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# Human and Organizational Performance

A Brief Introduction to HOP



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EHS Director – Human and Organizational  
Performance

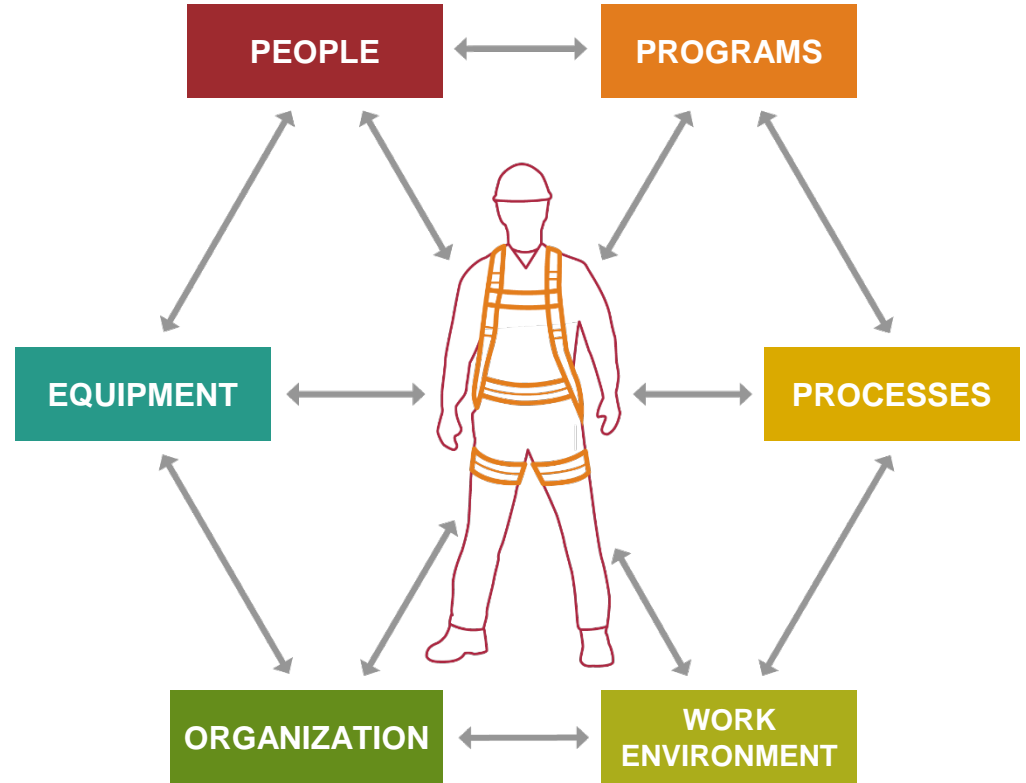


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# Human and Organizational Performance

A Brief Introduction to HOP

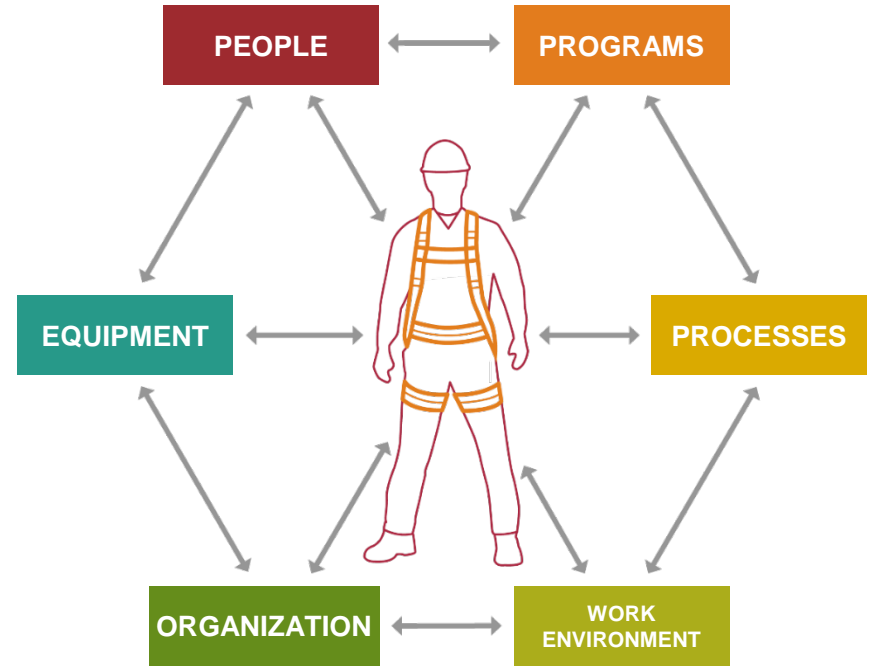
# Human and Organizational Performance as a System



# Understanding Human and Organizational Performance

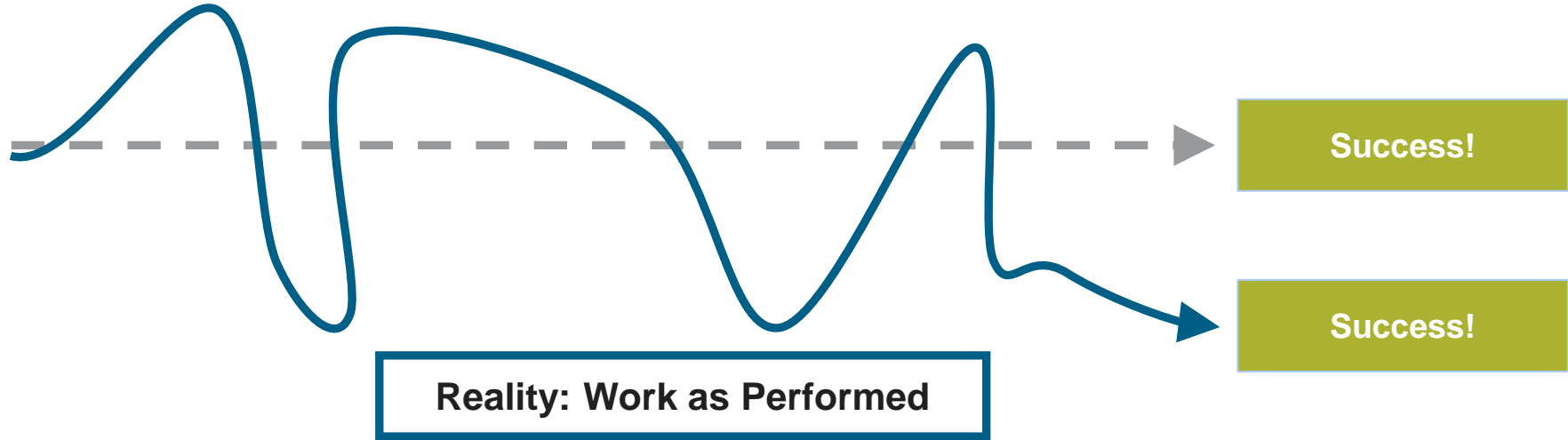
## HOP Systems Model

- Helps us understand the complex systems we work in every day
- Changes or deficiencies in one part of our system affect the others
- Employees are experts at adapting to changes and optimizing our systems
- “A bad system will beat a good person every time.” – W.E. Deming



# How work really happens

Expectations: Work as Planned (Imagined)

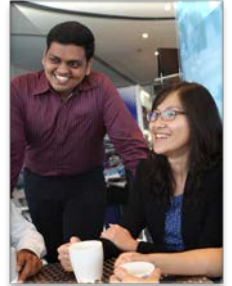
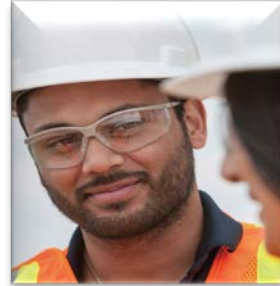




# Human Error

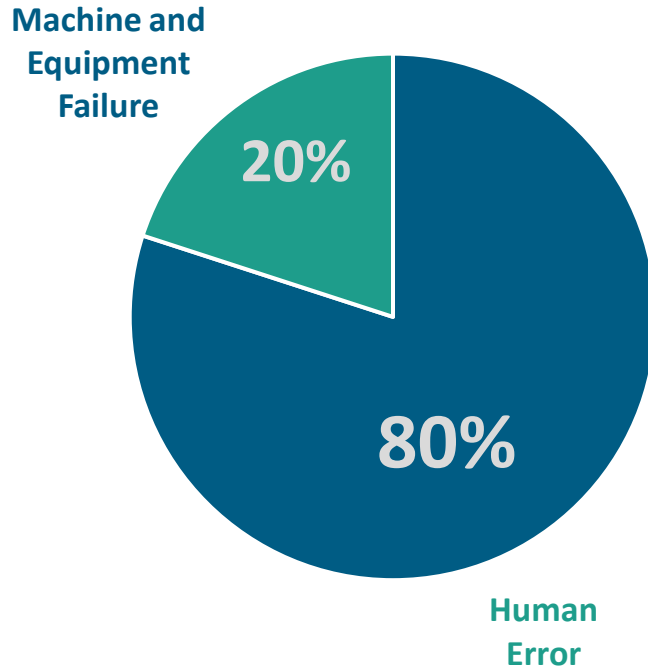
An action or inaction that unintentionally...

- Results in an undesirable or unwanted condition; or,
- Leads a task outside of limits; or,
- Deviates from a rule, standard or expectations

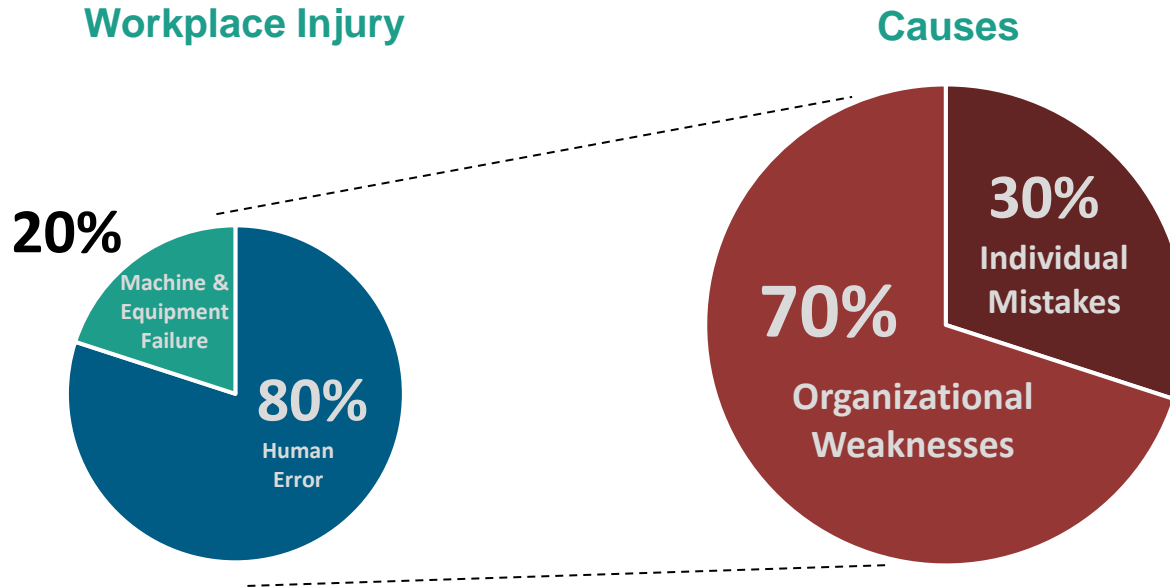


# The Impact of Human Error at Work

## Workplace Injury



# Common Causes of Human Error



## More about errors...

Count the number of times the letter “f” appears in the sentence below



# More about errors...

How many f's?



# Human Error

- An action or inaction that unintentionally:
  - Results in an undesirable or unwanted condition **OR**
  - Leads a task or system outside of limits **OR**
  - Deviates from a set of rules, standards, or expectations
- Humans are error-making machines
- Error is not a choice
- Many errors do not impact performance
  - Your people are experts at identifying that an error has occurred and correcting the issue before something bad can happen

# Human Error

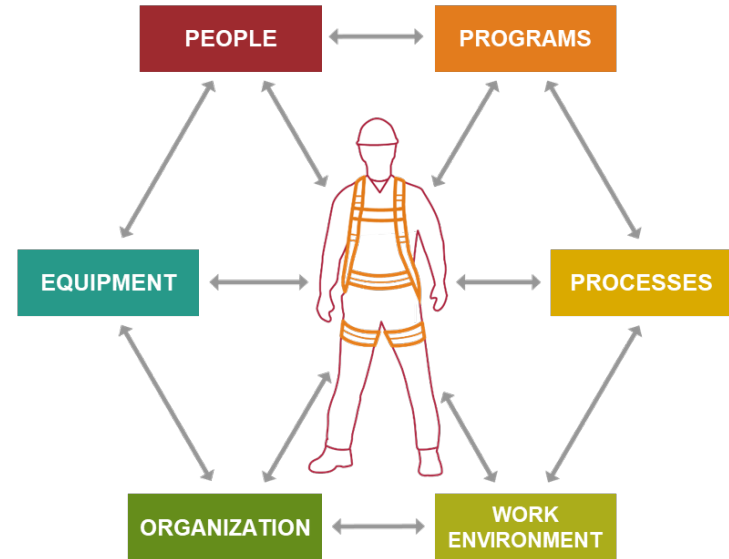
## Some challenges:

- An error is easy to detect in retrospect, but difficult to detect in context
  - After an event has occurred, it is easy to find the actions that contributed to the outcome
  - In the context where these actions occur, they seem like normal reactions to the current situation
  - People are fallible, but also optimistic
- We have biases that equate error to a kind of moral failing
  - This bias is challenging to overcome, but it is manageable
  - This way of thinking limits our learning and can erode trust

# Defining Human Error

## Our mission:

- Build and maintain systems that can tolerate and recover from the errors that will be made
- Make it easy to do the right thing and harder to do the wrong thing
- Look for situations where an error could lead to life altering or life ending events
- Value near misses as significant learning opportunities
  - Look for what went well in our systems' responses and what did not respond well
  - Determine if we are good or if we are lucky





# Focusing on SIF

SIF – Serious Injuries and Fatalities

- Cargill has 12 LIFEsaver activities where we are more likely to have a SIF exposure or SIF event
- Applying HOP thinking and methods helps us:
  - Identify systemic drivers and weaknesses
  - Look for single-point vulnerabilities
  - Verify the presence and capacity of the controls that keep us safe
  - Learn how well we support our employees and contractors performing high risk work

## LIFEsavers



# Guiding Principles

## People Make Mistakes\*

People are fallible, and even the best people make mistakes.

## Error-likely Situations are Preventable

Error-likely situations are predictable, manageable, and preventable

## Organization Influences Behavior\*\*

Individual behavior is influenced by organizational processes and values.

## Positive Reinforcement Builds Trust

People achieve high performance because of encouragement and reinforcement from leaders, peers and subordinates.

## We Learn From Past Incidents

Events can be avoided through an understanding of the reasons mistakes occur and lessons learned.

## Deviations Are Rarely Malicious

Deviations are rarely malicious, but well-meaning behaviors, intended to get the job done.

## Leadership Response Matters

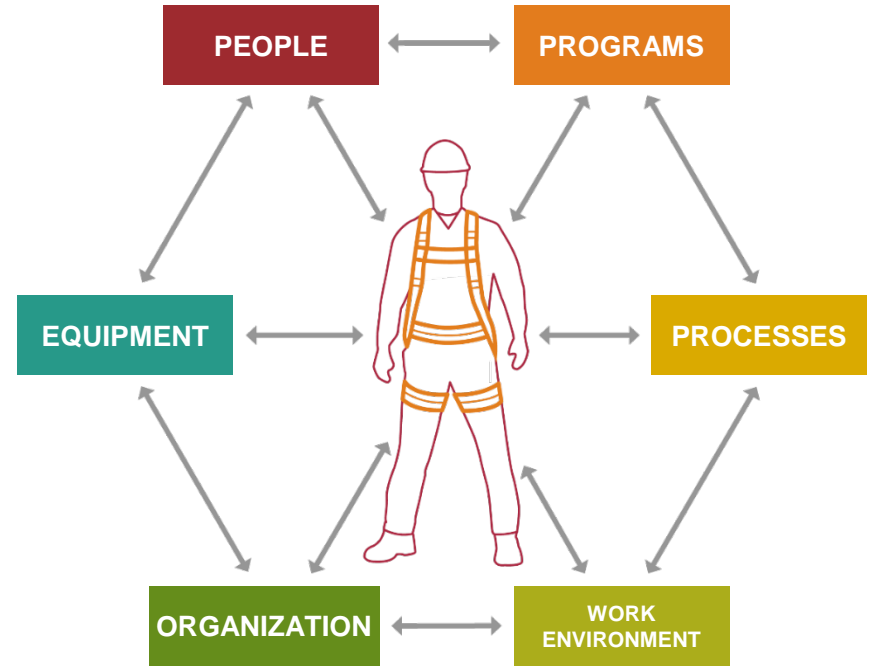
How leaders respond to mistakes and deviations matters.

# Some Ideas to Take Home

**“People do what they do , at the time they do it, for reasons that make sense to them at that time.”**

*Sidney Dekker*

- People base decisions on their understanding of the context around them and the objectives to be achieved
- If we cannot make sense of someone’s decision, we likely do not understand the context influencing that person
- We cannot manage what we do not understand
- Less information will not make us smarter



# Some Ideas to Take Home

**“We can learn and improve, or we can blame and punish. We cannot do both.”**

*Todd Conklin*

- Blame fixes nothing
- Learning and improving is a deliberate strategy that requires reinforcement and demonstration
- This idea does not remove individual accountability
- Watch and listen for counterfactual statements
  - “Employee failed to follow procedure.”
  - “SOP was not used as directed.”
  - “Team failed to recognize a risk/hazard/issue.”

## Leadership Response Matters

How leaders respond to mistakes and deviations matters.

## Organization Influences Behavior\*\*

Individual behavior is influenced by organizational processes and values.

## We Learn From Past Incidents

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# Some Ideas to Take Home

## Shift from asking “why” to asking “how”

*Rob Fisher*

- The words we use influences the context and culture of our organization
- Shifting our language to asking “how” influences the way people look at events and opens the door to a deeper, more impactful learning
- Asking “why” too early can cut learning short because people try to draw conclusions or causes from limited data

### Leadership Response Matters

How leaders respond to mistakes and deviations matters.

# Where to Learn More...



Robservation 24 - Some Leaders Just Don't Get It!

Equipment

Programs

Organization

Processes

Work Environment

3:12

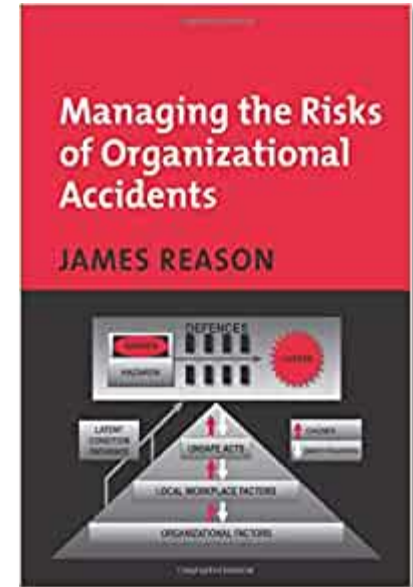
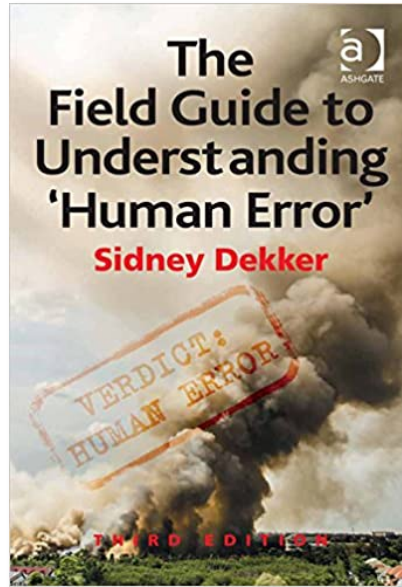
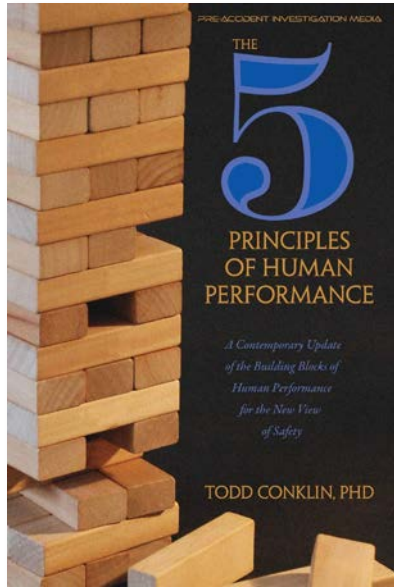


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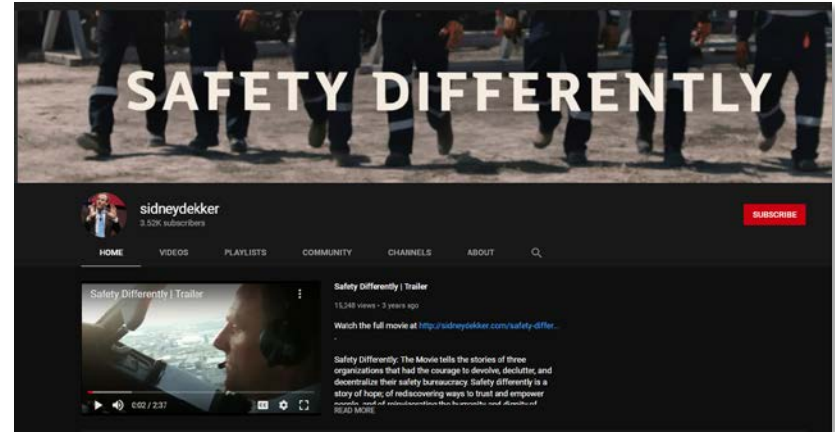
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# Where to Learn More...



# Where to Learn More...



[youtube.com/user/sidneydekker](https://youtube.com/user/sidneydekker)



# Thank You

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