Why is it JUST so Difficult?

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Why is it so difficult to put good HPI insights (like the Just Culture) into practice?

Skill-Based, Rule-Based & Knowledge-Based Errors

Active vs. Latent Errors

Defensive Designs

Root Cause Analysis

Fail Safes

Hindsight Bias

Situational Awareness

Risk-Based Thinking

Just Culture

The Blame Cycle

Resilience Engineering

Maturity Model

Person View vs. System View

Traits of High Reliability Organizations (HROs)

A 2008 McKinsey survey of 3,000+ executives worldwide found… that of all projects to put significant innovations into practice... ***70% fail***.

http://gsme.sharif.edu/~change/McKinsey%20Global%20Survey%20Results.pdf

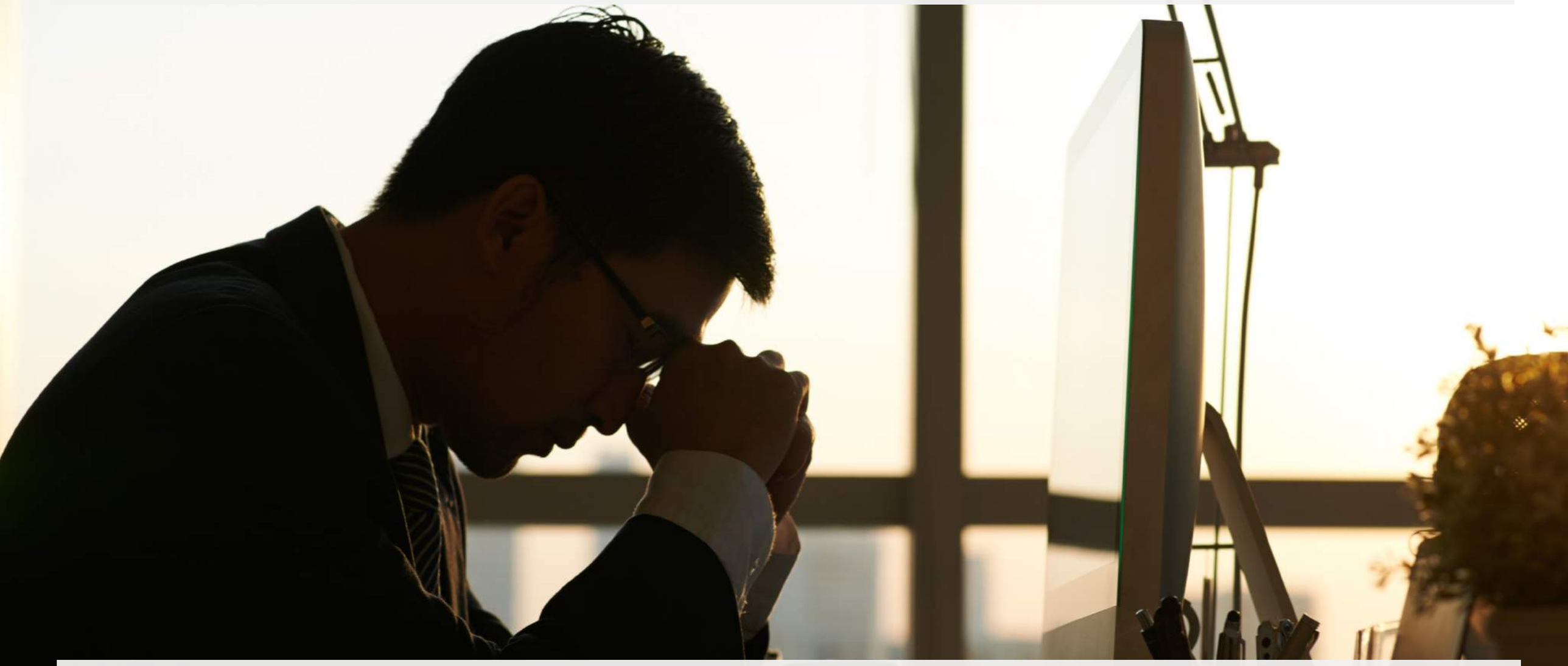
Why is it so difficult to put good HPI insights into practice?

1 ?

2 ?

3 ?

“New insights fail to get put into practice because they conflict with deeply held internal images of how the world works...images that limit us to familiar ways of thinking and acting.



That is why the discipline of managing mental models - surfacing, testing, and improving our internal pictures of how the world works - promises to be a major breakthrough for learning organizations.”

~ Peter Senge

Why is it so difficult to put good HPI insights into practice?

1. Conflicting Mental Models
2. ?
3. ?

I introduced the Just Culture to Senior Safety Leaders of a major utility…

"The single greatest impediment to error prevention in the medical industry is that we ***punish people for making mistakes****."*

Lucian Leape, MD
of the Harvard School
of Public Health, in
testimony to Congress on
Health Care Quality
Improvement

Whack-a-Mole: The Price We Pay For Expecting Perfection *by David Marx*

Just Culture *by Sidney Dekker*

Person View vs. System View

Substitution Test

Culpability Model

I introduced the Just Culture to Senior Safety Leaders of a major utility…

… and here's what happened...

I understand what you're proposing, but think it's a bad idea because…

This is Disagreement

I see your point, but how would you handle a problem like…

This is Healthy Skepticism

You don't understand how the world works.
Your idea is misguided and dangerous!

This is…

Practical Solution?

When you want to put an insight into practice, don't propose an action.

Instead, ask *"What would happen if we..."*

Your critics will focus on...

YOU focus on...

Collect and show evidence of...

Why is it so difficult to put good HPI insights into practice?

1. Conflicting Mental Models
2. ?
3. ?

“If you truly want to understand a system, try and change it.”

~ Kurt Lewin, Father of Social Psychology

About 40% of our decisions are habit-driven.

Neal, David T., Wendy Wood, and Jeffrey M. Quinn. “Habits—A repeat performance.” Current Directions in Psychological Science 15.4 (2006): 198–202.

Why is it so difficult to put good HPI insights into practice?

1. Conflicting Mental Models
2. Hidden Habits & Incentives
3. ?

1. Incident occurs – confirm that humans were involved.
2. Assume that whoever touched it last, broke it. Identify human error(s), retrain offenders, rewrite policies, & warn workforce.
3. Feel satisfaction for *”decisively addressing the problem.”*

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2. Assume that whoever touched it last, broke it. Identify human error(s), retrain offenders, rewrite policies, & warn workforce.
3. Feel satisfaction for *"decisively addressing the problem."*

Trigger

Routine

Reward

Practical Solution?

During a monthly incident review meeting with 15 Senior Directors and a Vice President, I spoke 60 words that snapped them out of the "blame and punish" habit loop and got them to apply the Just Culture.

Here's what I said…

Learn the “Habit Loops” that block your insight in your culture

Prep your intervention, ***but don’t use it until…***

If people don’t start to see the habit loop they’re trapped in, ***then do this…***

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1. Execs approve an HPI initiative
2. They task senior safety leaders to develop a Strategic HPI Plan
3. The turf wars begin. Pet projects, politics and egos get baked in.
4. Approval is finally granted
5. Now implement the plan… *but don't change it.*
6. Implementation doesn't go as planned.
7. Can't win. Can't break even. Can't quit the game.
8. ***No one steps up to take responsibility to either… or...***
9. HPI? becomes yet another "flavor of the month"

Why is it so difficult to put good HPI insights into practice?

1. Conflicting Mental Models
2. Hidden Habits & Incentives
3. Inflexible Top-Down Strategy

Practical Solution?

"A top-down approach may work for a matter of time. While you're watching, it may work.

But, then when that's not the improvement that you're watching as closely, people have a tendency to slide back to their old ways.

But, if you can go slow and have the people who are actually doing the work involved, it really does help with spread and sustainment because they see what's in it for them and they want to do it."

~ Julie Firman, DNP, RN, FACHE
VP and System Chief Nursing Officer, Southern Illinois Healthcare

https://www.linkedin.com/pulse/chief-nursing-officers-views-nurses-improving-through-mark-graban

People don’t argue with their own conclusions

Partner with front line leaders to create small, flexible HPI projects, or experiments unique to their culture, job, team.

Fail quickly.

This design process is commonly called…

Share lessons learned.
Accumulate wins into critical mass.

Instead of creating an "HPI "Program," do this…

Real World Results?

Here's a recent success story from the HPI Leader of one utility we worked with…

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