

Creating Sustainability

You got it started....

Now how do you keep it going?

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Rob Fisher

President of Fisher IT, Inc.



- **Over 20 yrs. of consulting**
- **Organization cumulative over 100 yrs. of industrial experience**
- **Specialties in:**
 - Human performance & Advanced Error Reduction integration
 - Root Cause / Catastrophic Failure Analysis
 - Procedures / Programs / Processes
- **Conducted over 50 successful integration strategies in:**
 - Heavy Industry / Chemical / Metals / Mining
 - Electrical Generation / Transmission / Distribution
 - Construction
 - Department of Energy
- **Recognized contributor to reduction of fatalities and serious injuries**
- **What have you done for me lately?**
 - Featured speaker at NSC Campbell Leadership Institute
 - Developed IEEE Root Cause Standard
 - Provided OSHA with standard question list for significant injuries



A Brief History of the World (of HP)

- Pre-1990s – Standard Behavior Based Safety – predominant problems are humans with a desire to identify and correct bad [unsafe] behaviors
- Late 1980s-early 1990s – 1st generation of HP – guiding principles, errors better understood – began to create tools for workers and they are expected to use them to reduce events

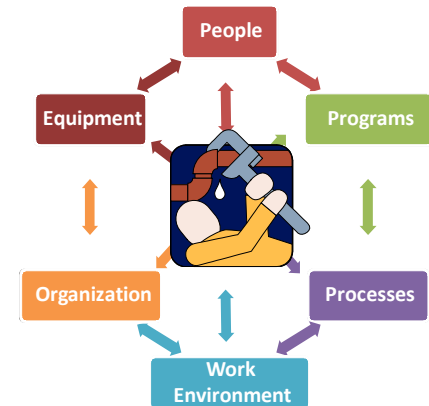
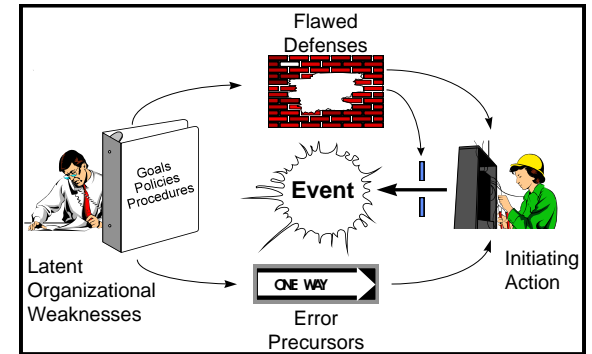


Pre-Job Brief
Jobsite Huddle
STAR
Procedure Use and Adherence
Flagging
Peer-Checking
Questioning Attitude
Independent Verification
Concurrent Verification
Place-keeping
3-part communications
Stop and Seek out help
Post-job critiques
And many more



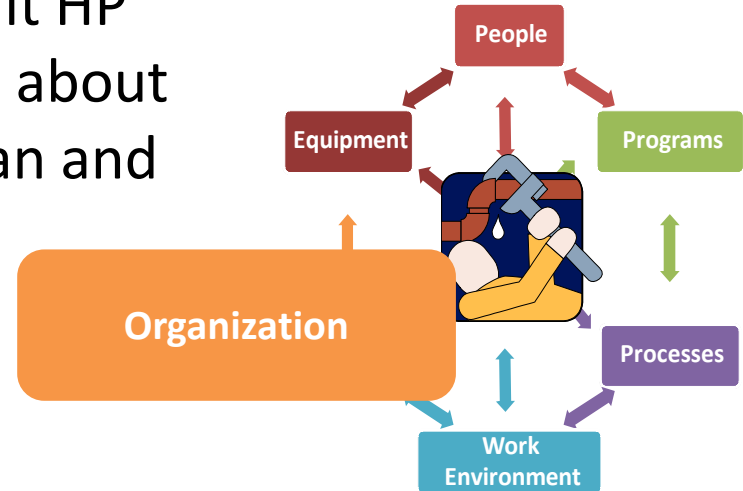
A Brief History of the World (of HP)

- Mid 1990s– Looking for ‘latent organizational weaknesses’ trying to do better root cause – still expecting most of the outcomes to be based on the field worker – developing best practices – still pretty focused on the worker
- Early 2000s – systemic approach defined and gave workers and organizations the ability to see and manage risk before the vulnerability drove the errors that resulted in the events



A Brief History of the World (of HP)

- Mid 2000s – we don't want to call it HP anymore because it implies it is all about the worker – lets call it HoP (Human and Organizational Performance)

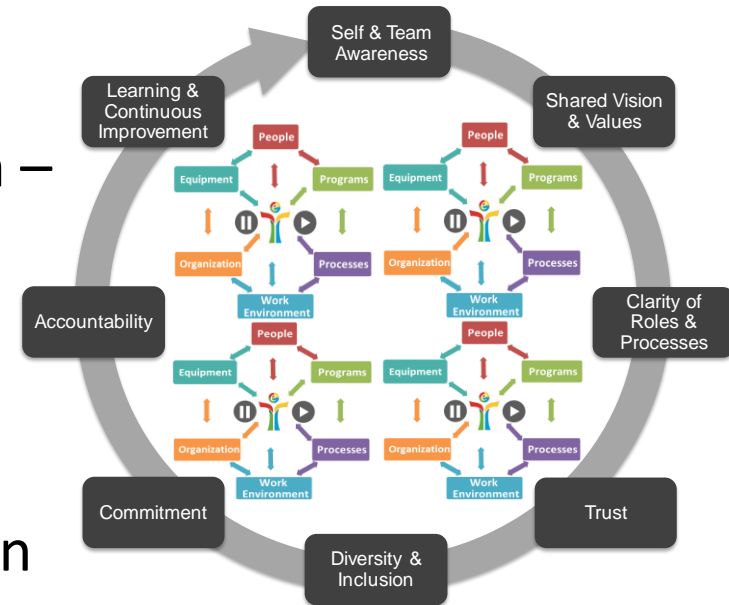


What do most of them have in common?



A Brief History of the World (of HP)

- Going forward – managing the system from BOTH sides – Using an essential leadership cycle to manage the system – organizational understanding of the impact of personality tendencies and systemic drivers on the tasks – organizations managing the systemic drivers and providing either elimination or mitigation to reduce vulnerability



My Proposal Today....

Is it reasonable to believe that...

Sustainability is NOT created

at the sharp end of the stick?



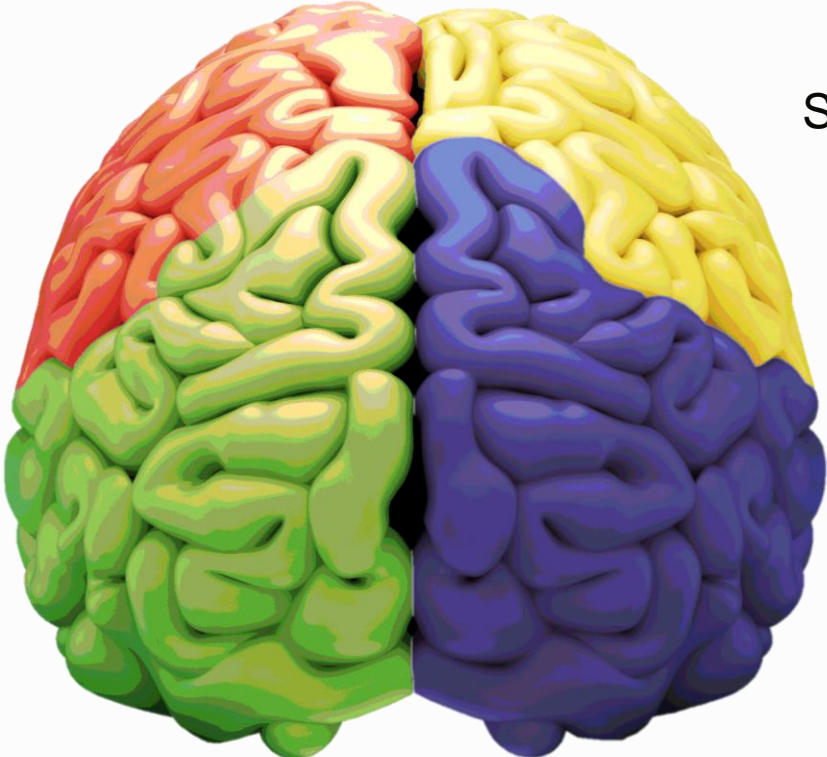
A Systems Approach



BASIC PERSONALITY CONCEPTS

DOER

SOCIALIZER



THINKER

RELATOR

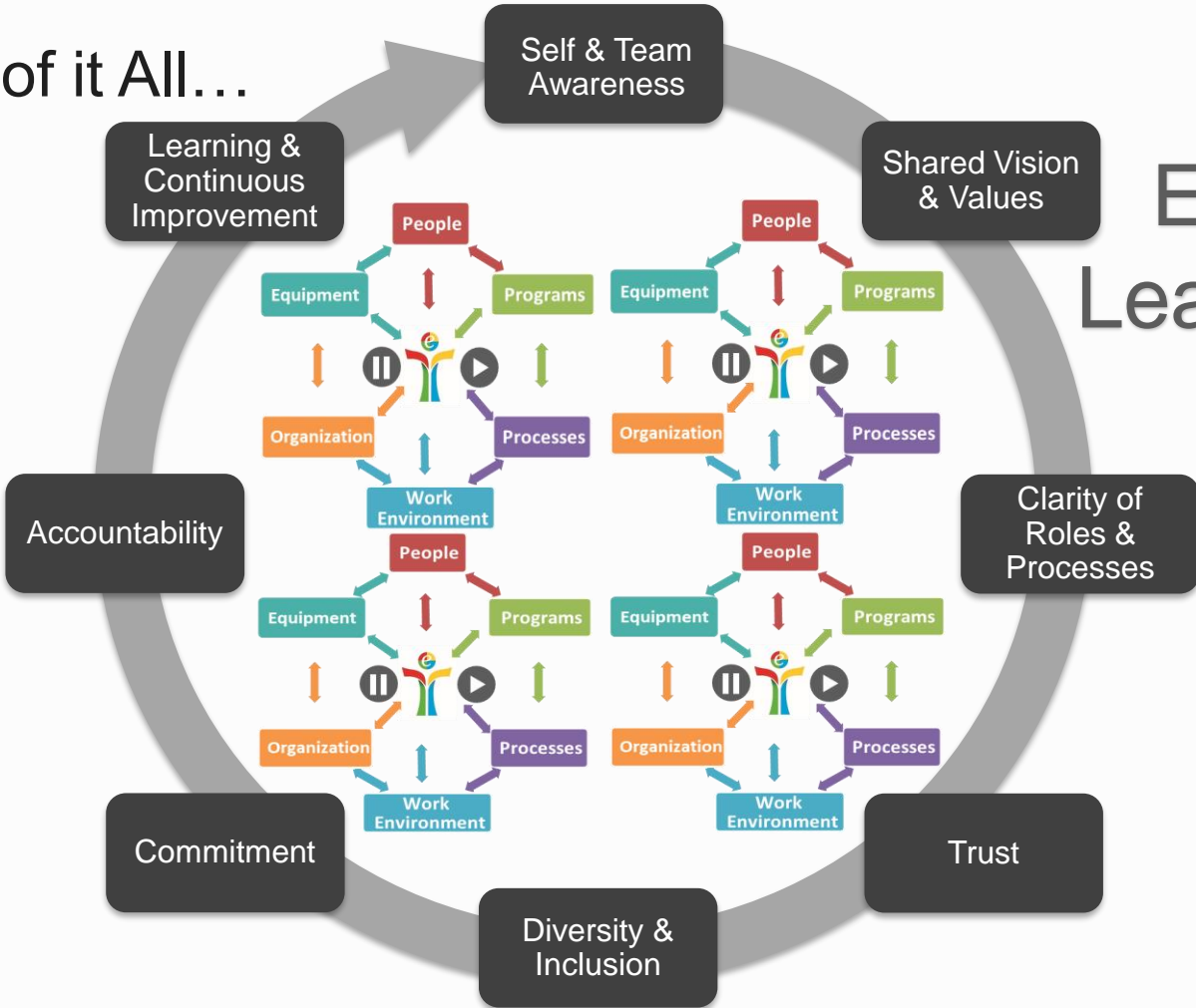


The Advanced Error Reduction System

An interdependent system where people being aware of and managing their personality tendencies interact with people, programs, processes, work environment, organization and equipment.



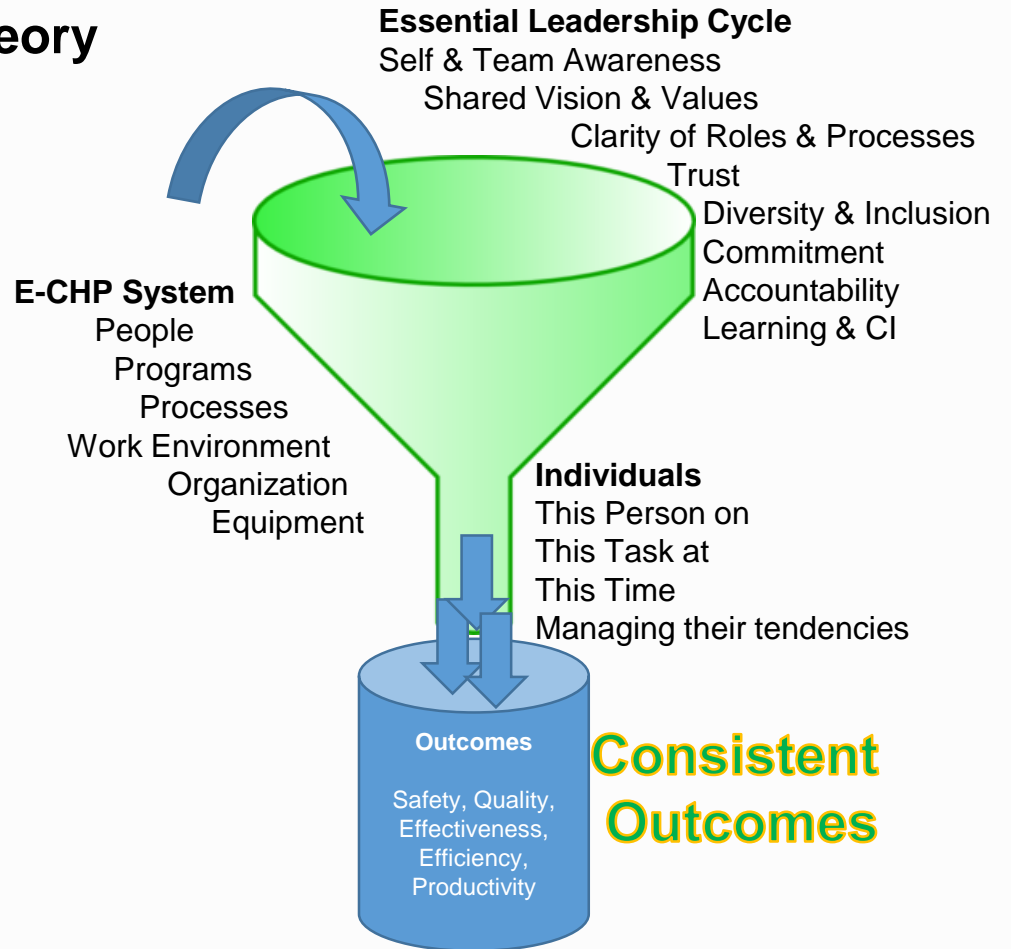
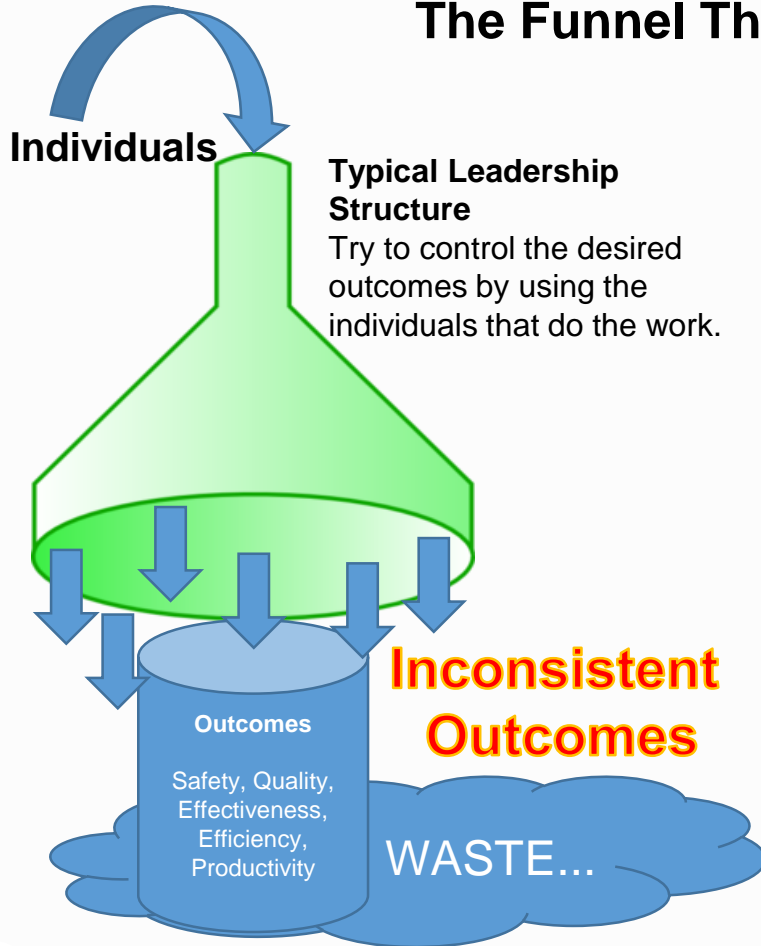
The Reality of it All...



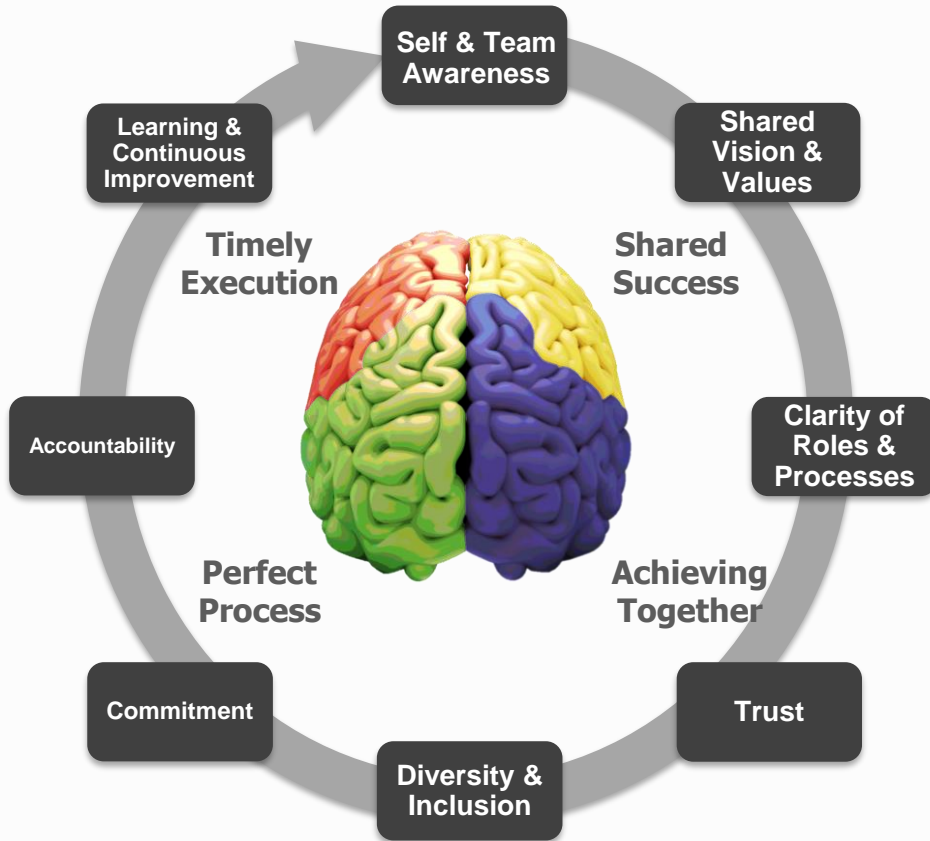
Essential Leadership Cycle



The Funnel Theory

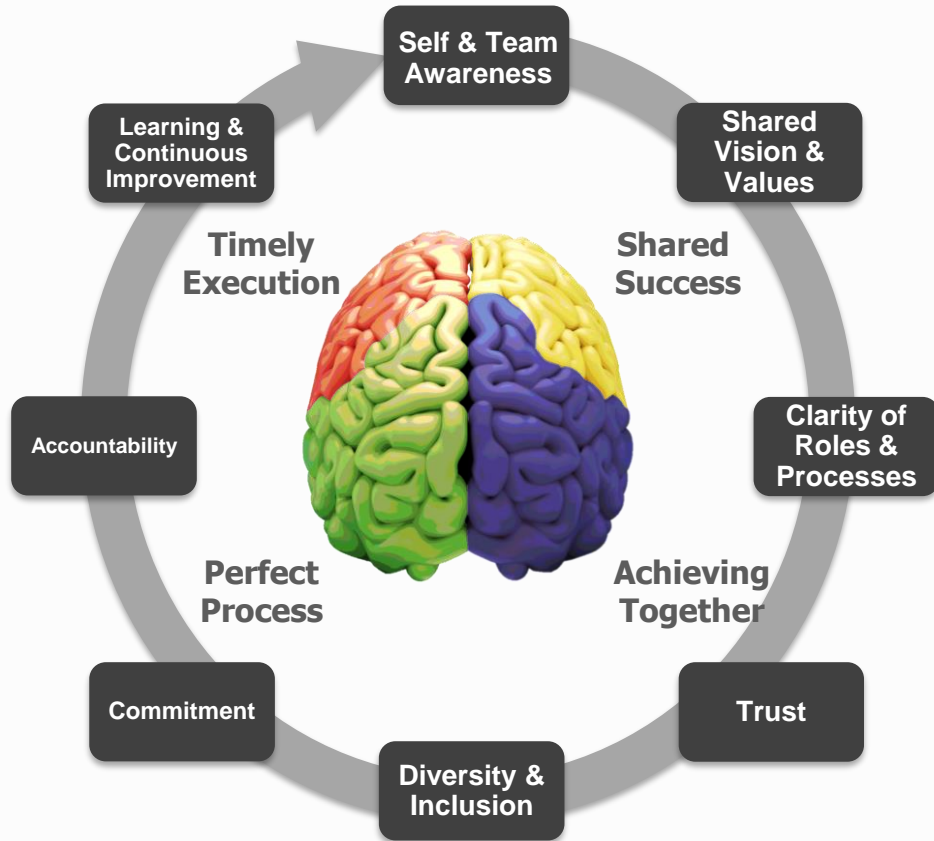


Self & Team Awareness



- Personality Tendencies
- Knowledge and Capabilities
- Fundamentals
 - Definitions
 - 3Ts
 - Performance Modes
 - Models
 - Strategies





Shared Vision & Values

- Based on self & team awareness
- *Really* shared
- 50% of manager observations should be 'values-based'



Clarity of Roles and Processes



- R2A2
- Written or conveyed clearly
- Don't contain traps
- Understand interface with HP system





Trust

- Earned not demanded
- Based on previous elements in cycle
- Different people trust differently
- Once breached – tough to get back





Diversity and Inclusion

- Thought diversity
- Physical diversity
- Inclusion based on trust





Commitment

- Commitment can be asked for but not mandated
- Based heavily on previous cycle elements





Accountability

- Not positive or negative
- Not just discipline
- Be aware of the terms when using models



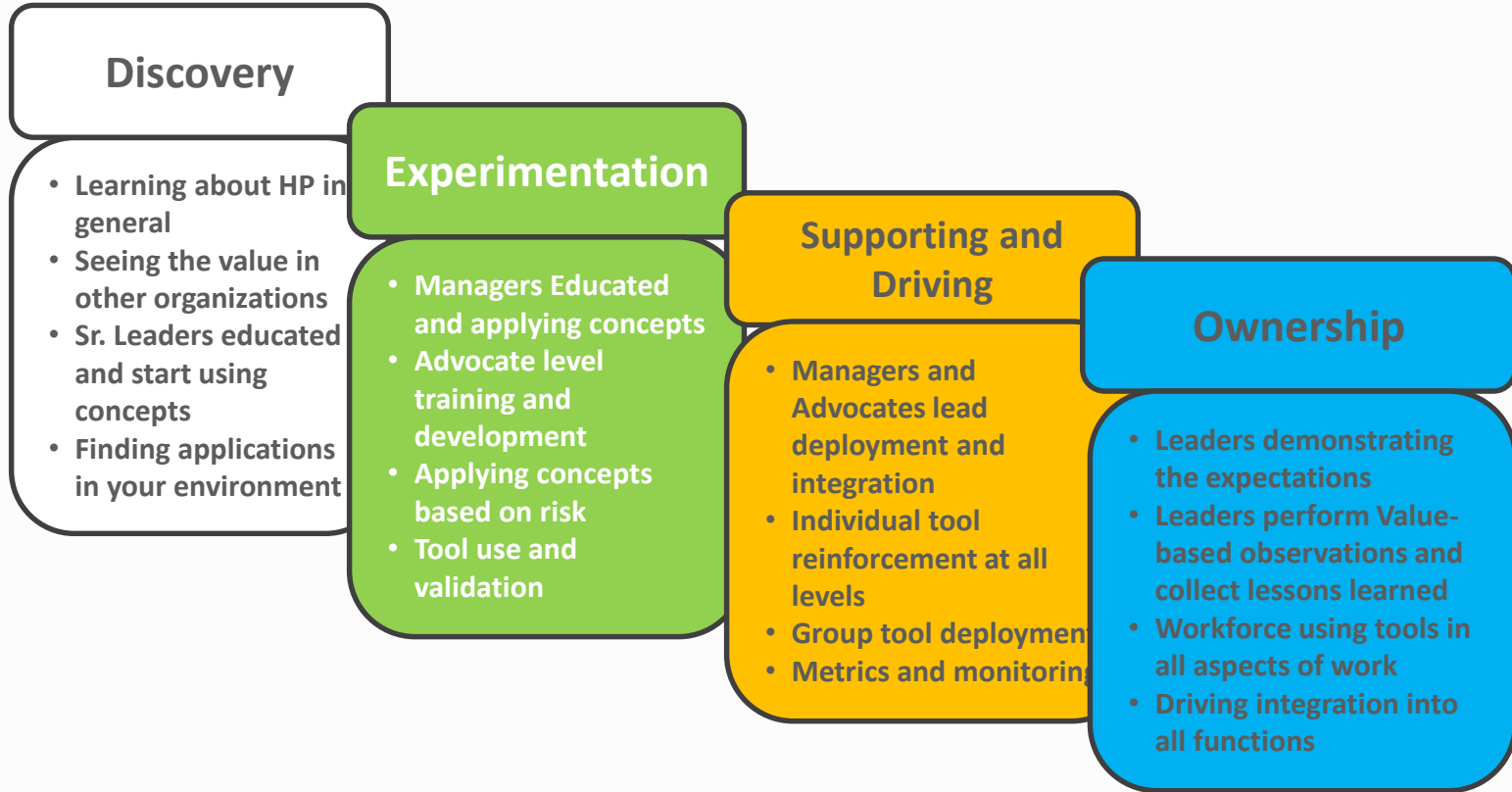
Learning & Continuous Improvement



- Look for true learnings
- Change the way you look at 'failure'
- Feed the cycle – use it as a continuum



Leadership HP Growth Progression



Creating Sustainability

Deployment – people have to get educated

- Ensures that everyone gets the same science the same way
- Ensures that everyone can use the same language and definitions
- Lets the organization OWN the science, materials and language because they are teaching it internally
- Gives people an opportunity to discuss the science and concepts before they have to use them
- Uses a known strategy for effectively educating the organizations
- Sr. Leaders first, then managers, advocates, supervisors and workers last - always

Integration – concepts are a part of work

- Ensures sustainability because the concepts are now part of how we do our business and our work
- Ensures that whenever possible the system identifies and manages the vulnerability of the individual, reducing risk for everyone who does that task
- Keeps E-CHP from being ‘just another program’
- Ensures new processes, jobs and tasks include the concepts to minimize vulnerability
- Reduces the amount of times that the final barrier has to be perfect



What Makes it Different?

- Leaders are provided a pathway to success and sustainability through the Essential Leadership Cycle
- Senior Leaders and managers learn to manage the integration of the concepts BEFORE the supervisors and workers are given tools
- Advocates are created as internal consultants and trainers are certified to allow the organization to proceed at their pace with their people and their processes
- When the system is controlled, the individual is less vulnerable to risk, and significant events can go to zero



Questions?

(and a little plug...)

illumitask

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