

SAFESTART HUMAN FACTORS



CONFERENCE

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ELC Podcast

USING THE ESSENTIAL LEADERSHIP CYCLE TO CREATE INTENTIONAL LEADERS

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ROB FISHER AND FIT

- Over 30 yrs. of consulting experience in performance improvement
- FIT Cumulative over 150 yrs. of industrial experience
- Specialties in:
 - Human & Organizational Performance (HOP) Deployment & Integration
 - Learning from success & failure / Root Cause / Catastrophic Failure Analysis / Incidents and Near Misses
 - Procedure / Programs / Process Excellence
- Conducted over 50 successful integration strategies in:
 - Manufacturing / Heavy Industry / Chemical / Metals / Oil & Gas
 - Utilities / Generation / Transmission / Distribution
 - Construction / Mining / Refining / Engineering
 - Department of Energy / Research
- Recognized contributor to reduction of fatalities and serious injuries in high-risk industries
- Author of *“Understanding Mental Models”*



Professional Background
Operator
Operations Supervisor
Maintenance Management
Technical Manager
Chemistry Management
Executive Mentor and Coach
Author

Military Experience
Chemist / Operator
Periscope Photographer
Special Operations Liaison
Radiological Manager

Know and use
the HOP
Principles with
INTENTIONALITY

Error is Normal

Blame Fixes Nothing

Systems Drive Behaviors

Response Matters

Learning is Essential

ERROR IS NORMAL

1. **People are fallible and even the best will make mistakes.**
2. **Error is a consequence not a cause.**
3. **All error is an opportunity to learn – error is not all bad.**
4. **Define error and separate errors from events.**
5. **Error is predictable and preventable ONLY if you recognize you are vulnerable.**

Science-Based Definitions

<p>Error</p> <p>An action or inaction that unintentionally:</p> <ul style="list-style-type: none">• Results in an undesirable or unwanted condition OR• Leads a task or system out of limits OR• Deviates from a rule, standard, or expectation	<p>We MUST learn to separate the ERRORS from the EVENT</p>
<p>Event (or incident)</p> <p>The undesirable result of an error, a set of errors or a set of conditions</p>	
<p>Deviation</p> <p>Not strictly complying with a rule, standard or expectation</p>	<p>ERRORS and VIOLATIONS are DIFFERENT THINGS</p>
<p>Violation</p> <p>An action or inaction that intentionally deviates from a rule, standard, or expectation</p>	
<p>Active Error</p> <p>An action or inaction that results in immediate consequence</p>	<p>We MUST pay ATTENTION to ALL TYPES of ERRORS</p>
<p>Latent Error</p> <p>An action or inaction that results in consequences that are delayed or create latent conditions</p>	

*If **LEADERS** don't know the definition of Error...*

***AND** the differences between errors, deviations and violations...*

it is hard to get the workforce to believe you want to help them prevent them!

- An **ERROR** is an action or inaction that *unintentionally*:
 - Results in an undesirable or unwanted condition, or
 - Leads a task or system out of limits, or
 - Deviates from a set of rules, standards, or expectations
- **Event (Incident)** – The undesirable result of an error, a set of errors or a set of conditions

Key Points...

- The action or inaction is typically intentional – most of our actions are intentional
- It is the RESULTS that are unintentional...
 - **UNINTENTIONALLY** results in an undesirable or unwanted condition, or
 - **UNINTENTIONALLY** leads a task or system out of limits, or
 - **UNINTENTIONALLY** deviates from a rule

Deviation & Violation

Deviation

- Not strictly complying with a rule, standard or expectation
 - A deviation is a condition!
 - A deviation can be an error (unintentional deviation) or a violation (intentional deviation)

Unintentionally runs the light
ERROR

Violation

- An action or inaction that ***intentionally deviates*** from a rule, standard, or expectation
 - There is ***conscious intent*** to deviate from the rule

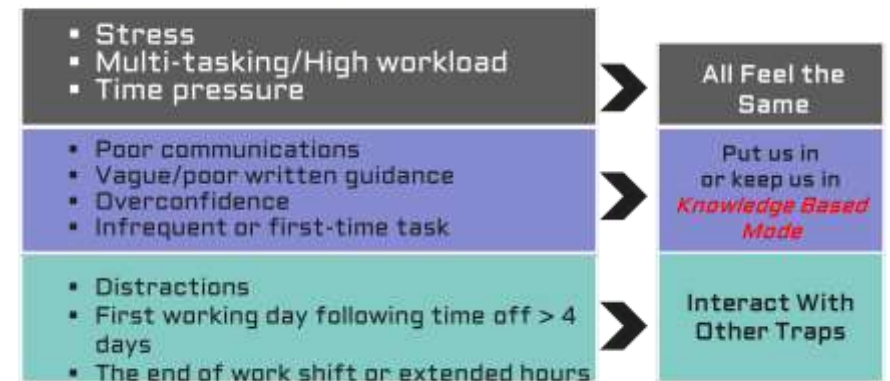
Intentionally runs the light
VIOLATION

BLAME FIXES NOTHING

1. It's a natural human characteristic to blame others.
2. Blame is an error trap in much the same way as time pressure or distraction.
3. Like other error traps, different personalities will be impacted in different ways.
4. Need to break the thought 'It wasn't me, so it must be you'.
5. Humans can manage their propensity to blame by using Pause / Play.



Top 10 Error Traps



#11 – Blame!

***HOP is not about shifting blame or accountability
it is about finding the drivers of errors and events***

SYSTEMS INFLUENCE BEHAVIOR & CONTEXT DRIVES BEHAVIOR

1. People can never outperform the system that bounds and constrains them.
2. People do what they do for a reason, and the reason makes sense to them given the context, remembering that the system creates the context.
3. Personality tendencies influence our perceptions of systems. They act as a filter through which systemic drivers influence us.
4. Organizational values influence behaviors – smaller org values have a larger impact.
5. Significant errors can occur at all levels of the organization; error management techniques need to be applied across the entire system.

The Task-Based System



An interdependent system where individuals being aware of and managing their personality tendencies interact with people, programs, processes, work environment, organization and equipment

***People do what they do, at the time that they do it, for reasons that make sense to THEM at that time!
(Systemic & Individual Drivers)***

RESPONSE MATTERS

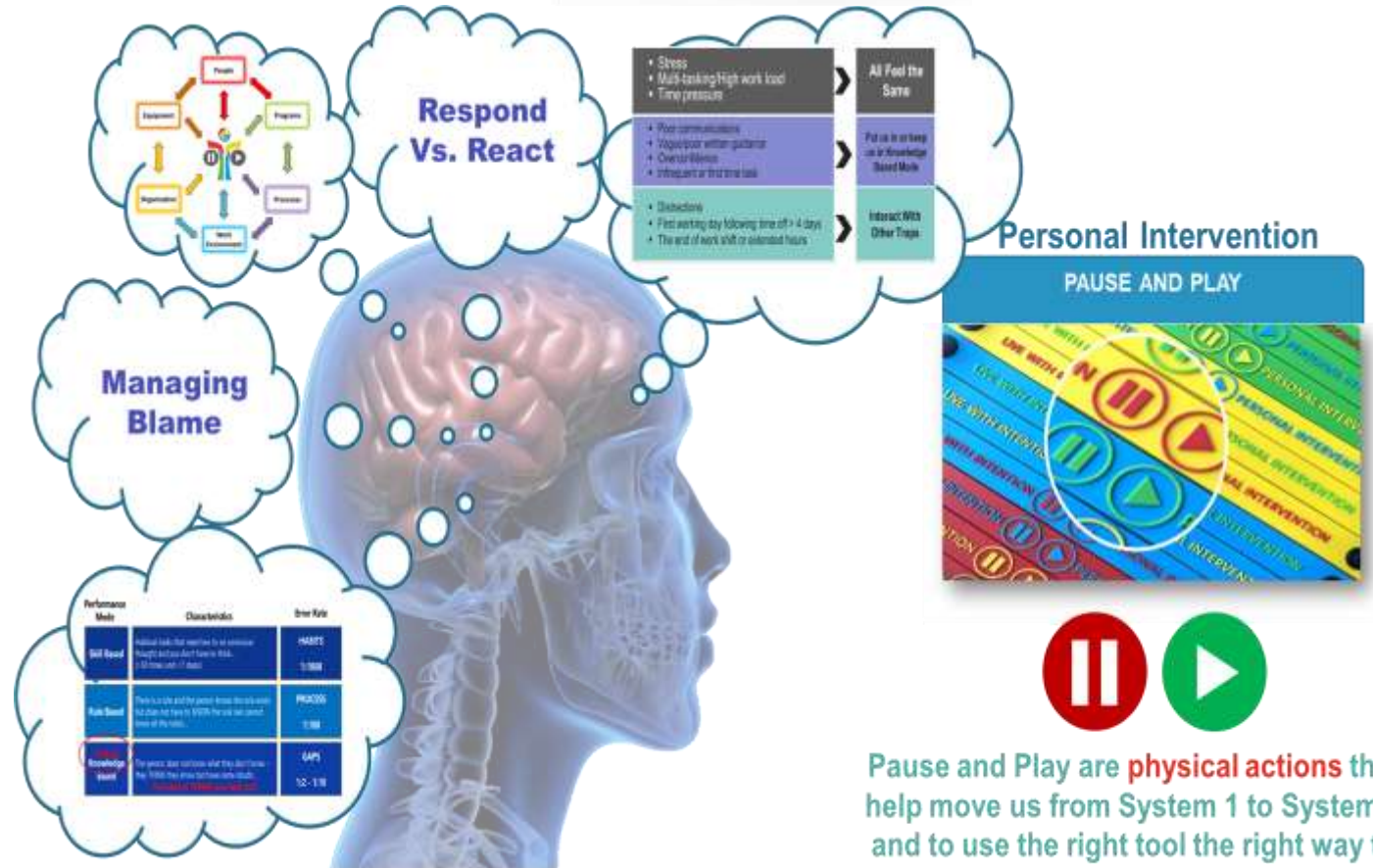


PERSONAL
INTERVENTION

Press **pause** to stop
myself from going on
'autopilot'



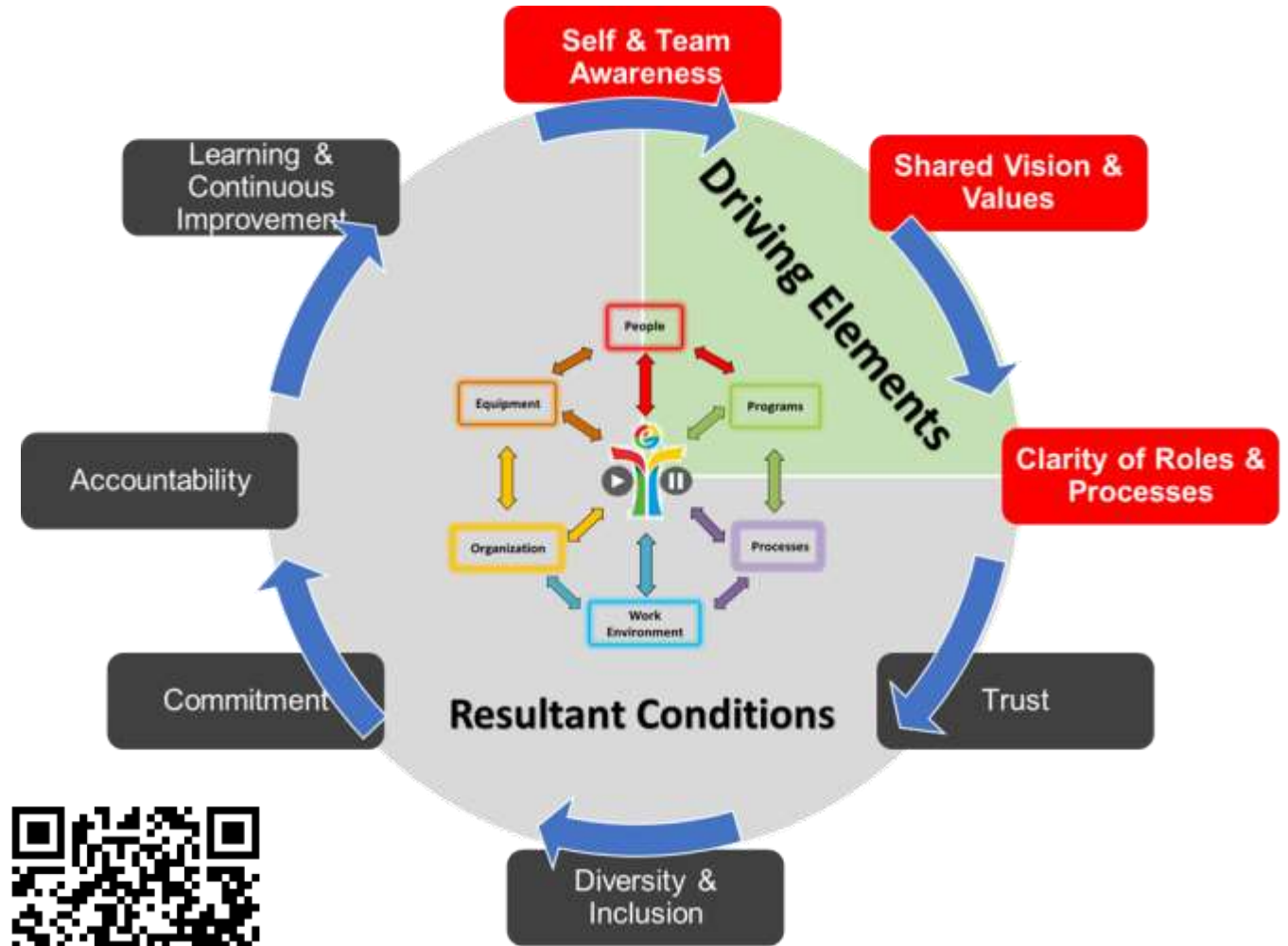
1. Pull yourself out of '**autopilot**.'
2. Remember who you are **engaging**, know your audience.
3. Effective intentional **response** requires engagement.
4. Leader **knowledge**, **language**, and **behaviors** drive effective change.
5. Effective leader response to **success** and **failure** matters.



Pause and Play are **physical actions** that help move us from System 1 to System 2 and to use the right tool the right way to reduce the probability for error

LEARNING IS ESSENTIAL

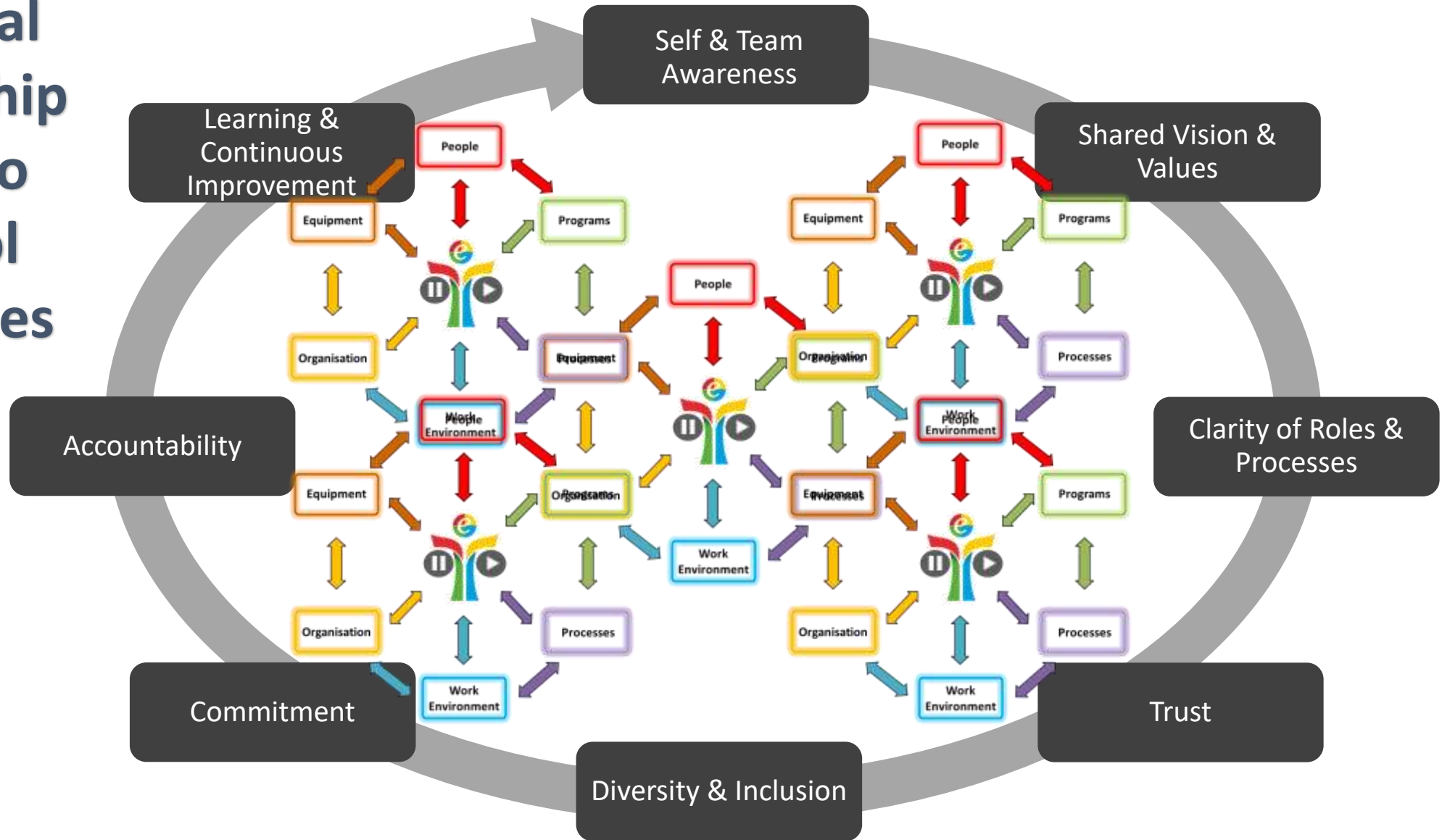
- 1.Improvement is always a function of learning.
- 2.Leadership and learning are indispensable to each other.
- 3.Learning is a product of feedback.
- 4.Learning isn't confirmed until behaviors are changed.
- 5.Personalities treat information differently, not everyone learns the same way.



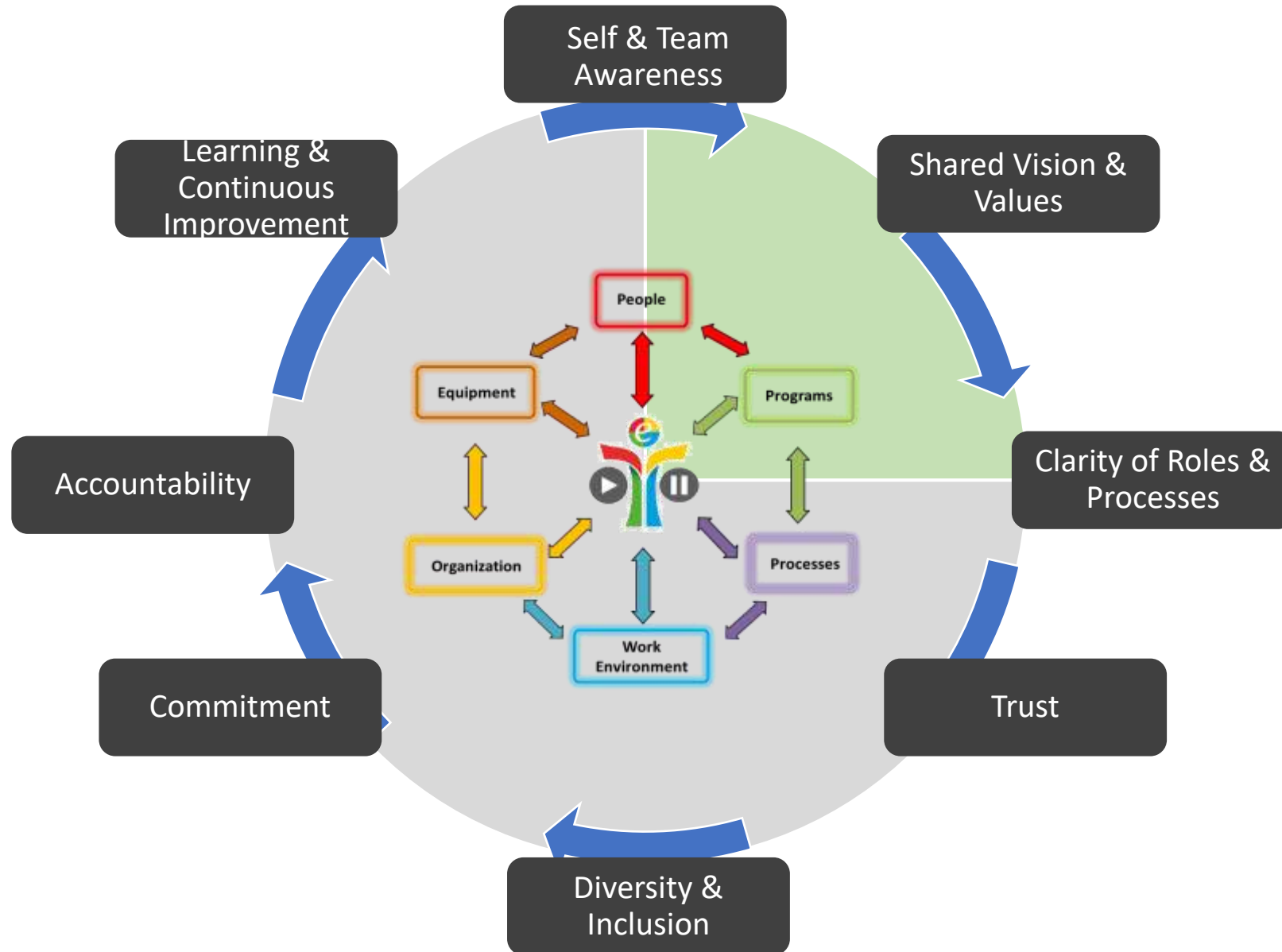
Use the Essential Leadership Cycle to manage outcomes

ELC Podcast

Using the Essential Leadership Cycle to control outcomes



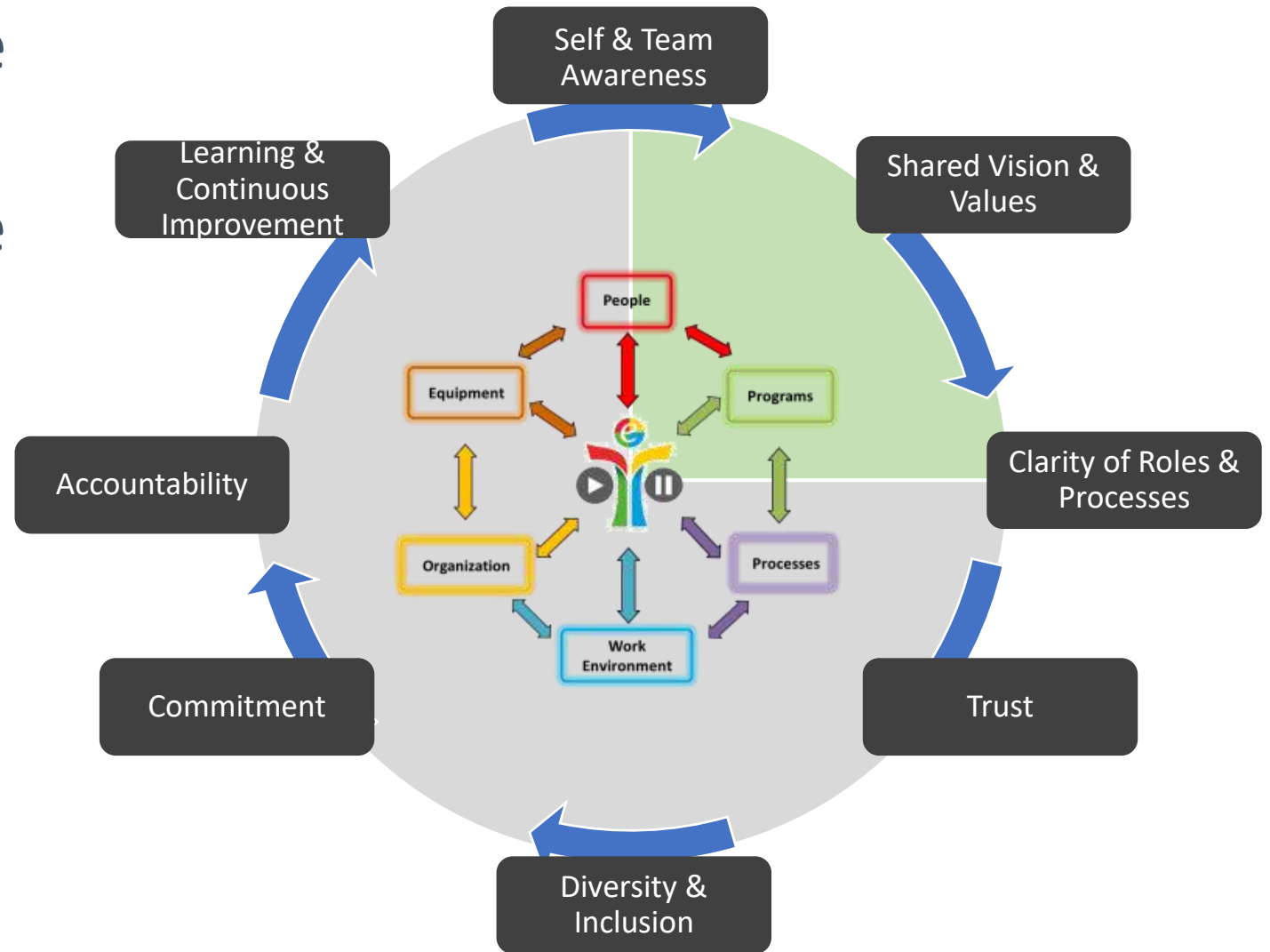
The Essential Leadership Cycle



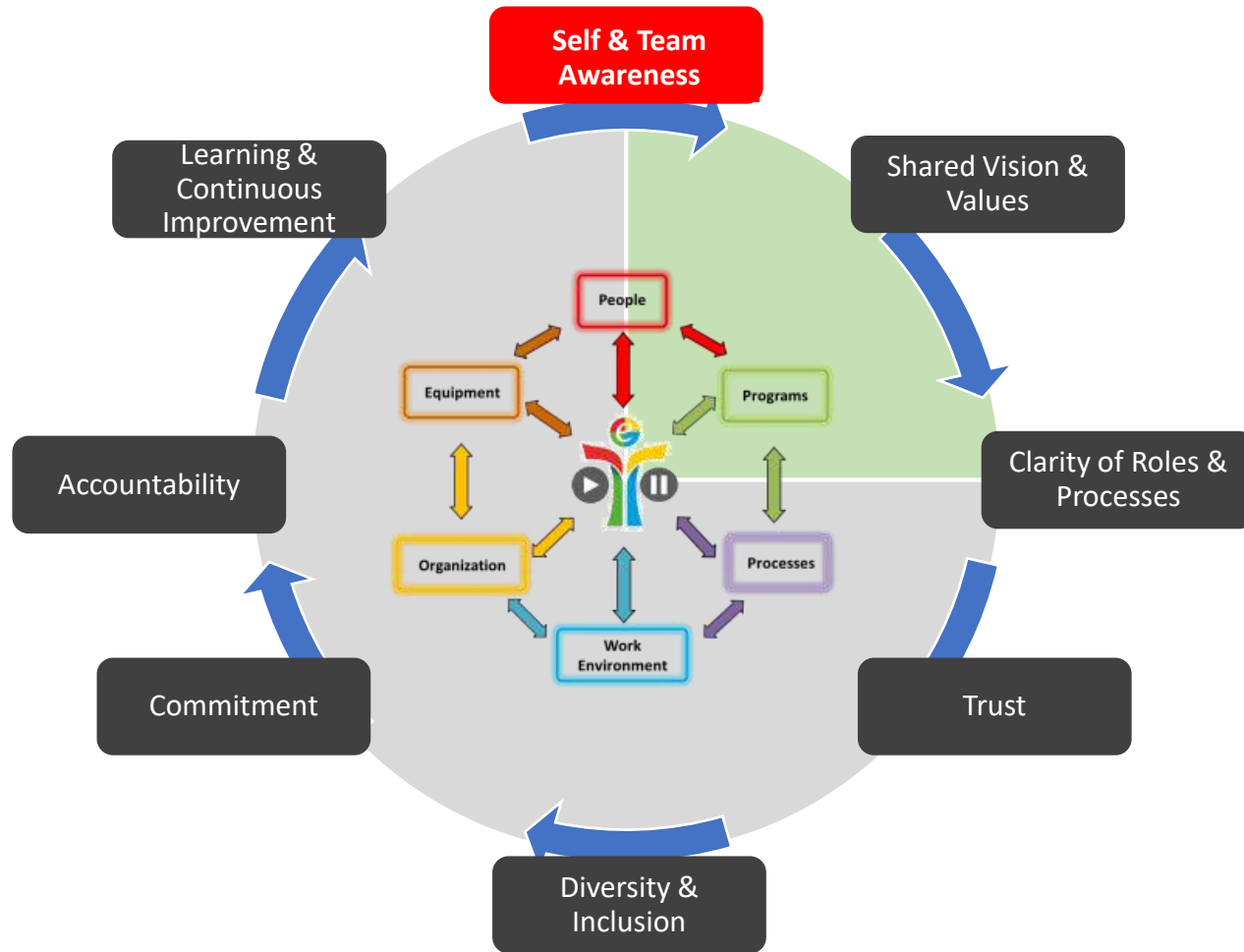
A model used by leaders to manage the task-based systems and organizational risk and improvement

The Essential Leadership Cycle

1. **WHY** do leaders need the cycle?
2. **WHO** should be using the cycle?
3. **WHAT** are leaders supposed to do with the cycle?
4. **HOW** can leaders use the cycle to ensure top performance?



The Essential Leadership Cycle Elements



Self Awareness

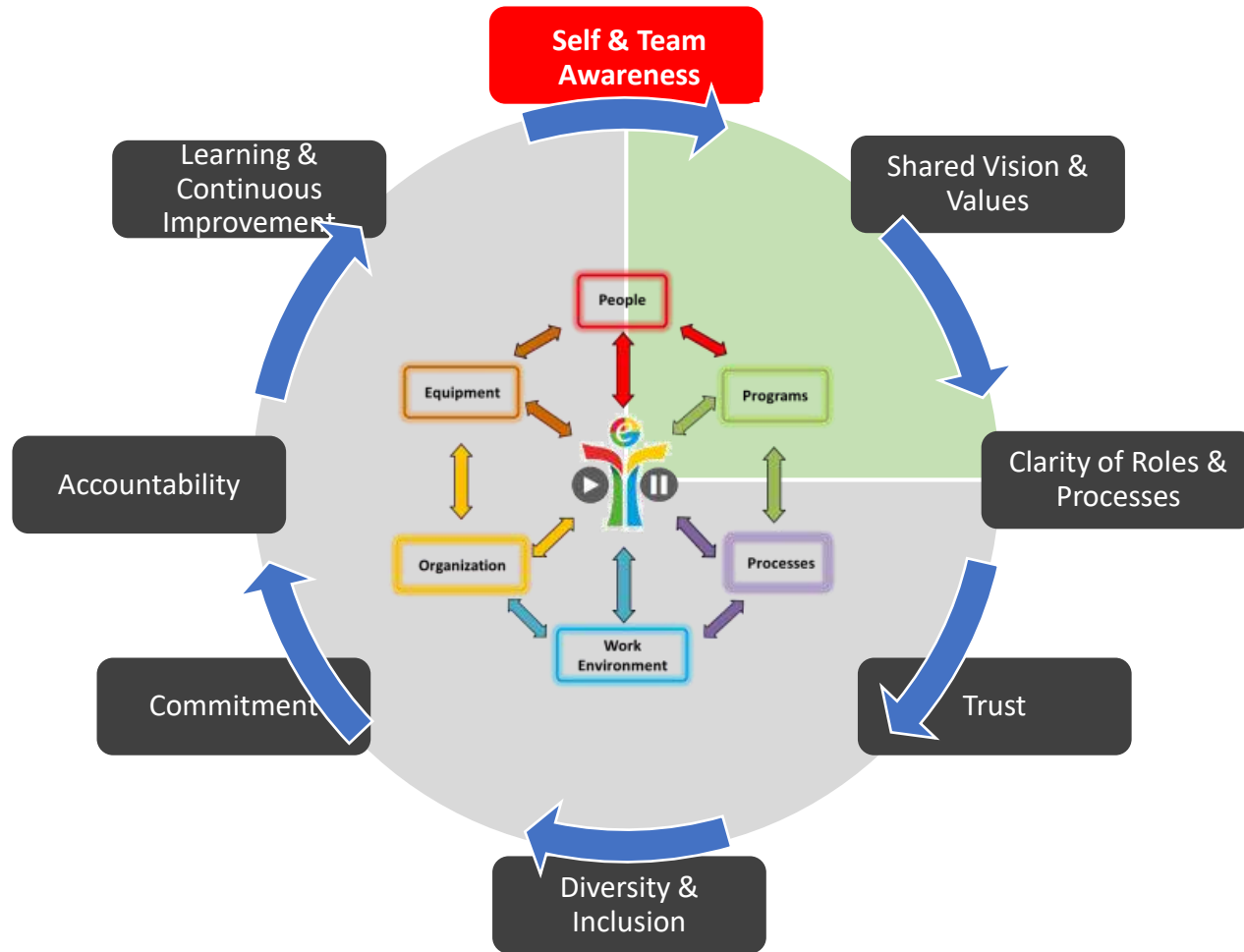
- Team members are aware of and managing their personality tendencies
- Leaders have a clear understanding of human error science, principles and concepts and use them every day

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Use Code FITSPECIALBASIC

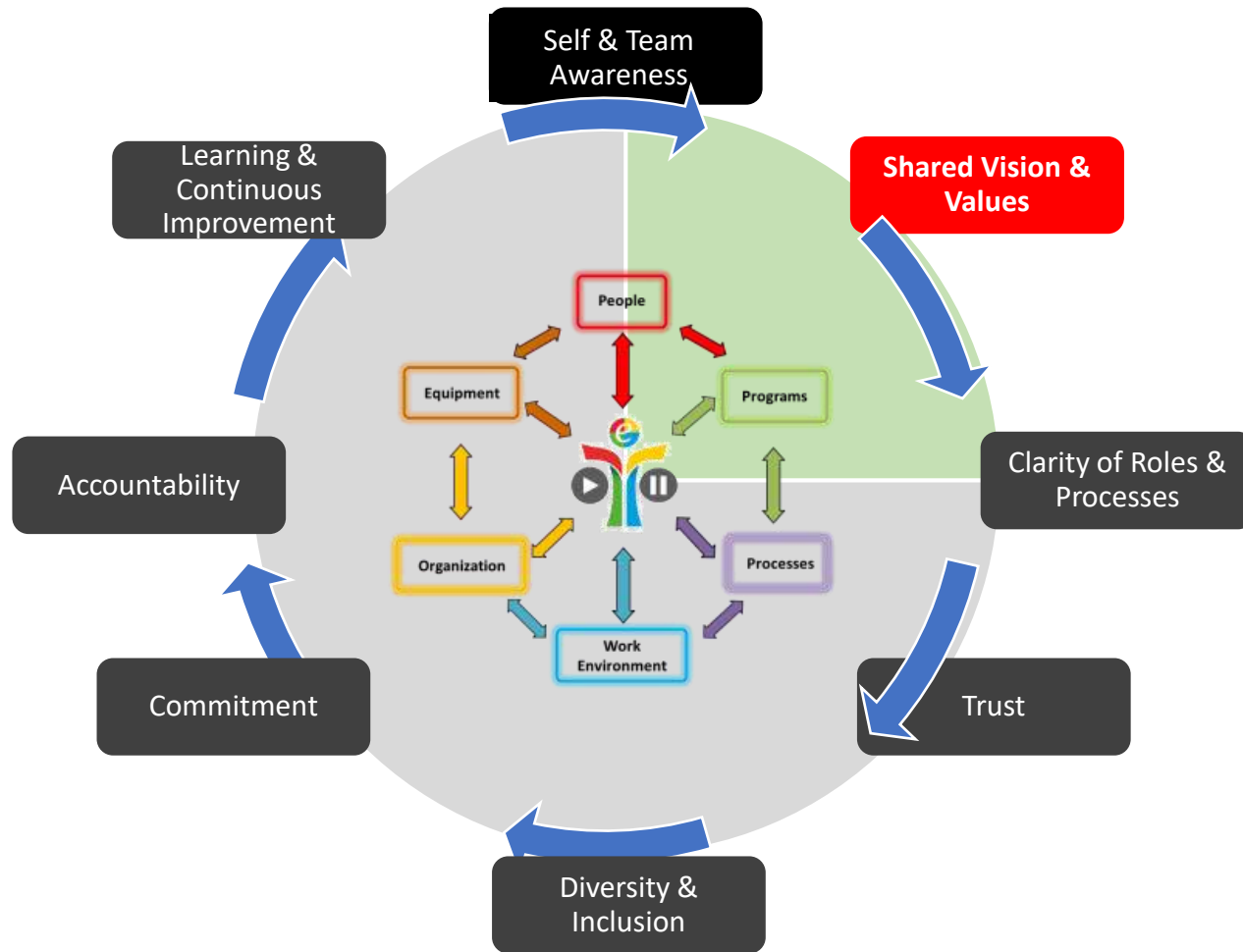
The Essential Leadership Cycle Elements

Team Awareness



- Understanding listening styles and communication styles
- Team triggers help us understand others' tendencies
- Managing teams effectively starts with self and team awareness

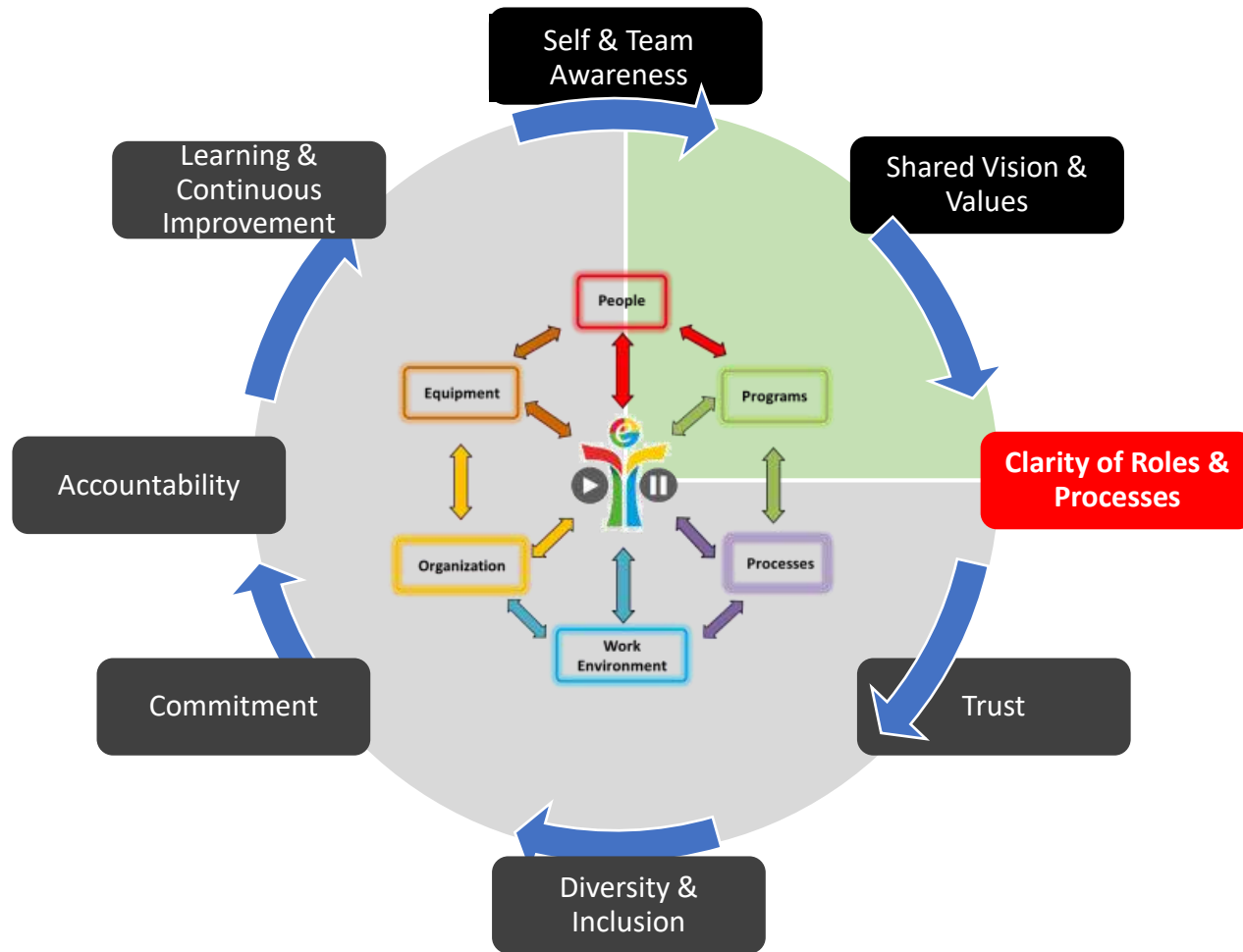
The Essential Leadership Cycle Elements



- The organization has a clearly defined ***compass*** that is commonly understood (vision, mission, strategy and values)
- Leaders ensure the smaller organization values ***remain aligned*** with the larger organization values.

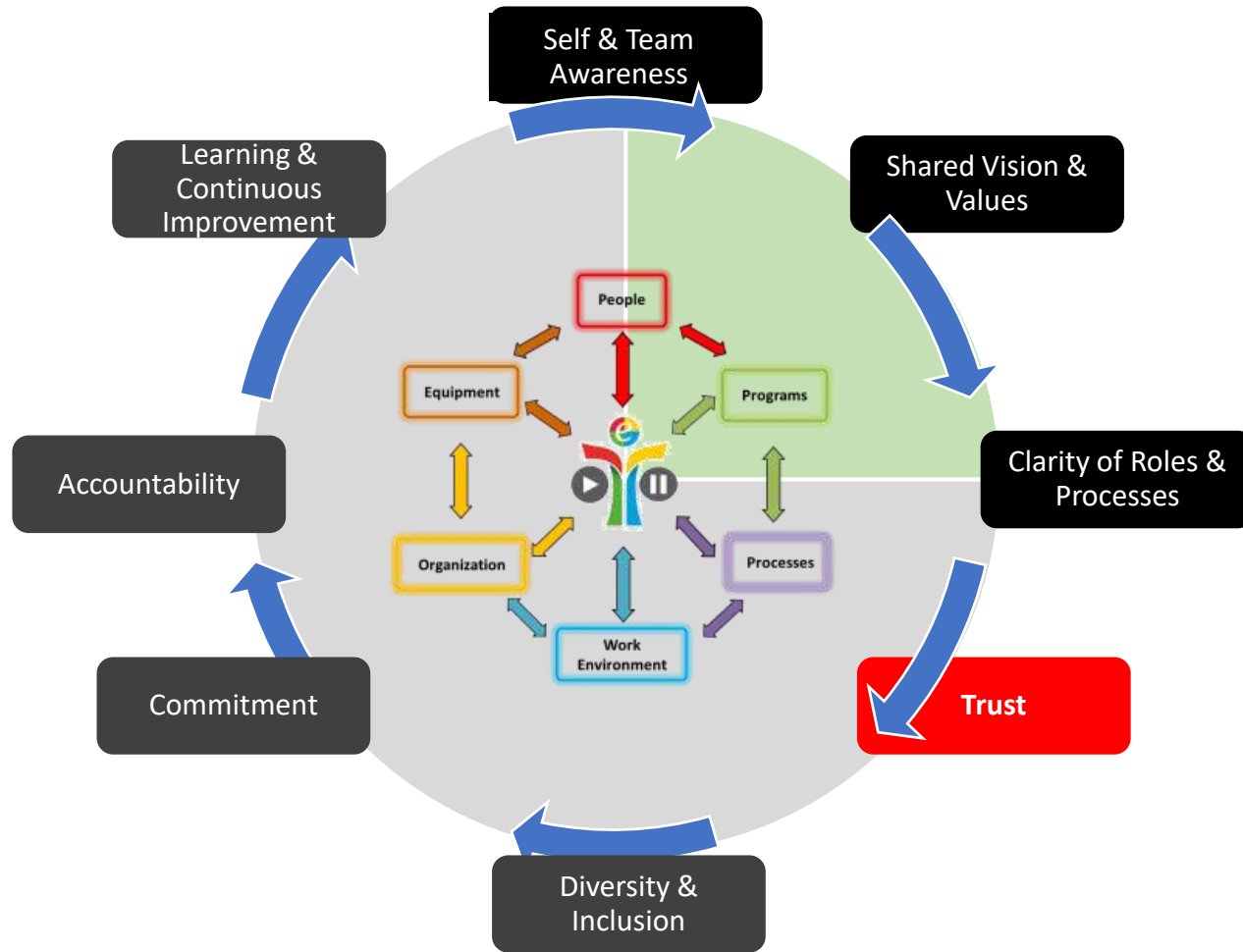
*Leaders use
“Values-Based” Engagements*

The Essential Leadership Cycle Elements



- Viewing the ELC as a process
 - If leaders follow processes – supervisors and workers follow processes
- Defining ***Roles, Responsibilities, Accountabilities and Authorities (R2A2)***
- Understanding ***systemic interactions*** with different personalities
- Leaders understand the difference between ***work as imagined*** and ***work as done***, especially during times of change

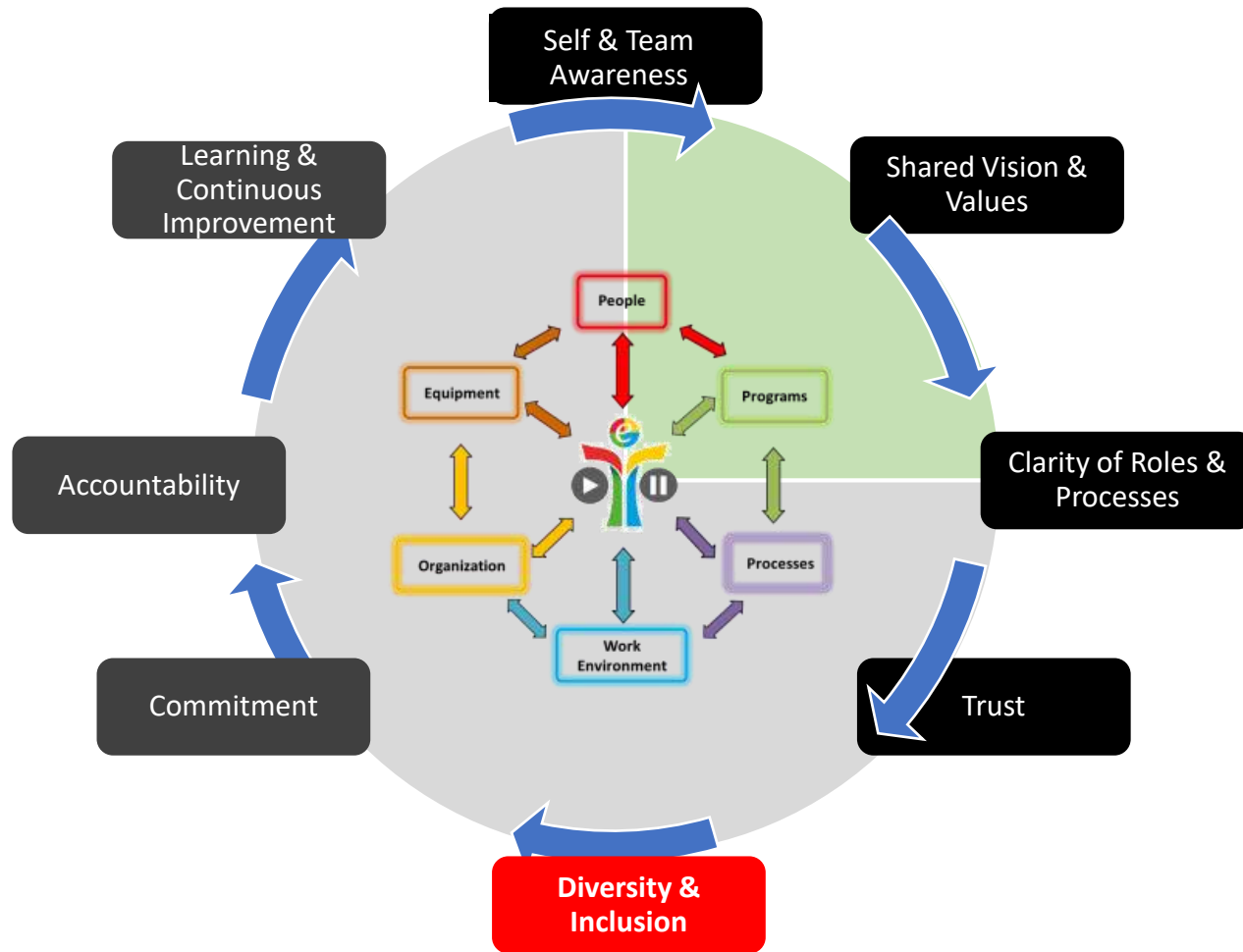
The Essential Leadership Cycle Elements



Developing trust using the ELC

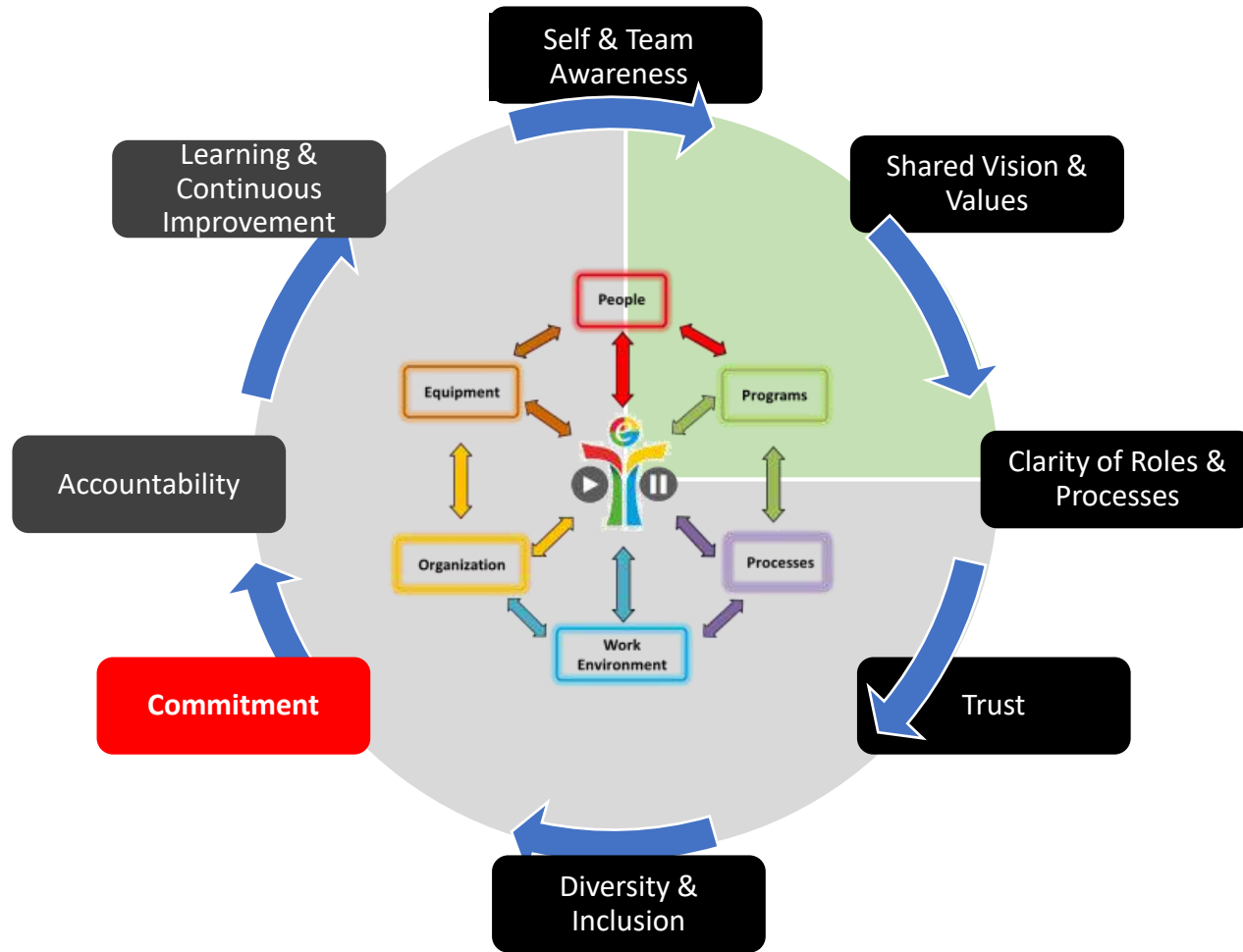
- How different personalities *perceive trust, develop trust and lose trust*
- Trust and overconfidence
- ***Using models*** to gain and retain trust
 - Deviation Potential
 - Deviation Drift
 - Deviation Analysis
 - Just Culture

The Essential Leadership Cycle Elements



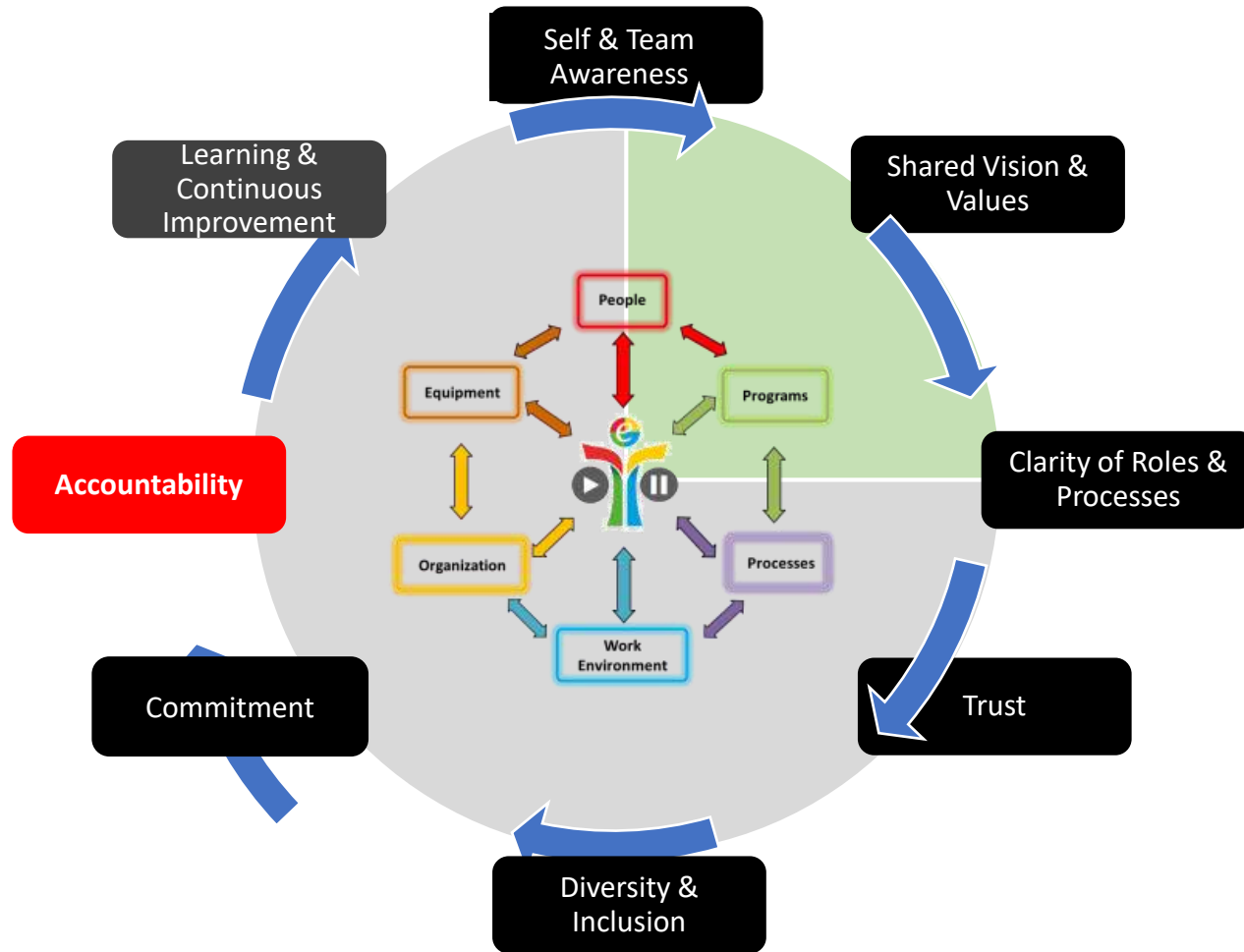
- Leaders ***actively encourage*** participation and collaboration during meetings
- Understand that diversity ***extends beyond physical attributes*** and into thought and personality tendencies
- Remember ***diversity is a condition*** (a fact) and ***inclusion is a decision*** (an action)
- Pay attention ***to embrace diversity of thought in critical decisions***

The Essential Leadership Cycle Elements



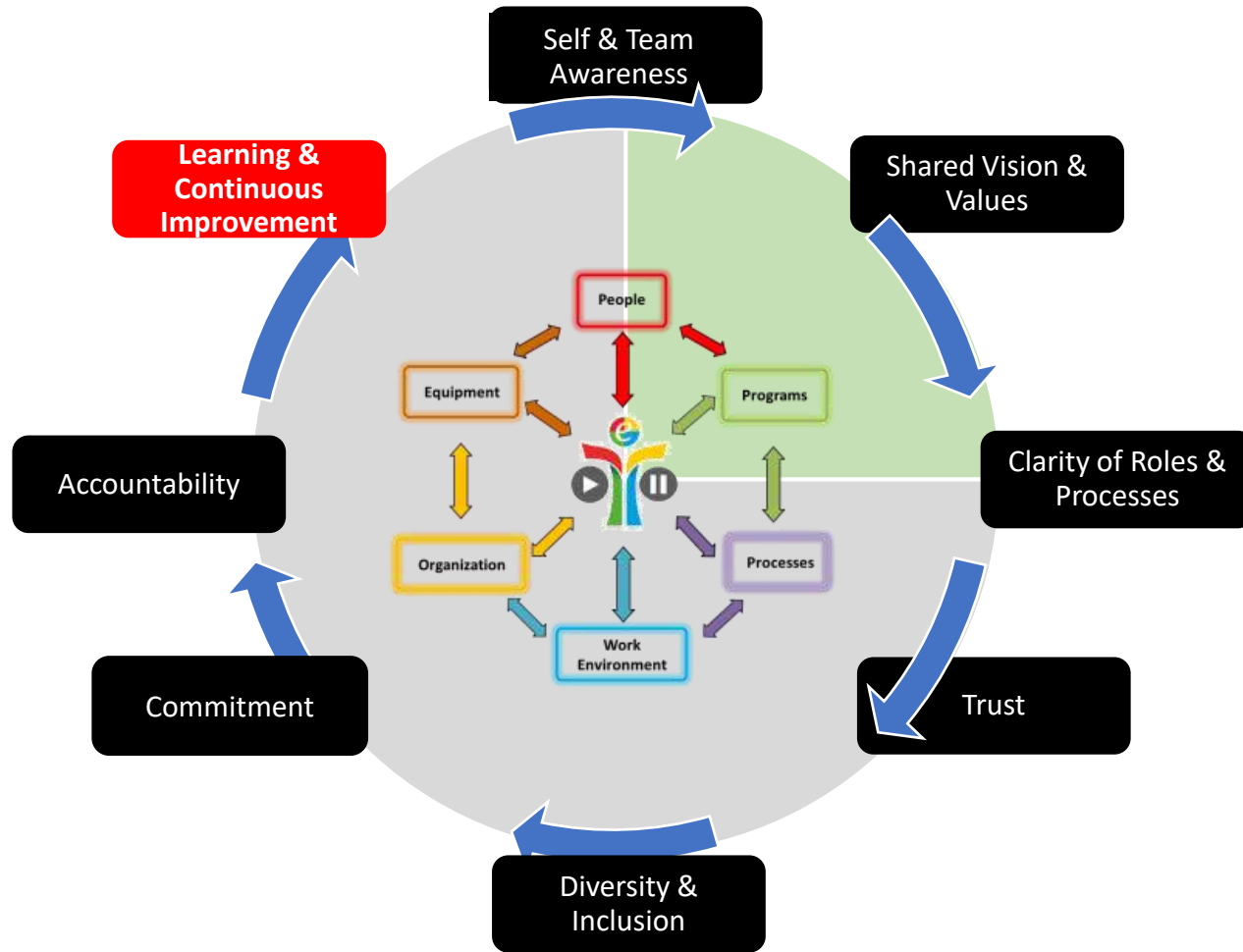
- As a Leader you must be committed and ***show that commitment*** before you ask others to commit
- Understand that individual commitment is a ***personal choice***
- Be ***present, available, on time and accessible*** to all levels of the organization

The Essential Leadership Cycle Elements



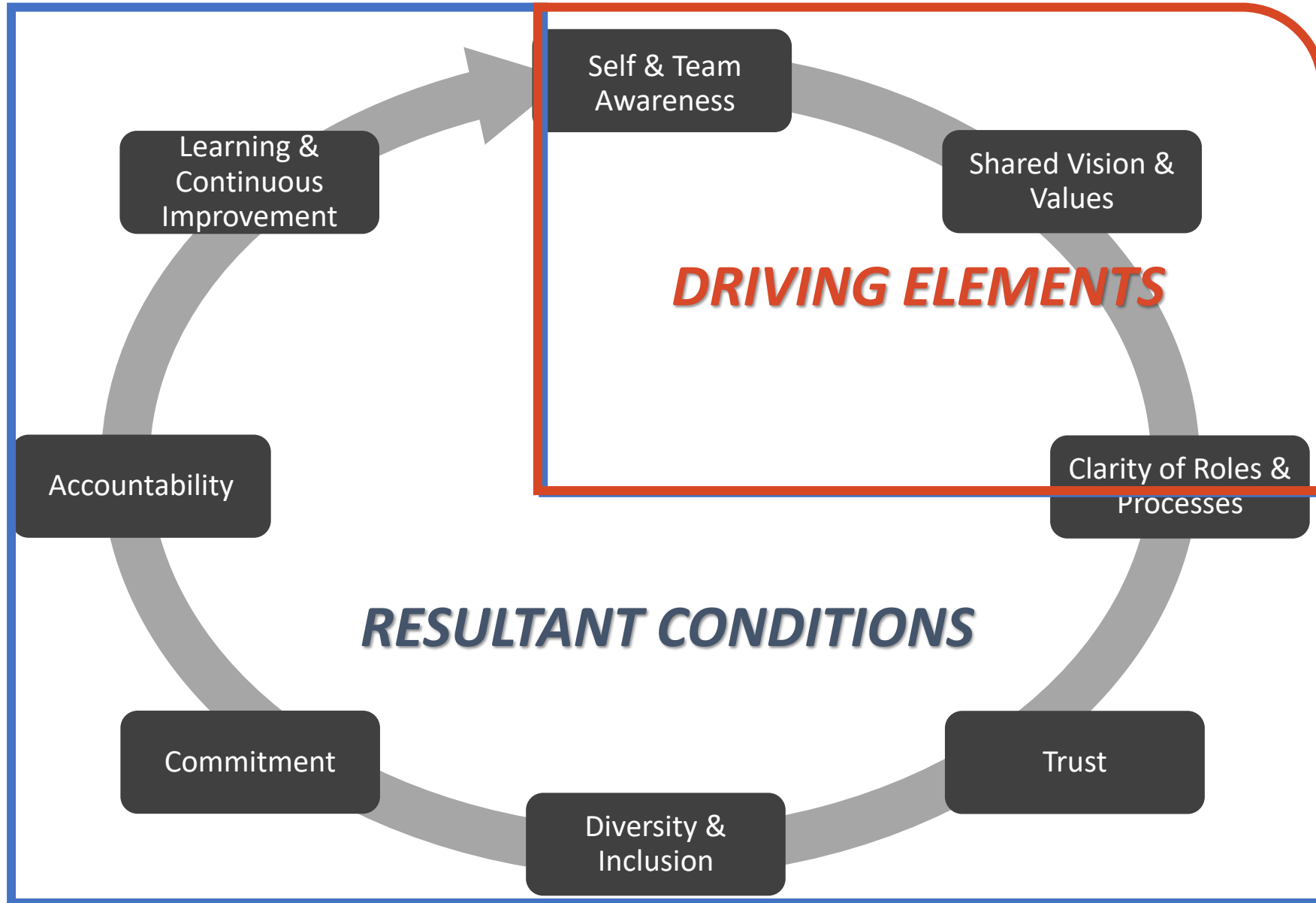
- Understanding the *difference between accountability and discipline*
- Understanding behavior and *‘just culture’* models
- *Using models* for determining organizational, systemic and individual accountability

The Essential Leadership Cycle Elements



- Learning lessons *before failure*
- ***Capturing and prioritizing*** lessons learned and improvement opportunities
- Managing Change
- Modifying the system to learn lessons *sustainably*
- ***Communicating*** lessons learned effectively

Using the Essential Leadership Cycle to control outcomes

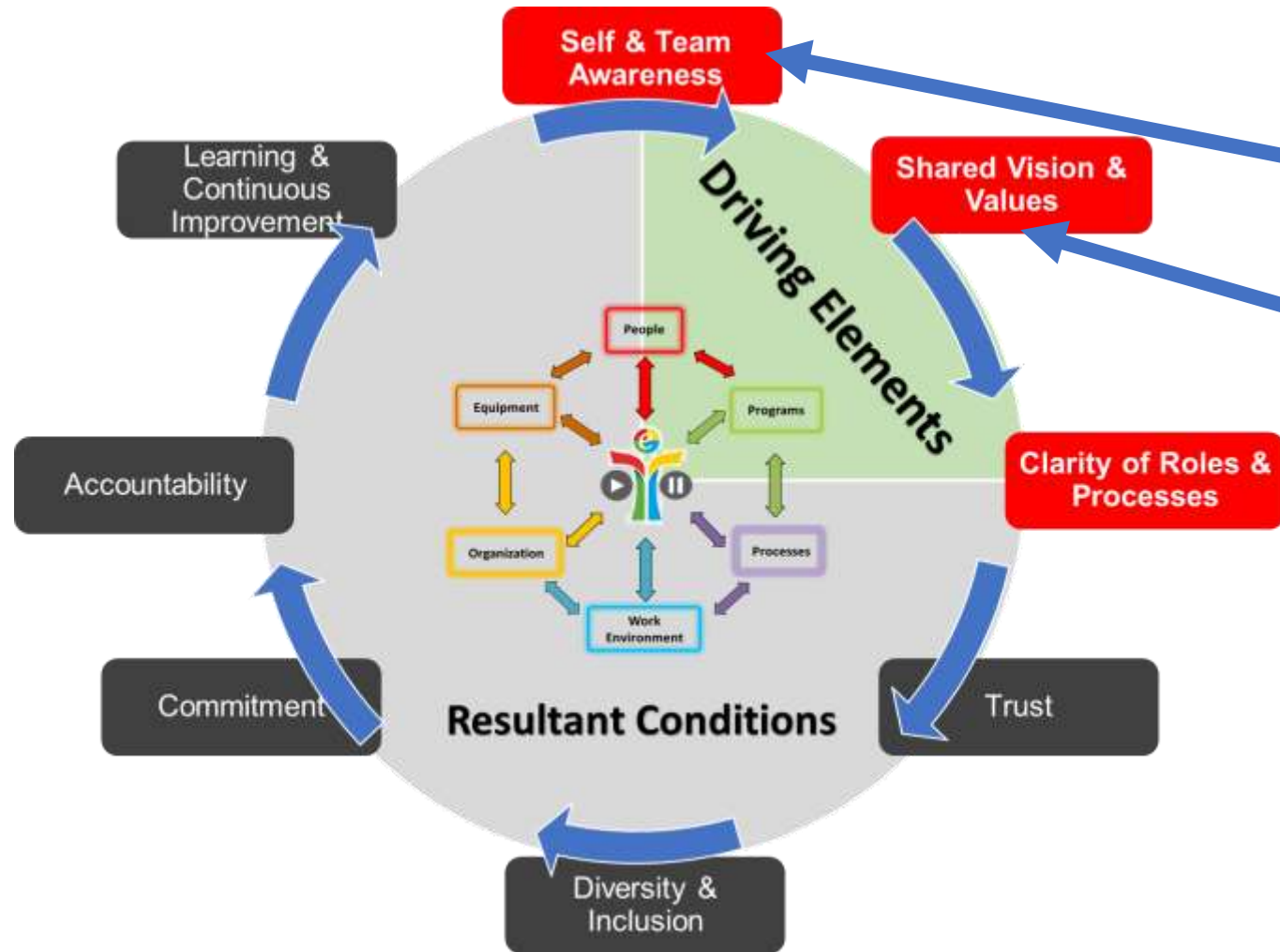


What Can Leaders Do?

Use

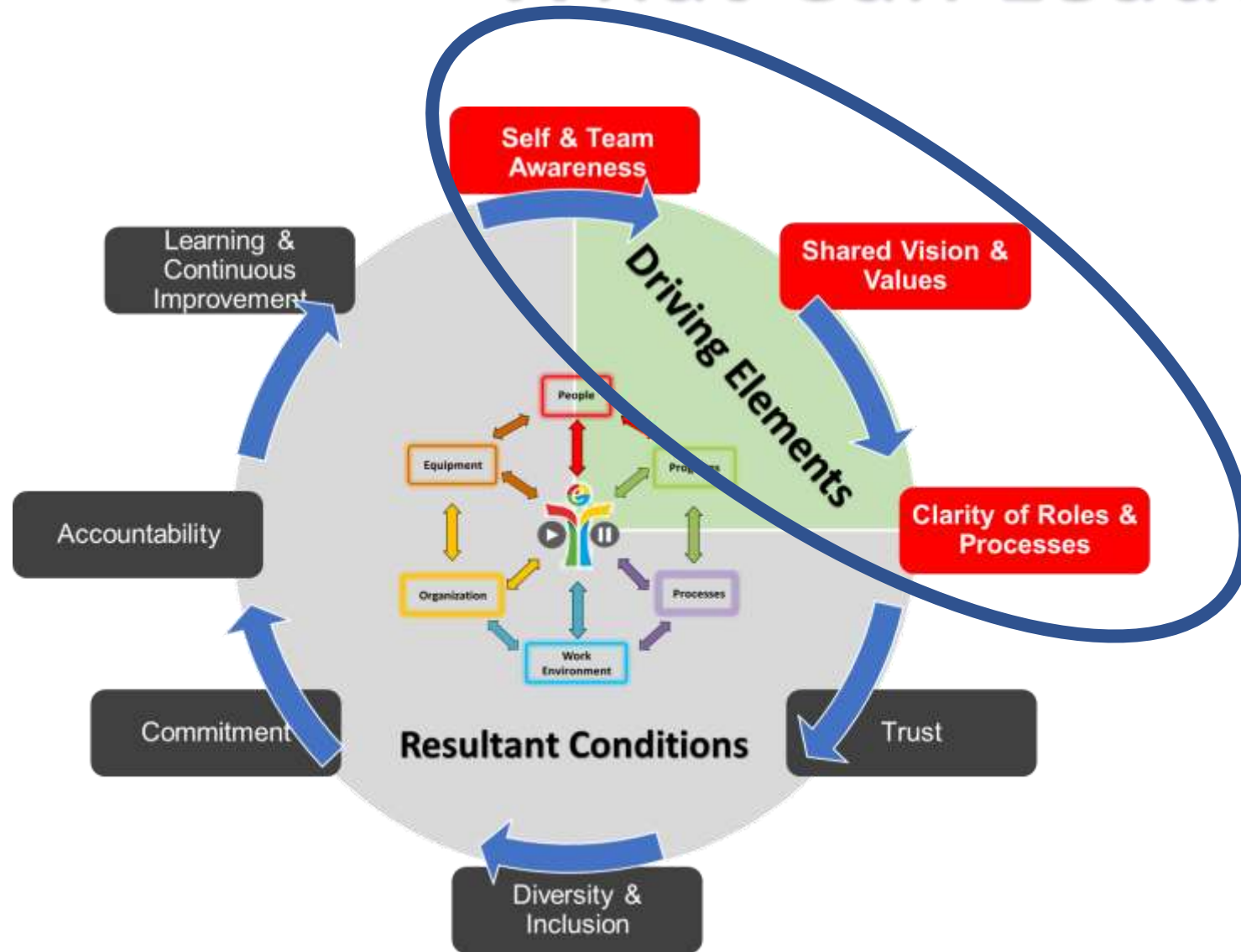
Values-Based Engagements
for

Self & Team Awareness and
to help you manage a shared
vision and values. Use this
information to develop a
clearer set of roles and
processes.



What Can Leaders Do?

Focus on the
DRIVING ELEMENTS
to create
sustainable
improvements



Creating Sustainability

Deployment **people have to get educated**

- Ensures that everyone gets the same science the same way
- Ensures that everyone can use the same language and definitions
- Lets the organization OWN the science, materials and language because they are teaching it internally
- Gives leaders an opportunity to discuss the science and concepts before they must use them
- Uses a known strategy for effectively educating the organizations
- Sr. Leaders first, then managers, advocates, supervisors and workers last – always

Integration **concepts are a part of work**

- Ensures sustainability because the concepts are now part of how we do our business and our work
- Ensures that whenever possible the system identifies and manages the vulnerability of the individual, reducing risk for everyone who does that task
- Keeps HOP from being ‘just another program’
- Ensures new processes, jobs and tasks include the concepts to minimize vulnerability
- Reduces the number of times that the final barrier must be perfect

SUMMARY

Using HOP Principles to Lead With Intentionality

**Leader knowledge, language, and behaviors drive
ALL sustainable improvements**

**If leaders use systems, models, processes and tools –
the workforce will too**

**We must be aware of and manage our personality
tendencies to get the most out of LEARNING**

**Learning is only complete when leader and
organizational behaviors change to become the new
normal**

**They aren't just HOP Principles... they are HOP
BEHAVIORS that can be practically applied to get the
outcomes you want**

Thank You!

Follow us!



Questions?

Additional content available at:
<https://online.improvewithfit.com>



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THANK YOU FOR ATTENDING!