

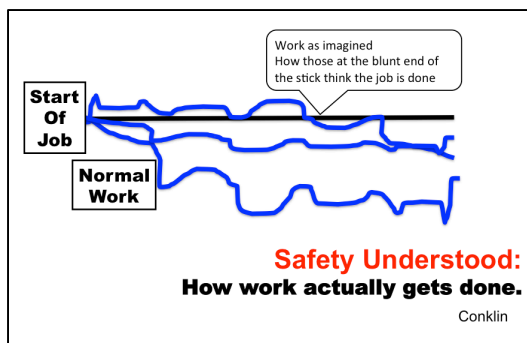
We see what we expect to see.
 We see what we know.
 We see what we have skills to manage.

Fear is an enemy of learning.
 We need to look for fear just like we look for hazards.

A learning team can look at an event and see more than one problem...which leads to multiple improvements.

"How...? (Not "Why...?)"
 "Explain to me what happened."
 "What did we learn?"

Looking for hazards alone isn't enough!
 We need to also look for organizational hazards.



New View of Health and Safety

~~Fix the worker~~ → Fix the process

Don't try to fix the worker, instead realize you need to create opportunities so the worker can help fix the system.

Failure occurs when people do not follow the procedures.

Success occurs when people do not follow the procedures.

Procedures are a resource that workers should use appropriately given the situation.

Are the critical tasks we identify, the same as what the field would identify?

Operationally We Have Forgotten How To Learn

- Make it "easy" to talk about conditions that are wrong.
- Recognize, reward and make it enjoyable.
- Engage, learn and fix.
- Spread the news.
- Build the capacity for teams to do it themselves.

Don't assume our leaders already know all this.
 How could they?
 We didn't.
 When they push back, teach more.

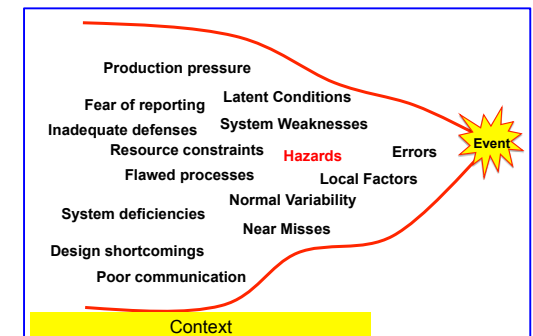
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We must learn before we act!

To **Resilient** Organizations an Error is an Opportunity to **Learn**.

To **Non-Resilient** Organizations an Error is an Opportunity to **Punish**.

The way we think creates the results we get.
 The most powerful way to improve results is to improve the way we think.



When a failure occurs, start at the beginning, understand the context and learn toward the