



**FISHER
IMPROVEMENT
TECHNOLOGIES**

Intentional Communications and Leadership Engagement

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EQUILIBRIA™

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Rob Fisher

President of Fisher IT, Inc.



- **Over 25 yrs. of nuclear and utility experience**
- **FIT Cumulative over 100 yrs. of industrial experience**
- **Specialties in:**
 - Human performance integration
 - Root Cause / Catastrophic Failure Analysis
 - Procedures / Programs / Processes
- **Conducted over 50 successful integration strategies in:**
 - Heavy Industry / Chemical / Metals
 - Nuclear / Traditional Generation / Transmission / Distribution
 - Construction
 - Department of Energy
- **Recognized contributor to reduction of fatalities and serious / life altering 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
 - Team member for development of IAEA standards for Observation, Coaching, Advanced Error Reduction and Root Cause

Is It Reasonable to Believe?

A Fair Standard for today?

Ever Had an Opinion-Based Discussion?

Who Wins?

Leaders need science, data or research-based information to make their case both up and down the chain

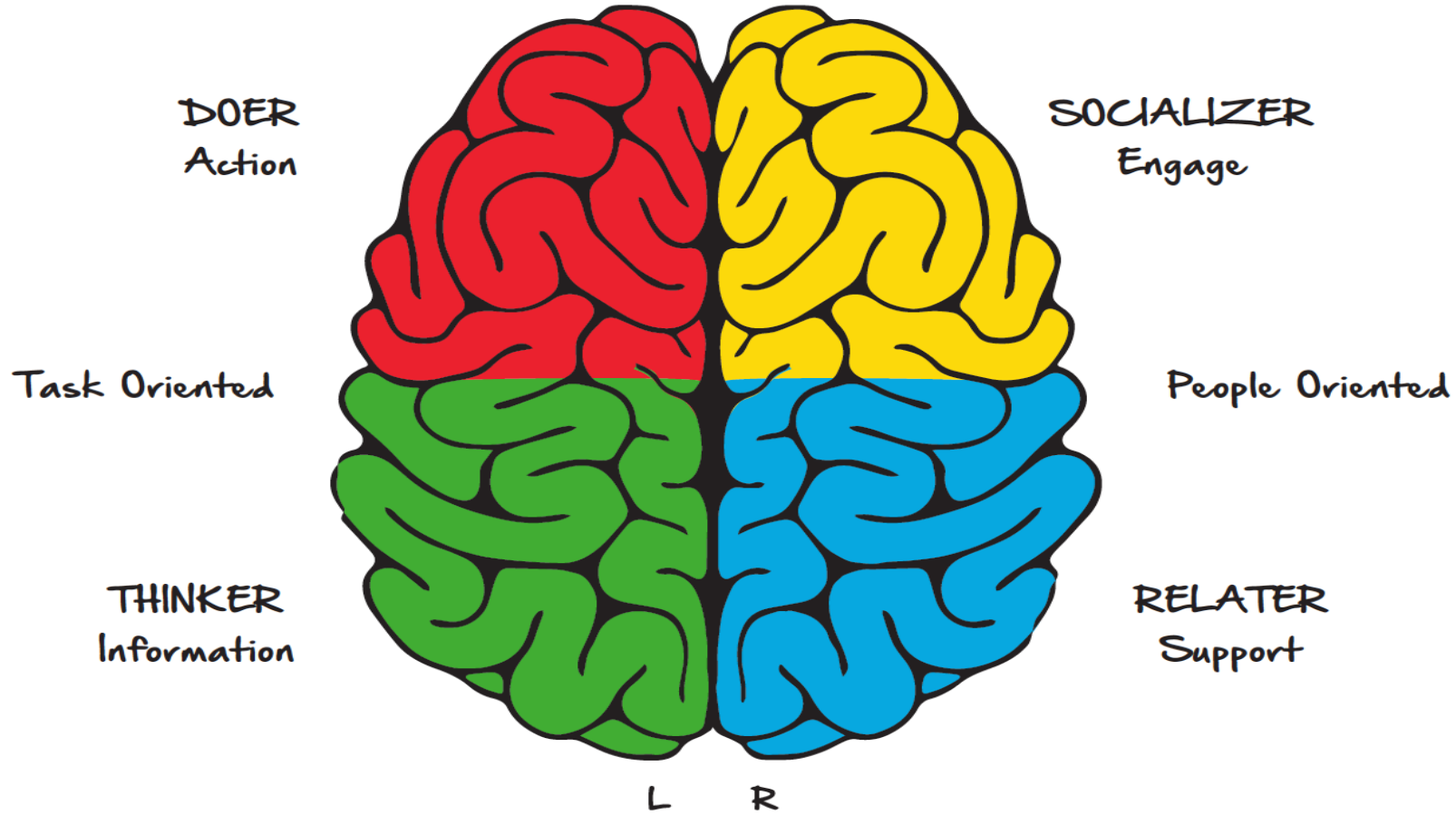
Get Those Gears Turning!



BASIC CONCEPTS

Fast Paced - Action Oriented

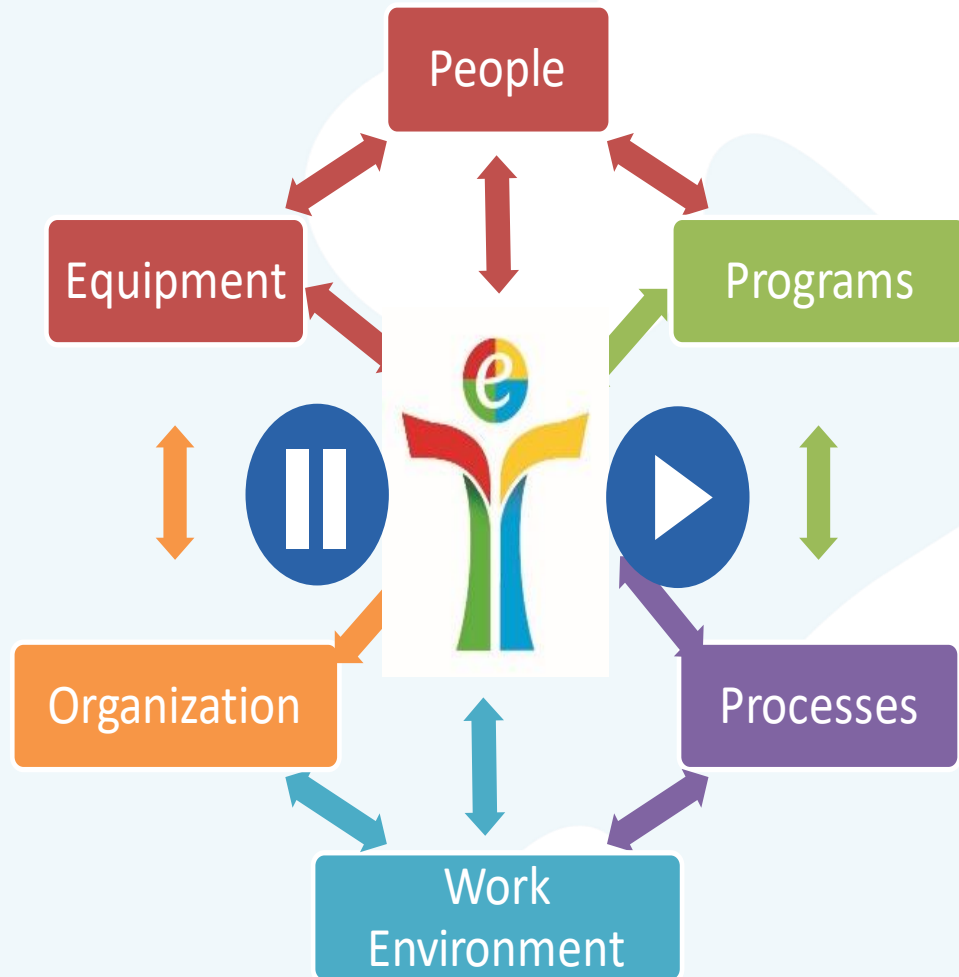
INDEPENDENT



INTERDEPENDENT

Needs time to Process - Information Oriented

Using a Systemic Approach



People do what they do, at the time that they do it, for reasons that *make sense to them at the time**

Using a Systemic Approach



The Hierarchy of Inputs...

*different people with different personalities see and manage risk differently**

* Equilibria Personality Tendency Impact Research, 2004-Present

Is It Reasonable to Believe?

That different people with different personality tendencies make decisions differently?

Leaders tend to rate peoples “bad” decisions on two things:
1) I wouldn't have made that decision ... and
2) They knew better (or They SHOULD have known!)

The Essential Leadership Cycle

How an organization controls and manages the task based system



Essential Leadership Cycle

The Reality of it All...

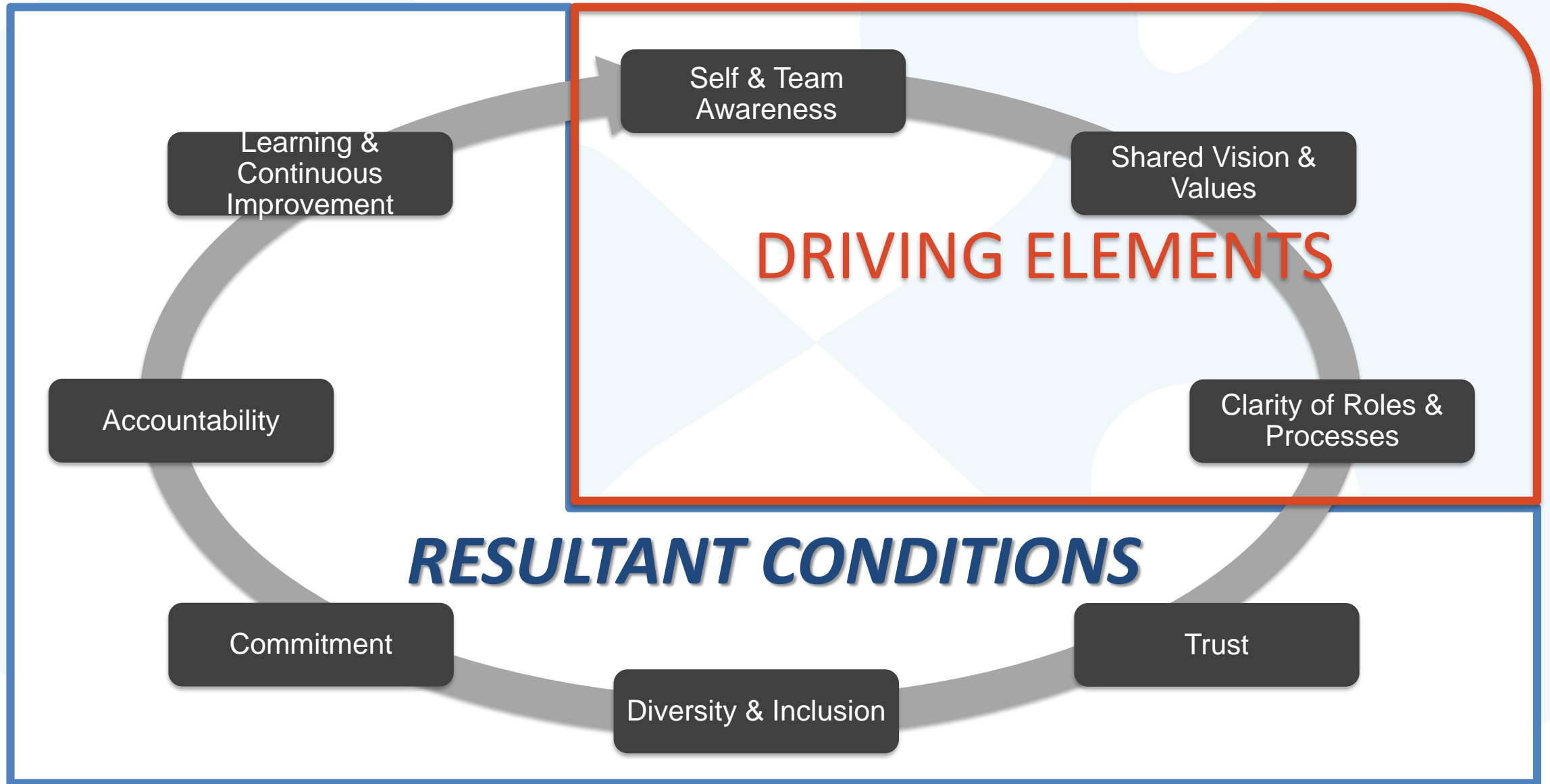
92% of 'pivotal decisions' related to Serious Injuries and Fatalities are made above the front line*

- how are leaders being taught to recognize and make these decisions?



* ORCHSE / Bell Group Serious Incident Assessment

Using the Essential Leadership Cycle to control outcomes



Get Those Gears Turning!





Engagement Practices for Intentional Leaders

Lewis Senior, Equilibria
(CEO and Executive Senior Coach)

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The Doing Socializer

42%

The Socializer - The part of your personality that helps you interact and engage with others

24%

The Doer - The part of your personality that helps you take action and get things done

21%

The Relater - The part of your personality that helps you empathize with and support others

13%

The Thinker - The part of your personality that helps you plan and analyze information



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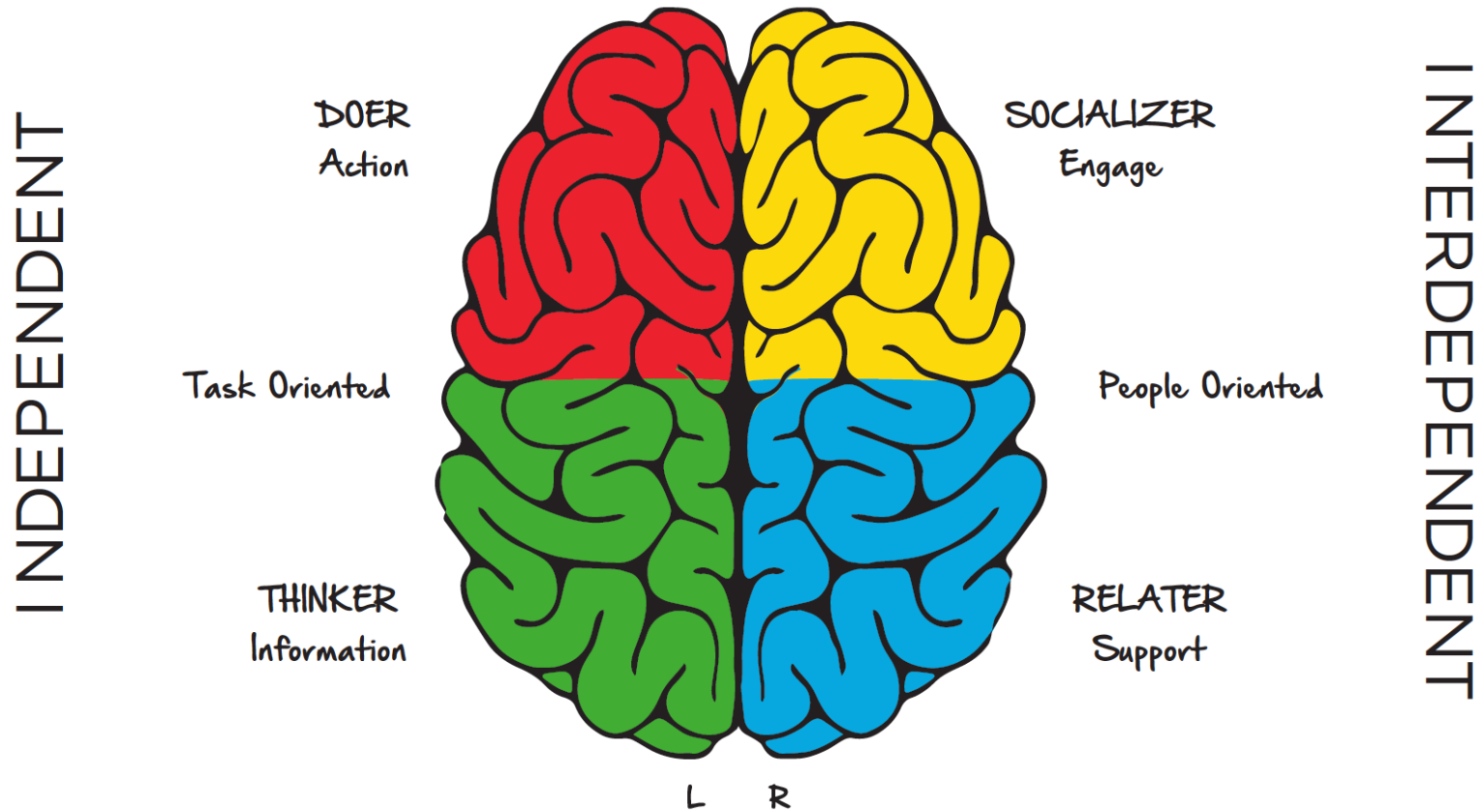
Adding **personality**
perspective technology
into the science of **human**
performance.



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BASIC CONCEPTS

Fast Paced - Action Oriented



Needs time to Process - Information Oriented

Four oval-shaped buttons with black borders are arranged in a horizontal row. From left to right, they are red, green, light blue, and yellow. Each button has a white word centered on it. The background is a light gray surface.

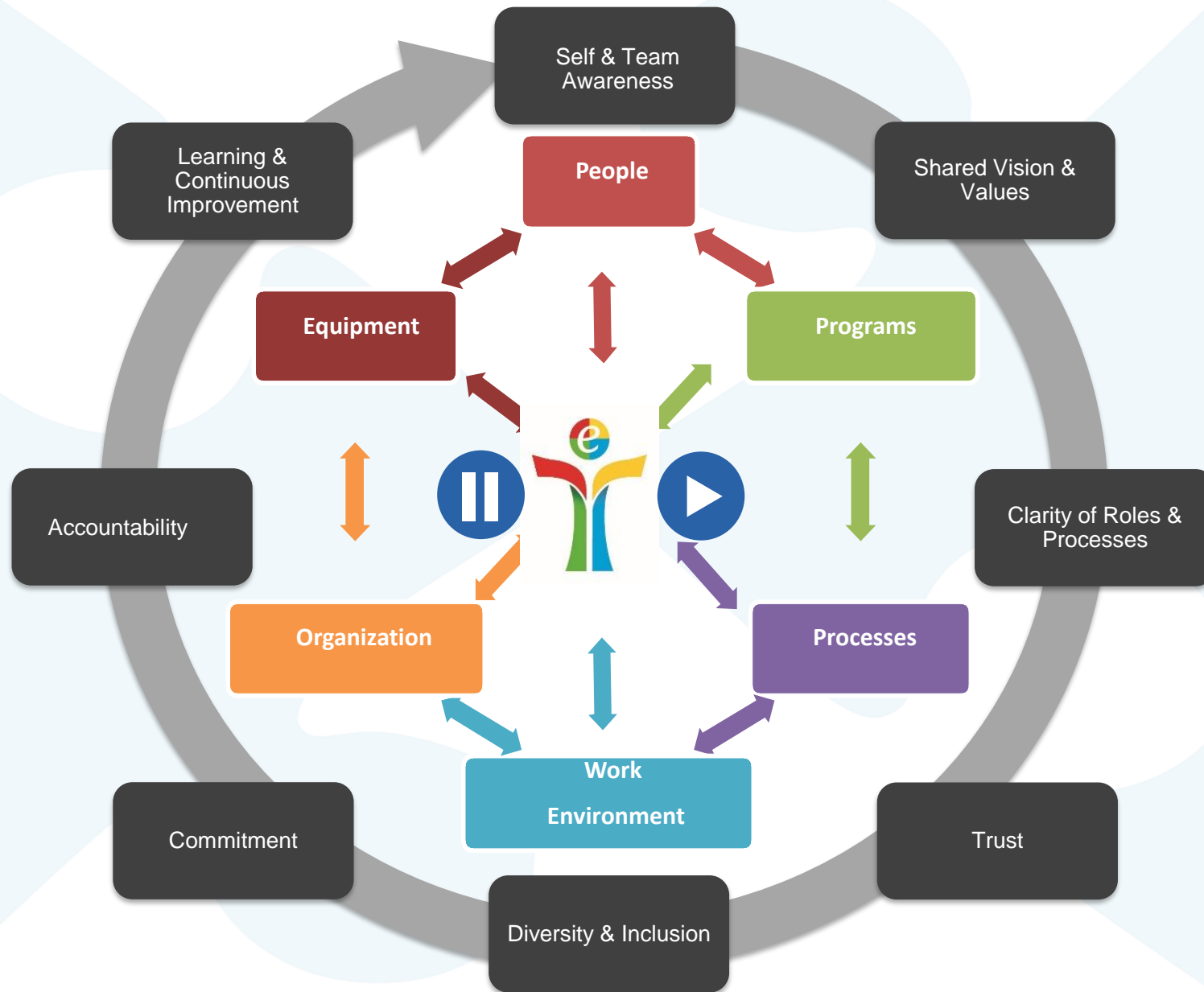
WHAT

HOW

WHY

WHO

The Essential Leadership Cycle



INTENTIONAL COMMUNICATIONS

LESS DETAILS

If you recognize the following communication style (verbal and visual):

- Displays impatience
- Likes to keep their distance
- Tends to be blunt and to the point

Consider these:

- Be clear, specific and brief
- Present the information logically
- Provide alternatives and choices for making decisions

If you recognize the following communication style (verbal and visual):

- Displays openness and willingness to engage
- Tends to talk more than listens
- Speaks about a variety of subjects in a friendly manner

Consider these:

- Be sociable, relatable and friendly
- Do not deal with a lot of details
- Ask for their opinions and ideas

If you recognize the following communication style (verbal and visual):

- Comes across as being autonomous or independent
- Asks for pointed information
- Looks for facts and data, not stories

Consider these:

- Approach them in a straightforward way
- Provide solid, tangible and practical information
- Give lots of details

If you recognize the following communication style (verbal and visual):

- Displays openness and a steady and measured pace
- Can be reluctant to speak up in large groups
- Has a calm and patient demeanor

Consider these:

- Start with a personal comment to break the ice
- Show sincere interest in them as a person
- Listen to understand and be responsive

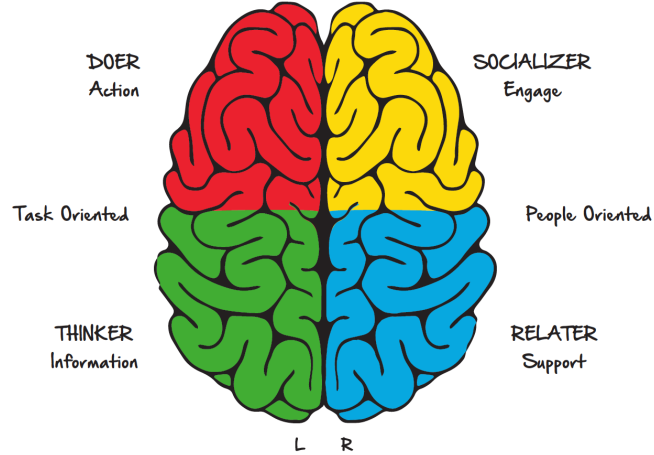
MORE DETAILS

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The Essential Leadership Cycle



3 Things...

To THINK About

- If Deming, ORCHSE / Bell Group and the other speakers are right... Leader decisions & behaviors have more impact on SIF than worker behaviors
- Personality tendencies have a lot to do with risk perception and management
- There is a difference between empowering and enabling

To CHANGE

- Base leader behaviors and decisions on science, data and research
- Be aware of your team and engage to determine values matches rather than just observing for rule deviations
- Follow cycles and processes – when leaders follow processes, workers follow processes



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**Questions?
Comments?
Clarifications?**



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