR

#### Unplanned Downtime / Lost Productivity

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**Annual General Error Cost**: $926,716

#### Injuries & Illnesses

<table>
<thead>
<tr>
<th>OSHA REC RATE</th>
<th>OSHA AVG FOR SECT</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1086</td>
<td>$1,200</td>
<td>0.95</td>
</tr>
</tbody>
</table>

**HU Illness/Injury Cost**: $0
Calculating the Cost of Human Error

### PART I: ANNUAL COST OF HUMAN ERROR

#### Unplanned Downtime / Lost Productivity

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**Annual General Error Cost:** $926,716

#### Injuries & Illnesses

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<th>OSHA REC RATE</th>
<th>OSHA AVG FOR SECT</th>
<th>TOTAL ILLNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.13</td>
<td>3.9</td>
<td>$676,160</td>
</tr>
</tbody>
</table>

**HU Illness/Injury Cost:** $676,160
Calculating the Cost of Human Error

**PART I: ANNUAL COST OF HUMAN ERROR**

**Physical Plant / Environmental Costs**

<table>
<thead>
<tr>
<th>AVG # EVENTS PAST 3 YR</th>
<th>AVG COST PER EVENT</th>
<th>Physical / Environ Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$0</td>
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</table>

* $0 = $0
### Calculating the Cost of Human Error

**PART I: ANNUAL COST OF HUMAN ERROR**

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<tr>
<td><strong>AVG # EVENTS PAST 3 YR</strong></td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

$270,000
Calculating the Cost of Human Error

PART I: ANNUAL COST OF HUMAN ERROR

Total Annual Cost of Human Error: $1,872,876
Calculating Return on Investment (ROI)

HU ROI Calculator™

PART II: HU ENHANCEMENT ROI CALCULATION

Reduce Human Error by (%):

ANNUAL COST SAVINGS

Implementation Investment:

ROI
### Calculating Return on Investment (ROI)

#### PART II: HU ENHANCEMENT ROI CALCULATION

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Annual Cost of Human Error</td>
<td>$1,872,876</td>
</tr>
<tr>
<td>Reduce Human Error by (%)</td>
<td>50.0%</td>
</tr>
<tr>
<td>ANNUAL COST SAVINGS</td>
<td>$936,438</td>
</tr>
<tr>
<td>Implementation Investment</td>
<td>$750,000</td>
</tr>
<tr>
<td><strong>ROI</strong></td>
<td>24.86%</td>
</tr>
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</table>
Two Key Elements

1. FOCUS on the FUNDAMENTALS
“Strive for perfection in everything you do. Take the best that exists and make it better. When it does not exist—design it.”

-Sir Henry Royce
Two Key Elements

1. FOCUS on the FUNDAMENTALS
2. CANI
Two Options When Promoting HU…
Two Options When Promoting HU…
Culture Change…
Every organization is perfectly aligned to get exactly the results it is getting.
If you don’t manage your culture- your culture will manage you
Event-free, worldwide—one life at a time™
Individual Performance Model™

- ON-PURPOSE
- SITUATIONAL

EXPERIENCES

- MINDSET
- PERCEPTION

Role Modeling

Specific Events

Verbal Conditioning

RESULTS

BEHAVIORS

FEELINGS

THOUGHTS

INTERNAL

EXTERNAL
Culture Determines Results

EXPERIENCES

Mindset
Perceptions

RESULTS

BEHAVIORS

FEELINGS

THOUGHTS
Worker Buy-in

COMPLIANCE

DISCRETIONARY EFFORT
Personal Screening Process

- Is this relevant? (motivation)
- Can I do this? (ability)
Personal Screening Process

- (motivation) - WIIFM?
- (ability) - Fast-Simple-Easy
Viral Change

Big Sustainable Change

Viral Networks in the Organization

Small Number of People

Small Set of Behaviors

BEHAVIOR

BEHAVIOR

BEHAVIOR

BEHAVIOR

BEHAVIOR

Culture
Losing Weight…

\[ CW = CC - CB \]
Vital Behaviors:

- Weigh yourself daily
- Eat breakfast
- Exercise in your home
Code of Honor™

- Be willing to call and be called
- Be open and honest
- Mission first, team second, individual third
- Be on time
- Question and challenge one another
Next-Level Human Performance

Achieving Sustainability
Next Level Performance

Refueling Outage Error Rate

Errors per 10,000 Hours Worked

Plant Outages

RFO-22
MCO
RFO-23
RFO-24

87.5%↓
Culture Change…
Performance Improvement Effort

- Conceptualize
- Strategize
- IMPLEMENT
First: Figure out what YOUR “Next-Level” is, THEN...

- WIIFM?
- Focus on the “lynchpins”
- Senior Leadership Support
- Positive, Consistent, Coherent Effort
Vital Behaviors:

- Consistently use Error Elimination Tools™
- Internalize Proactive Accountability™
- Act upon lessons learned
- Engage one another based upon Principles
People don’t care how much you know until they know how much you care.
Think Different

THINK DIFFERENT
Do Different

Practicing Perfection Institute

Do Different™
The choices I make dictate the life that I lead

It’s up to you…
Your Goal…

PA * PL * VC = VA
Success…

Human Error Reduction
Program Implementation Guideline

# 1019687
Upcoming Learning Opportunities

PPC Certification Courses:

- Week of April 23, 2012  Hartford, CT
- Week of May 7, 2012     Bridgman, MI
The only thing that matters…