

A photograph of an astronaut, Bert Slagmolen, in a white flight suit, working on a complex piece of spacecraft equipment. He is holding a metal component with a brass fitting. The background shows the interior of a spacecraft with various panels and equipment.

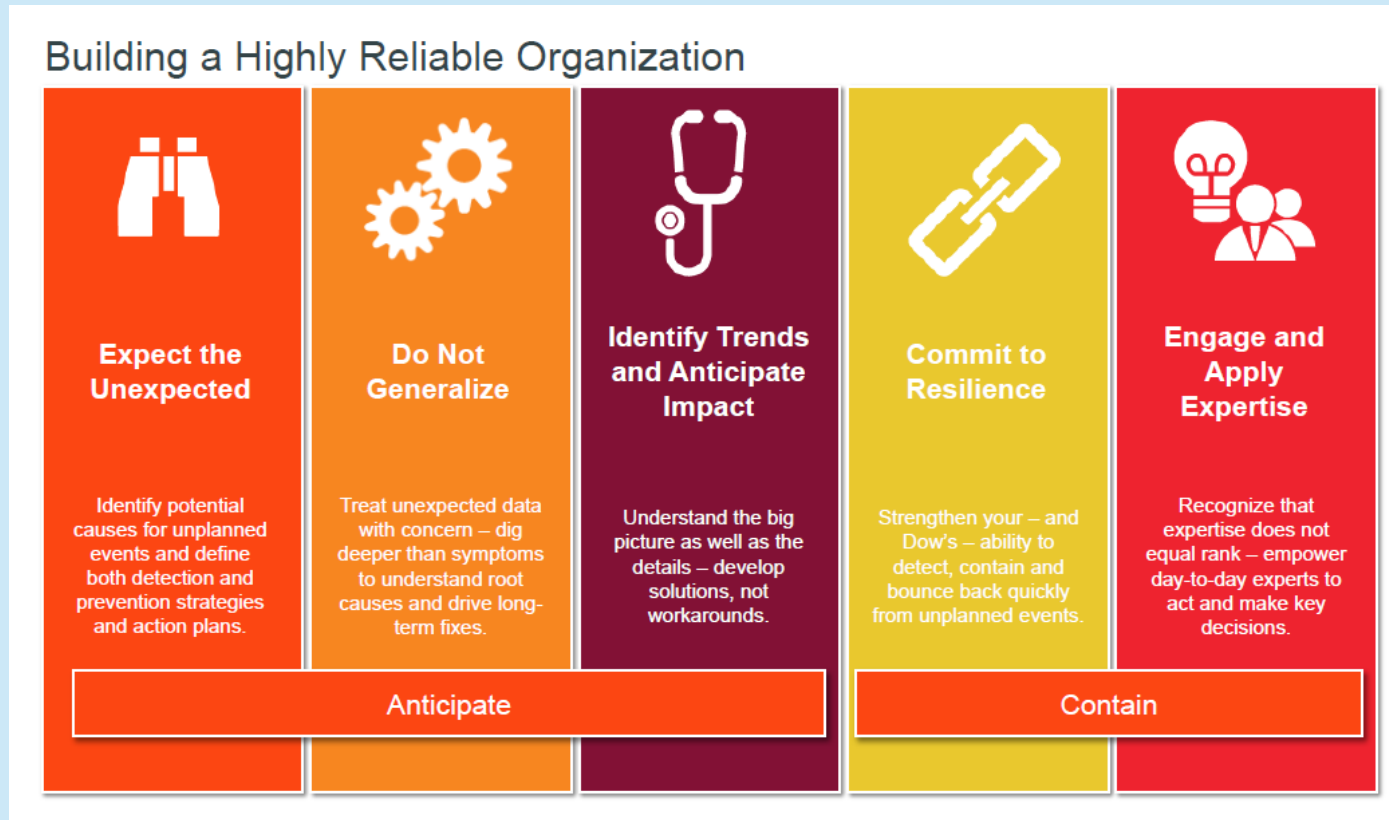
High Performance and HRO Where do I start?

Dr. Bert Slagmolen - Netherlands

Fostering High Reliability Seeking
 Reducing Adverse Events
 Fighting Normalization of Deviation
 Innovating Service Organizations

CHALLENGES FOR ACHIEVING HIGH PERFORMANCE

Fostering High Reliability Seeking

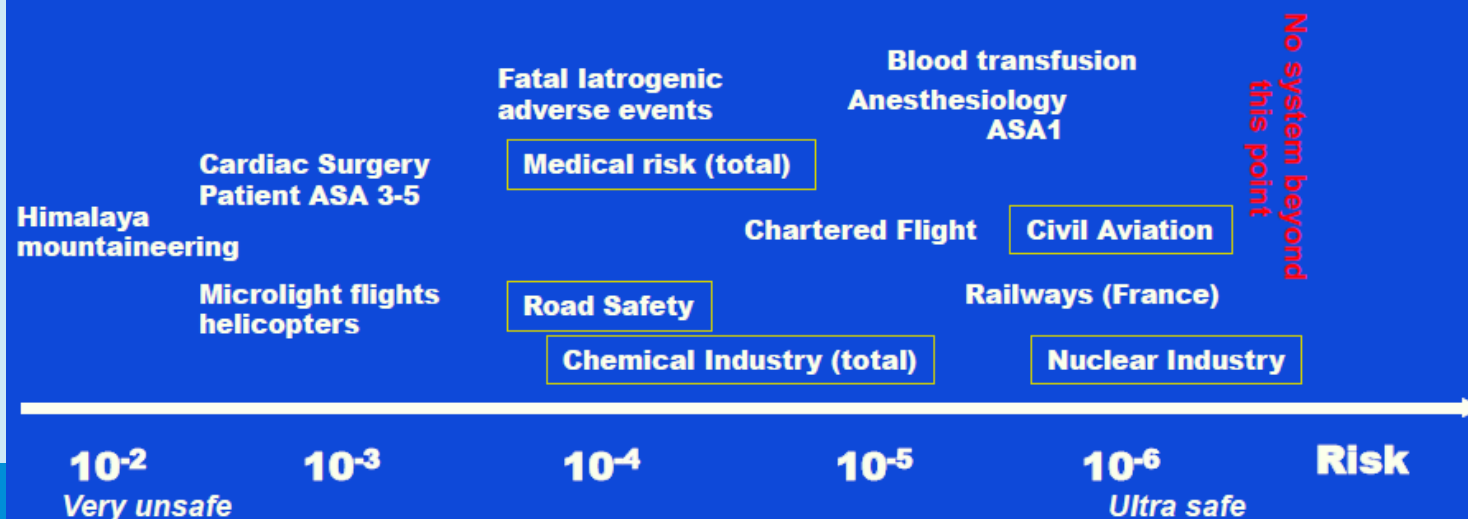


Dow Chemical ... from money to reliability

Reducing Adverse Events

Adverse Event Rates in Healthcare

Amalberti, R, Auroy, Y, Berwick, D, Barach, P. Five System Barriers To Achieving Ultra-safe Health Care. *Annals of Internal Medicine*, 2005;142:756-764.



Fighting Normalization of Deviance

Informal networks in Dutch police – fighting bureaucracy and strengthening innovation

VDV-aanpak bij woonwagencamp Goirle

VAN Klapdag Naar Duurzame Oplossing



TILBURG De VDV-methode wordt toegepast bij de aanpak van een woonwagencamp in Goirle. Er is al een duidelijk begin gemaakt. Zo is burgemeester Machteld Rijdsdorp van Goirle onlangs samen met VDV'er Roger van Dijk op bezoek geweest in een kamp om te proberen tot een duurzame verstandhouding te komen met de bewoners.



'De VDV-beweging in onze e landen.'
Pieter-Jaap Aalbersber
politiechef Amsterdam

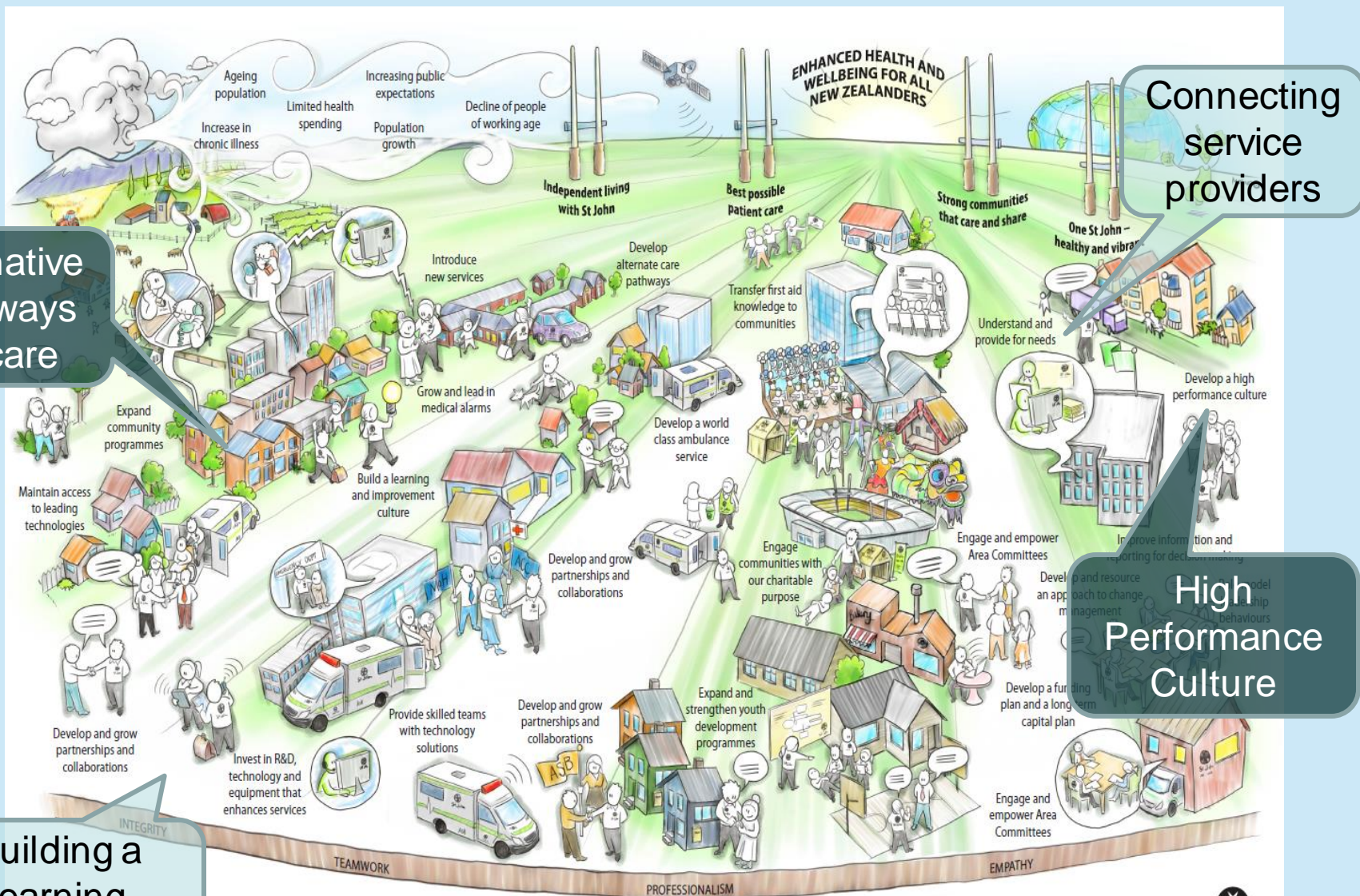
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From – 2 years of investigation and then a one-day battle

To – continuously working on relations and sense making

Innovating Service Organizations - St John



The Big Picture

UNDERLYING PERSPECTIVES

High performance is about ...

Matching a **VUCA** world: volatile, uncertain, complex and ambiguous

Reliability depends on the lack of unwanted, unanticipated, and unexplainable variance in performance

- **Organizing** is about seeing and solving puzzles ...
- **Change** is about developing new rules for organizing ...
- **Culture** is about 'how we do things around here ...
- **Intervening** is about deliberate action to break through status quo's on systems, procedures, behaviors and mindsets ...

Before talking HRO I need to make some underlying perspectives explicit regarding ...

UNDERLYING PERSPECTIVE ON ORGANIZING

Organizing is about seeing and solving puzzles

Is something changing? What is our task?

How do we label this puzzle?

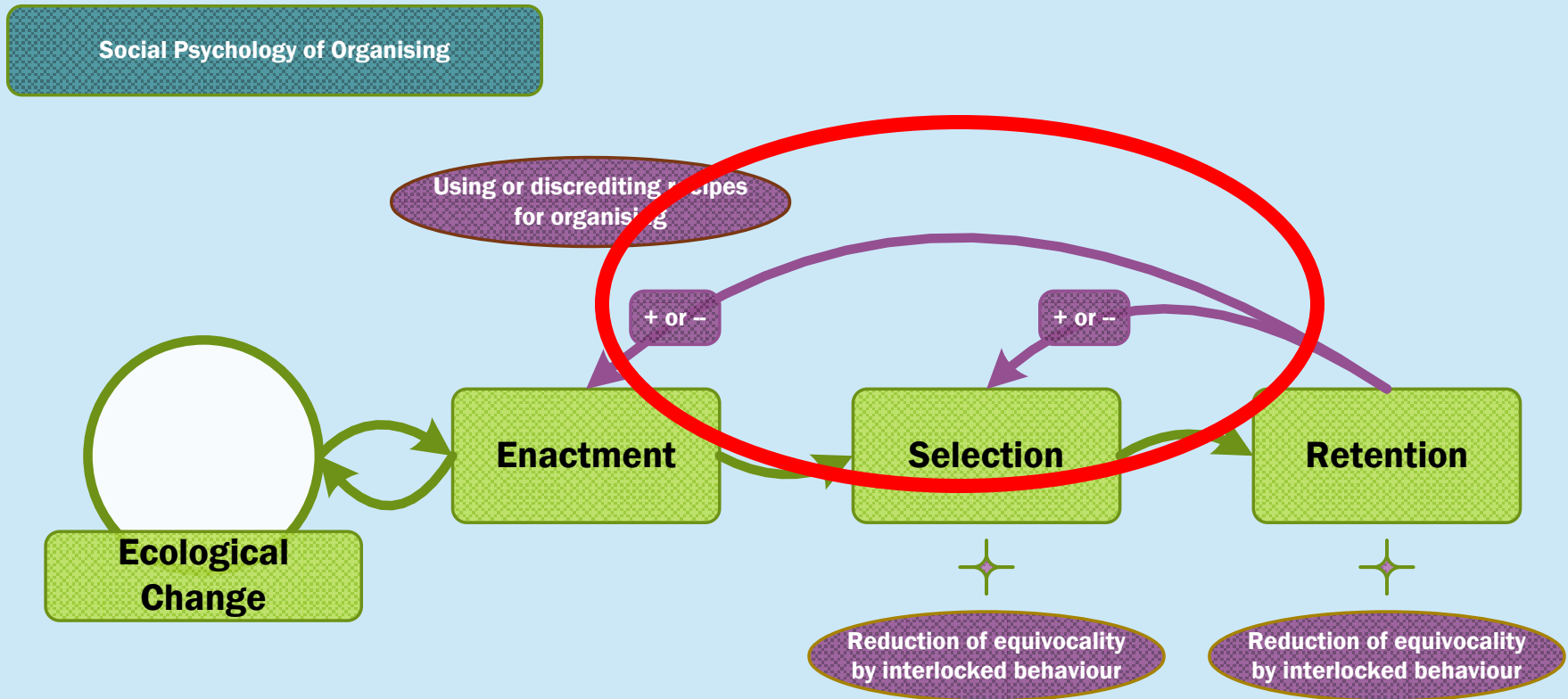
How can we reduce equivocality?

Which organizational rules to apply?

Who to involve?

What worked and what did not work?

Karl Weick's perspective on organizing



One very import aspect of organizing

Applying **established rules** and past experiences

AND

Fostering capabilities **to discredit** these rules and experiences

Example: the Carl Vinson

What did the captain say, day in, day out, ...

- High level of knowledge, lifelong learning is important
- Use formal communication, standard language
- **Procedural compliance, they are written in blood**
- **Questioning attitude, use the other**
- Forceful back-up, be resilient

Preventive – acting on what we know – recipe's for known puzzles



**Proactive – acting on
what we might not know –
recipes for unexpected puzzles**



In short ...

Organizations operate in a **VUCA** world ...

Organizing is not about a stable solution to achieve ...
... it is about **developmental processes** to keep active

Preventive en **Proactive** organizing complement each other ...

UNDERLYING PERSPECTIVES ON CHANGE

Change and sustainability – using Kotter

- Create a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for and create short term wins
- Consolidate improvements
- Institutionalize new approaches

Change and sustainability – downsizing

- Create a sense of urgency – **seeing VUCA**
- Form a guiding coalition – **collective ownership**
- Create a vision – **connecting reliability to strategy**
- Communicate the vision – **example behaviour**
- Empower others to act on the vision – **proactive tooling**
- Plan for and create short term wins – **act on small wins**
- Consolidate improvements – **proactive organizing**
- Institutionalize new approaches – **align with other systems**

In short ...

Organizations operate in a **VUCA** world ...

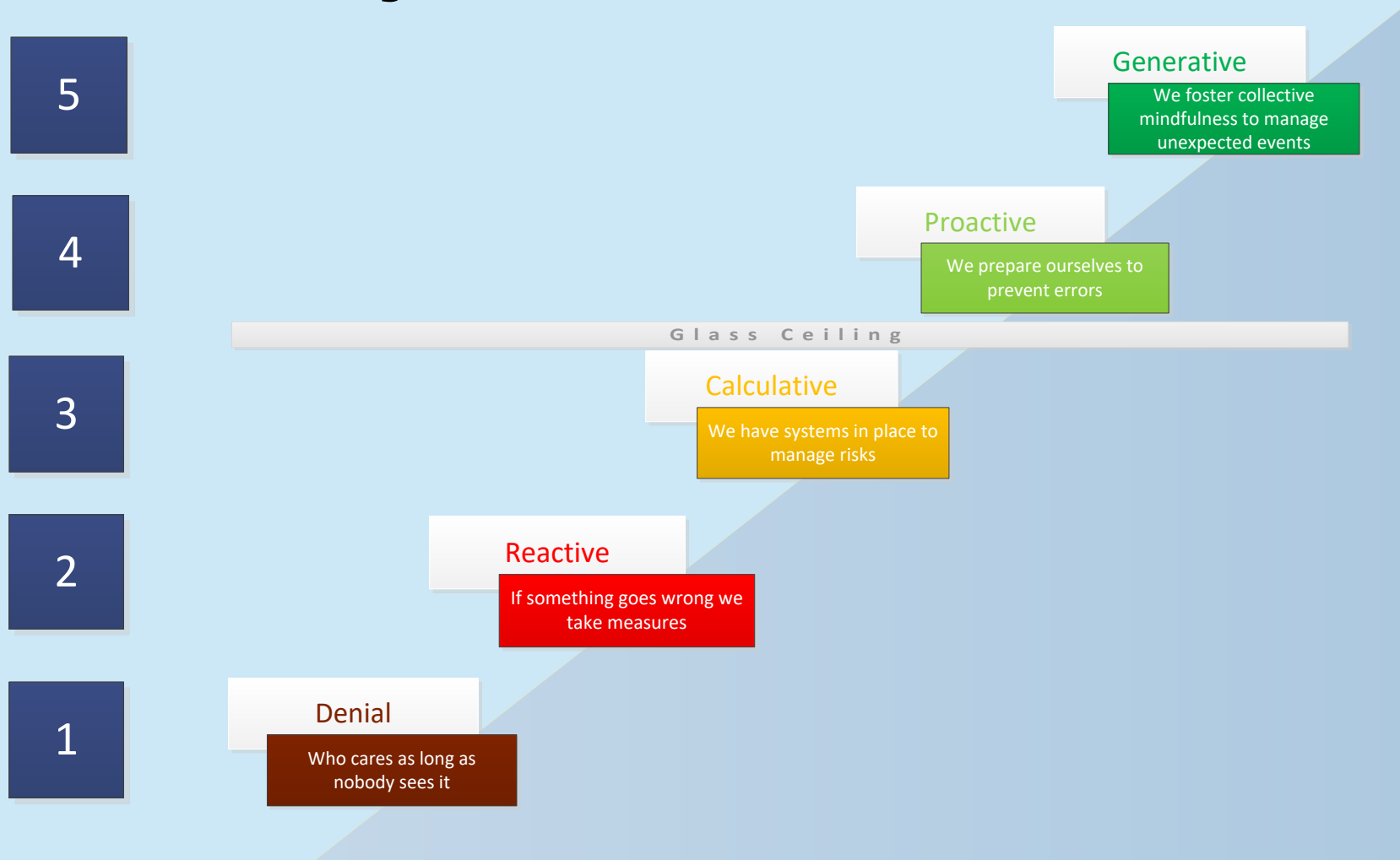
Organizing: **developmental processes** to keep active

Keeping active: **preventive** AND **proactive** organizing

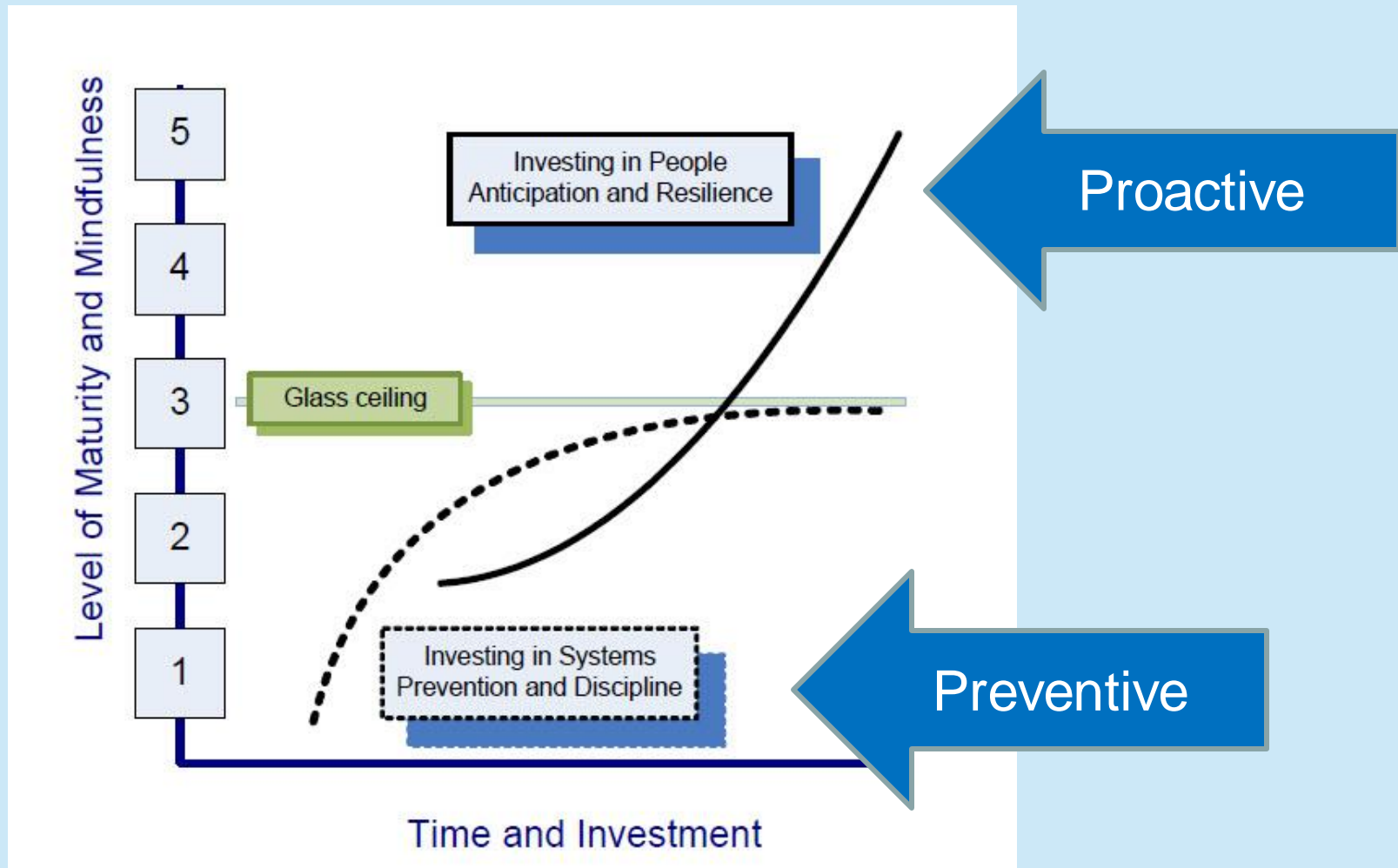
Change is ongoing: learning, discrediting, socializing

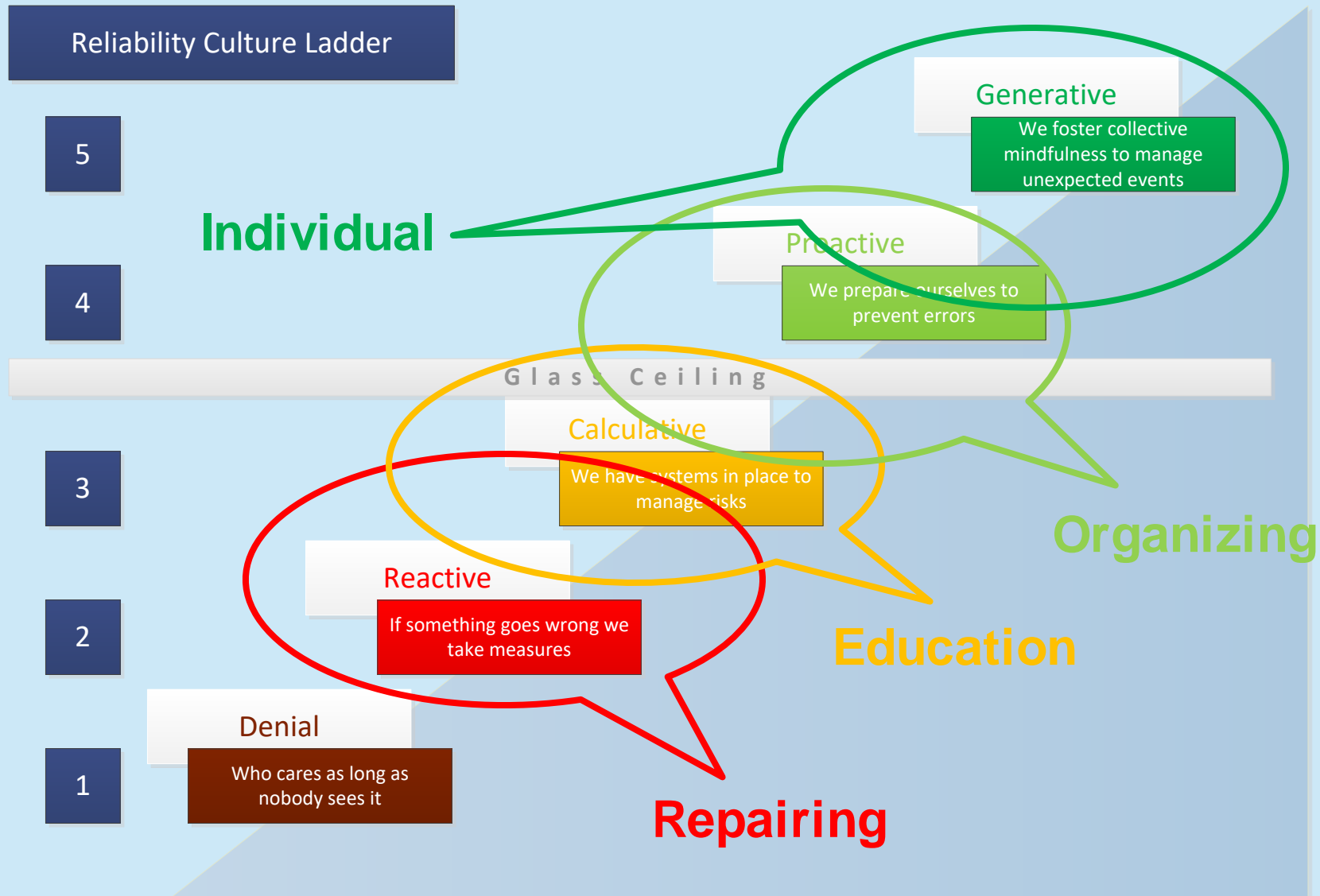
PERSPECTIVE ON CULTURE AND INTERVENTION

Reliability Culture Model



Again the two approaches of organizing ...





Intervention Levels

- Expert → you repair my puzzle
- Knowledge → how can I solve puzzles myself
- Team Dynamics → which patterns are hindering
- Mindset → our assumptions and values about ...

How are organizations ...
 ... operating in VUCA contexts ...
 ... with less performance issues than you would expect ...
 ... doing it?

LEARNING FROM OTHERS

HRO AS A BODY OF KNOWLEDGE

HRO is about ...

- ... maintaining a high level of reliability in **VUCA** (volatile, uncertain, complex, ambiguous) contexts
- ... collective mindfulness and the ability **to make sense** of deviances in the present and **to act** on them
- ... integrating **preventive and proactive recipe's** for organizing
- ... continuous learning and improvement **using near misses and incidents** as a window on systems

Ask yourself

Did you see it coming?

How did you mislabel this situation?

Were you aware of an unfolding situation?

How did you cope?

Who knew more than you did?

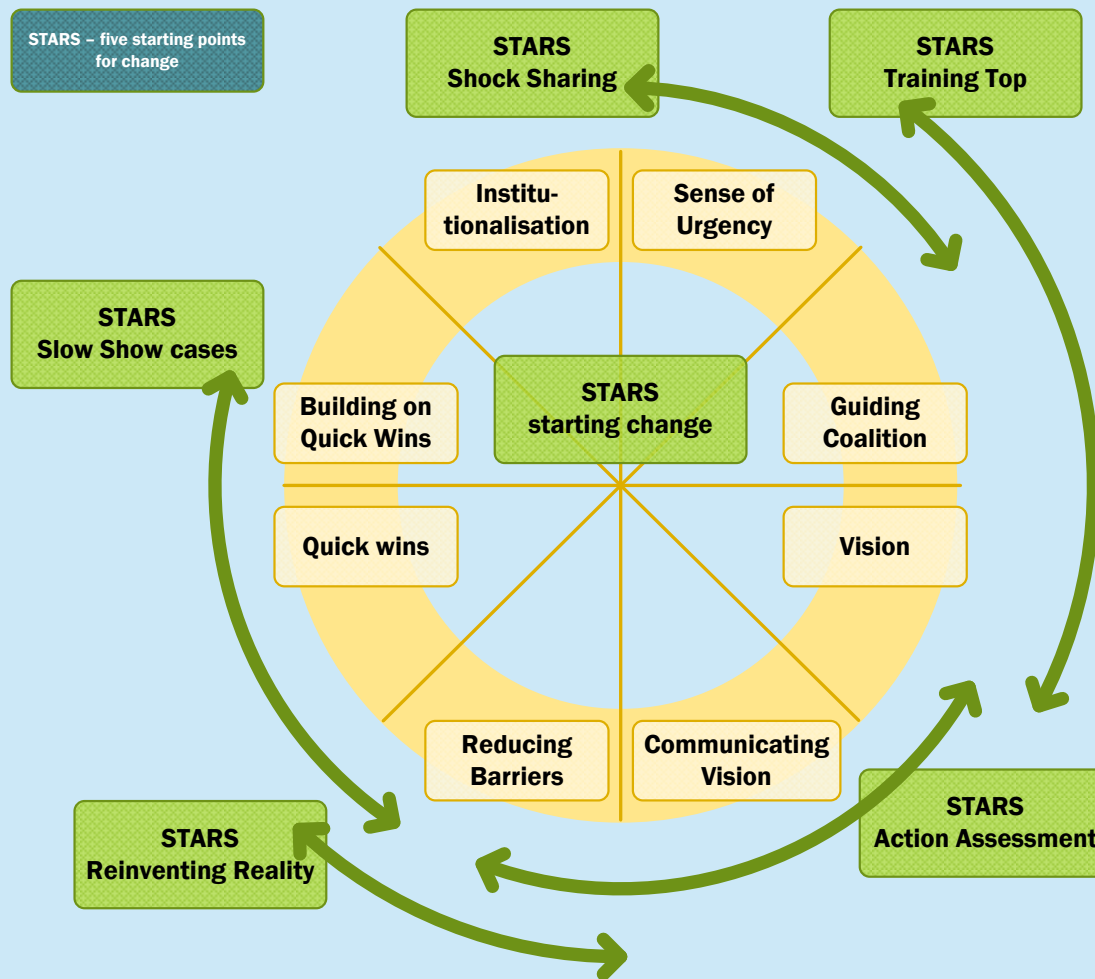
Kathleen Sutcliffe, 2008

HRO Hallmarks

1. Preoccupation with deviance
2. Reluctance to simplify
3. Sensitivity to operations
4. Committed to resilience
5. Respect for expertise

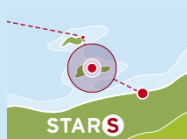
STARTING POINTS FOR HIGH PERFORMANCE USING HRO

Where to start the change



1. Shock
2. Top driven
3. Action Assessment
4. Re-inventing
5. Slow Learning

Intervention Strategies



- Shock → taking incidents for urgency and awareness
- Top driven → putting top management in drivers seat
- Action assessment → making organization cultures explicit
- Re-inventing → creating new contexts for new organizing
- Slow learning → seeking by creating pockets of HRO

STARS

SOME EXAMPLES

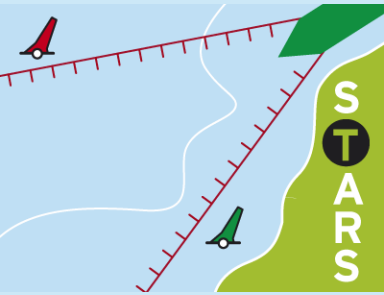
STARS - Shock



Using a shocking incident as a wake-up call and to demonstrate the HRO perspective. Make an in depth analysis focusing on behavior, unwritten rules, values, beliefs and other aspects of culture!

- Demonstrate conditions (blame free, multiple perspectives, interrelations)
- Demonstrate hallmarks (no simplification, resilience, what if, reconstruction at location)
- Demonstrate acting on lessons learned (create quick wins)

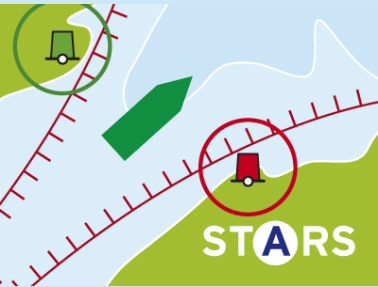
STARS – Top driven



Leaders as first socializers

- Change is a process of socialisation – creating a new reality
- In every interaction working on high reliability organizing
- Making knowledge, vision, situations, learning, explicit
- Institutionalizing new ways of doing

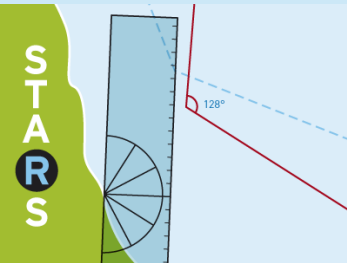
STARS – Action Assessment



Assessment for creating awareness on the organizations ‘reliability’ or ‘safety’ culture. Toolkit consists of,

- Self assessment
- Action workshop
- Value scan
- Meetings with all employees
- Champion group

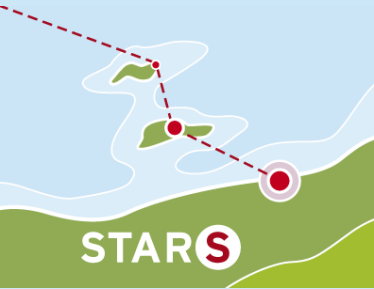
STARS Re-inventing



Re-inventing and re-structuring organizing:

- Building a new organization (IBM PC)
- Creating visual dependance between departments (moving line Boeing)
- Realizing a shared physical space (Operations centre Dutch railroad sector)
- Putting the client in a central position (St John)

STARS Slow learning



Slowly socializing people into a higher level performance culture,

- Small size experiments and pilots – pockets of High Reliability seeking
- Daily Practices that facilitate proactive organizing
- Training and communication that make people learn from each other
- Metrics that articulate progress – from lagging to leading indicators

FURTHER STEPS ...

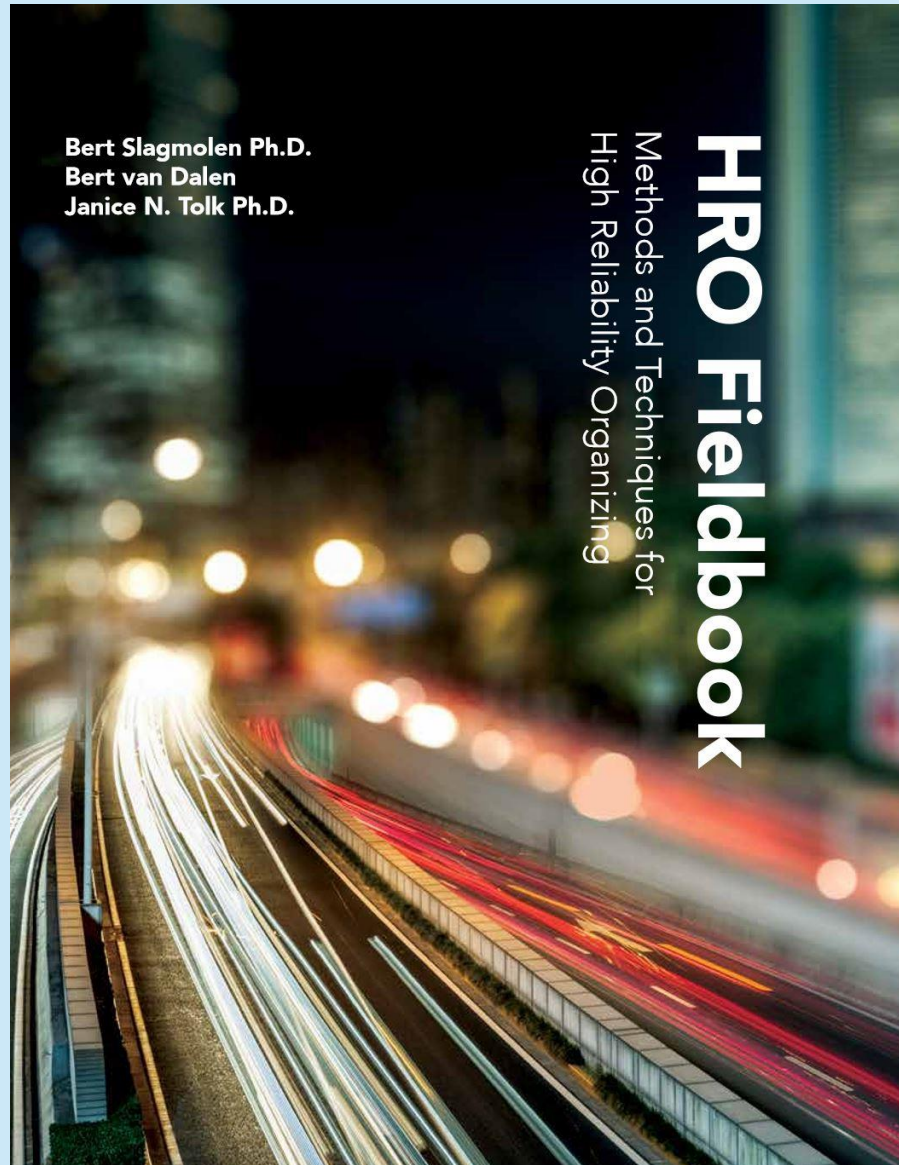
Annette Gebauer – Chemical process industry

Dorien Janssen – Electricity Grid

Robert Taen – Railroad Sector

Maryse Schermerhorn – Royal Schiphol Group

PRESENTATIONS FROM EUROPE



TOOLBOX TO START WITH

Thank you!

QUESTIONS?