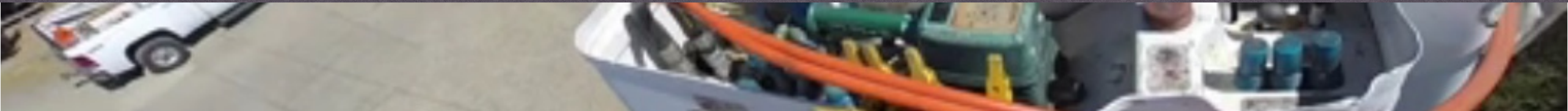




# WHY RESILIENT ORGANIZATIONS ARE BLAMELESS

---

*Compliance > Training > Blameless > Human Performance > Resilience*







Tom Neary, P.E.

---

*Co-Founder & CEO  
OpCon Technologies, Inc*

*tneary@knowledgekeeper.com  
(415) 659-1841*



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# CORE CONCEPTS OF THIS PRESENTATION

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Inconsistencies, flaws, hazards and failures in the *System* and *Organization* are afoot.

Compliance is the minimum.

Technical training is critical for compliance to be useful.

Blameless begins where technical training ends, creating trust and a sense of purpose.

Human Performance is a language.





“

Every accident, no matter  
how minor, is a failure of  
organization

*-Professor K.R. Andrews (1953)*

Further Reading:

*Ferry, Ted S., "Modern Accident Investigation and Analysis", Jon Wiley & Sons, 2nd Ed. (1998)*



# LET'S DEFINE BLAMELESS

---

Assuming No Wrongdoing

Any Accident Provides Zero Benefit for the Work Force or the Company

T&D Mission is Zero Deaths, Zero Catastrophic Events in Complex Electric Grid

Context of Blameless is the Pathway to Trust and a Sense of Purpose on this Mission





# PROPOSED HP MODEL



**MANAGEMENT**

**WORK FORCE**



# PROPOSED HP MODEL

**MANAGEMENT**

*Speaks the Language of Business*



**WORK FORCE**



# PROPOSED HP MODEL

**MANAGEMENT**



Speaks the Language of Business

**WORK FORCE**



Speaks the Language of the Trade



# PROPOSED HP MODEL

MANAGEMENT

Speaks the Language of Business

*When the two sides  
communicate “blamelessly”*

WORK FORCE

Speaks the Language of the Trade





# PROPOSED HP MODEL

MANAGEMENT



Speaks the Language of Business

HUMAN  
PERFORMANCE

*When the two sides  
communicate “blamelessly”  
with trust and a sense of purpose  
using the language of  
Human Performance to remove  
inconsistencies, flaws, hazards and failures  
in the system and the organization*

WORK FORCE



Speaks the Language of the Trade



# IS WORKING WITH ELECTRICITY DANGEROUS?

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# BLAME THE INDIVIDUAL...REALLY?

---

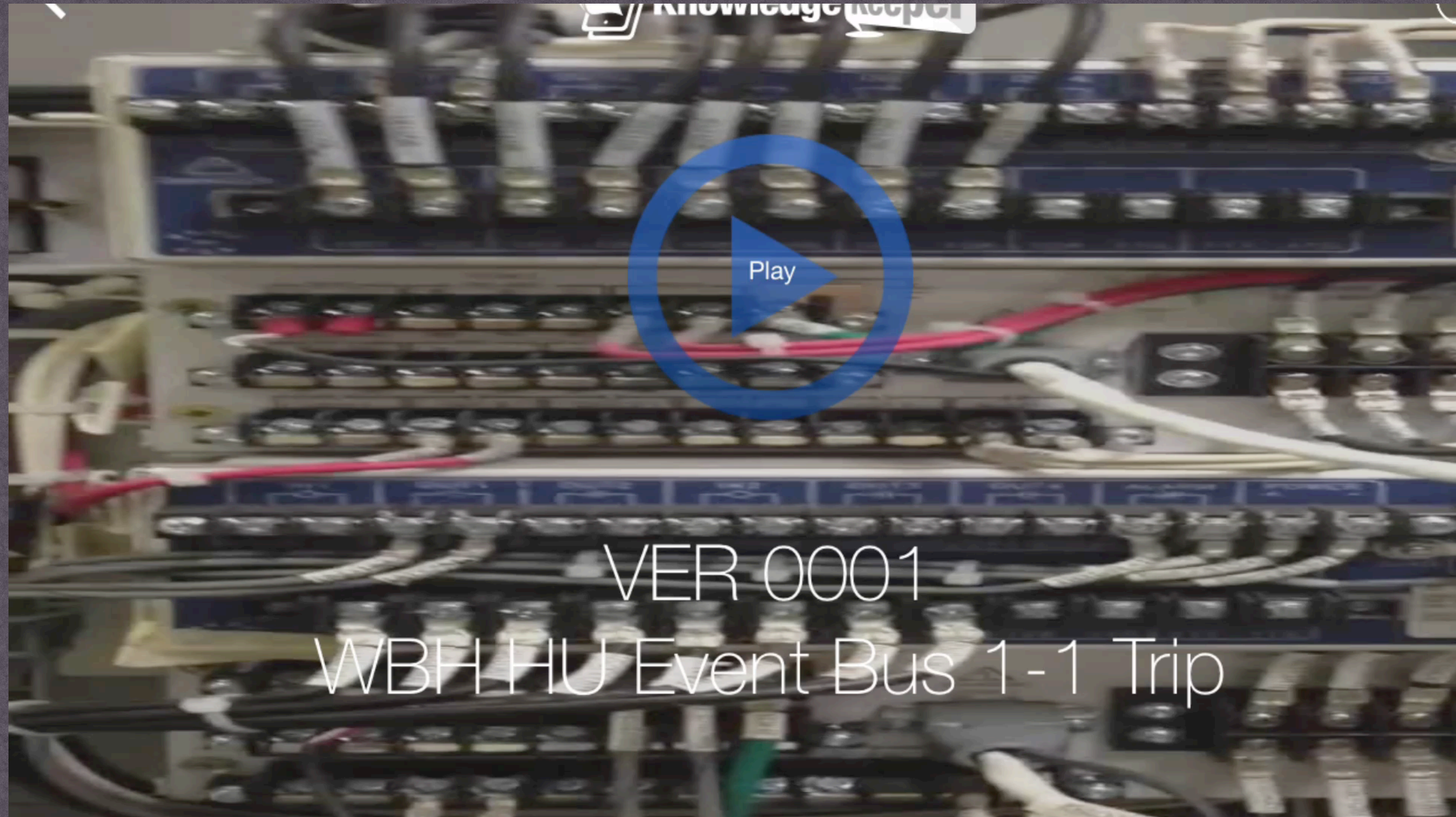


*Myth Busters., "Appliances in the Bath", October 20, 2004, Episode 19*  
<https://www.youtube.com/watch?v=bhSa38NzYnA>



# ONE RELAY IS COMPLICATED... 1000 ARE COMPLEX

---



Video on [knowledgekeeper.com](https://www.knowledgekeeper.com) "VER 0001 - WBH HU Event Bus 1-1 Trip", May 13, 2014,  
KnowledgeKeeper App >> Library >> Video Event Reports (VERs)



# FUSE REPLACEMENT: COMPLICATED OR COMPLEX ?

---

Knowingly  
Not Safe

Knowingly  
Safe



Unknowingly  
Safe

Unknowingly  
Not Safe



# LIGHTING A GRILL: COMPLICATED OR COMPLEX ?

---



ABC News on [youtube.com](https://www.youtube.com/watch?v=bhSa38NzYnA)., *Danger in the Backyard: Propane Grill Explosion*”, January 2, 2013,  
<https://www.youtube.com/watch?v=bhSa38NzYnA>



# FUSE TESTING: COMPLICATED OR COMPLEX ?

---



*Anonymous*









**NEGATIVE**

← **ORGANIZATIONAL INFLUENCE**

**MORE EVENTS**



**POSITIVE**

**ORGANIZATIONAL INFLUENCE** —>

**NEGATIVE**

<— **ORGANIZATIONAL INFLUENCE**

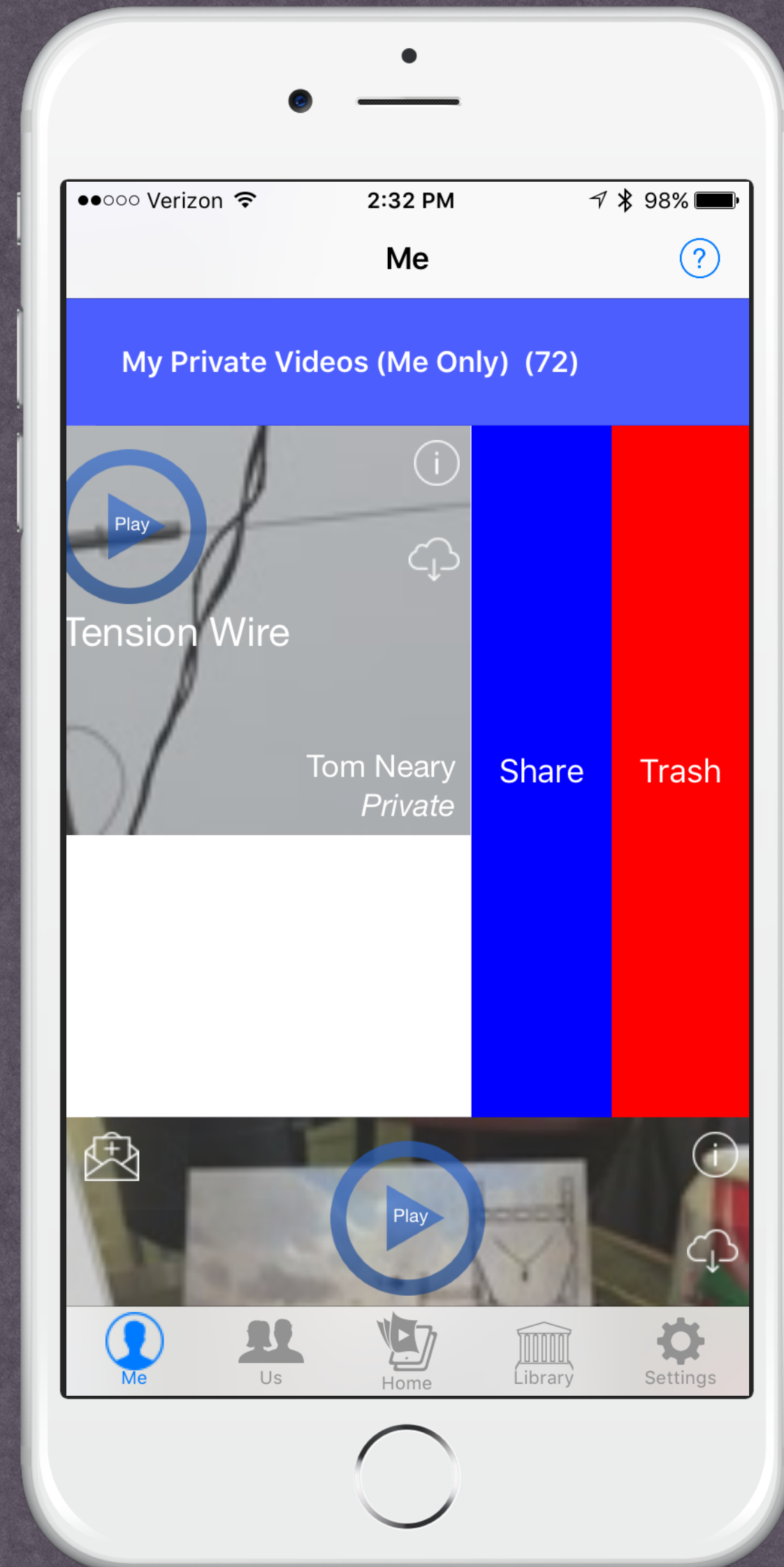
**MORE EVENTS** <.....

.....> **FEWER EVENTS**



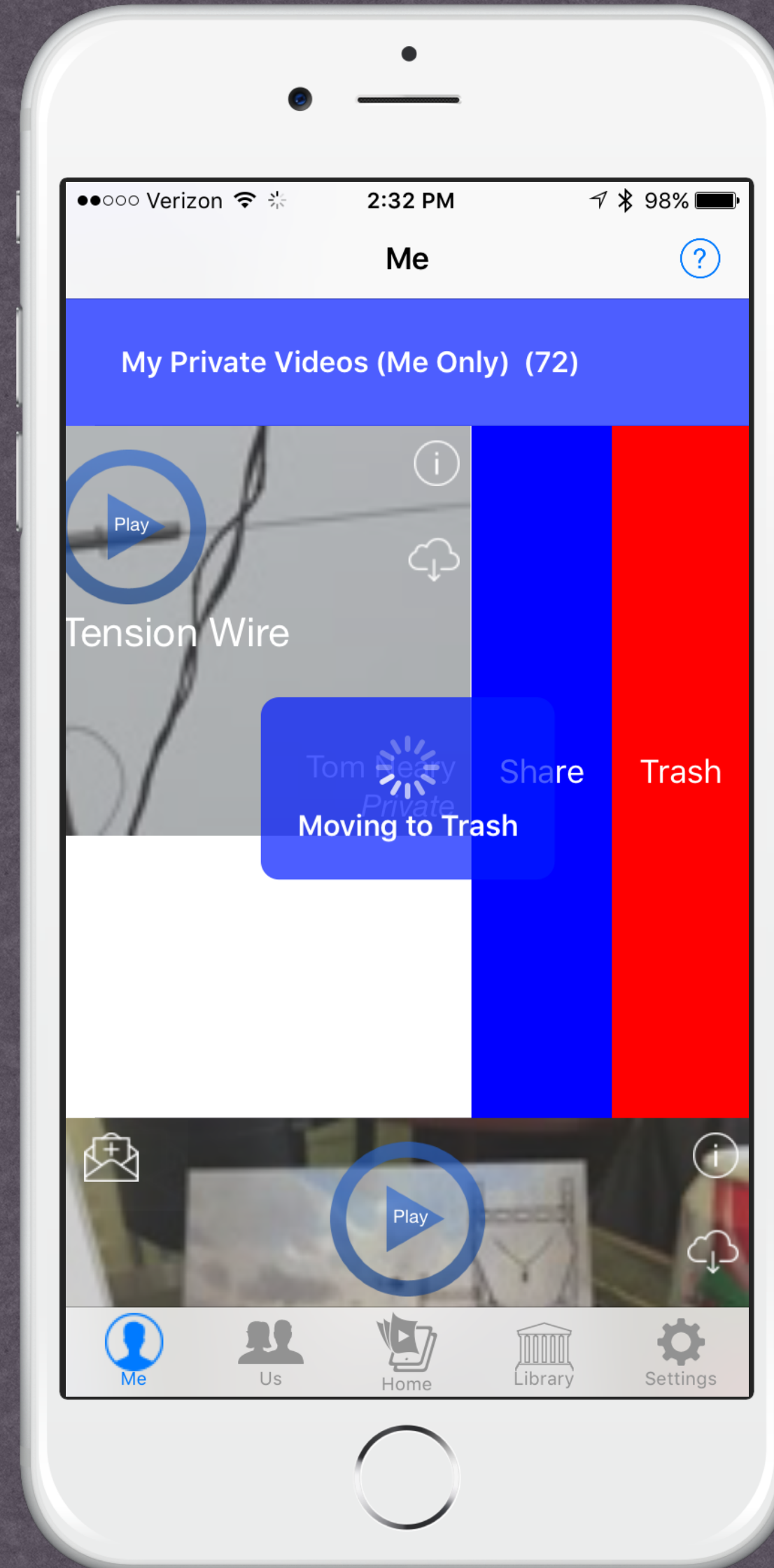
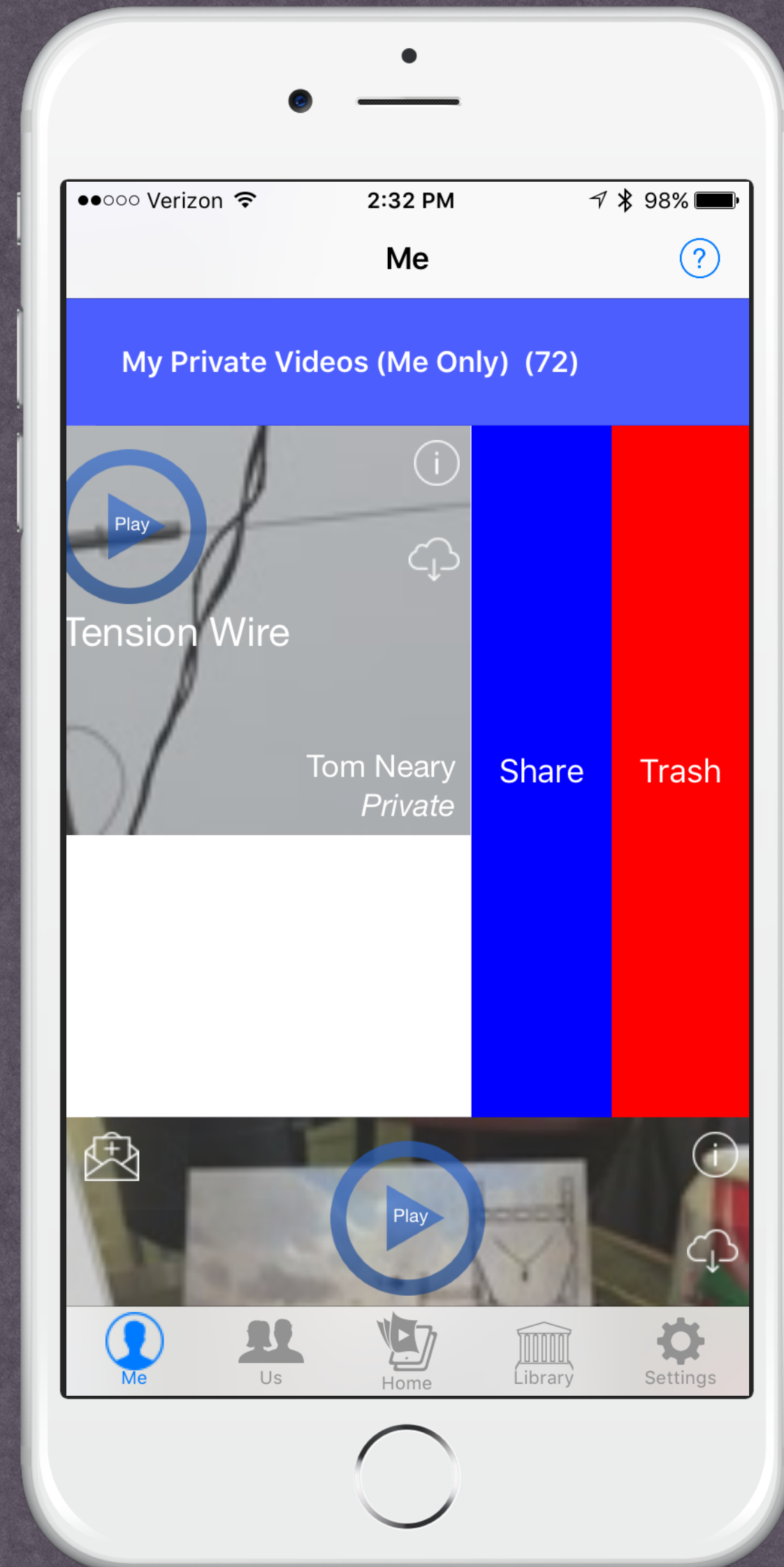
# MAKING SOFTWARE RESILIENT

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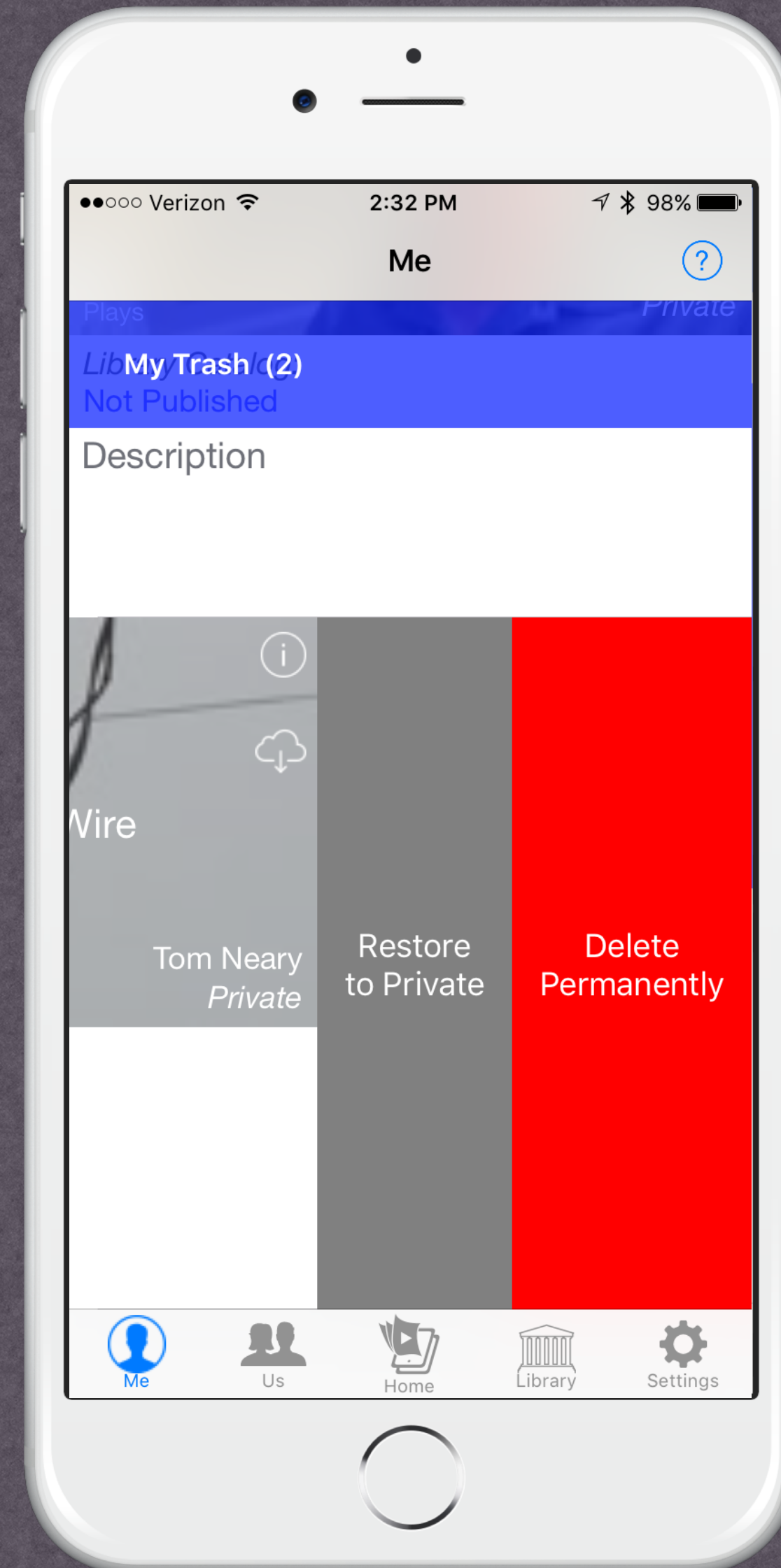
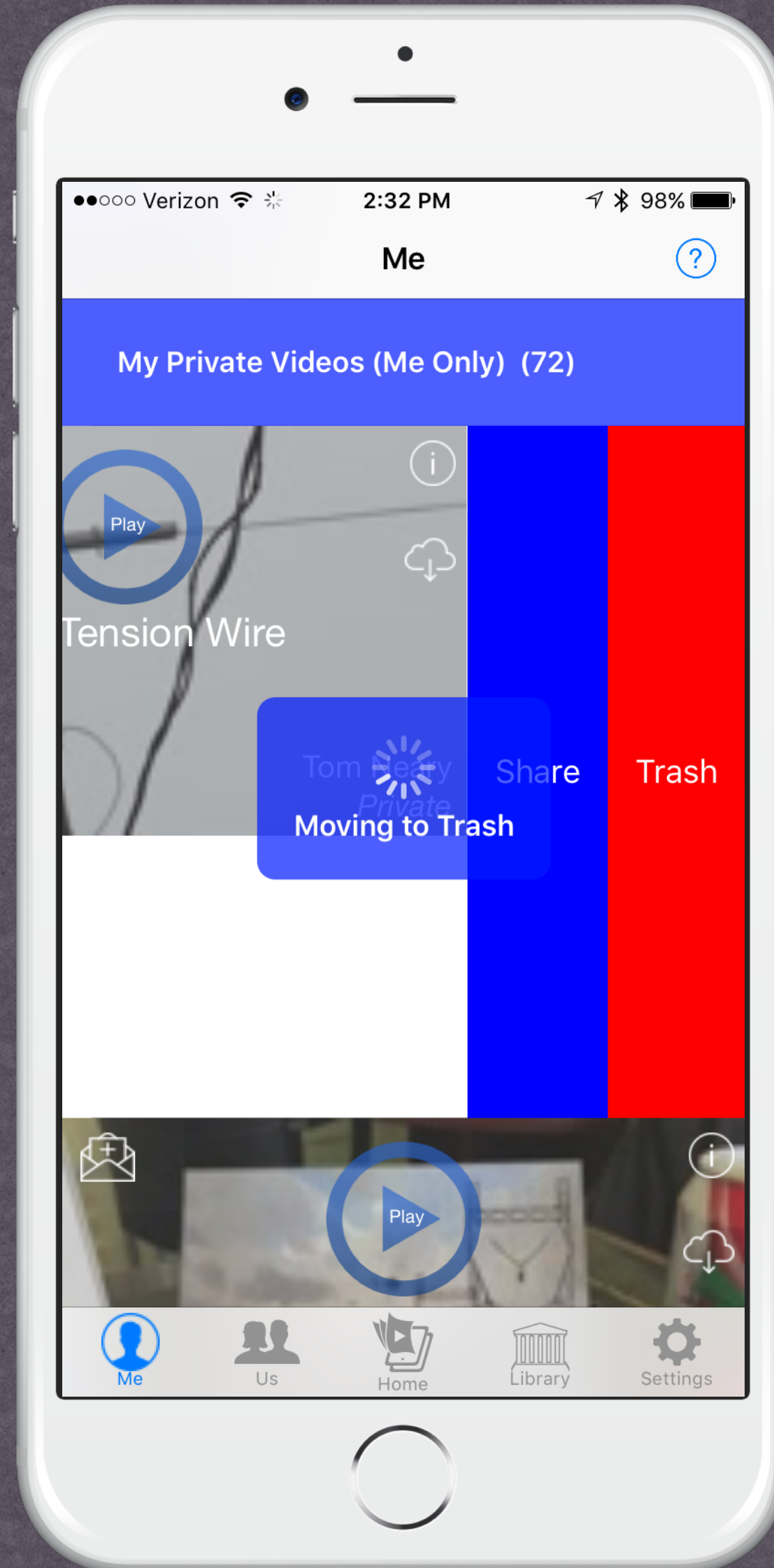
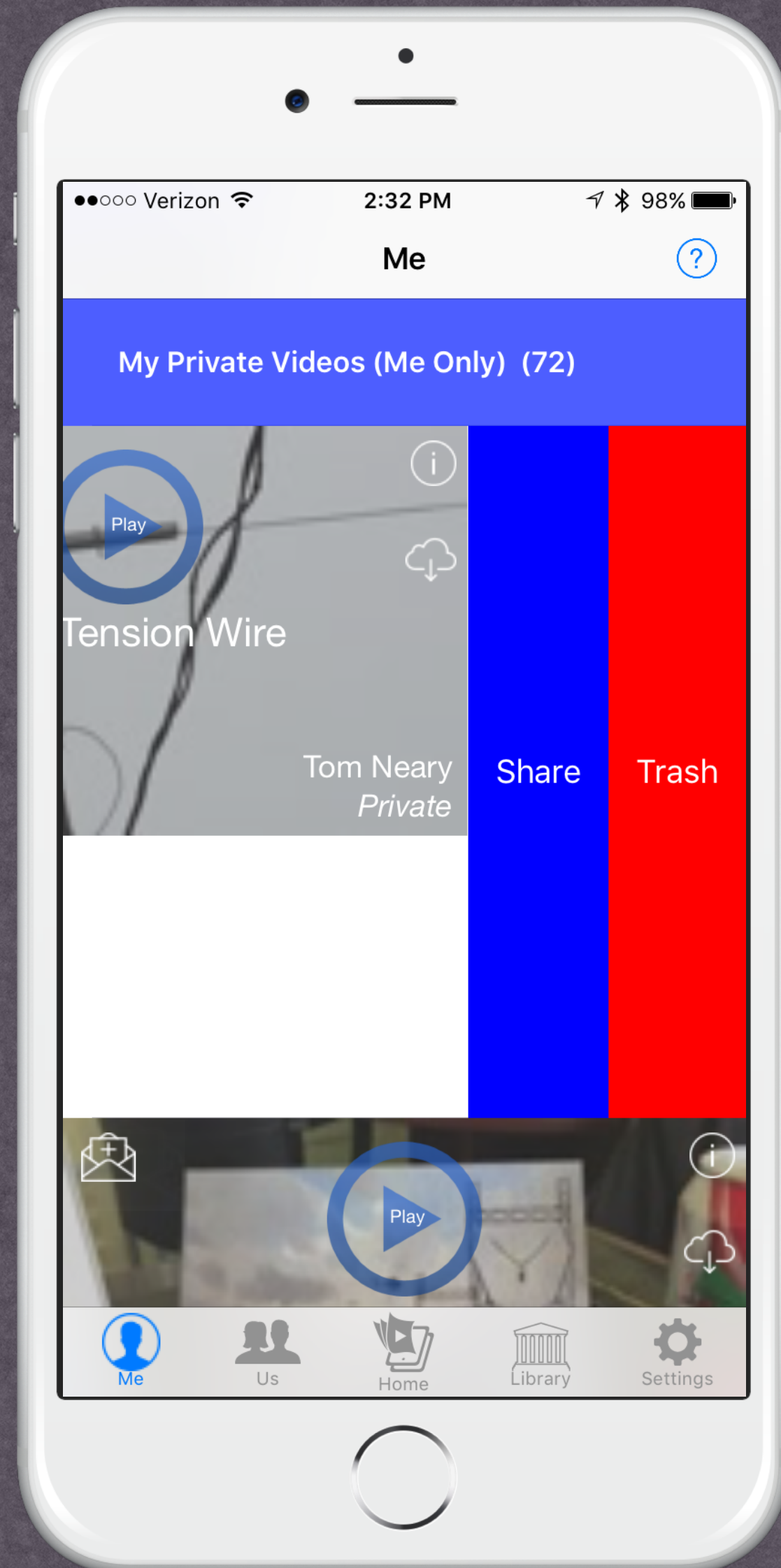


# MAKING SOFTWARE RESILIENT





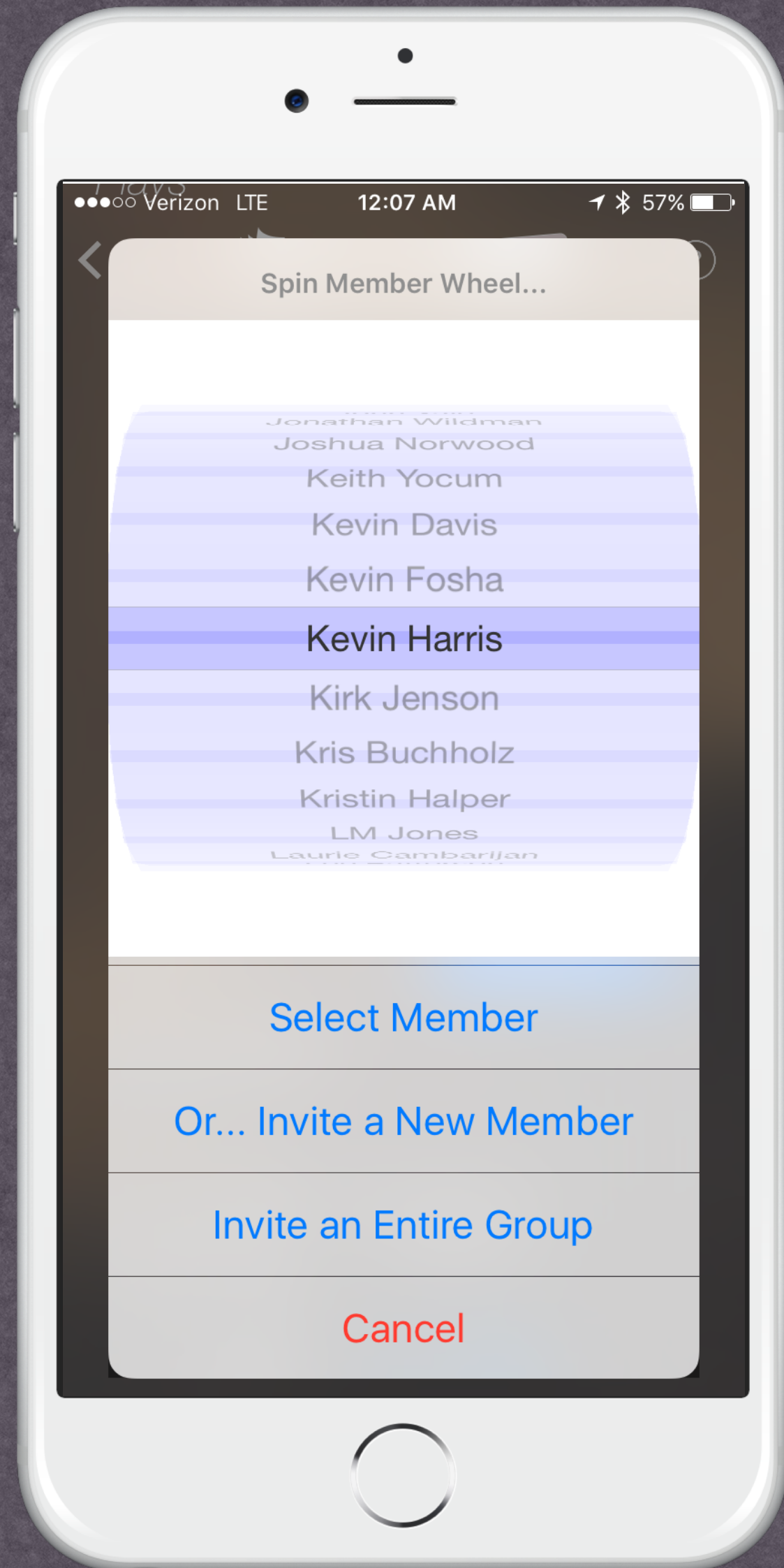
# MAKING SOFTWARE RESILIENT





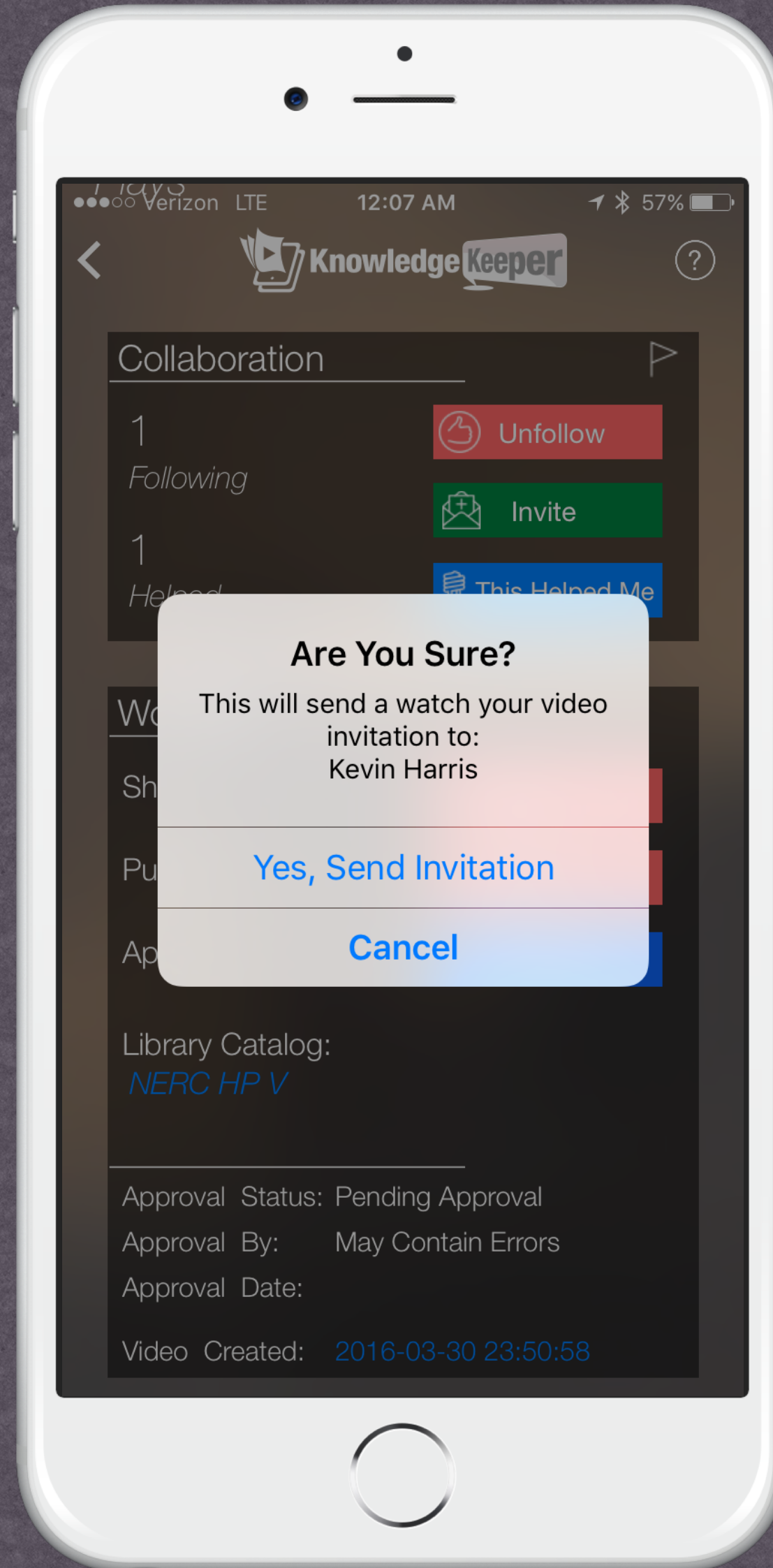
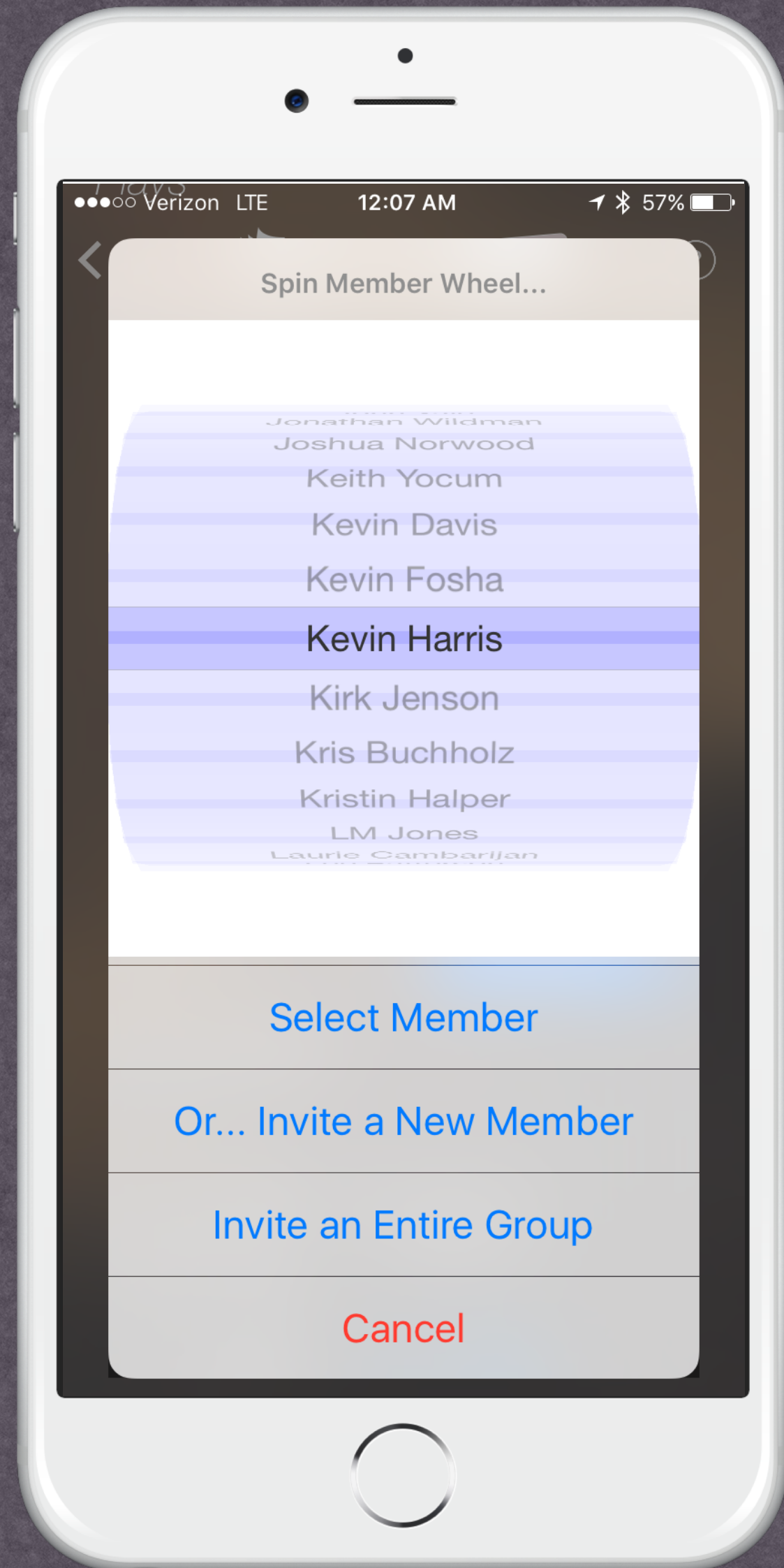
# MAKING SOFTWARE COMMUNICATE BETTER

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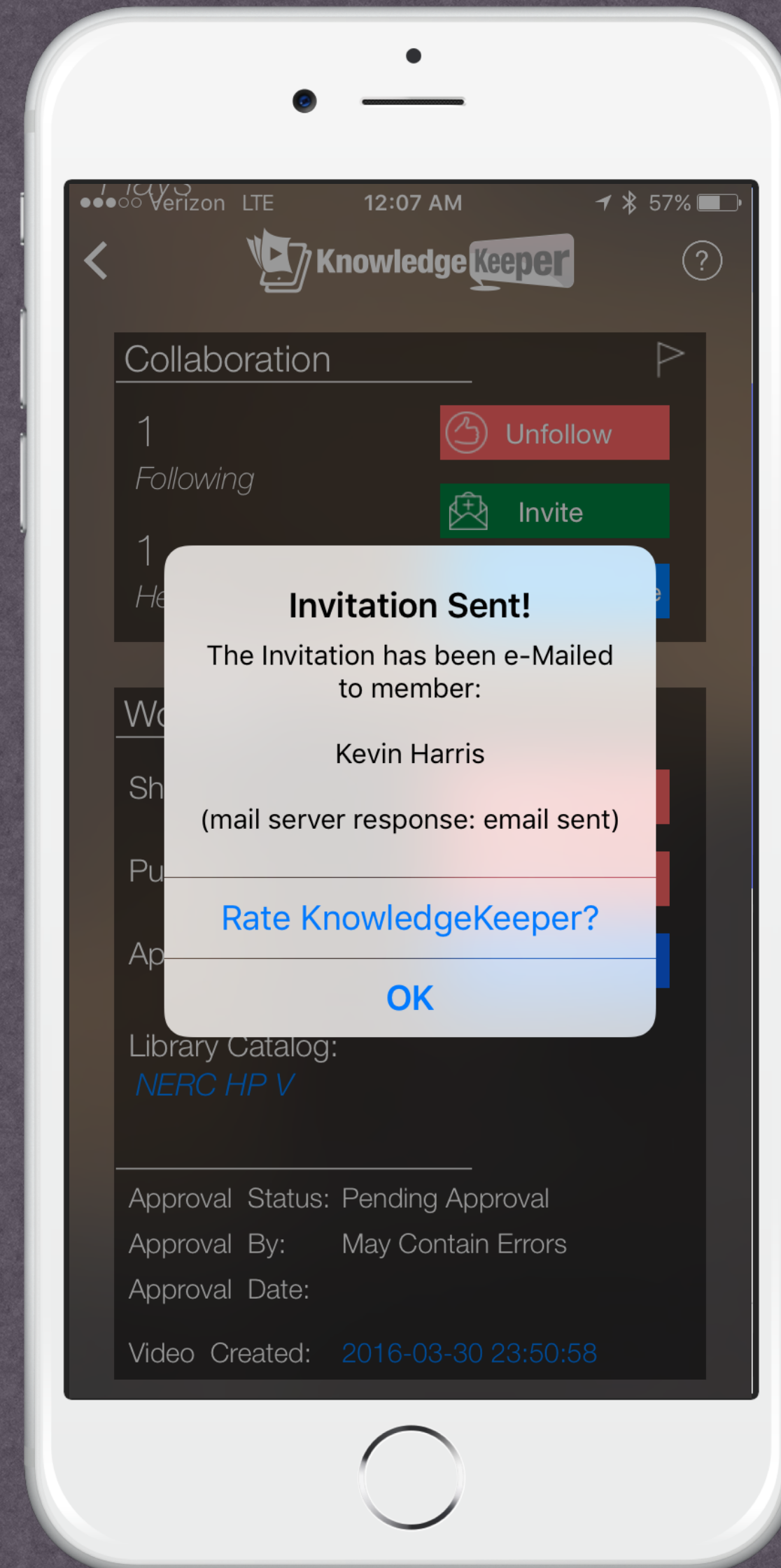
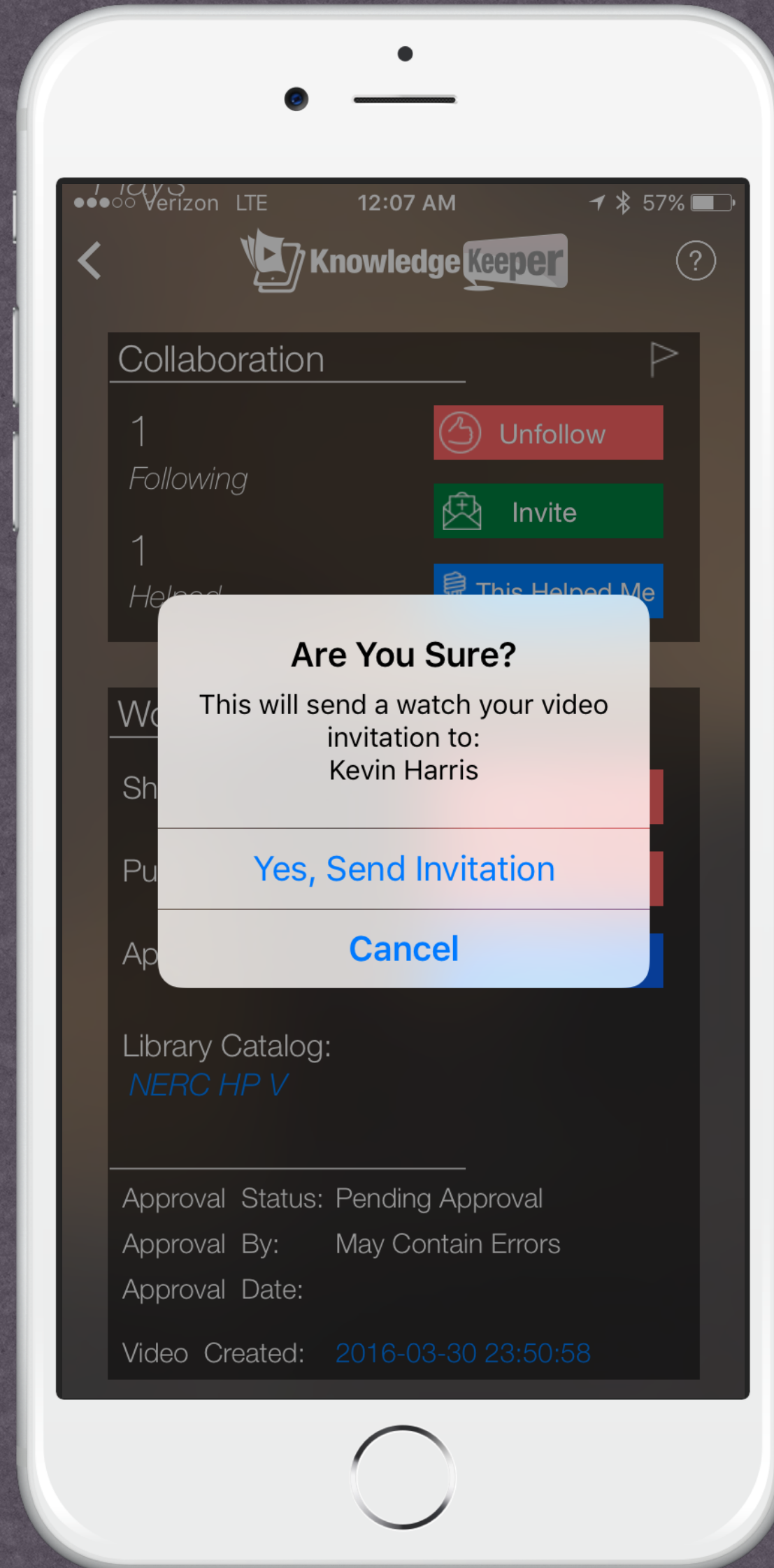
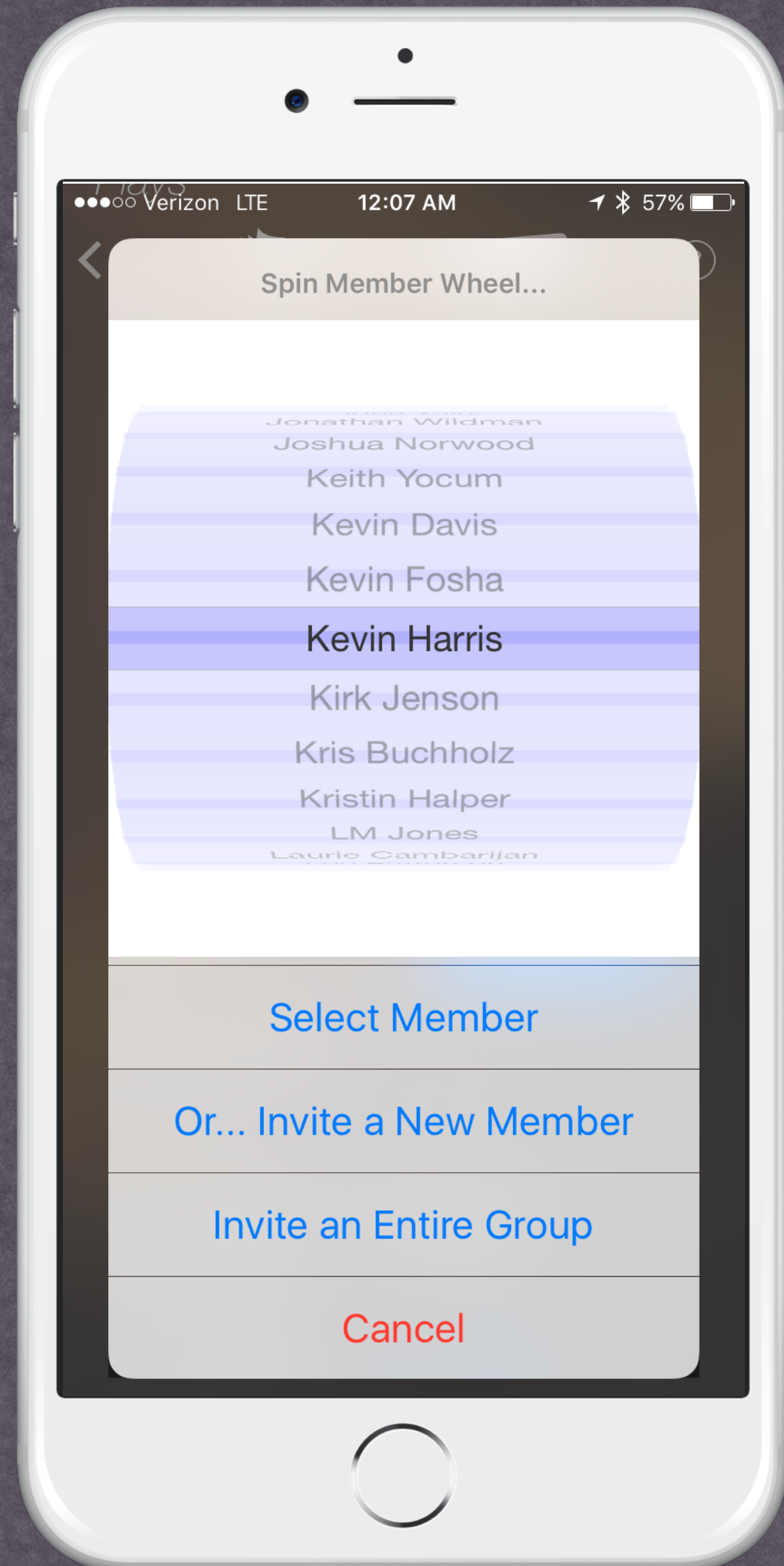


# MAKING SOFTWARE COMMUNICATE BETTER





# MAKING SOFTWARE COMMUNICATE BETTER





# FOCUS ON THE ORGANIZATION **NOT** THE PERSON



Video on [knowledgekeeper.com](https://www.knowledgekeeper.com) "Hazard Enviromental: Traffic", March 28, 2016,  
KnowledgeKeeper App >> Library >> Is It Safe ?



# IS LANDING A PLANE DANGEROUS?

*Procedures and Training Alone  
Can Not Eliminate Crashes*

Further Reading:

*General Stanley McChrystal, Tatum Collins, David Silverman, Chris Fussell. "Team of Teams: New Rules of Engagement for a Complex World". 2015, Random House*





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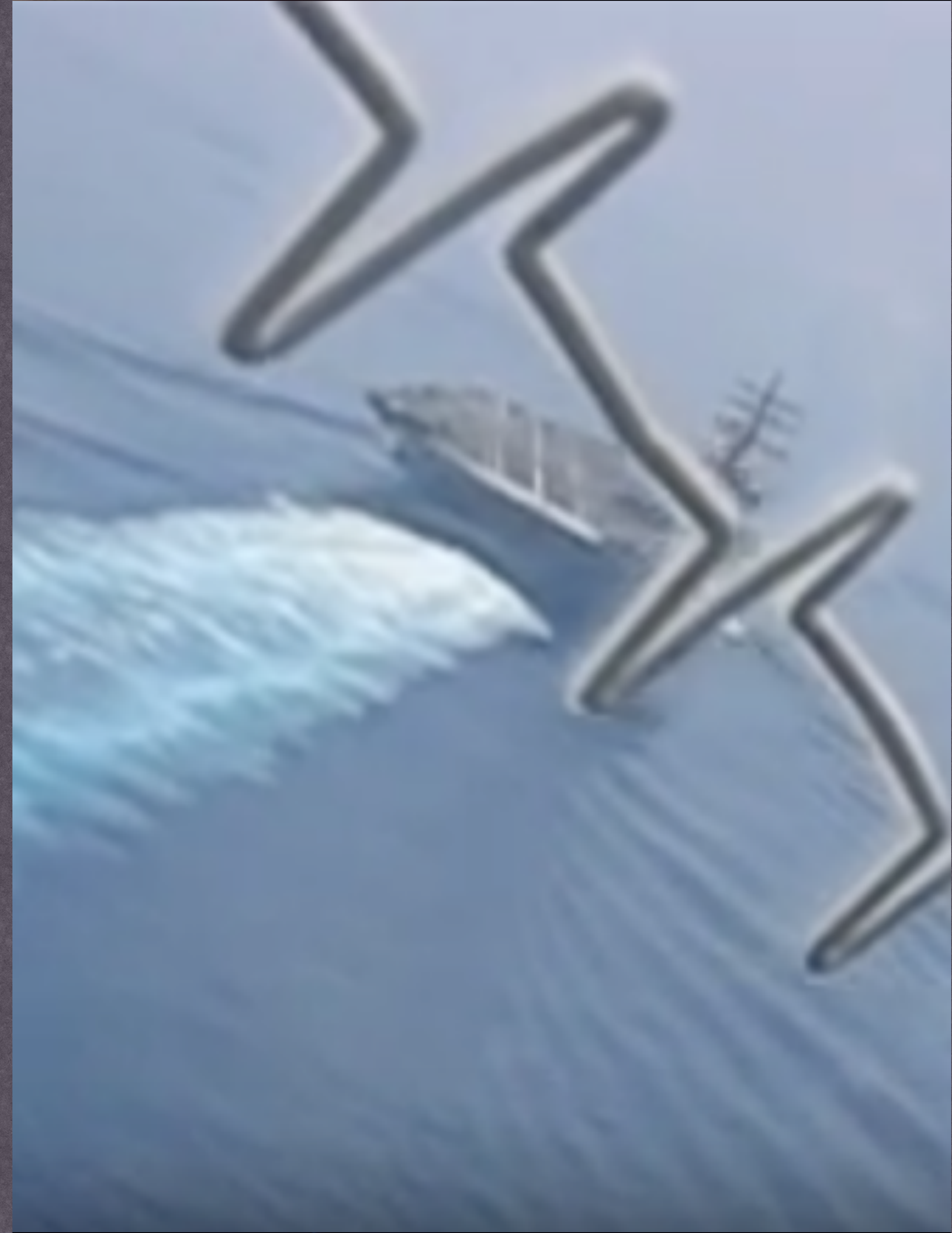


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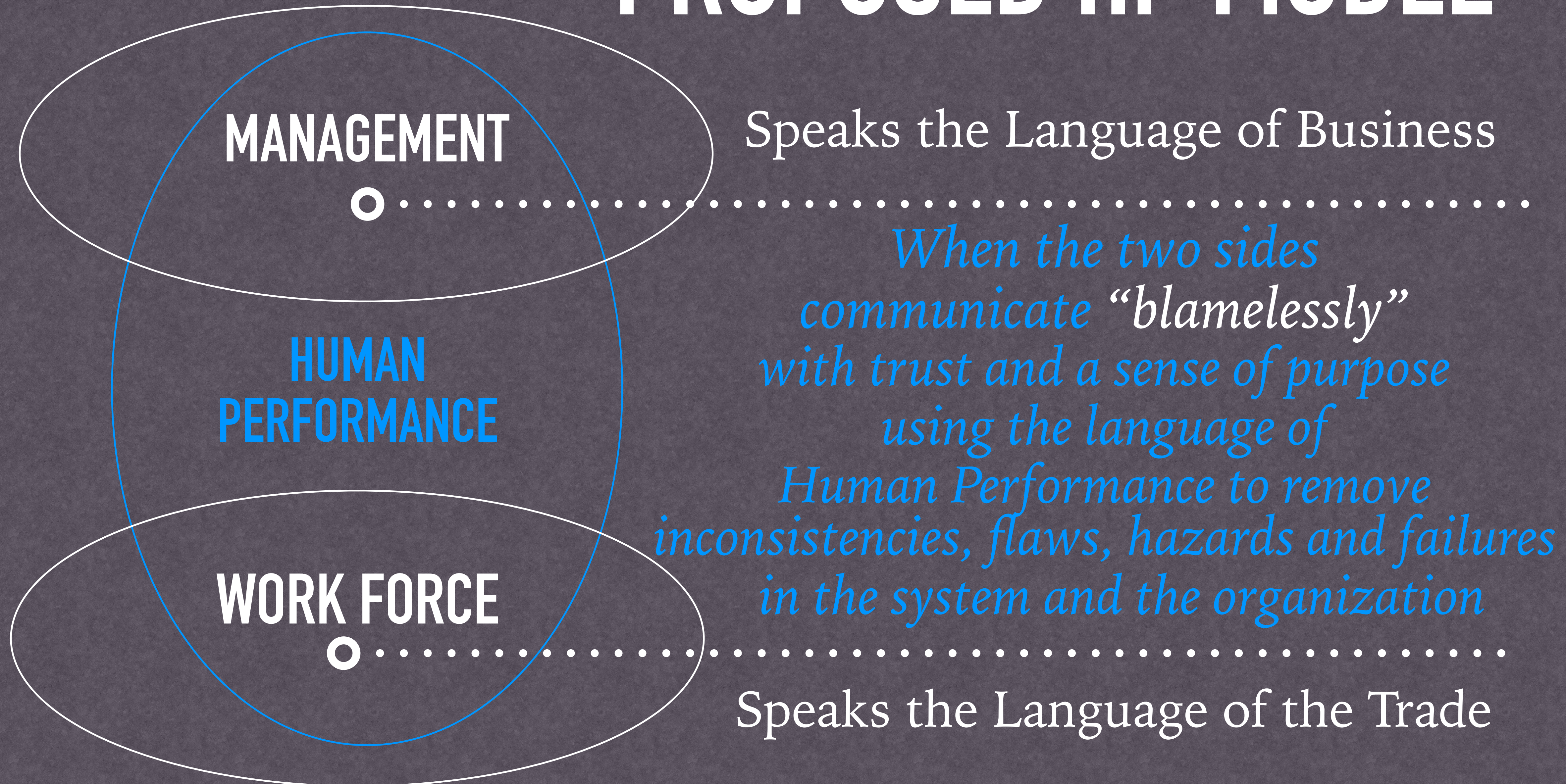
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# PROPOSED HP MODEL





# DOES BLAMELESS HP WORK ? ASK SULLY AND HIS CREW

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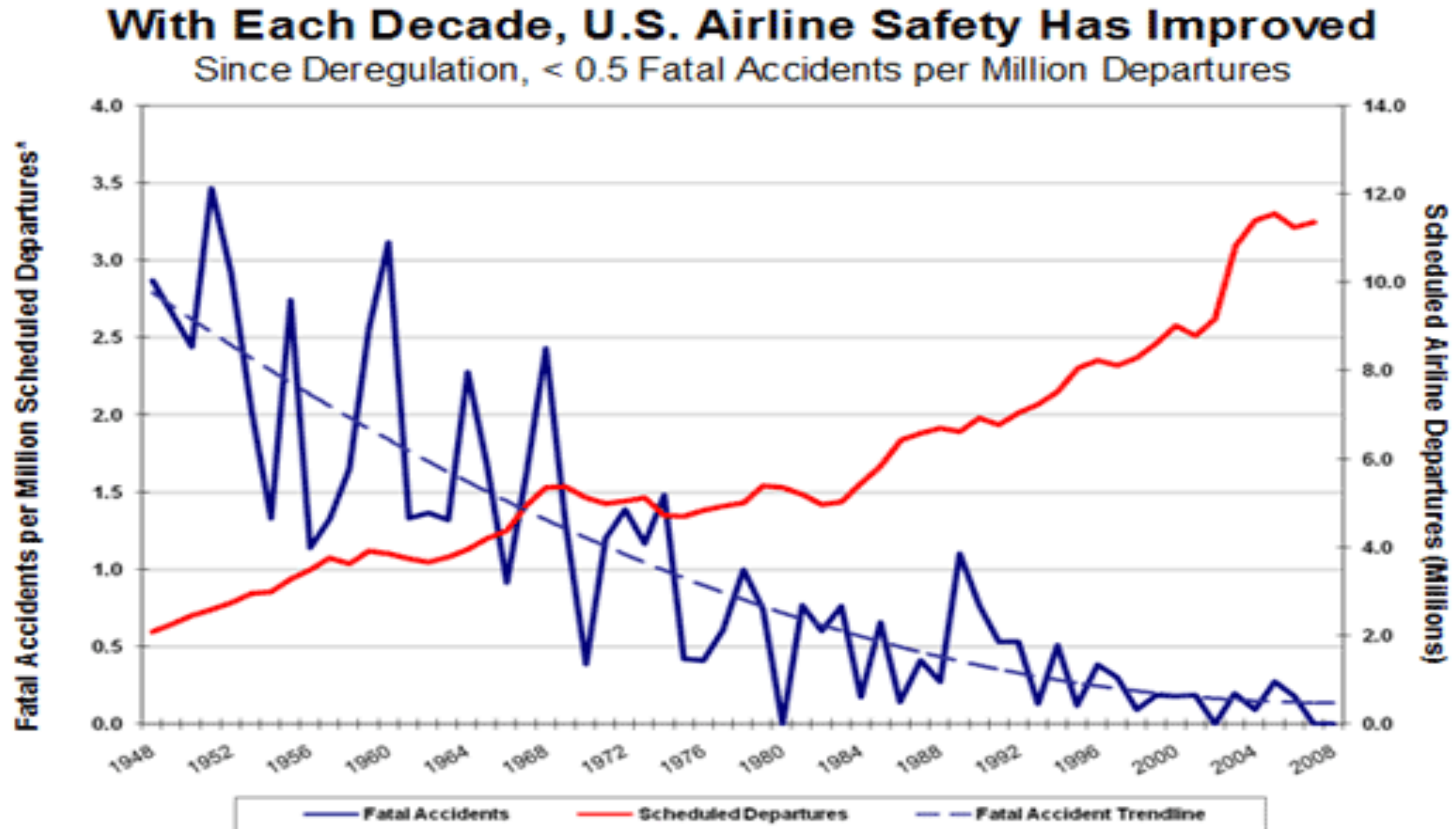


*artistgmg on [youtube.com.](https://www.youtube.com/watch?v=2gT3ycaIeIA), "Flight 1549 Crash Landing with Real ATC, Feb 9th 2009, [www.youtube.com/watch?v=2gT3ycaIeIA](https://www.youtube.com/watch?v=2gT3ycaIeIA)*



# IS ONE U.S. AIRLINE SAFER THAN ANOTHER?

U.S. Airline Industry



\* Scheduled passenger and cargo operations of U.S. air carriers operating under 14 CFR 121; NTSB accident rates exclude incidents resulting from illegal acts  
Source: National Transportation Safety Board (NTSB)





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