

JUST CULTURE: A STRATEGIC PERSPECTIVE.

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MARCH 27, 2018



LIFE, AIN'T IT GRAND?

Life, Liberty, and the Pursuit of Happiness

Thomas Jefferson

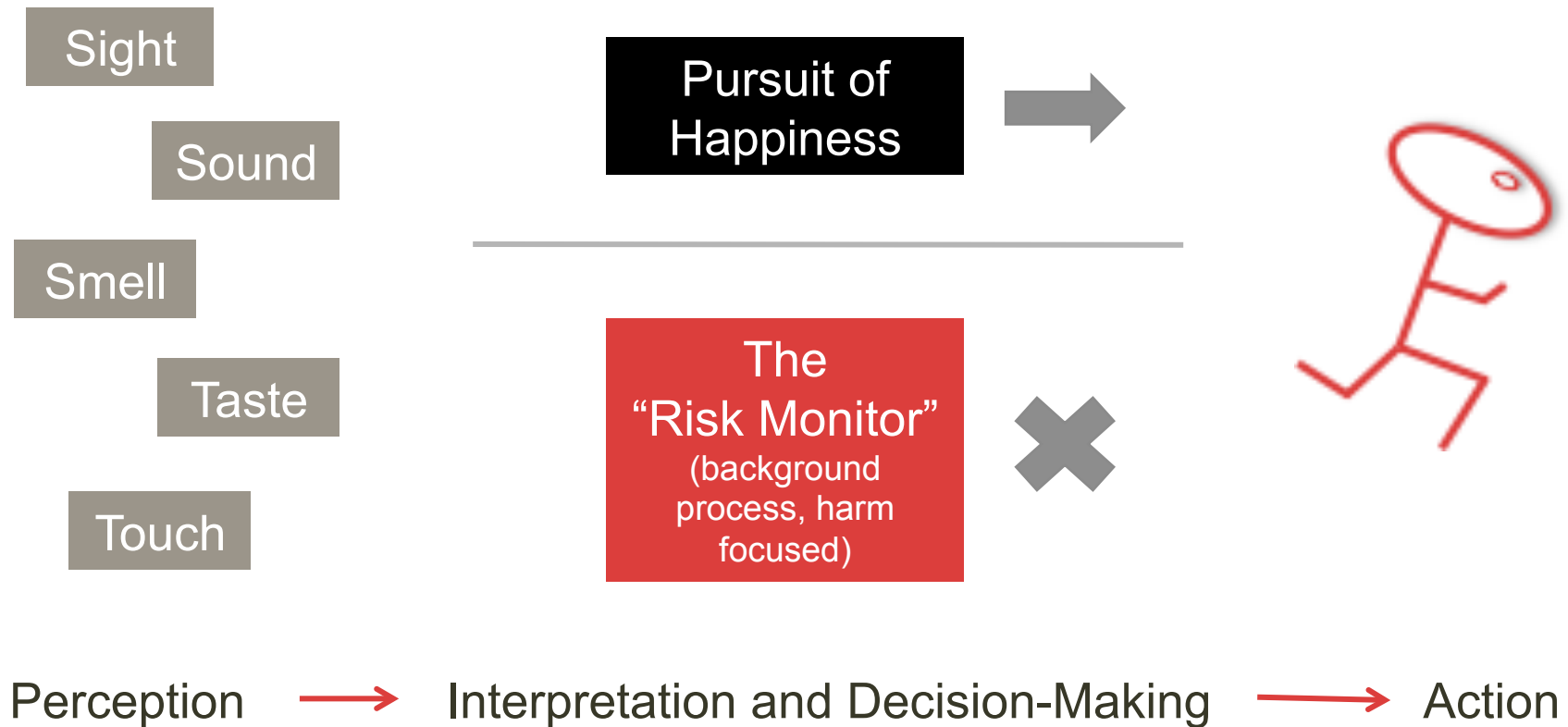
**UNFORTUNATELY,
SOMEWHERE IN
WESTERN
MASSACHUSETTS**

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

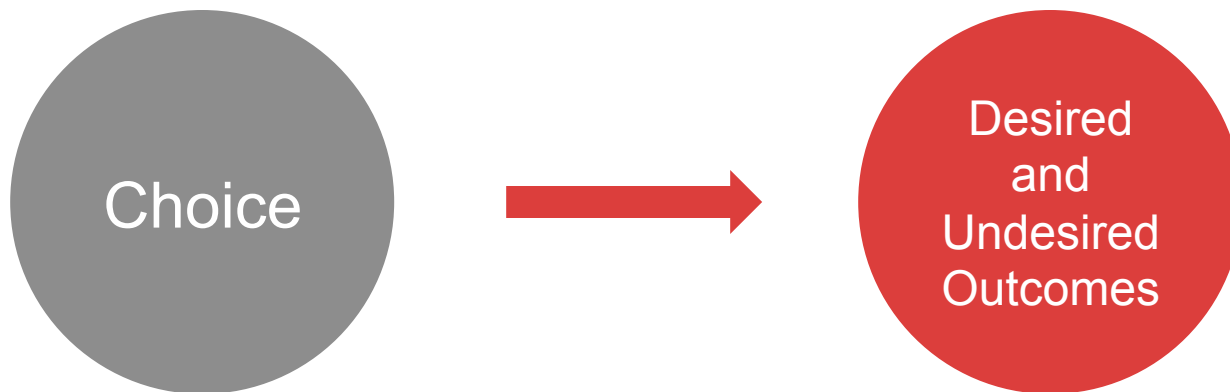
**Hurry, Bob, the weekly
Patriots / Falcons rerun
starts in 10 minutes**



THANKFULLY, WE ALL HAVE A RISK MONITOR



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?

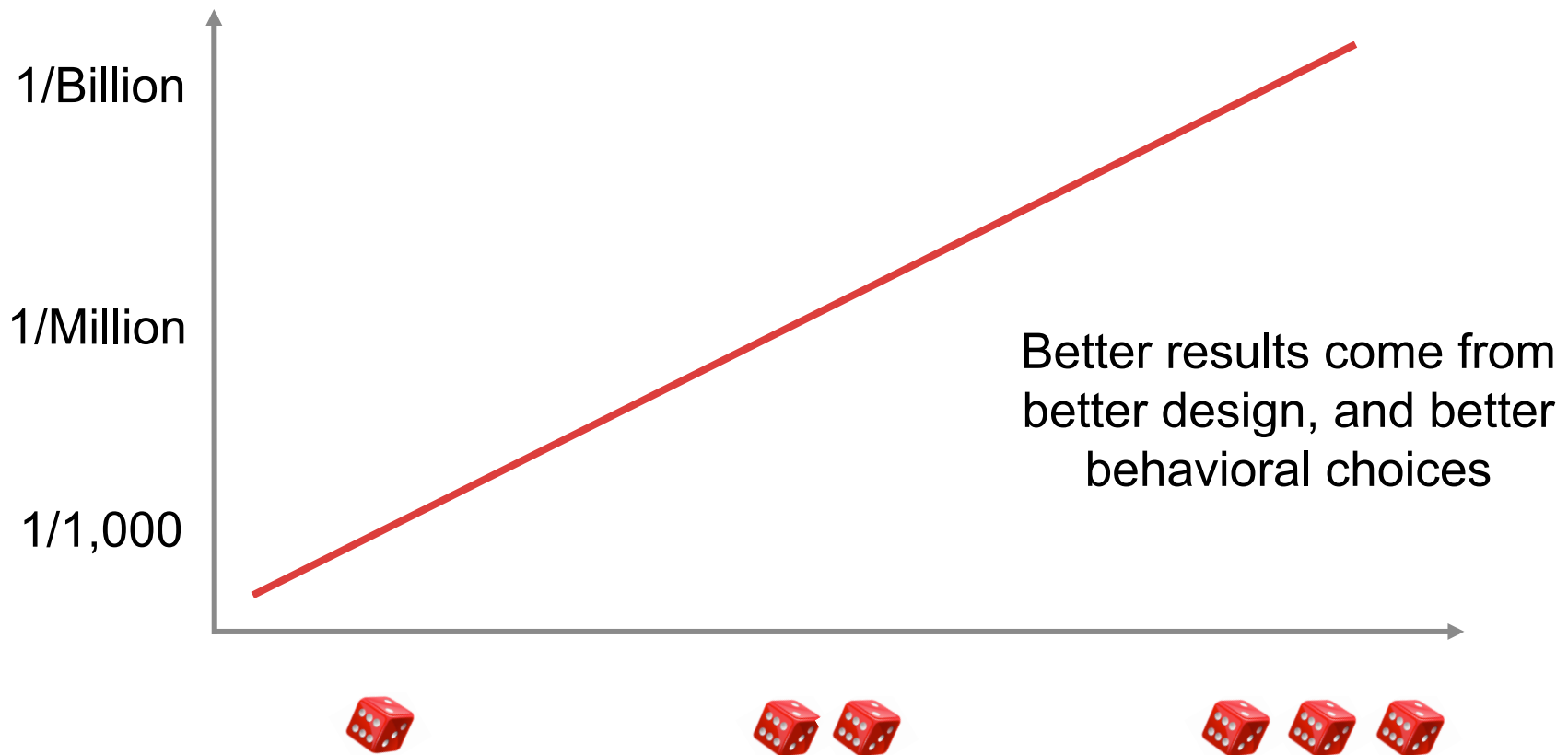
I am an inherently self-serving, occasionally altruistic, happiness-seeking, inescapably fallible, pack animal blessed (or cursed) with free will and a mis-tuned ability to see and avoid hazards in the world around me



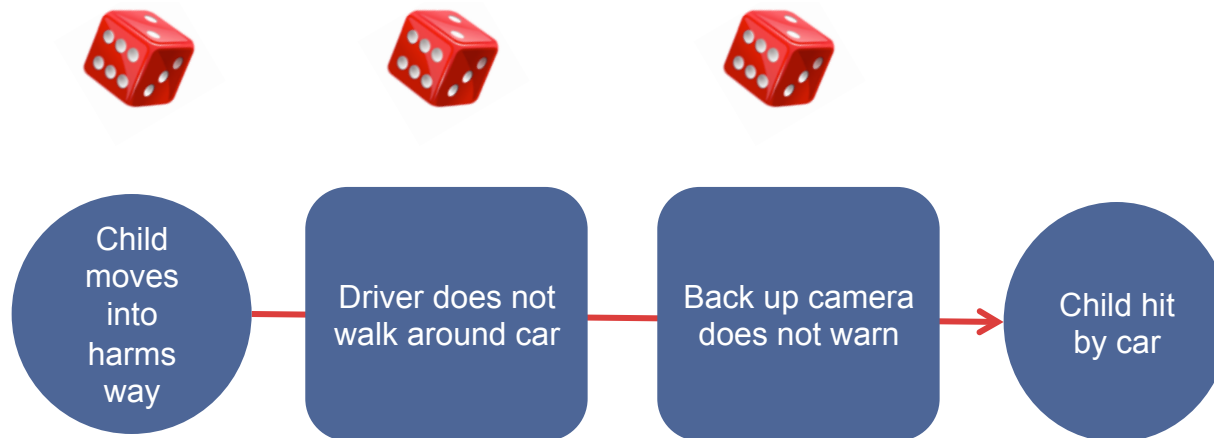
**THEN HOW DO WE GET TO
GREAT OUTCOMES?**



A GENERAL SCHEMA

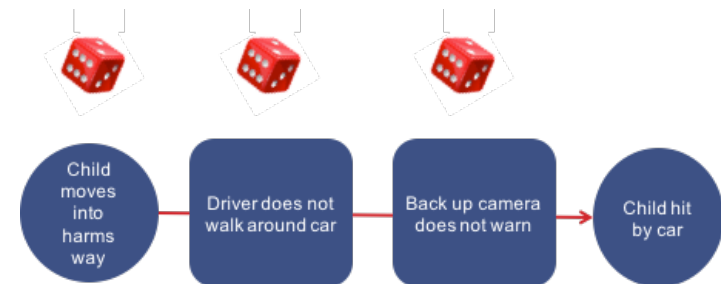


AN EXAMPLE



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>

DUTY

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 or inadvertently doing other than what should have been done. Slip, lapse, mistake.

I will make mistakes

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

I will drift

Reckless Behavior - behavioral choice with conscious disregard and unjustified risk to others.

I will knowingly gamble with others



JUST CULTURE

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

Console

Learn

JUST CULTURE

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

Coach

Learn

JUST CULTURE

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

Sanction

Learn

JUST CULTURE (SIMPLIFIED)



and, do it all independent of outcome

JUST CULTURE (SIMPLIFIED)

A Single Event

Human Error	At-Risk Behavior	Reckless Behavior
<i>Product of Our Current System Design and Behavioral Choices</i>	<i>A Choice: Risk Believed Insignificant or Justified</i>	<i>Conscious Disregard of Substantial and Unjustifiable Risk</i>
Manage through changes in: <ul style="list-style-type: none">• Choices• Processes• Procedures• Training• Design• Environment	Manage through: <ul style="list-style-type: none">• Removing incentives for at-risk behaviors• Creating incentives for healthy behaviors• Increasing situational awareness	Manage through: <ul style="list-style-type: none">• Remedial action• Punitive action
Console	Coach	Sanction

Repetitive Events

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

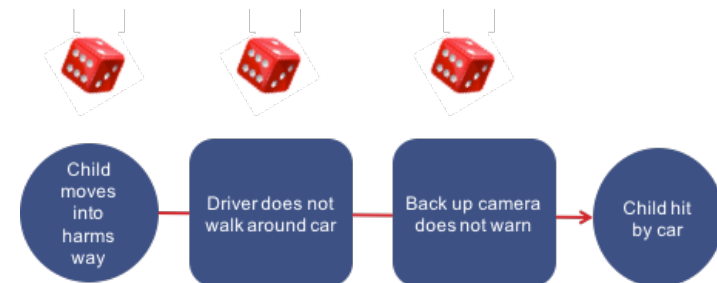
Systems + Choices = Outcomes

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

