

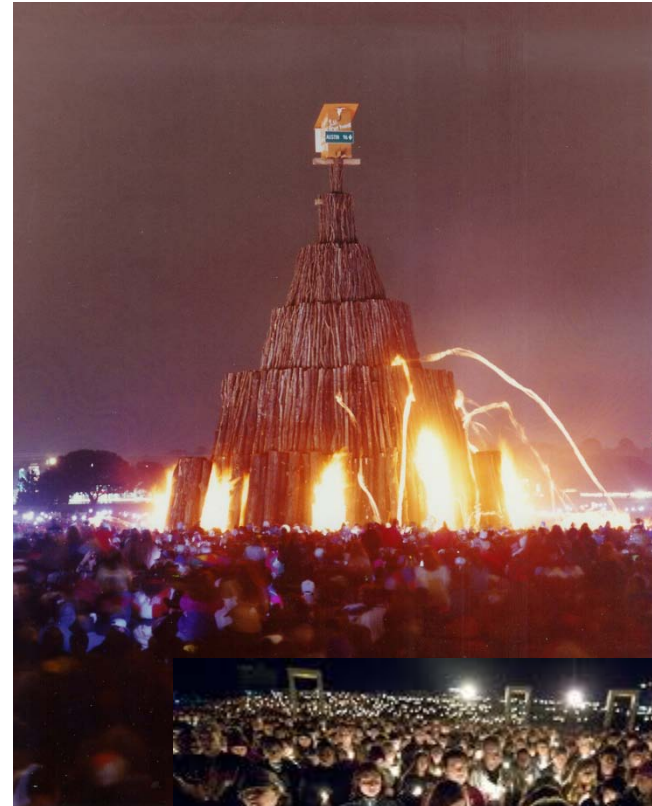
Improving Human Performance on the Grid

HIDDEN HAZARDS **IMMINENT DANGER**

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NORMALIZED DEVIATION



NORMALIZED DEVIATION



WHAT IS IT?

E X A M P L E S

- Individual – Group – Systemic
- “Temporary” becomes long-term
- Short Cuts
- Extend PM to cut costs
- “Learn to live with it”
- Condoning



D E F I N E D

- Unacceptable risks become acceptable
- Hard to find, easy to ignore
- Growing tolerance for things that are not right
- Under the radar of audits



WHERE ARE YOUR

HIDDEN HAZARDS
IMMINENT DANGER

???



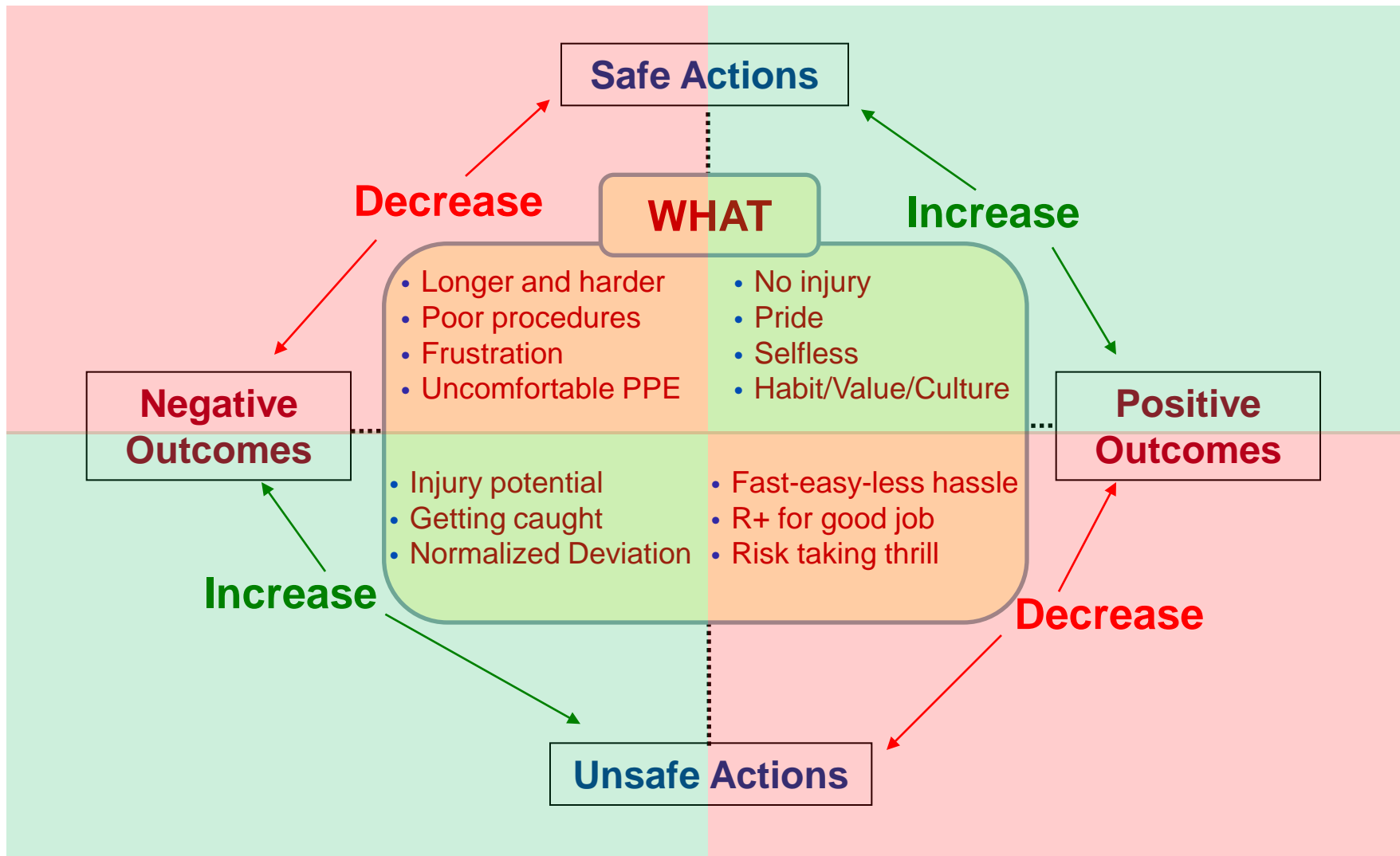
SOLUTIONS

1. Commit to find and fix
 - “No Fault – No Blame”
2. Build a ND SWAT Team
 - Right leader and team
 - Strong rapport, trust and “buy-in”
 - Give charge and let the dogs loose
3. Manage results
 - Lots of issues – prioritize
 - Get some early wins
 - Track progress

A powerful tool to identify and correct hidden hazards



NORMALIZED DEVIATION



Work with human nature, not against it!



NORMALIZED DEVIATION

Learn and use
HU Tools and
Strategies

SOLUTIONS

Mindset of
“vulnerability”
“what if” and
“it can
happen here”

Focus on
“Systems”
proactively
and reactively

Nip bad habits
in the bud
Never
condone

