

HPI...Is it Art, Science or Passion?

Ron Fenex

Arizona Public Service

2014 NERC Human Performance Conference



The Definition of Art

- Something that is created with imagination and skill, and that is beautiful or that expresses important ideas or feelings.



Painting the Vision



vision and gaining:

Support from Executive and Senior
Management

Support key stakeholders

Develop Action Programs

Engage Union Officials

- Others?
- Organizational engagement
 - Employees
 - Leadership

Continuing to Paint the Mural

- Painting the destination
- Strive for sustainability
 - Use lead based paint

What are Critical Junctures Where Art is Important?

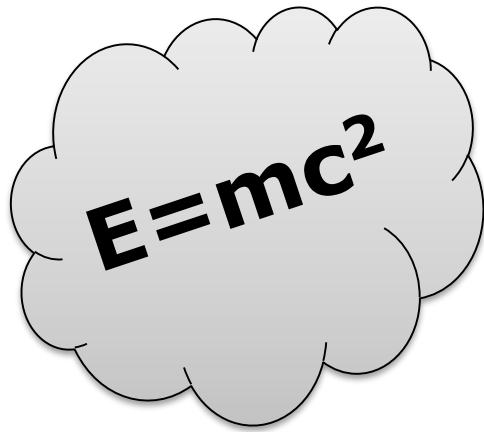
- When socialization of the idea that human performance improvement is need begins to take place.
 - Early at the start of the journey.
 - Calibrates the necessary decision makers to a common vision.
 - The vision “sells and sails” the idea.

What are Critical Junctures Where Art is Important?

- At various intervals as the program is rolled out.
 - The Art (vision) is painted somewhat differently depending on the audience.
- Continuing to paint the future after implementation of the program has taken place.
 - Creating a vision for the future which provides for continuous improvement.
 - Update the Art as the environment and audiences change.
 - Use “Weather Beater” paint for durability (sustainability).

The Definition of Science

- The intellectual and practical activity encompassing the systematic study of the structure and behavior of the physical and natural world through observation and experiment.



THE RAT IS
NEVER WRONG



Change Behaviors to Desired State

We must understand what stimulates humans to change their behaviors to the desired state

- Engagement
- Collaboration
- Ownership
- Understanding how to effectively reach the adult learner

People Don't Know What They Don't Know

- To prevent human performance events we must understand why they happen
 - How humans react to situations and conditions
 - Understanding human performance error traps
 - Where and when the traps exist
 - How to mitigate the traps

People Don't Know What They Don't Know

- Through science we are able to “mine the data”
 - Data analysis
 - Identifying trends
 - Event Predictability modeling
 - Corrective actions to prevent event reoccurrence
- Sharing Operating Experience (OE).
 - Lessons Learned.

Understand to Educate

Once we understand, we can educate through:

- Teaching human performance principles
- Observations
- Coaching
- Positive reinforcement

What are Critical Junctures Where Science is Important?

- Early in the roll out phase of the program.
 - Educating the organization on HPI principles, error traps and HP Tools.
- After program implementation.
 - Analyze the data.
 - Perform observations and evaluate for the desired results.
 - Identify trends, events and associated risk.
 - Put corrective actions in place to prevent event occurrences and event reoccurrences.

The Definition of Passion

- A strong feeling of enthusiasm or excitement for something or about doing something.

When a Spark Becomes a Flame



Why Passion?

- Passion sparks the engine of enthusiasm necessary for change.
- Passion is the point of ignition for the “burning platform”.
- Passion is contagious.
- Passionate individuals actively seek out others who can help them in pursuing their passion.
- Out of passion human performance champions emerge.
- Passion creates the motivation for continuous improvement.
- Is there a greater motivation in the workplace than the quest for self-improvement or the betterment of others?

What are Critical Junctures where Passion is Important?

- At the very start of any organization's culture shift towards HPI.
 - What are the odds of success from the onset without it?
- As the HPI program rolls out.
 - The passion must spread or the best one can hope for is compliance.
- As the HPI program matures.
 - What are the odds of program sustainability if the passion dies?

Art, Science or Passion in Order of Importance

- Art
- Science
- Passion

So it Might Look Something Like This

- During Program Conception
 - Passion
 - Art
 - Science

Then it Might Look Something Like This

- Creating and Selling the Vision
 - Art
 - Science
 - Passion

Then it Might Look Something Like This

- Educating the Organization
 - Science
 - Passion
 - Art

And Finally it Might Look Something Like This

- Taking the Program to the Next Level of Continuous Improvement
 - Passion
 - Art
 - Science

So HPI...Is it Art, Science or Passion?

And the answer is...

YES!