



AWO Summer Safety Meeting

Safety Moment - Learning

Chester J. Urban

HSE Advisor, Maritime Safety Center of Expertise

LEARNING IS VITAL

You can blame or learn, not both





A black and white portrait of Albert Einstein, showing his characteristic wild, wavy hair and mustache. He is looking slightly to the right with a thoughtful expression. The background is dark and out of focus.

It ain't what you don't know that get's you in trouble. It's what you know for sure that just ain't so.

HUMAN PERFORMANCE

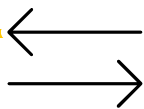
What is Human Performance?



Human Performance is the way People, Culture, Equipment, Work Systems and Processes interact as a system.



When do I have a fixed or a learner mindset?



Desire to look smart

- Goal to look smart at all costs.
- Use only information that makes you look good and avoid looking vulnerable.
- Not seeking input from others.

EVALUATIVE SITUATIONS

Anticipation of critique and judgement from others on your work (e.g. a report, presentation, decision taken).

- Goal to learn at all costs.
- Seek others perspectives.
- Share what you do know while creating opportunity to get input on what you don't.

Desire to learn

**Give up easily.
Won't seek help.**

- If it requires effort, new skills and knowledge, maybe I don't have the ability to do well.
- I want it to look effortless and I want to look flawless in my performance.

HIGH EFFORT SITUATIONS

Exerting high effort, particularly in uncertain situations. Situations where new skills and knowledge are required.

- High effort is a sign of my motivation and interest in the work
- Seek help, try new strategies.
- High effort is perceived as what's required to reach the desired outcome/milestone.

Persist and seek help

**Hide mistakes.
Ignore feedback**

- Feels like a personal criticism.
 - Desire to defend yourself.
- Desire to be seen as a competent, top performer

CRITICAL FEEDBACK

Feedback from others on how things could go better. Formal and informal performance reviews.

- Attentive to what can be developed in your behavior.
- Welcome, even seek out, feedback.

Learn from mistakes and feedback

Feel threatened by others success

- Success of others a personal threat.
- If others are successful then I'm not.
- Raise our own stakes to outperform others (may include unethical behavior, information hoarding).

SUCCESS of OTHERS

Others receiving praise, recognition, promotion (before we do).

- Inspired by success of others.
- Inquire about and adopt their strategies in a way that's authentic to you.

Learn from, inspired by others success

The 4 Triggers



Learning

Learning: Purposes

Purpose: To make meaning from our observations to improve understanding and shift perspectives to better align with operational reality



Personal Learning

- Develops new insights from our experiences
- Deepens our understanding
- Shifts our perspective



Collective Learning

Deepens our collective understanding by sharing our new perspectives

Learning for Performance Improvement

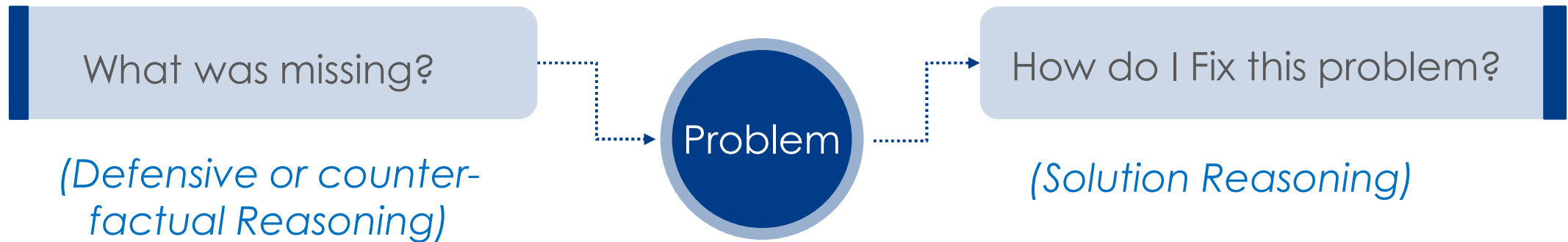
Learning is...

1. Understanding something new (that I did not know before)
 2. Understanding something differently (than I did before)
 3. Understand how things really are (vs. what I believed before)
 4. Understand how performance was actually created (vs. how we believe it “should be” created)
 5. Discovering “our part” in creating the performance outcomes (vs. seeing performance as being created by others)
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The most difficult, valuable conversations and the things that help us fail safely happen mostly below the blue line...

REASONING ORIENTATIONS

Traditional View



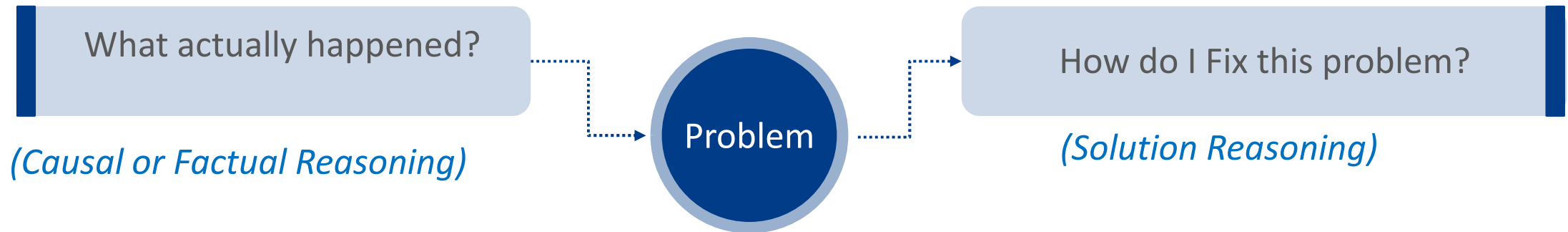
We used to believe: **Cause** is something that did not happen

If it didn't happen, what did it cause?



REASONING ORIENTATIONS: UPDATED VIEW

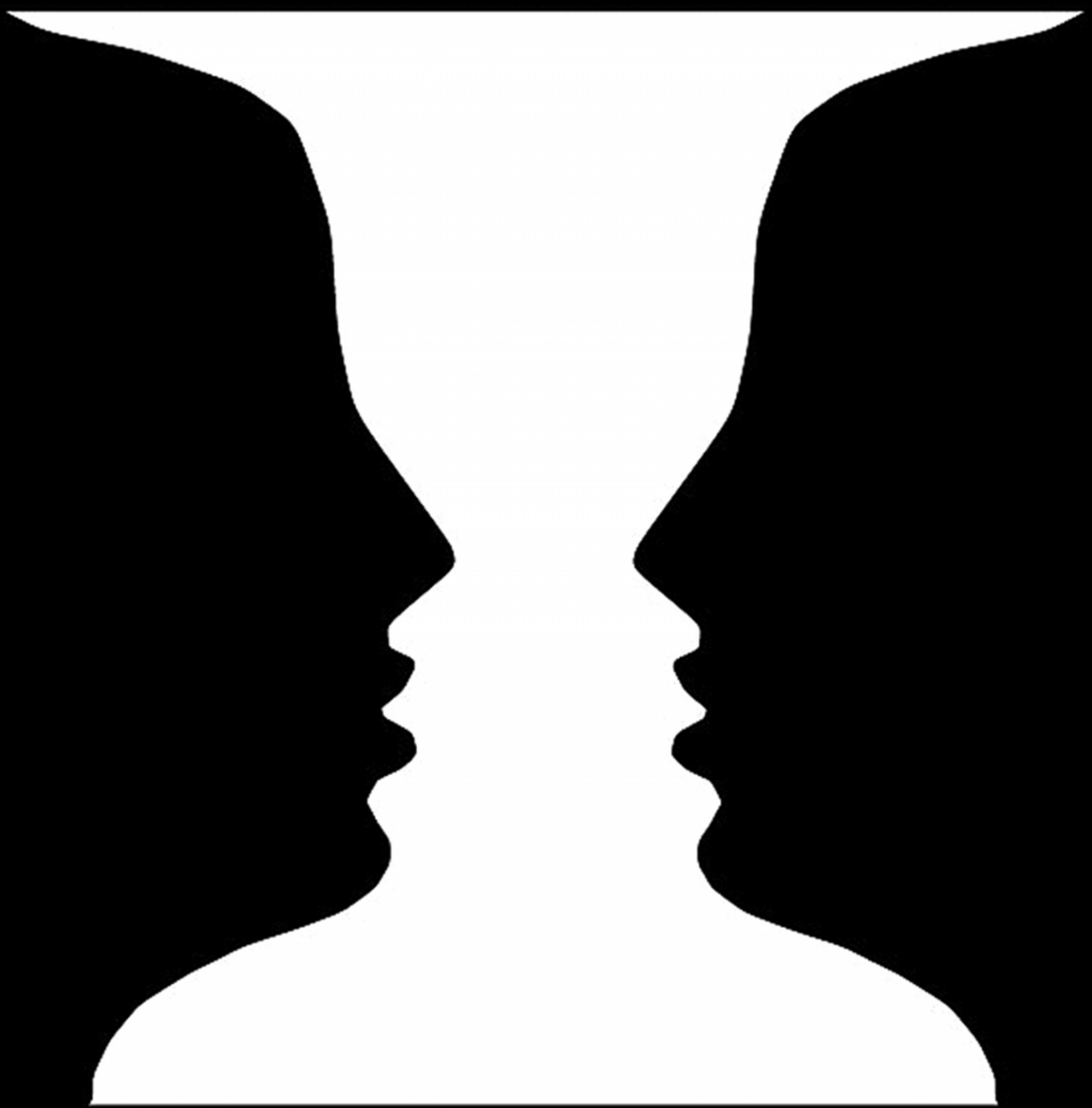
Counterfactual → **Factual**



We now believe: **Cause** is something that actually happened

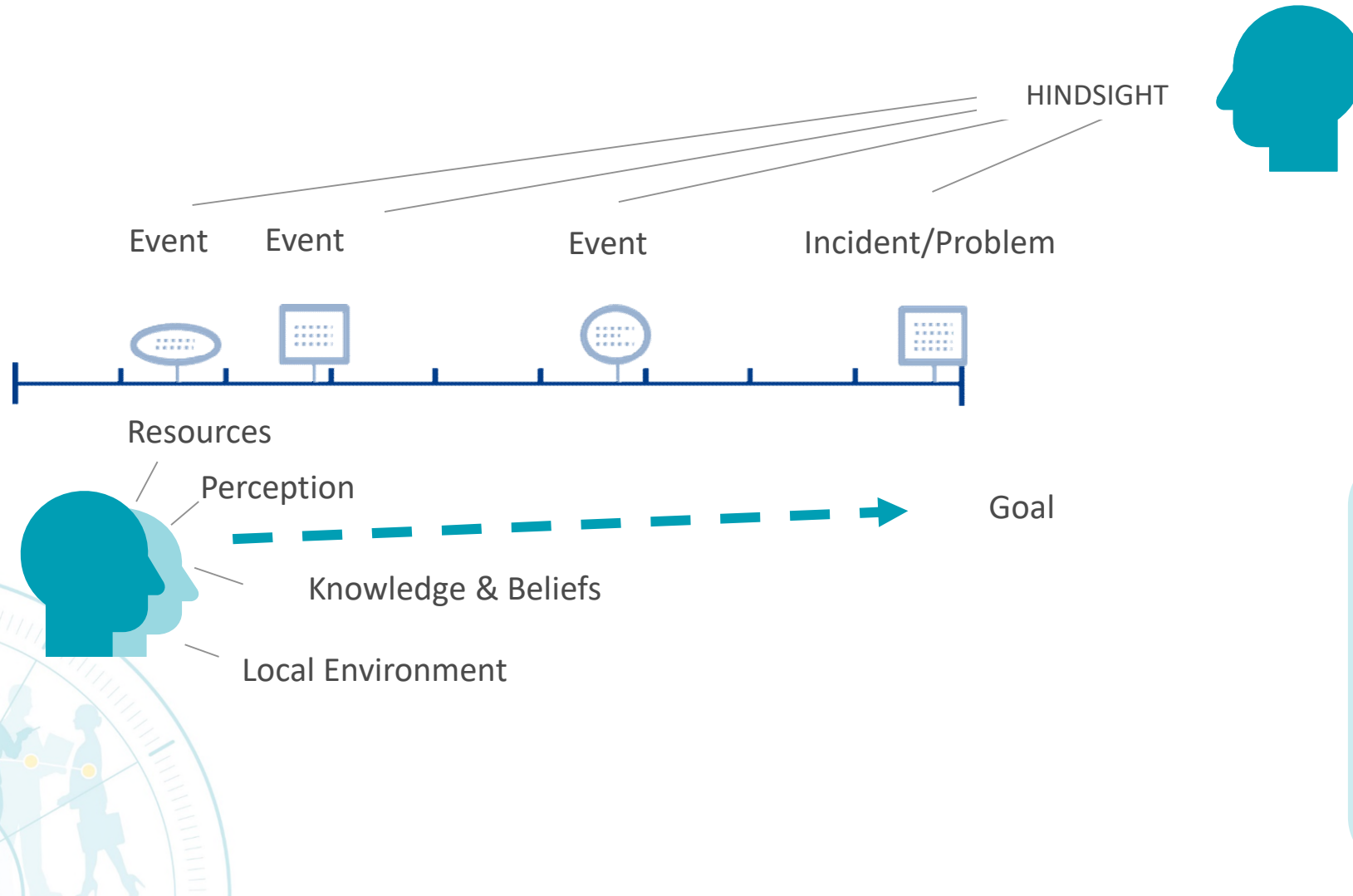
Then you get to ask, why did that happen this way this time?





UNDERSTANDING HUMAN BEHAVIOR – SHIFTING PERSPECTIVE

Hindsight towards Foresight



- Hindsight – We see the problem through the knowledge of the outcome.
- People behave based on what they know or have the capacity to do
- Behavior is influenced by the system in which the individual works.

To understand the system that triggers Behavior, we must put ourselves in the shoes of **those involved** to see things from their perspective!

Human Failure in incidents a perspective

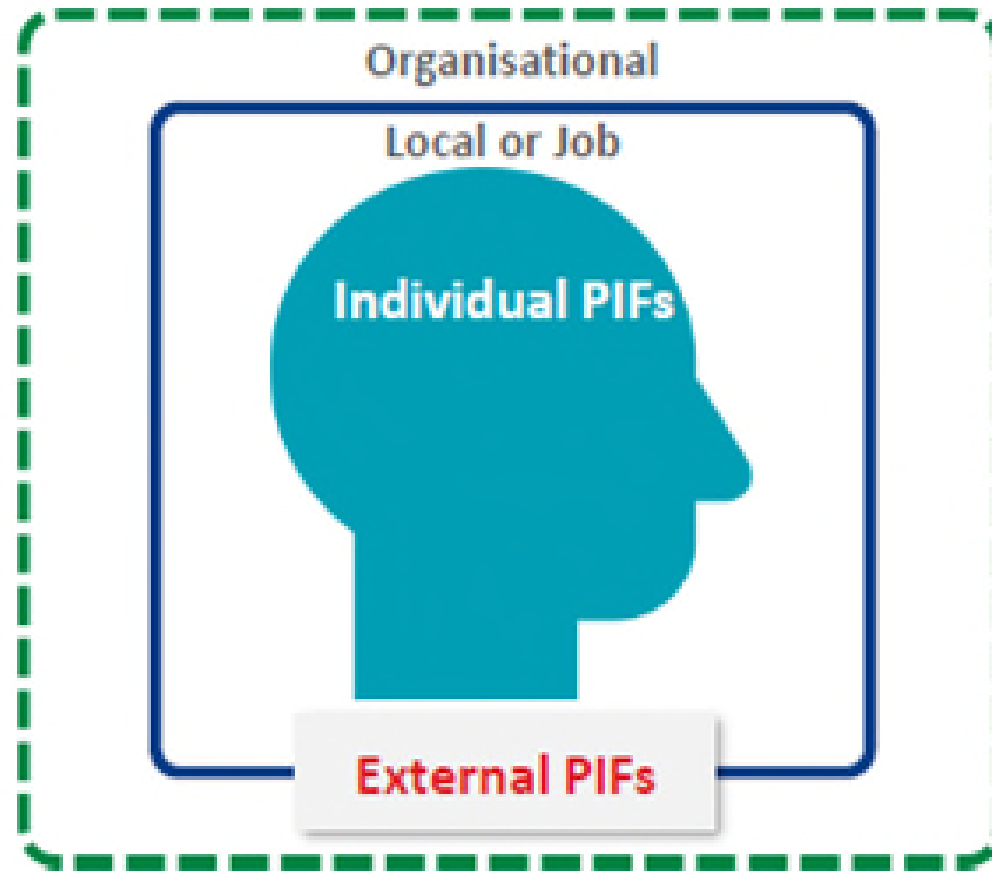
“It is unfortunate that the phrase, ‘human error’ has become virtually meaningless through over-use and that it is usually interpreted that the person ‘at the sharp end’ was at fault by committing some form of error or ‘violation’.



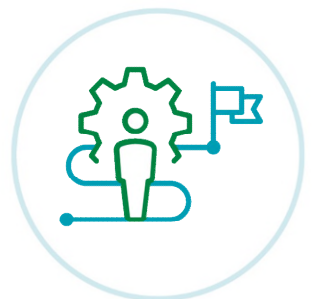
“Guidance on investigating and analyzing human and organizational factors aspects of incidents and accidents,” Energy Institute (2008)

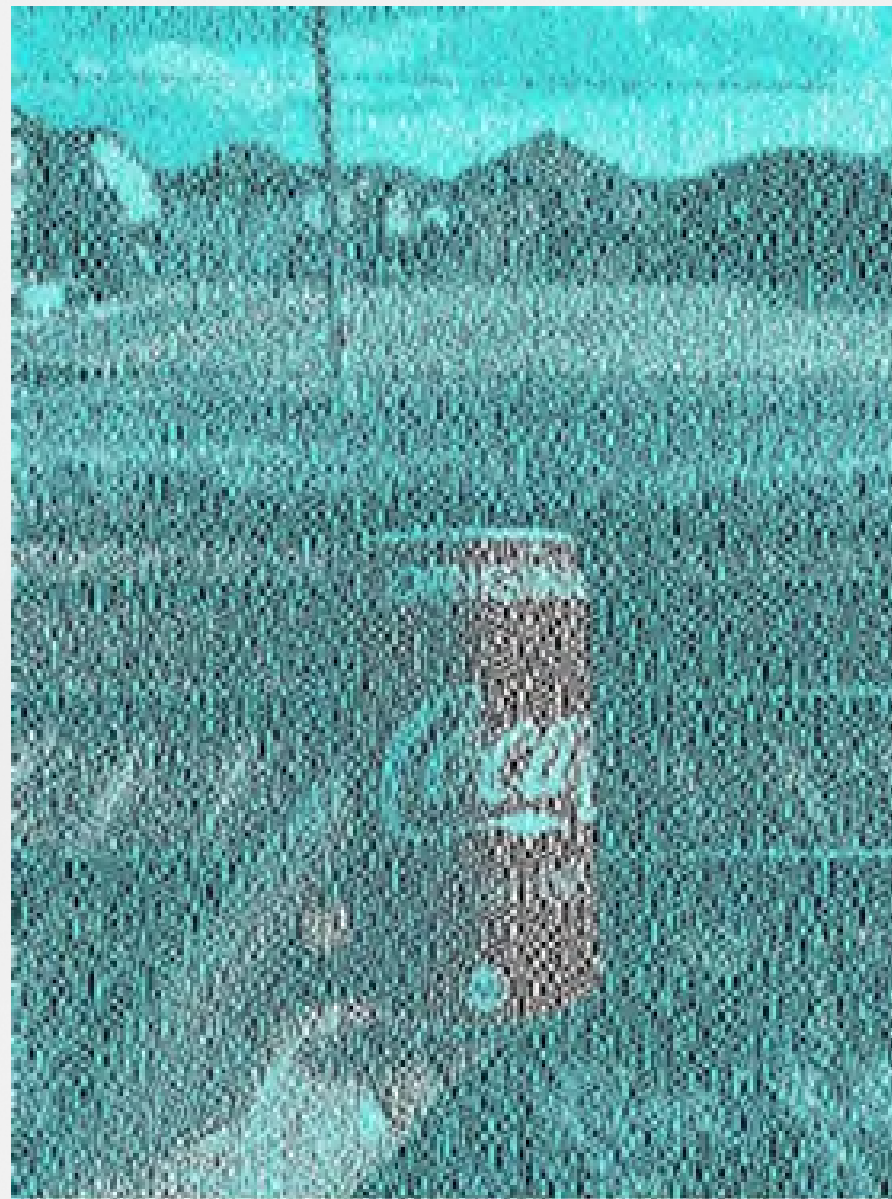
WHAT DOES INFLUENCE HUMAN BEHAVIOR?

Performance Influencing Factors – What else was going on?

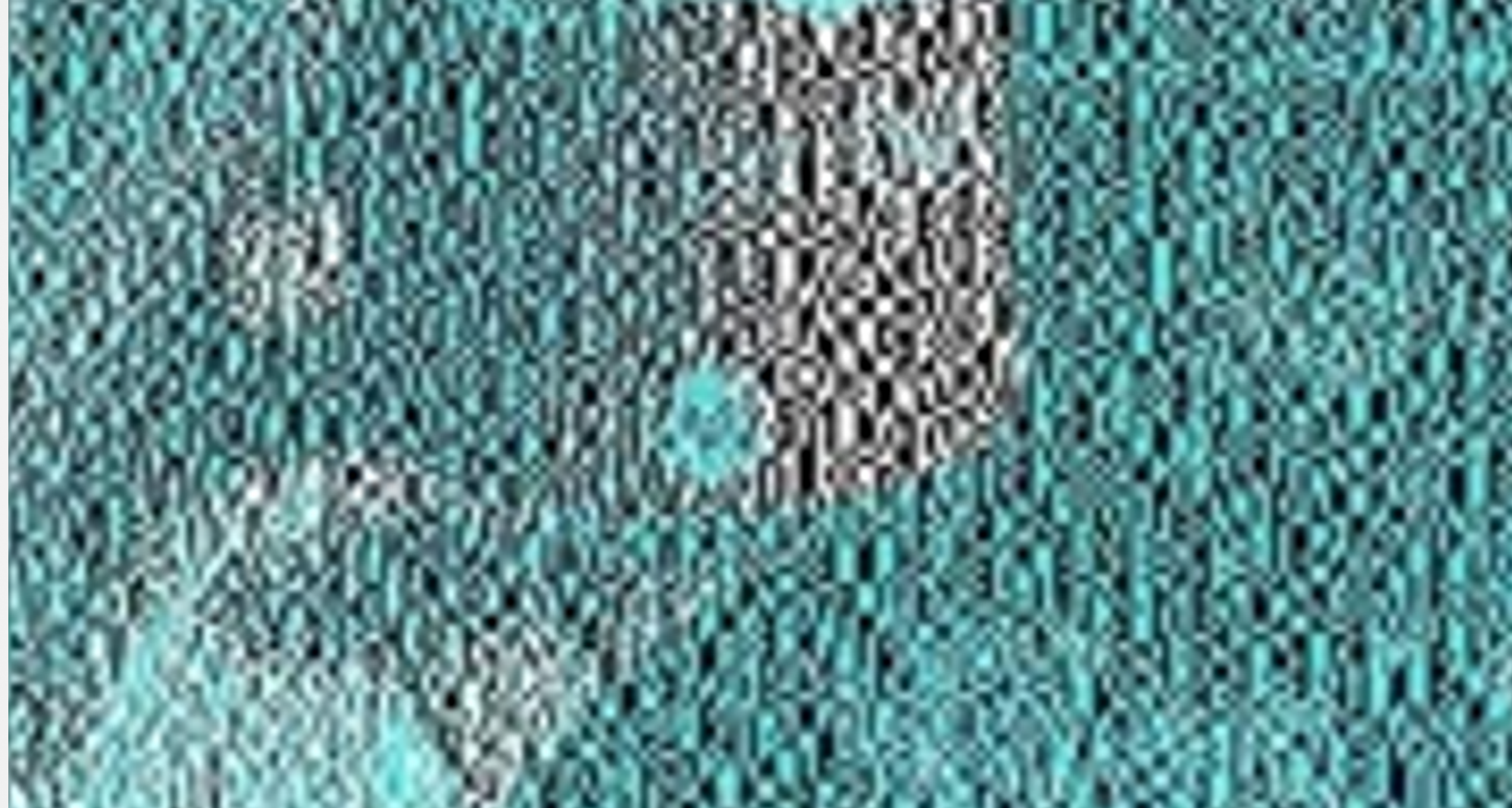


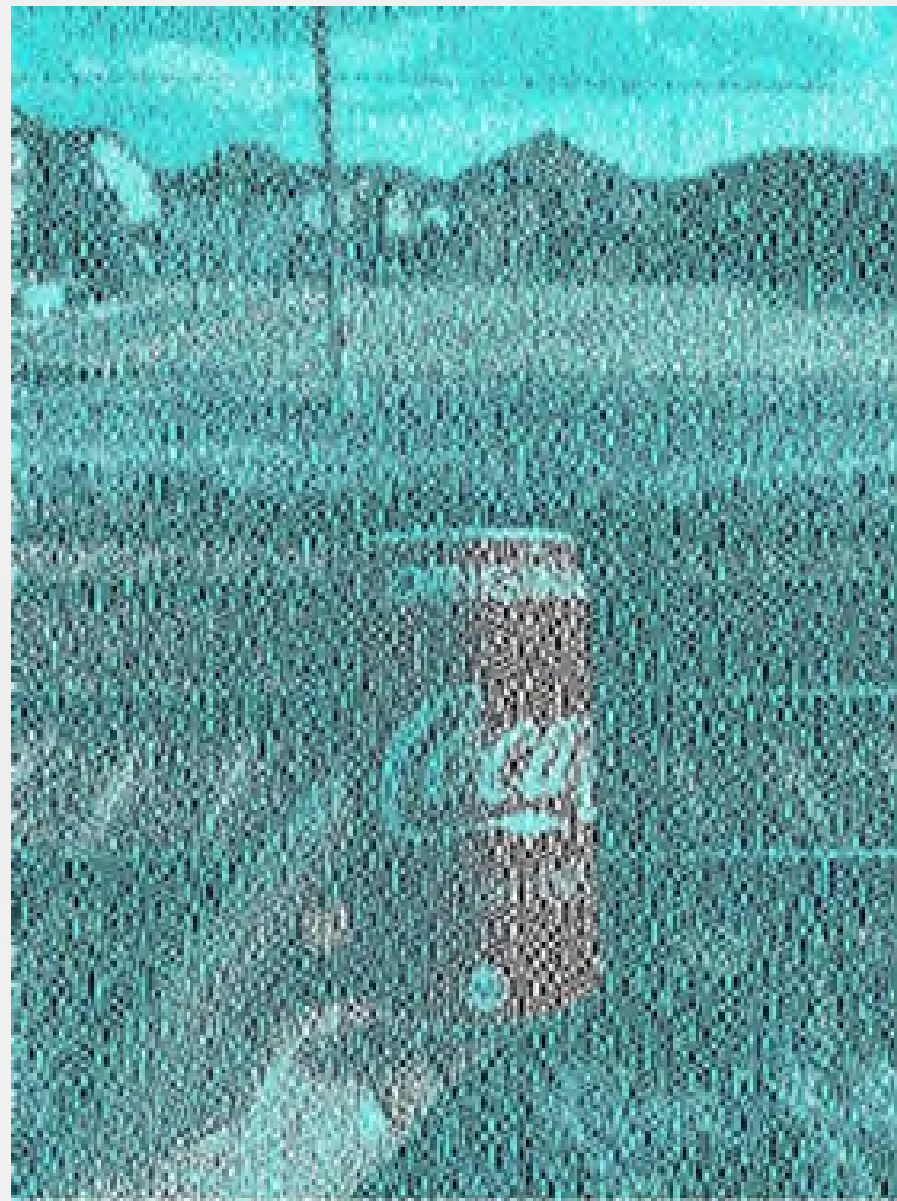
Why did some believe what believed to be true?





What color is the can of Coke?





What color do you see?

