So, you’re implementing a Human Performance Improvement (HPI) plan.

1) How can implementing these plans backfire?

2) How can I make the implementation more effective?
Who Am I?
What do I do?

Nonlinear Contrast Gain Control

Polyak, 1957
What do I do?

Normal Ops  Socio-  Emergency Ops  Technical
Does It Work?
What do I do?
Some Questions:

So, you’re implementing a Human Performance Improvement (HPI) plan.

1) How can implementing these plans backfire?

2) How can I make the implementation more effective?
Unintended Consequences

The Cobra Effect
Unintended Consequences

In the Workplace
Unintended Consequences

Making a Difference

Two questions:

1) What are we creating inside our organizations? **Learned helplessness** or **learned optimism**?

2) What are we fighting for inside our organizations? **Control** or **excellence**?
Some Questions:

So, you’re implementing a Human Performance Improvement (HPI) plan.

1) How can implementing these plans backfire?

2) How can I make the implementation more effective?
Habits of Human Performance

Cue -> Routine -> Reward -> Cue...

– Patterns unfold automatically – brain spends resources on other tasks
– Much (> 40%) of what we do each day not a decision, rather a habit.
Effectiveness of Habits

Brushing vs. Flossing

Images: Colgate & Dentist4Kidz
Creating / Changing Habits

Takes a significant amount of willpower. (Put another way, willingness and ability for self-control).

Self-control as a muscle?

Ego Depletion
Activating Better Habits

In Chemistry, activation energy is what’s needed to make a reaction happen; without it, the reaction won’t occur.

In Psychology, it’s the motivation needed to start a task.

From http://www.nature.com/scitable/content/enzymes-and-activation-energy-14711476
Activating Better Habits
Activating Better Habits

Use a **positive psychology** principal:

- Ratio of **positive** to **negative** > 2.901 to 1
- > Linked to higher performance, lower anxiety
- > 7:1 for “superstar” teams
- < associated with **punitive / fear-based** cultures.
1) What are we creating inside our organizations? Learned helplessness or learned optimism?

2) What are we fighting for inside our organizations? Control or excellence?

3) Are we making it easier for people to do the right things, and harder to do the wrong things? Have we set them up to be successful?
Core Philosophy:

“All organizations are perfectly aligned to get the results they get.”

Arthur W. Jones
Thank you

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