JUST CULTURE: A STRATEGIC PERSPECTIVE.

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LIFE, AIN’T IT GRAND?

Life, Liberty, and the Pursuit of Happiness

Thomas Jefferson
UNFORTUNATELY, SOMEWHERE IN WESTERN MASSACHUSETTS

I know, I know. I can’t reach the top. Hey, do we have a third ladder?

Hurry, Bob, the weekly Patriots / Falcons rerun starts in 10 minutes
THANKFULLY, WE ALL HAVE A RISK MONITOR

Pursuit of Happiness

The “Risk Monitor”
(background process, harm focused)

Perception → Interpretation and Decision-Making → Action
FOILING THE RISK MONITOR: THE LIMITS OF NATURAL CONSEQUENCES

The less likely the undesired outcome, the more distant the undesired outcome, the harder it is to see the link between a risky choice and the undesired outcome it may cause.
THE TRAINING GROUND FOR MY RISK MONITOR...
WHERE DOES THAT LEAVE ME?

I am an inherently self-serving, occasionally altruistic, happiness-seeking, inescapably fallible, pack animal blessed (or cursed) with free will and a mis-tuned ability to see and avoid hazards in the world around me.
THEN HOW DO WE GET TO GREAT OUTCOMES?
A GENERAL SCHEMA

Better results come from better design, and better behavioral choices.
AN EXAMPLE

Child moves into harms way

Driver does not walk around car

Back up camera does not warn

Child hit by car

AT LEAST 50 CHILDREN ARE BACKED OVER BY VEHICLES EVERY WEEK.

48 are treated in hospital emergency rooms.
2 die.
THE ELEMENTS

- Values
- Expectations (and aspirations)
- System design
- Our inescapable fallibility
- Culture (choice)
- Learning
- Justice
JUSTICE
WHY IS IT ABOUT JUSTICE?

Not everyone is gymnast, 
Not everyone is a neurosurgeon, 
but, 
We are all judges.

• We judge outcomes 
• We judge conduct 
• We judge intentions

and, we really do respond to artificial danger
AS MONIKA LIKES TO POINT OUT, IT’S NOT JUST US HUMANS

https://youtu.be/meiU6TxysCg
Everyone owes to the world at large the duty of refraining from those acts which unreasonably threaten the safety of others

*Palsgraf v. LI Railroad*
TO QUOTE MATT DAMON, THERE IS A SPECTRUM OF BEHAVIOR

None – none whatsoever
Human Error – did other than intended to do
At-Risk Behavior – choice, thinking in safe place
Reckless Behavior – the gamble, knowingly unsafe
Knowledge – knowingly causing harm
Purpose – the express goal to cause harm
THE THREE BEHAVIORS

Human Error - inadvertent action, inadvertently doing other than what should have been done, slip, lapse, mistake.

At-Risk Behavior - behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified.

Reckless Behavior - behavioral choice to consciously disregard a substantial and unjustifiable risk.
JUST CULTURE

Human Error - inadvertent action; inadvertently doing other than what should have been done; slip, lapse, mistake.
AT-RISK BEHAVIOR – behavioral choice that increases risk where risk is not recognized or is mistakenly believed to be justified.
JUST CULTURE

Reckless Behavior - behavioral choice to consciously disregard a substantial and unjustifiable risk.
**JUST CULTURE (SIMPLIFIED)**

<table>
<thead>
<tr>
<th>Human Error</th>
<th>At-Risk Behavior</th>
<th>Reckless Behavior</th>
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</thead>
<tbody>
<tr>
<td>Product of Our Current System Design and Behavioral Choices</td>
<td>A Choice: Risk Believed Insignificant or Justified</td>
<td>Conscious Disregard of Substantial and Unjustifiable Risk</td>
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<td>Manage through changes in:</td>
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<td>• Choices</td>
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<td>• Environment</td>
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<td>Manage through:</td>
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<tr>
<td>• Removing incentives for at-risk behaviors</td>
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<td>• Creating incentives for healthy behaviors</td>
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<td>• Increasing situational awareness</td>
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<td>Manage through:</td>
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<td>• Remedial action</td>
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<td>• Punitive action</td>
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**Console**

**Coach**

**Sanction**

and, do it all independent of outcome
Repetitive errors – yes, there is a process

Repetitive at-risk behaviors – yes, there is a process

Both may lead to disciplinary action…
JUST CULTURE ABANDONS WHAT DOESN'T WORK

• Expectations of perfection
  • At the individual level
  • At the system level
• No harm, no foul

• Perhaps strangely, by doing so, you should expect much better outcomes
FOCUS ON WHAT WE CAN INFLUENCE

Systems + Choices = Outcomes

Reliable Systems + Good Choices = Good Outcomes
BACK TO THE KIDS

• Values
• Expectations (and aspirations)
• System design
• Our inescapable fallibility
• Culture (choice)
• Learning
• Justice
THANK YOU