



## **Notes Guide**

### **Risk Intelligence, Rules and High Reliability *A Leader's Guide to Changing Culture in a Dynamic Workplace* Paul LeSage**

- 1. The Evolution of High Reliability and Just Culture**
    - a. How and why have these concepts changed?
    - b. NASA, Rates of Failure, and the myth of “Never Events” and “Zero-Harm”
  
  - 2. Why are we so terrible at analyzing risk situations and “Investigating” human behavior and performance?**
    - a. The poor outcomes associated with using old HR methods to “Investigate”
    - b. Why the Sequence of Reliability contributes to greater self-reporting
    - c. Culture – Reporting – Feedback Loops
  
  - 3. Culture-Affecting Issues in Dynamic Workplaces:**
    - a. Leadership
    - b. Team communications
    - c. Power of Stories (How are these managed?)
    - d. Resources dedicated to improving Human Performance
    - e. “Looking in the mirror”
  
  - 4. The Sequence of Reliability**
    - a. See and Understand Risk
      - i. Organizational
      - ii. Individuals
      - iii. Community
    - b. What are the Competing Priorities?
      - i. Organizational
      - ii. Individual
    - c. Systems to Manage Risk?
      - i. What is an Effective System?
      - ii. What is Resilient?
      - iii. Why rules are Weak – what is proactively Strong? Moderate?
      - iv. You need rules though – which to use?
        1. Prescriptive
        2. Autonomous
        3. Checklists
    - d. Accept cost or accept risk – there are no other options!
  
  - 5. What do we really know about KSAP?**
    - a. What is really documented?
      - i. Job description
      - ii. Training procedures or policies
      - iii. FTO methods, records
      - iv. How would these be referenced?
      - v. How consistent is your process?
  
  - 6. The Taxonomy of High Reliability**
    - a. Mistake – Error – Choice?
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- b. The myth of “Preventable”

**7. Organizational Story, Behaviors, and Risk**

- a. The difference between *Risk* and *Consequences* – why it matters!
- b. Building resilience by understanding behavior
  - i. *Understanding* is not *condoning* – the difference
  - ii. Why this is a critical concept in building proactive systems to manage risk and improve reliability
- c. Managing the Story – Managing the expectations
- d. What is Justifiable?
- e. Who “Owns” the system and the Human Performance Factors
- f. At-Risk vs. Reckless – which one is more dangerous to the organization, the employees, and customers, and why?
- g. Writing better rules by using collaborative just culture

**RESOURCES Referenced in Presentation:**

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