



Transformation Pre-Job Brief:

Seven Essential Questions to empower
an HPI culture change

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CHELAN COUNTY



On the flip side...

“Our people are our greatest resource.”

-- Smarmy McSmarmface, *VP of layoffs*

Technology is an accelerator of momentum –
never a creator of it.

--Jim Collins, *Good To Great*

An OpEx culture change must be birthed, not
bought.

--Me

What is HPI?

Human Performance Improvement

The practice of embedding the science of human error into the ways we plan, execute and learn from our work as an organization.



Question 1: What's your "Why"?

Common Answer:

To reduce the frequency and severity of both our employees' errors and the events they can lead to in the workplace.

BUT...

That's "what,"
Not "why"

Simon Sinek

People don't buy what you do; they buy why you do it. And what you do simply proves what you believe.

THE ICEBERG MODEL

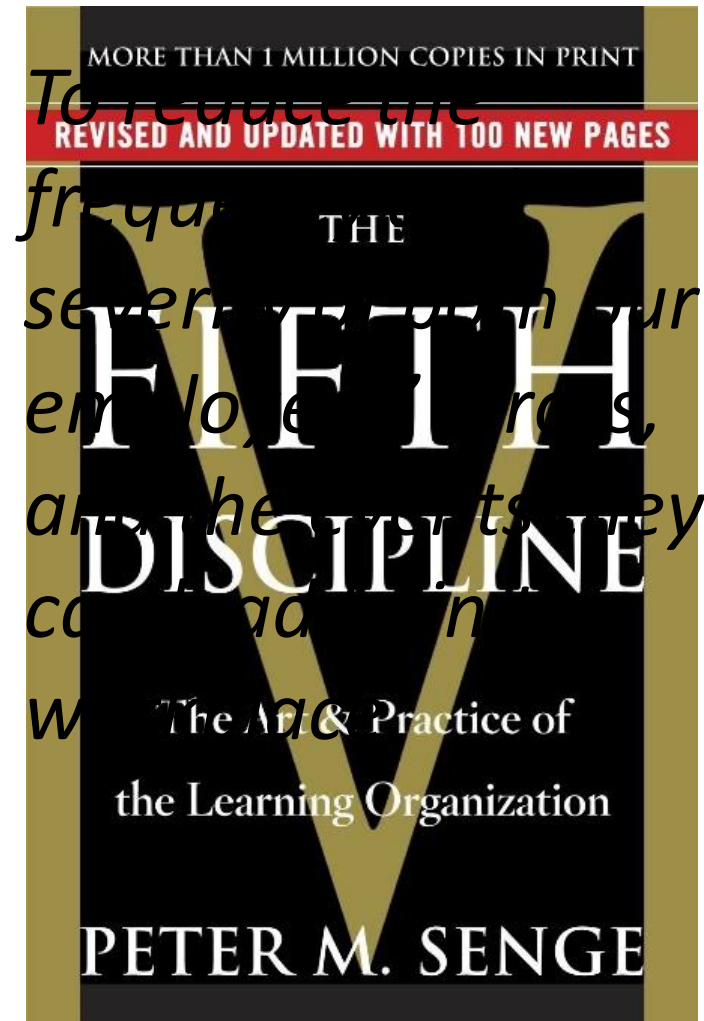


Consistent eye injuries

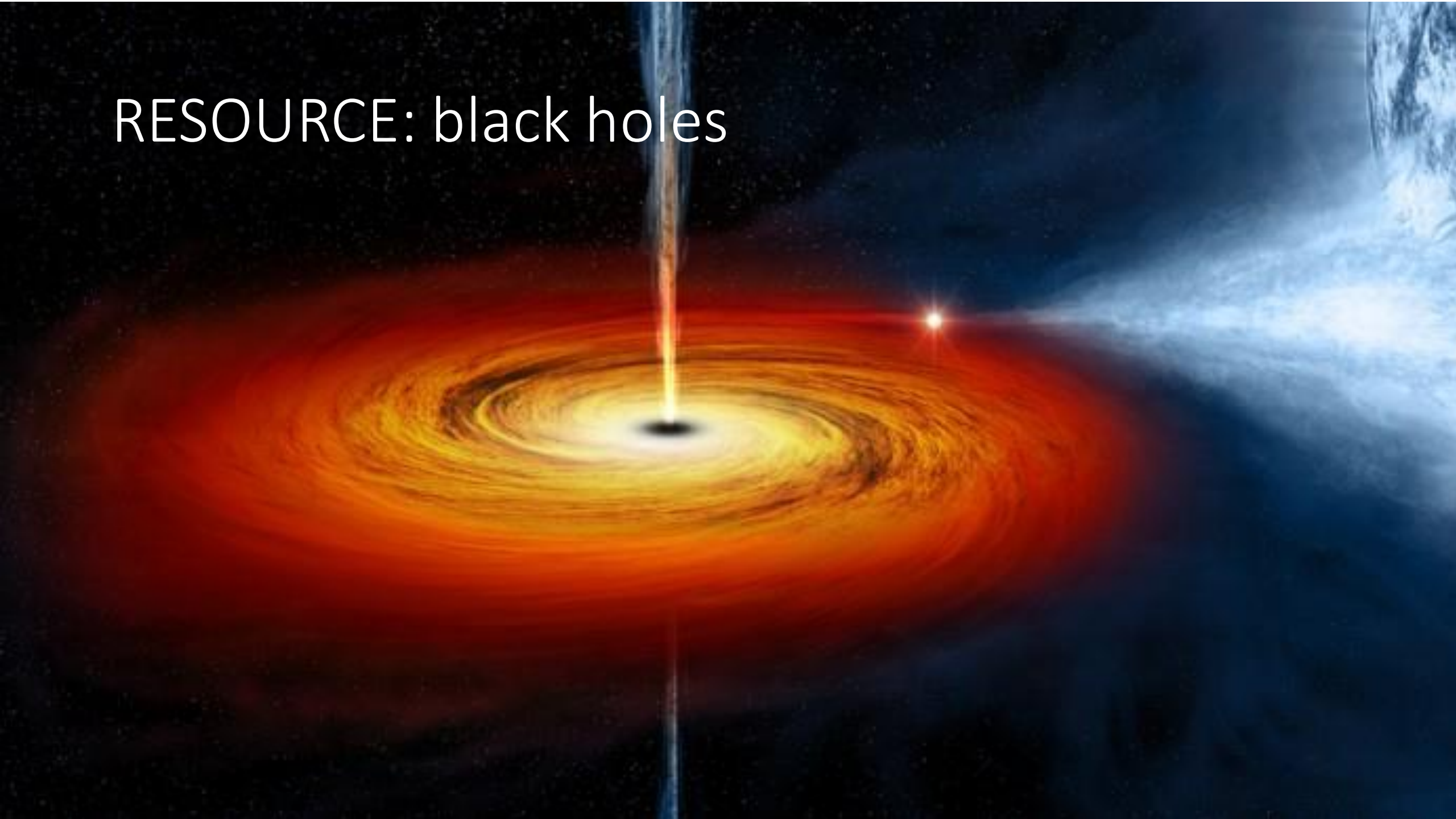
Significant numbers of equipment operators don't wear safety glasses; foremen don't correct

Production environment creates high humidity; glasses create blind spots

Plant Management:
"Employees always make excuses about PPE"



RESOURCE: black holes



RESOURCE: The Invisible List

Those of us in Safety and OpEx have a superpower...

... We can remove names from the Invisible List.

Does your “why” move us closer?

Our Why

Sustaining Excellence: those among us who achieve and sustain excellence do so by managing both parts of their brain: the genius of the slow brain, and the dark side that is prone to error.

KEY TAKEAWAY

The “why” behind your adoption of HPI, HRO, OpEx, RCA, etc is what your organization will use as a lens to decide whether to follow you or not.

It should be the central explicit pillar of your change effort – for you and your senior leaders.

If it’s not, your workforce will create their own.

QUESTION 2:

The Science of Being Human

To err is human.

- Alexander Pope, 1709

Though we cannot change the human condition, we can change the conditions under which humans work.

- James Reason, 2000

The Second Question:

Do your leaders believe that each of them makes unavoidable errors every hour? Are they willing to embrace change as a result?

****1 to 7 per hour (up to 25)***

**Leaders who don't
believe in the
science of errors...**

Believe errors are
100% avoidable

Insist on "Zero
Incidents"

Build systems to punish
costly errors

See no value in sharing
their own errors with
the organization



Leaders who do...

Believe errors are
100% unavoidable

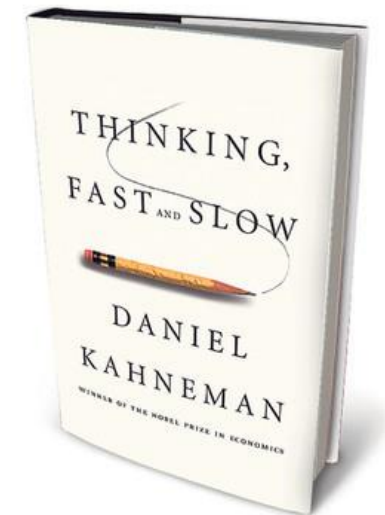
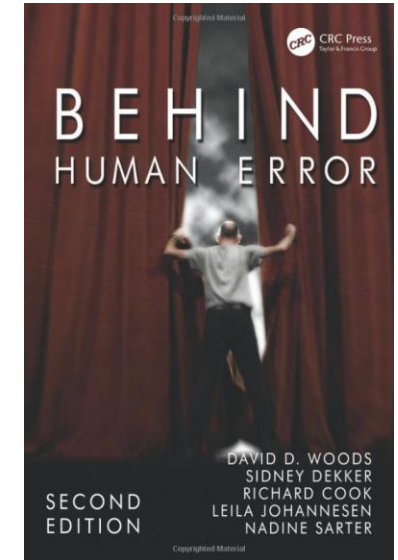
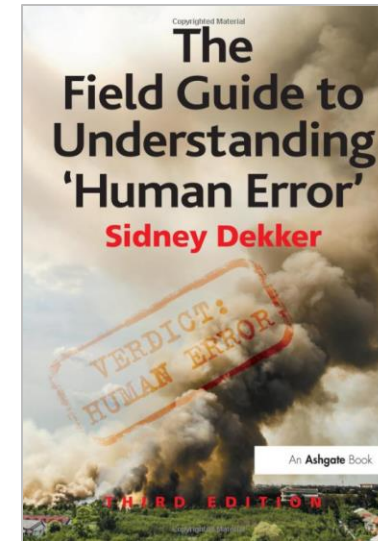
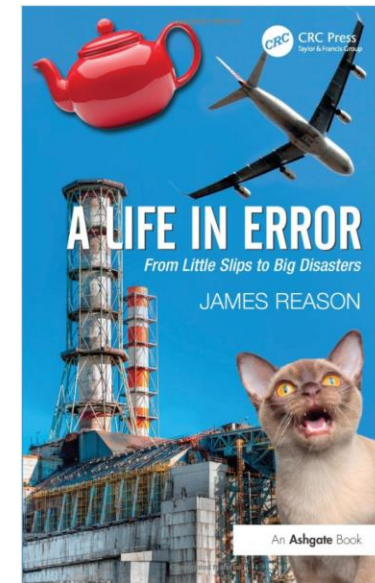
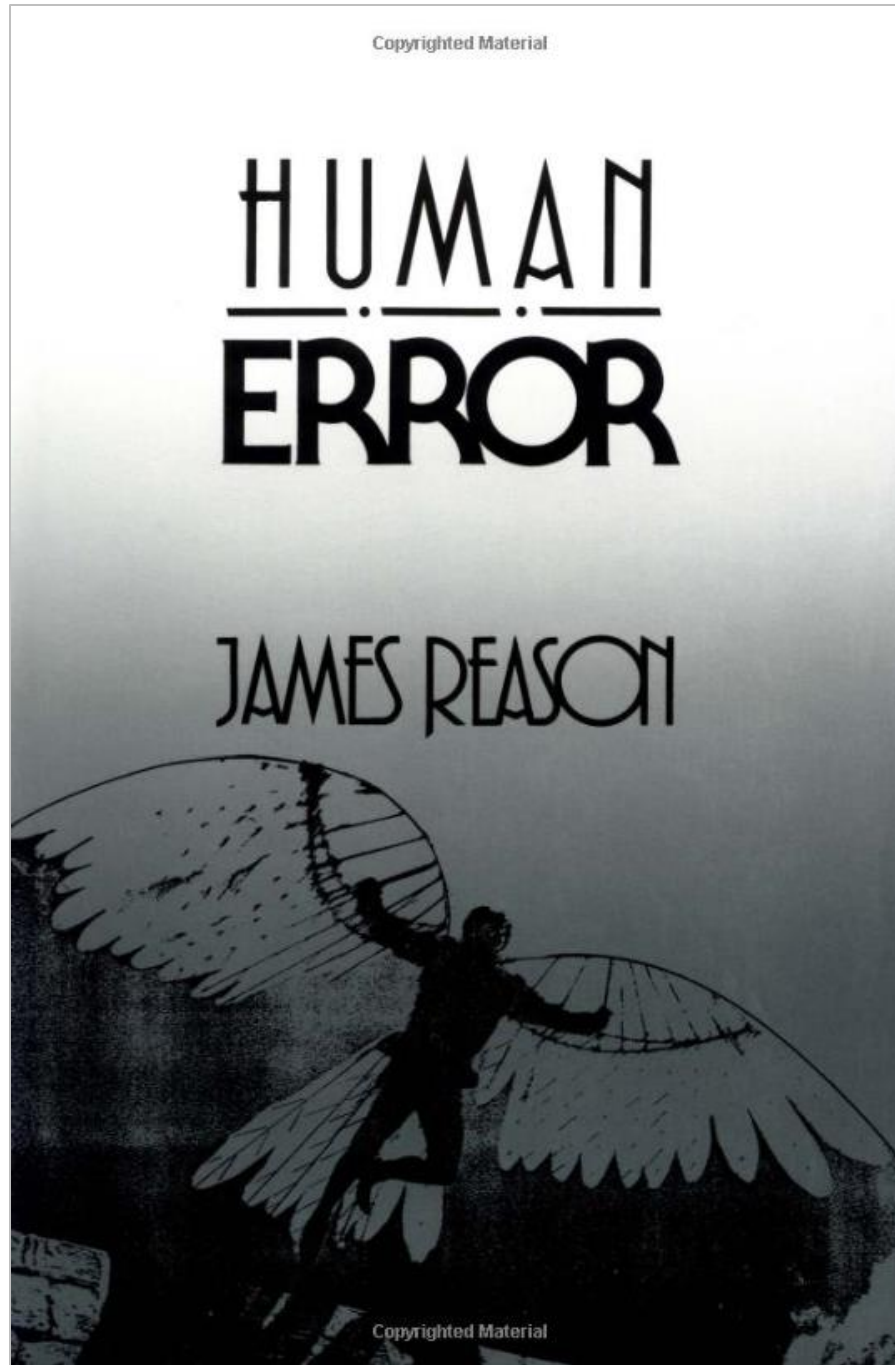
Insist on "softer
landings"

Build systems to learn
from costly errors

Model a growth
mindset by sharing their
own errors regularly

RESOURCES:

The Science of Errors



RESOURCES:

The HPI “5+5”

| | | |
|----------------|---|--|
| HPI Principles | Through continual learning, we constantly improve the defenses that protect us from the errors all of us can make | |
| | 1 | We all make errors – it’s a matter of when, not if |
| | 2 | These errors follow a recurring pattern, and are predictable and manageable |
| | 3 | Curiosity drives us to examine our practices and learn from our errors |
| | 4 | As employees, we are the solution, not the problem |
| | 5 | Excellence is not the absence of failure, but the presence of process and defenses |
| | | |

| | |
|----------------------|----------|
| Core HPI Concepts | |
| Questioning Attitude | |
| Errors | Defenses |
| Critical Steps | Drift |



THE 2 SYSTEMS



READINGGRAPHICS
ACTIONABLE INSIGHTS IN ONE PAGE

System 1 (Fast Thinking)

Continuously scans
our environment.



Fast but error-prone



Works automatically
& effortlessly via
shortcuts, impulses
and intuition.



System 2 (Slow Thinking)

Used for specific
problems, **only if**
necessary



Takes effort to analyze,
reason, solve complex
problems, **exercise**
self-control



Slow but reliable



Overtaxed, stressed, tired or sick? You'll likely default to System 1.

Performance
Mode

Description

Long Term
Error Rate

Skill-based

Something I've practiced
to muscle memory

1 in 1000

Rule + : a great procedure I've practiced

Rule-
based

Following an effective
rule or procedure

1 in 100

Knowledge
-based

Everything else: the new,
the unproceduralized,
and the unmastered

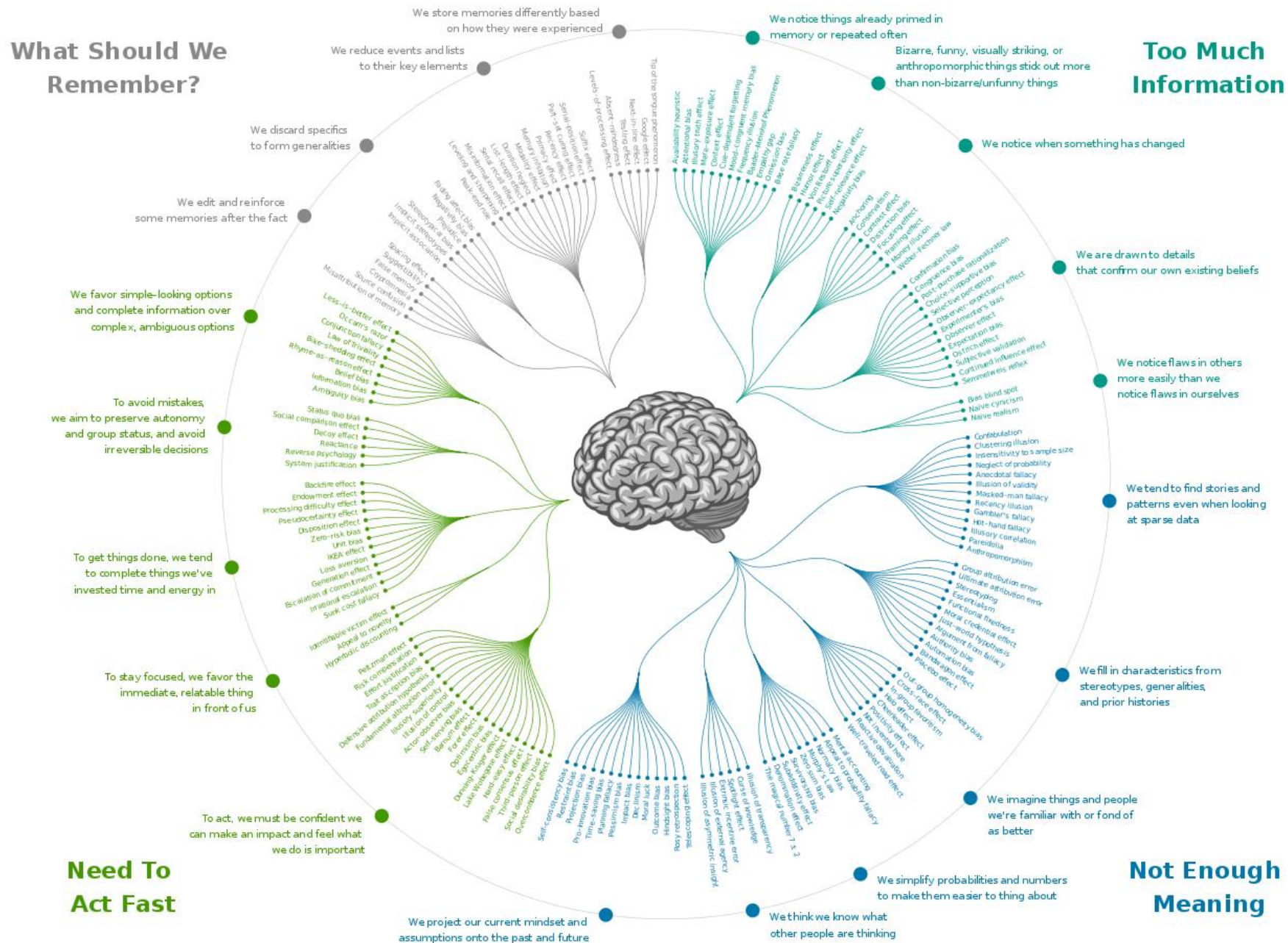
1 in 2

RESOURCES:


The Cognitive Bias Codex

By John Manoogian III

THE COGNITIVE BIAS CODEX



Teton Dam, June 1978

- 
- **System 1 or System 2?**
 - **Knowledge, procedure or skill-based?**

Critical Click

James Holzhauer
Jeopardy! Record Breaker



\$118,816

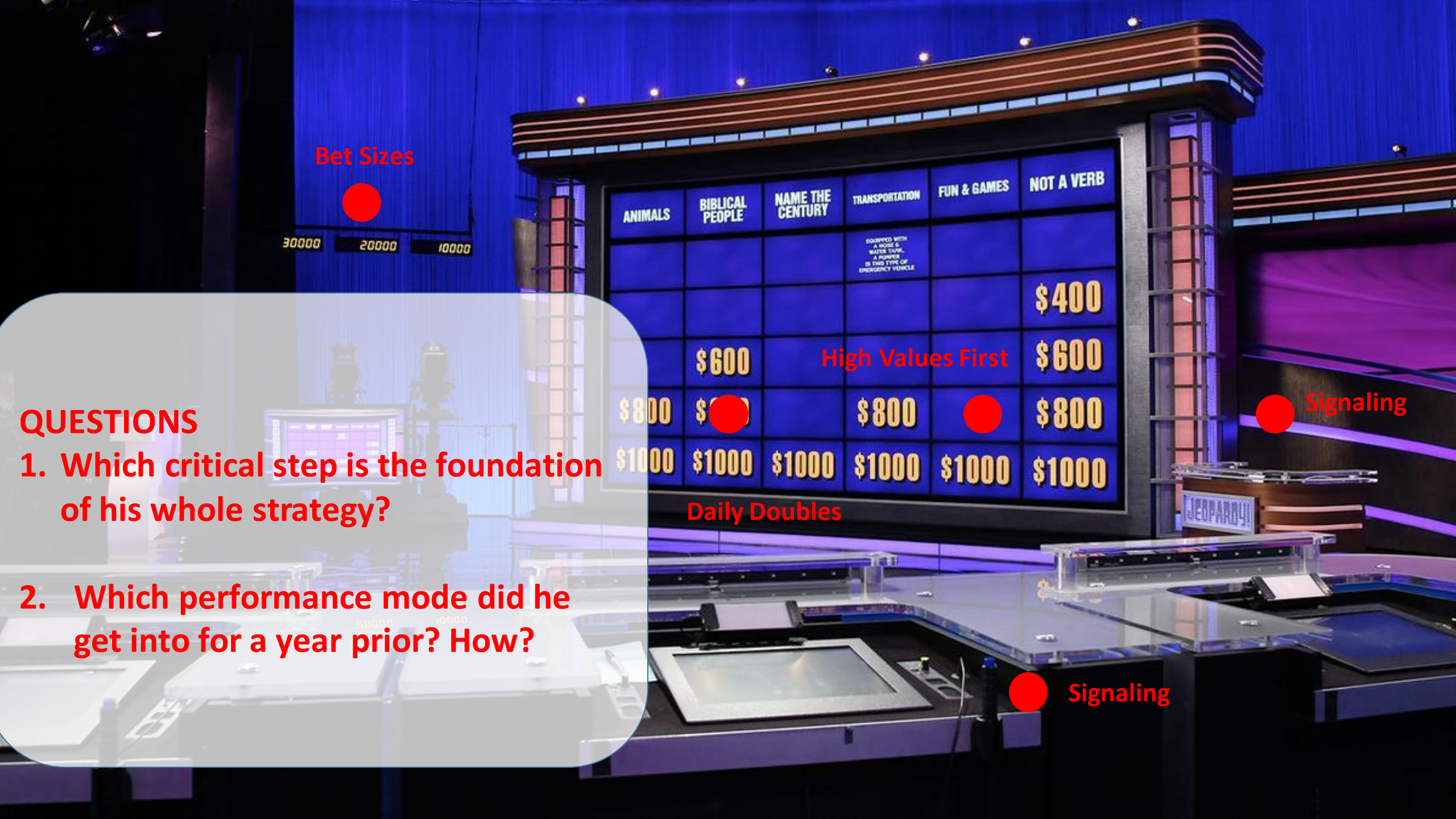
WHO ARE R.G.
GRANT & LEE
HI AUTUMN O
\$ 50,000

\$2,000

Who are
Grant & Lee?
Last song
\$7201

\$1,000

Who are
Lee and Grant
\$7793



Bet Sizes



30000 20000 10000

ANIMALS

BIBLICAL PEOPLE

NAME THE CENTURY

TRANSPORTATION

FUN & GAMES

NOT A VERB

EQUIPPED WITH A HOSE & WATER TANK, A PUMPER IS THIS TYPE OF EMERGENCY VEHICLE

\$400

\$600

High Values First

\$600

\$800

\$800

\$800

\$800

\$800

\$1000

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Daily Doubles

Signaling



Signaling

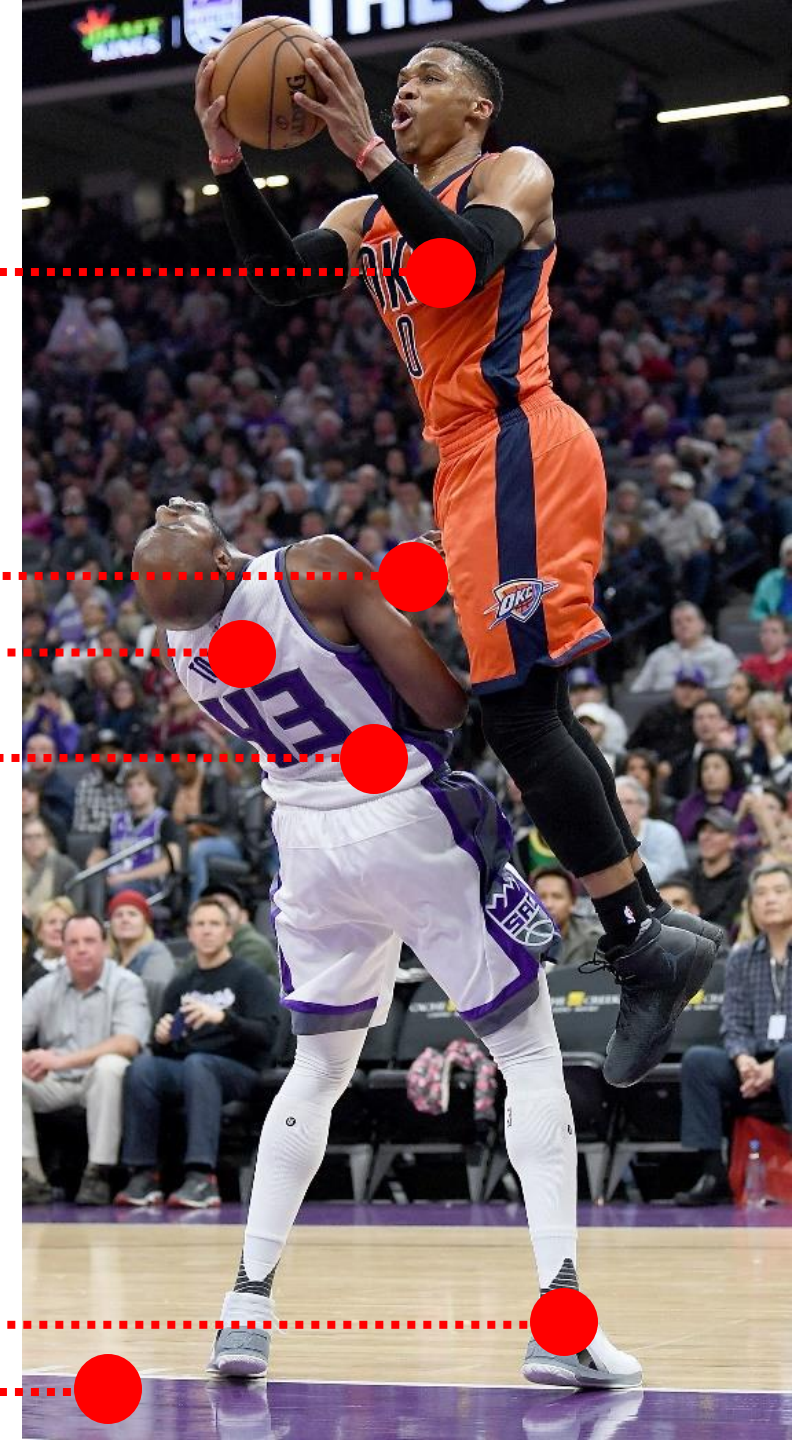


QUESTIONS

1. Which critical step is the foundation of his whole strategy?
2. Which performance mode did he get into for a year prior? How?

Anatomy of Taking an NBA Charge

- **Visualize:** Opponent's path
- **Don't touch:** No 'check'
- **Get set:** squared to opponent
- **Stop:** commit & don't move
- **Feet firm:** both planted
- **Court vision:** Outside of restricted arc
- **Take a hit:** you must fall down – backwards!



KEY TAKEAWAY

Human Error is an issue of our biology, not motivation or skill.

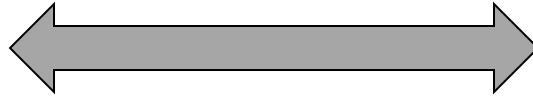
This belief is core to HPI, a mindset that transforms systems. It's an "all in" approach; there's no hiding a leader who doesn't buy-in, and the end result will be flavor of the month.

QUESTION 3:

Resistance vs. Resilience

The Nuclear Perspective

ERROR-RESISTANCE: Build systems that eliminate discretion in order to isolate and avoid human error



The Industrial Perspective

ERROR-RESILIENCE: Build systems that enable discretion while softening the effects of human error that result

Third Question:

For your organization, is embracing employee discretion in daily work imperative?

KEY TAKEAWAY

There is no wrong answer to Question 2.
But every HPI consultant, tool, and book
assumes one of these philosophies.

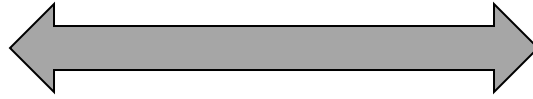
Not everyone is explicit, and matching the
wrong philosophy to your operations can be
disastrous.

QUESTION 4:

Modeling Change

Top-Down Culture Change

Executives: model the mindset and behaviors; tell stories; dedicate time; demonstrate the value of the change personally.



Bottom-Up Culture Change

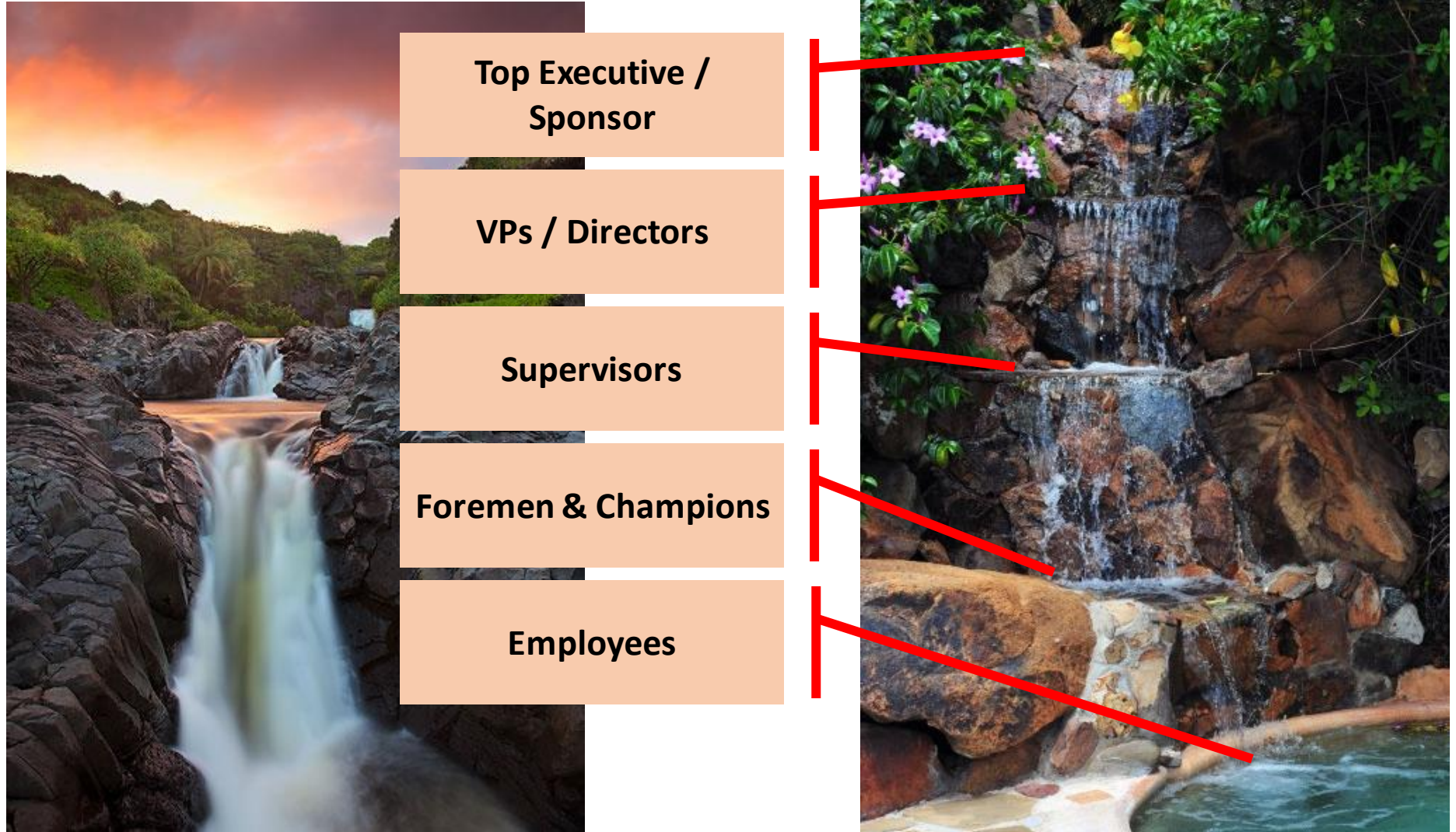
Employees: Attend training; get new performance goals and metrics; fit the new approach in the current work “meta”

Fourth Question:

Are senior leaders ready to model and own the culture change, and are they equipped to do so?

RESOURCE 1 of 3:

The Change Waterfall

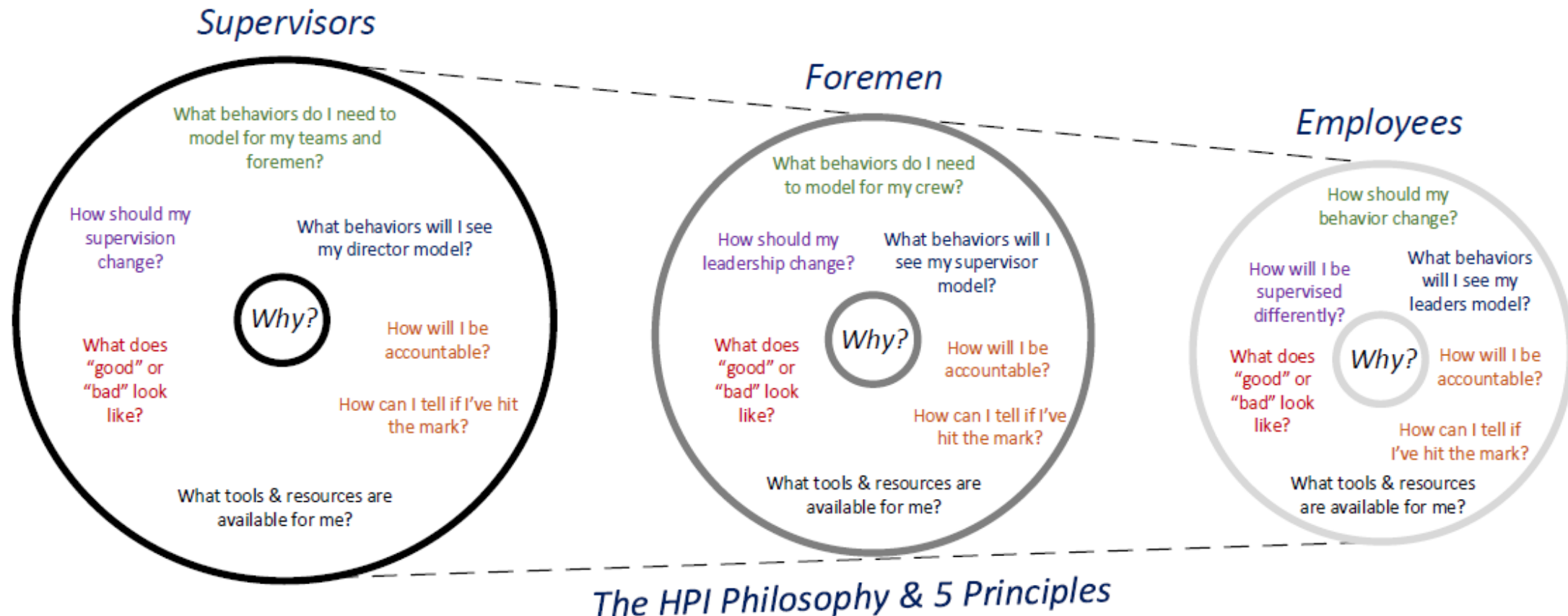


RESOURCE 2 of 3:

A Waterfall Training Approach

HPI Training Philosophy: Waterfall

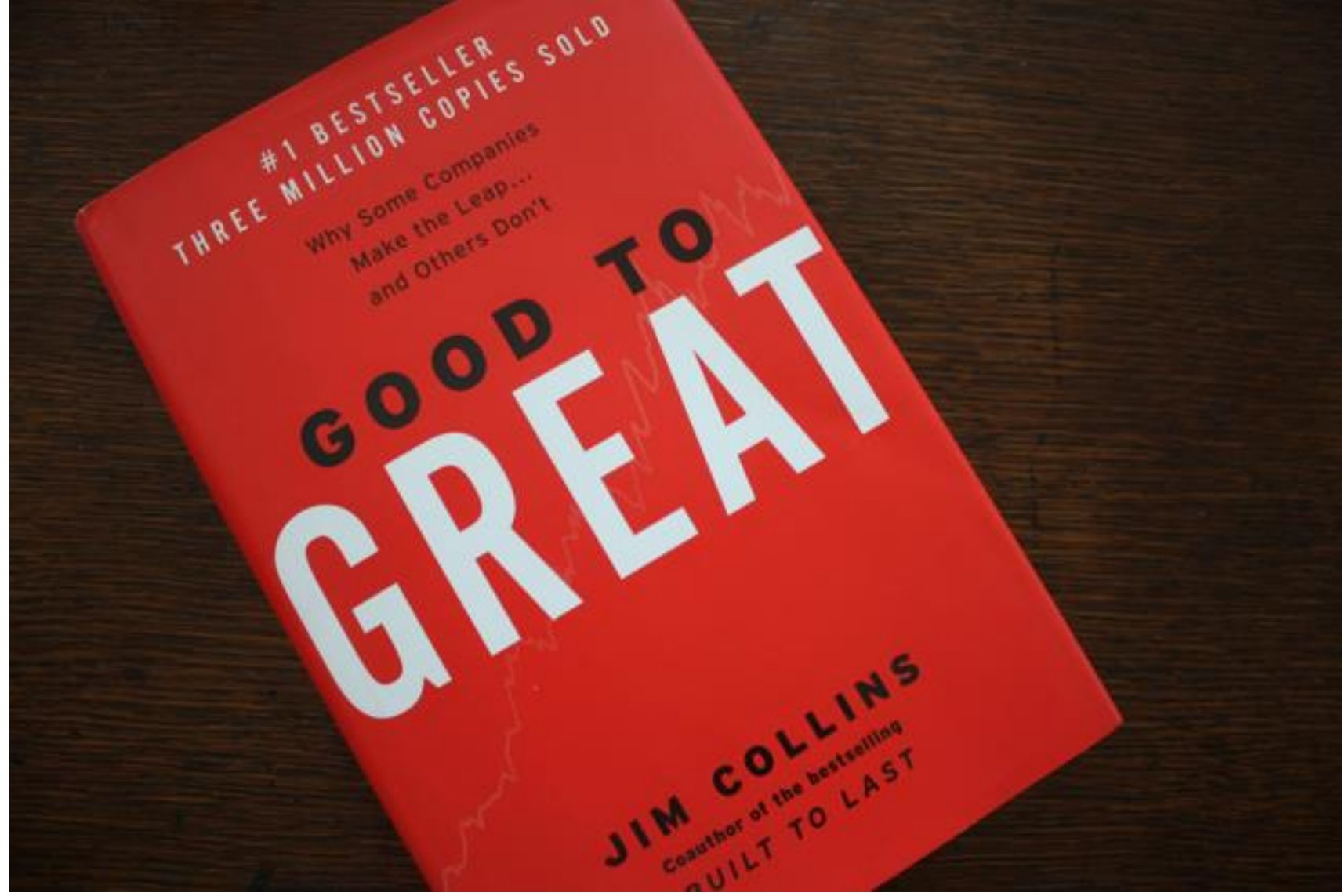
- A culture will change when its leaders begin to model and value new behaviors.
- What behaviors do we want from our employees?
- Our directors, supervisors and foremen must first model these behaviors, then coach them, and finally measure them.
- If it's not being modeled to employees, we can't ask them to do it.
- Training will accelerate the change, by giving employees tools to adopt the behaviors they're seeing modeled and valued. Absent either, it will have a negative impact.



RESOURCE 3 of 3:

Good To Great

By Jim Collins

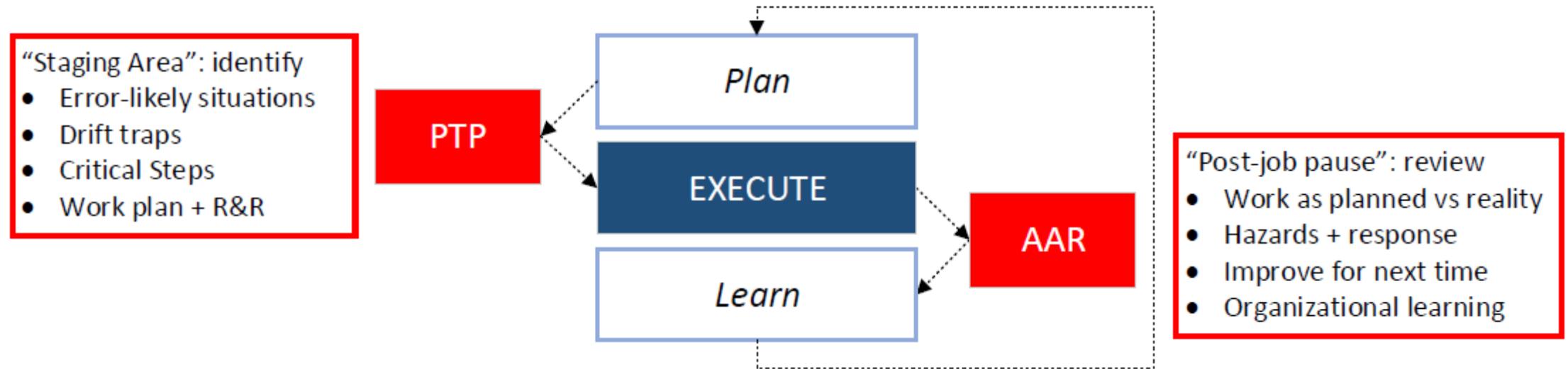


KEY TAKEAWAY

A mindset can't be dictated, only modeled.
HPI starts and ends at the top of an organization. Spend the majority of your time and resources there, and the rest of the organization will benefit tremendously.

QUESTION 5:

Transformation of Work



Fifth Question:

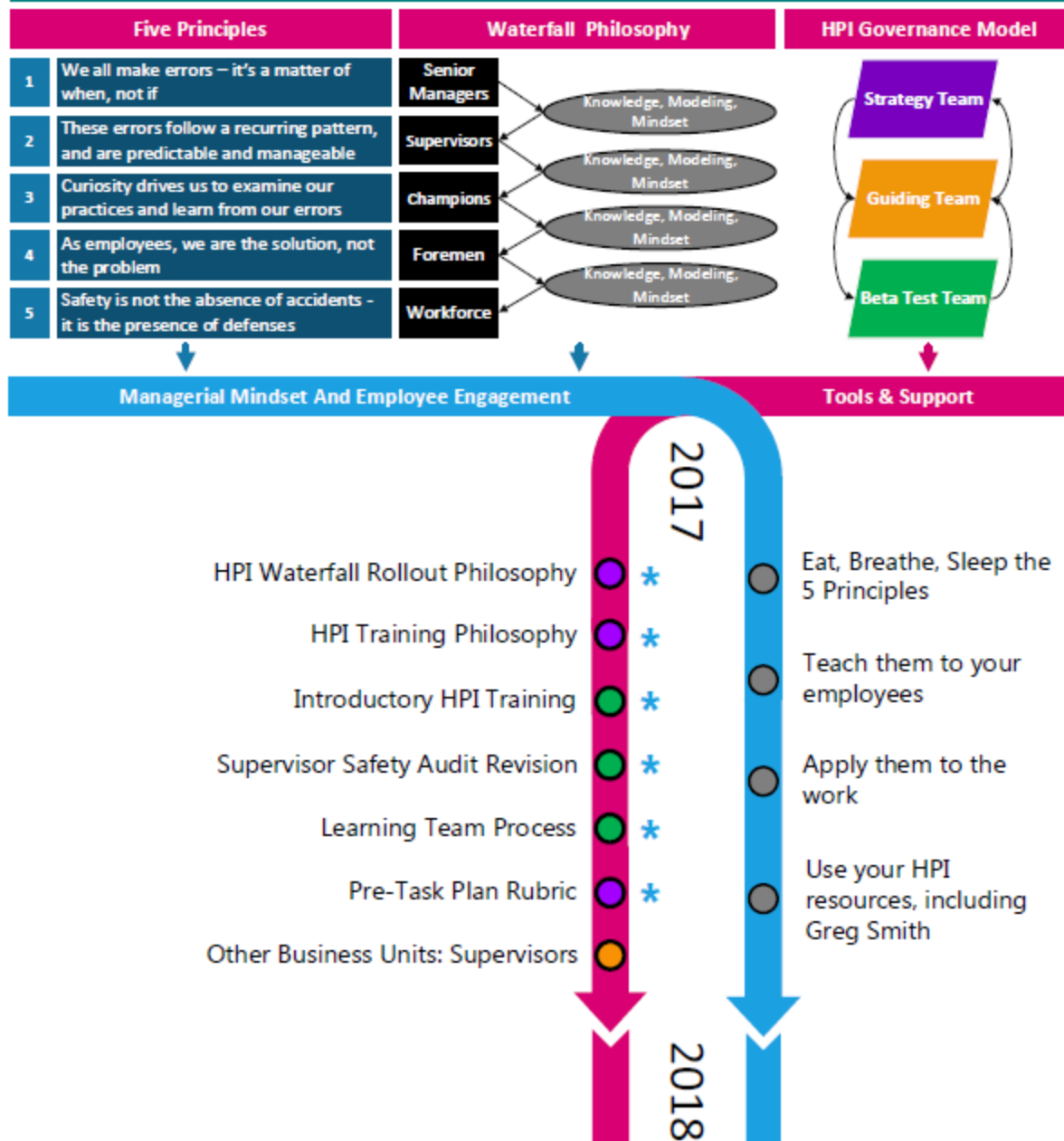
Is your leadership prepared to transform the organization’s approach to how you plan, execute and/or learn from work?

RESOURCES:

Roadmap Example

G&T HPI Roadmap, 2017-2018

Through continual learning, we constantly improve the defenses that protect us from the errors all of us can make



RESOURCES:

HPI Philosophy

| | | | | | |
|----------------|---|--|--|---|-----------------------|
| HPI Principles | Through continual learning, we constantly improve the defenses that protect us from the errors all of us can make | | Through continual production, we constantly emphasize high-speed performance and a culture of zero incidents | | “Anti” HPI Principles |
| | 1 | We all make errors – it’s a matter of when, not if | Errors are avoidable, and result from a lack of effort, focus or expertise | 1 | |
| | 2 | These errors follow a recurring pattern, and are predictable and manageable | Slowing production, even to learn or improve, is <i>tacitly</i> unacceptable | 2 | |
| | 3 | Curiosity drives us to examine our practices and learn from our errors | <i>Fear</i> drives us to shield our practices and hide our mistakes | 3 | |
| | 4 | As employees, we are the solution, not the problem | Employees create the problems that managers are paid to solve | 4 | |
| | 5 | Excellence is not the absence of failure, but the presence of process and defenses | Success is measured by deliverables | 5 | |
| | | | | | |

KEY TAKEAWAY

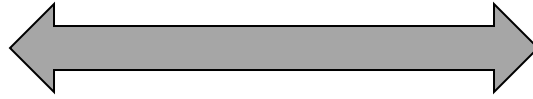
If effective defenses combat our propensity to err, then the planning that proceeds the work, and the learning that follows it, are where the “free” defenses reside. HPI must transform how we work.

QUESTION 6:

Just Culture

Just Culture

We are partners: We remove those who gamble with others' or their own well-being; we learn from everything else.



Traditional Discipline

Non-compliance is the enemy:
We punish every act that doesn't comply with our policies, practices or procedures.

Sixth Question:

Do you understand the natural implications an HPI culture will have for your approach to discipline? Are you ready to change?

A Just Culture

Seeks to understand

Protects the “Second Victim”

Is absolutely unforgiving with perpetrators

Outcome: protects learning



Traditional Discipline

Investigates

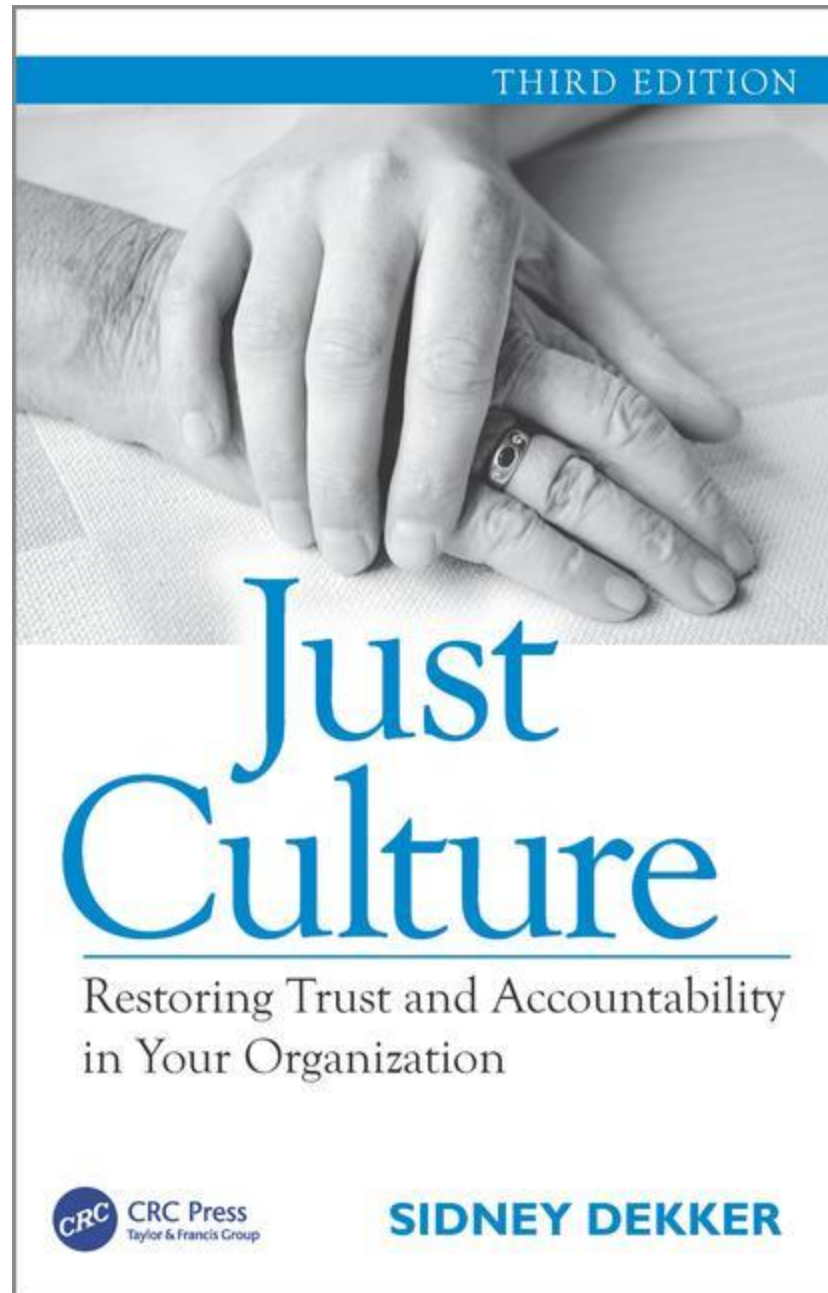
Determines “violations”

Focuses mostly on actions, not intent

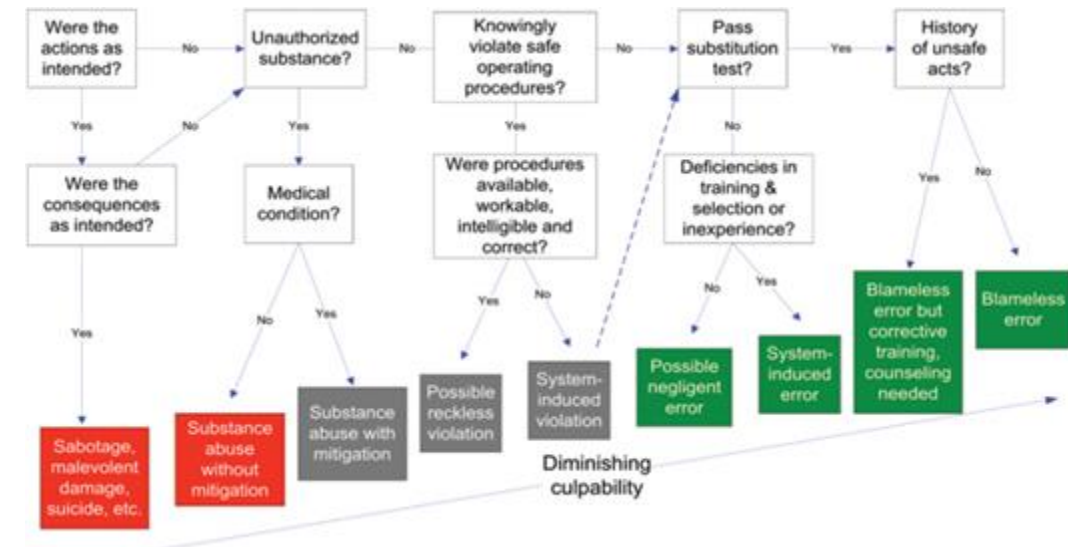
Outcome: assigns accountability

RESOURCES:

Just Culture



- The European Union
- American Healthcare System
- Luminant Energy



James Reason's Culpability Matrix

KEY TAKEAWAY

The drives of a learning organization and a culture of traditional discipline conflict;
HPI is not “bolt on.”

You don't have to have the answers before starting the journey, but you must embrace the idea that it will transform your approach to discipline.

QUESTION 7:

Resources

Final Question:

Is your organization ready to commit necessary resources – in time, benchmarking, change leadership, and especially **staffing** – to achieve change?

Some of the things you'll do...

- Training
- Operational Data collection and analysis
- Field observations
- Senior team consultation and mentoring
- Benchmarking
- Maturity modeling
- Tool design and implementation
- Etc etc etc

KEY TAKEAWAY

Part-time staffing will quickly become a challenge on many fronts for any operational excellence transformation.
Your organization deserves full-time experts.