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Leveraging the Human & Organizational Performance Philosophy to Create an Active Learning Culture

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Human and Organizational Performance (HOP)

Human and Organizational Performance is essentially about understanding the context and conditions of work. HOP is not a program – it's an operating philosophy that gives us a framework for building more resilient organizations.

Five principles within HOP that shape and influence the way organizations think, act, view success and respond to failure

Principles work together to change the way we think about work and how to improve it

Encompasses the complex relationships that exist between people, technology, and the organizations they operate within



People Make Mistakes



Blame Fixes Nothing



Context Drives Behavior



Learning & Improving is Vital



Leader's Response Matters

Evolution in Understanding Human Performance

Old View

Restrictive Policies & Programs

- People are the problem
- Tell them what to do
- Measure success by the absence of negatives

“Top-down – Comply & Control”

New View

Optimized Human Performance

- People are the solution
- Ask what they need to succeed
- Measure positive capacity & resilience

“Bottom-up – Empower & Engagement”

Things done to others, rather than with them, are highly resisted, they are usually never implemented locally and, if they are, they rarely work. – Peter Pronovost, MD, PhD

People Make Mistakes

HOP Principle #1

- Everyone makes mistakes
- We should design our systems to anticipate mistakes
- We need to ask, “What happens when someone makes an error or mistake?” and seek to design safeguards for such situations
- When mistakes do occur, the systems should fail safely
- Example: blind spot indicators

Great performance is not the absence of errors...

... it's the presence of capacity

Belief: People Make Mistakes

People do not intend to injure themselves
Errors and poor judgment are part of the human condition
One miscalculation should not cost a person his/her life or job



Emerging Behavior:
Designing to fail safely, defense testing, listening faster

Tools Embraced:
BowTie, defense testing audits, operational learning tools

The goal of HOP is to become less surprised by human error and instead become a lot more interested in learning from mistakes to build more tolerant, forgiving systems that fail safely

Blame Fixes Nothing

HOP Principle #2



- “Blame is emotionally satisfying, just not very operationally satisfying”
- It is easy to label people unfairly...blame makes us feel like we have done something wrong
 - If you blamed someone, what did you fix to make the process better?
 - The next person to come along could make the same exact mistakes, because we haven't fixed the system
- HOP recognizes that those involved in incidents have an important role to play in the process of restoring and learning

By letting go of blame, we enable better learning

Blame is Incompatible with Safety



Context Drives Behavior

HOP Principle #3

- Workers don't make bad choices, they are given bad options
- People do what they do because it made sense at the time, with the information they had

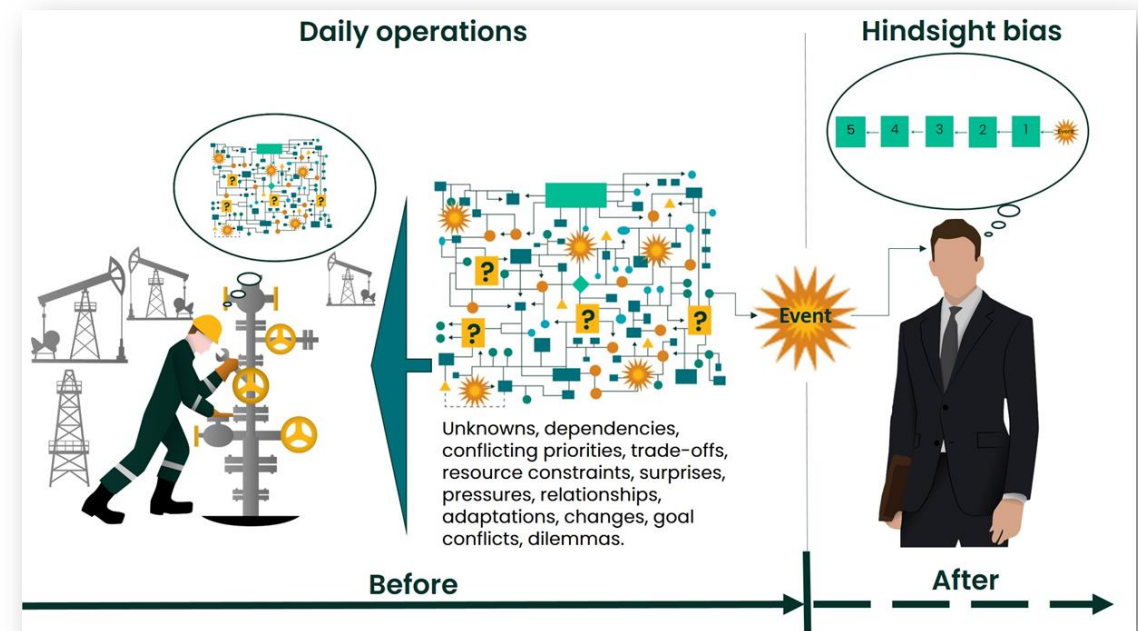
Worker's Don't **Cause** Failures.

Worker's **Trigger** Latent Conditions That Lie Dormant In Organizations Waiting for This Specific Moment In Time.

Conklin

Do not say could've, should've, would've

- Instead, 'get in the tunnel' with the employee and learn to understand the situation from their perspective
- Then ask; how do we change the system so that people are not forced to make these tough decisions



Local Rationality Theory

People do things that
make sense to them at the time,
under the existing circumstances
(expectations, goals, resources, mindset, culture...),
otherwise, they would not do them!

“To explain Failure, do not try to find where people went wrong. Instead, find how people’s assessments and actions made sense at the time, given the circumstances that surrounded them.”
- Sidney Dekker

Learning and Improving is Vital

HOP Principle #4

We want to be less surprised by human error and failure...and become a lot more interested in learning.

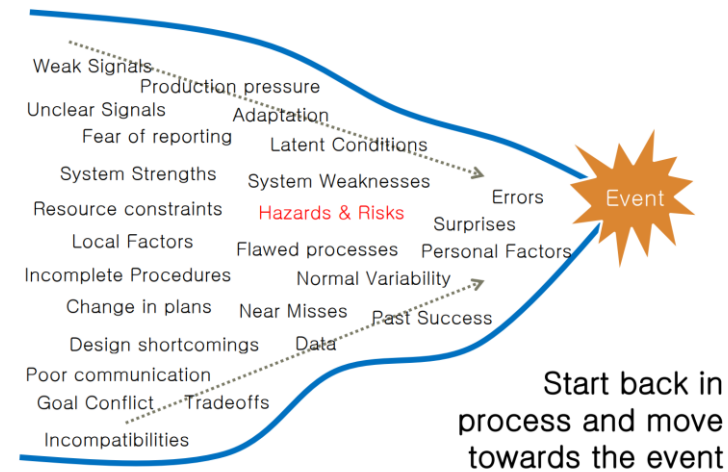
Some tools lead us to a linear understanding of an event...
...which may be enough



The problem is, the failure was **not linear**...
...and there is **never** one root cause.

(Contributions from Ryan Ward and Tanya Lugherno)

Failure looks more like...



(Conklin/Edwards/Baker/Howe)

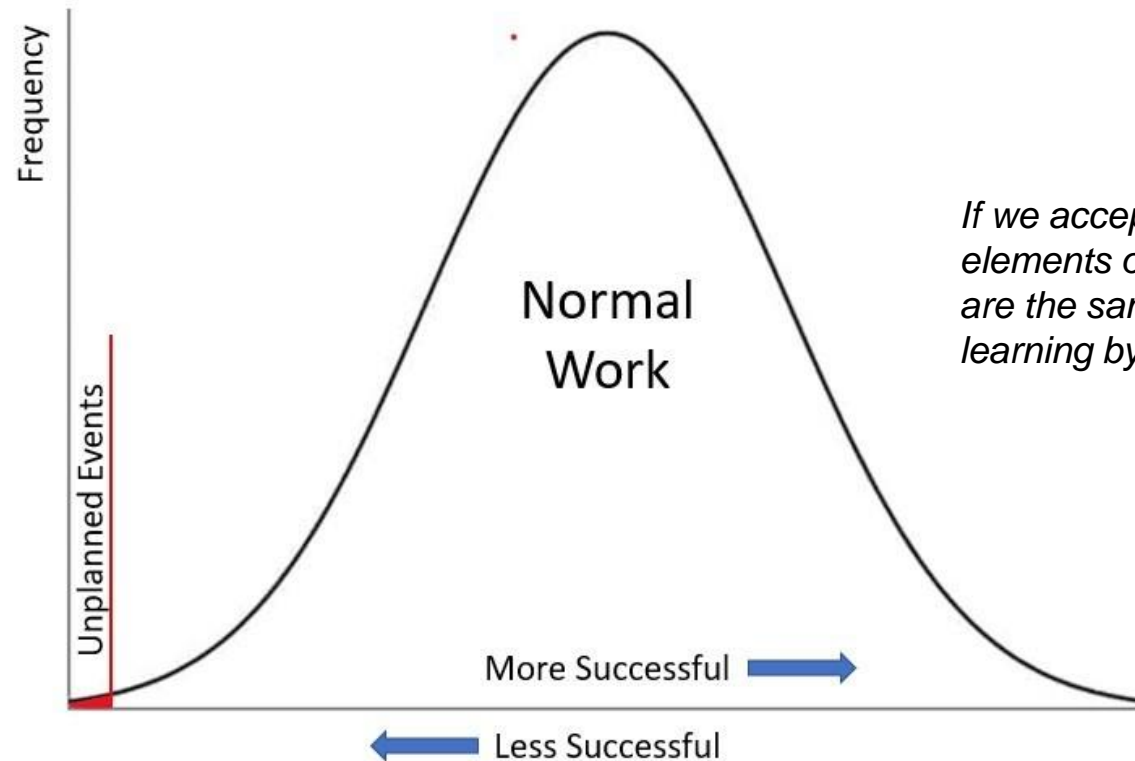
We want to learn the weak points in our system so that we can building in extra capacity

Learning and Improving is Vital

HOP Principle #4

Learn from Normal Work – Learn from those Closest to the Work

When we acknowledge the fact that accidents and normal work really look very similar – oftentimes the only difference is the outcome.



If we accept the fact that most of the other elements of an accident and normal work are the same, we can do so much more learning by looking at normal work.

The vast majority of workplace tasks are completed successfully.

Work As Imagined (Planned) vs Work As Done

WHAT IS HAPPENING?

- Adaptions
- Adjustments
- Work-arounds
- Problem Solving
- Tweaking
- Fine-Tuning
- Goal Trade-Offs



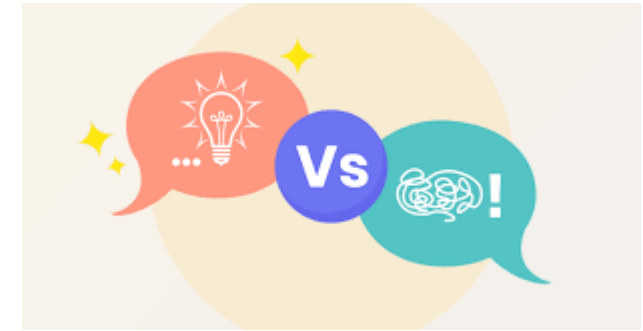
Why?

- We didn't have the right equipment
- The procedure is outdated, we haven't done it that way for years
- The procedure did not cover the situation we faced
- We didn't have time
- We lacked sufficient manpower
- We were trying to get the work out and thought we could skip a few steps and still be safe

To understand work, organizations need to understand how and why performance varies. Then, resiliency to control variability and potential negative impacts can be built.

Leader's Response Matters

HOP Principle #5 – Humble Inquiry



- Often what we do in a situation is react – and reacting is very different to responding.
- If managers and leaders work on managing their response to failure, it creates a far better environment where we can learn, develop and grow.
- Reacting often involves blame or judgment that gets in the way of valuable learning opportunities.
- If we can manage that response, organizations will be far more effective across all areas.

The way leaders react or respond to an operational failure matters – and it matters a lot.

Leader's Response Matters

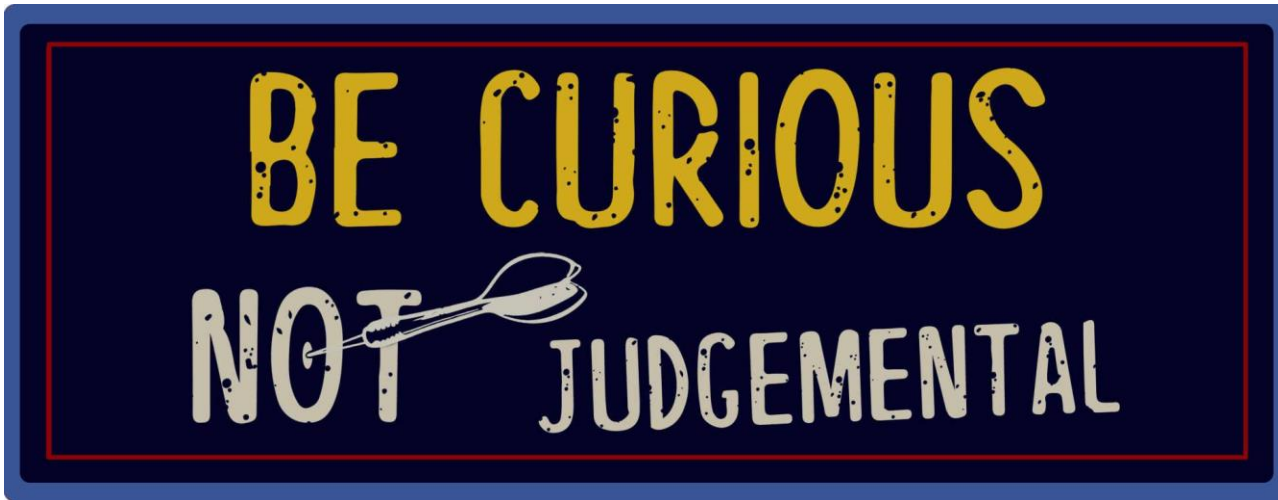
Industrial Empathy (Baker/Edwards)

Our goal is to learn enough that we can understand the perspectives of those we are learning from, given the conditions they faced, the information they had, the tools and equipment they were using and the pressure they were under.

Gain Understanding

Be Curious: Leadership From Ted Lasso & Walt Whitman

The power of open-ended questions lies in their ability to withhold judgment and invite curiosity.



Powerful questions come from a place of curiosity, not judgment.
And when leaders lead with curiosity, remarkable things happen.

Human and organizational Performance



Ask employees questions using the 4D's



A situation, task, or process that doesn't make sense.

Does it make sense?

Dangerous

Risky or challenging task, process, situation, or hazard.

Unusual, difficult, or demanding task, process, or situation.

Difficult

Different

Changing or changed situation, activity, or task.

Change comes from dialogue

Leveraging H.O.P. to create an Active Learning Culture

Learning enables us to go deeper to improve our systems and organizations.

- **Variability is everywhere. Adaptions are critical to success.**
 - Every organization in the world has a black line and a blue line.
- **Encourage understanding of the messy story of our complex organizations.**
 - Learn from Normal Work.
- **Reframe our view of failure. Failure isn't of itself bad.**
 - Our focus should be on understanding the context and systemic factors contributing to issues.
 - Working together with those closest to the work to enhance our systems to fail safely.

You cannot change the human condition, but you can change the conditions in which humans work. – James Reason

Thank you

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