Human Error is not a cause.

Human Error is a symptom of system weakness.

DERMOT O'ROURKE

HUMAN & ORGANIZATIONAL COACH

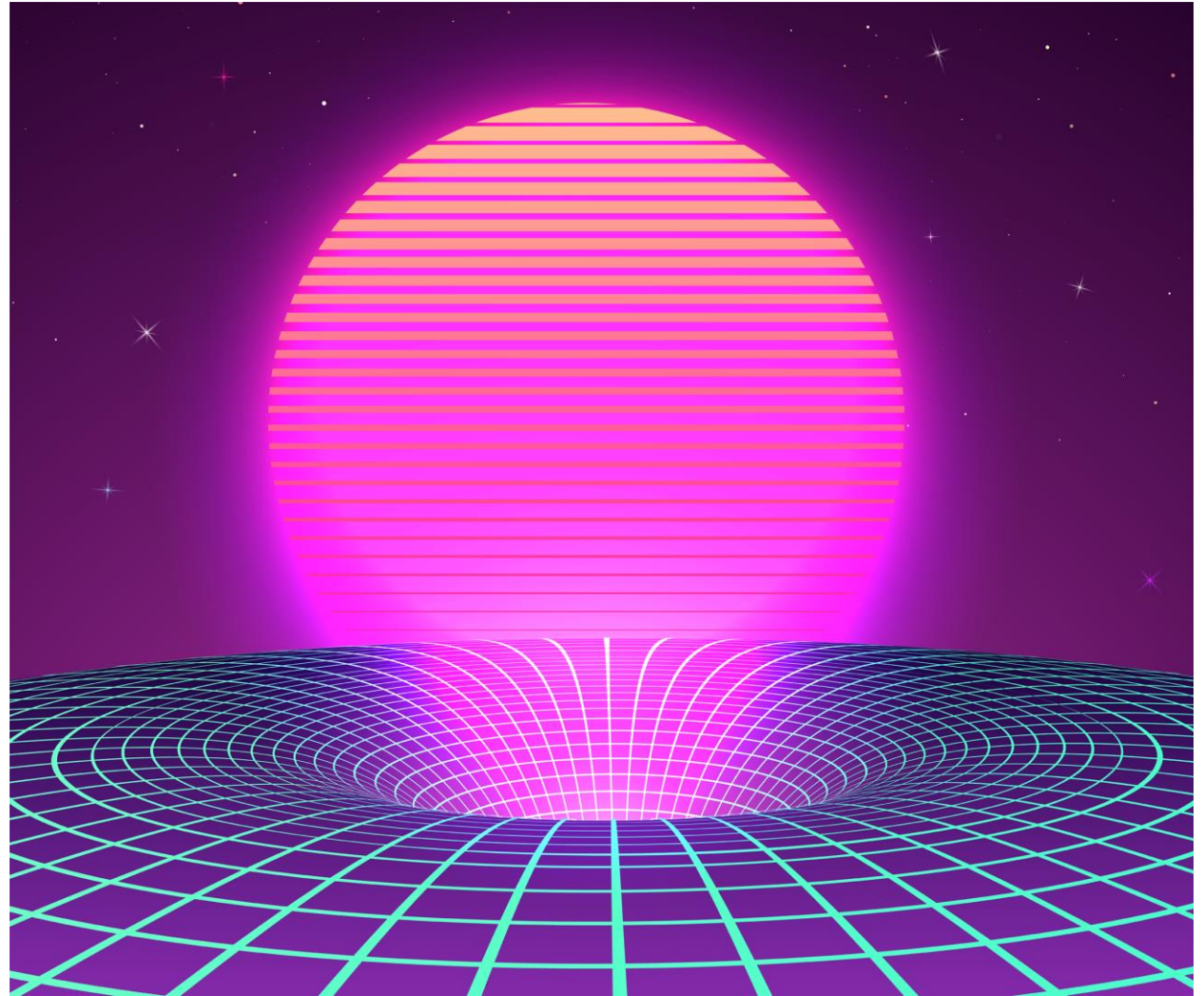**Any person is liable to err, but only a fool persists in error.**

Cicero (106 -43 BC)

Experience is simply the name we give to our mistakes

Oscar Wilde (1854-1900)

'I want to thank Person A and Expert B for leading a fantastic two-day workshop that will help us to eliminate Human Error at our location.'
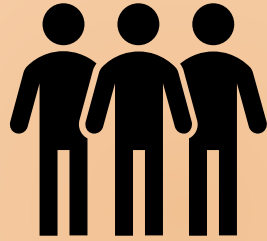
- Course feedback

Eliminating human error is as simple as eliminating gravity.

Human and Organizational Performance (HOP)

OLD WAY OF THINKING : BLAME

...because these people have made such a stupid mistake we need to ensure that they learn a lesson that stops them repeating the error.....

NEW WAY OF THINKING : LEARN

...because this mistake had such serious consequences we need to learn how it happened and correct the environment that people operate within.....

HOP is based on five principles

1	People make Mistakes
2	Blame Fixes Nothing
3	Context Drives Behaviours
4	Learning & Improving is Vital
5	Leaders' Response Matters

Source : The Five Principles of Human Performance by Dr. Todd Conklin

Principle 1
People make mistakes

If we expect people to perform tasks perfectly, we are setting ourselves up for failure.

Principle 2 <u>Blame Fixes Nothing</u>

Blame stifles conversations and drives important information underground.

Principle 3
Context Drives Behaviour

When we spend time understanding the context around behaviors, the behavior itself is far simpler to understand.

Principle 4 <u>Learning and Improving is Vital</u>

The need to increase the quantity and quality of information we are getting.

Principle 5
## Leaders Response Matters

Our business cannot be run effectively when we react with knee-jerk emotional reactions or make unilateral decisions based on assumptions.

Organizational approach to Human Error (variation in human performances)

Human Error is	Cynefin Framework	Corrective action
A simple problem (Start the car)	The relationship between cause and affect is obvious to all- known knowns	Fix the person.
A complicated problem (Drive the car)	Cause and effect are visible via expert analysis – known unknowns	Fix the cause
A complex problem (Drive in heavy traffic)	Cause and effect are not linear- unknown unknows	Understand the environmental factors

References

HOP resources
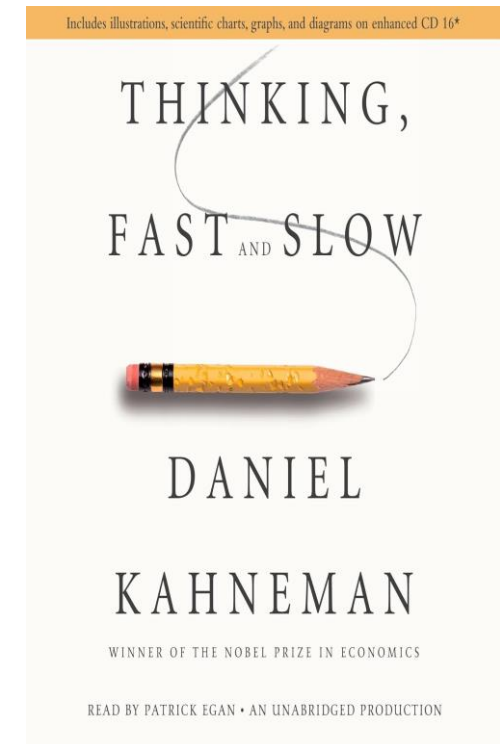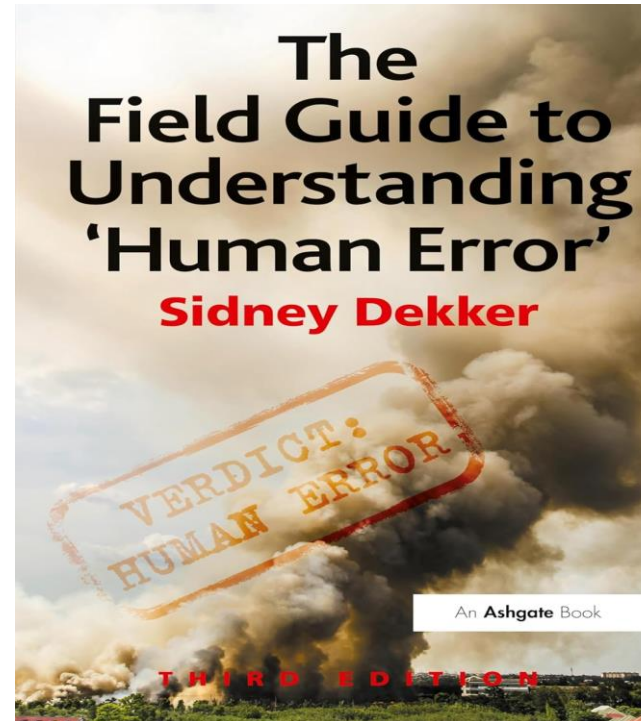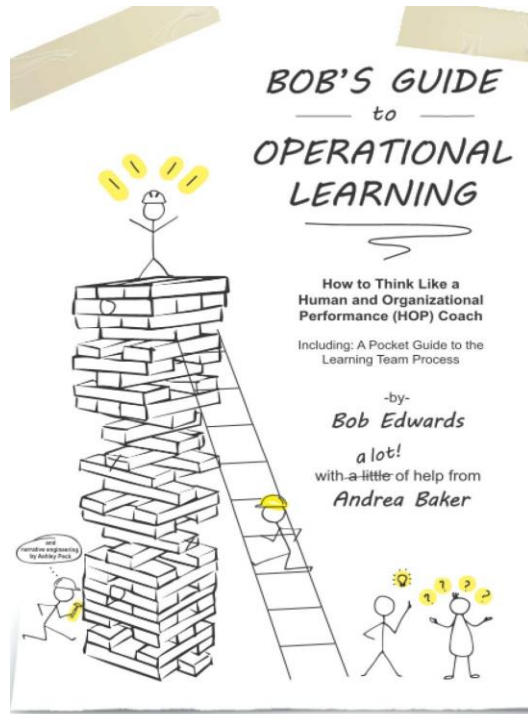
https://www.hophub.org/resources

1. Error is not intentional (J. Reason).
2. Errors are consequences of the environment/system (adapted from Conklin).
3. Saying an event was caused by error or not following procedure is like saying an object fell due to gravity...its always true, it just doesn't tell us anything (Conklin).
4. All (negative) events were unexpected to those involved
5. Blame hurts our systems
6. Blame is common, because it is easier to blame than improve
7. People cannot control when they will become complacent (aka go on "autopilot")
8. People are goal driven
9. People are wired to use the least amount of energy to obtain that goal
10. Normalized deviation is a system problem
11. Rules that are prone to deviation are discoverable when we talk to those closest to the work
12. Our common response to deviation prone rules is not effective in changing behaviour
13. You have two strategies after an event: blame and retrain, or learn and improve (Conklin)