



Fisher
Improvement
Technologies

A 'Next Logical Step' To Enable Operational Excellence

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Fisher Improvement Technologies | Join us for FREE at <https://online.improvewithfit.com>



18+ yrs engaging with high-risk Industries.

Partnered with Fisher Improvement Technologies 12+ yrs as a Human Factors/Human & Organisational Performance (HOP) Specialist.

Specialties in:

- Operational Excellence (OE) Deployment/Integration
- Advanced Error Reduction in Organisations (AERO) Deployment/Integration
- Learning from Success & Failure / Root Cause / Catastrophic Failure Analysis / Incidents and Near Misses/Human Adaptability
- Procedure / Programs / Process Excellence
- Leadership Development

Conducted over 50 successful integration strategies in:

- Manufacturing / Heavy Industry / Chemical / Oil & Gas
- Utilities / Generation / Transmission / Distribution
- Construction / Mining / Refining / Engineering
- Aviation / Agriculture/Supply Chain



Matt Schlapfer

Chef

Underground Mining Technician

Offshore Safety Coach

Executive Mentor and Coach

Tennis Enthusiast



Is it reasonable to

BELIEVE?

**You can be safe without being
operationally excellent – but you cannot
be operationally excellent without being
safe!**

Your workers are as safe as they possibly can be... until they aren't

(Todd Conklin – Circa 2005)



WHAT OPERATIONAL EXCELLENCE REQUIRES



Leader and Field
Engagement,
Mentoring and
Coaching

**HOLISTIC
IMPROVEMENT
&
OPERATIONAL
EXCELLENCE**

- Understanding Better Engagement
- Moving from Empowering to Enabling
- Asking better questions

The Gear Model for Leadership



The difference between *Empowering* and *Enabling*

Empowering – Telling someone they can or should do something, and establishing the systems to make that happen

(THE WHATS)

Enabling – Ensuring they have the individual capabilities to match the task demands and all the resources needed to be successful

(THE HOWS)



- **Defining Errors, Deviations, and Violations**
- **Identify when you are vulnerable to an error before it happens**
- **Using tools to reduce probability**



**HOLISTIC
IMPROVEMENT
&
OPERATIONAL
EXCELLENCE**

**INTEGRATION AND
SUSTAINABILITY**

- Don't rely on the individual to not make a mistake
- Integrate the concepts into day-to-day work and processes
- Make it “how we do business”



- Don't stop at the human
- Learn from more than just events
- Understand how humans and organisations succeed and fail, and build that into your analyses
- Use ***TEDS***, not “why” when engaging



- **Effective Written Guidance**
 - Top 5 Procedure Error Drivers
 - Use in technical and administrative procedures across the board
- Make the **right thing easier** to do and the *wrong thing harder* to do!



**CAPACITY AND
RESILIENCE**

**HOLISTIC IMPROVEMENT
&
OPERATIONAL
EXCELLENCE**

- **Become better at what you are already doing**
- **Make it how we do business**
- **Think WHEN, not just IF...**
- **Learn to fail safely and put that in your processes**



Safety
Reliability
Productivity
Quality
Effectiveness
Efficiency



Human & Organisational Performance

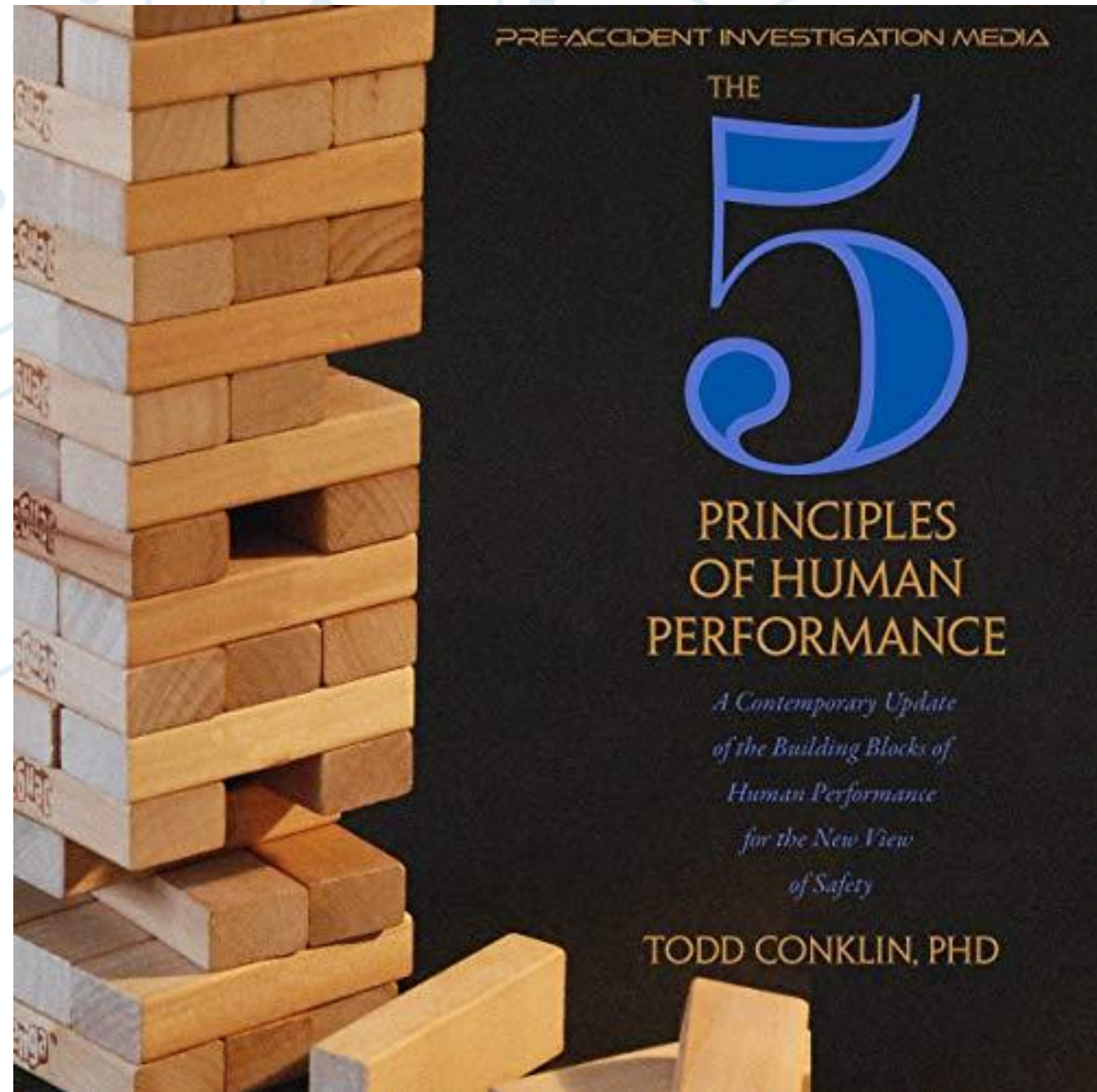
Error is Normal

Blame Fixes Nothing

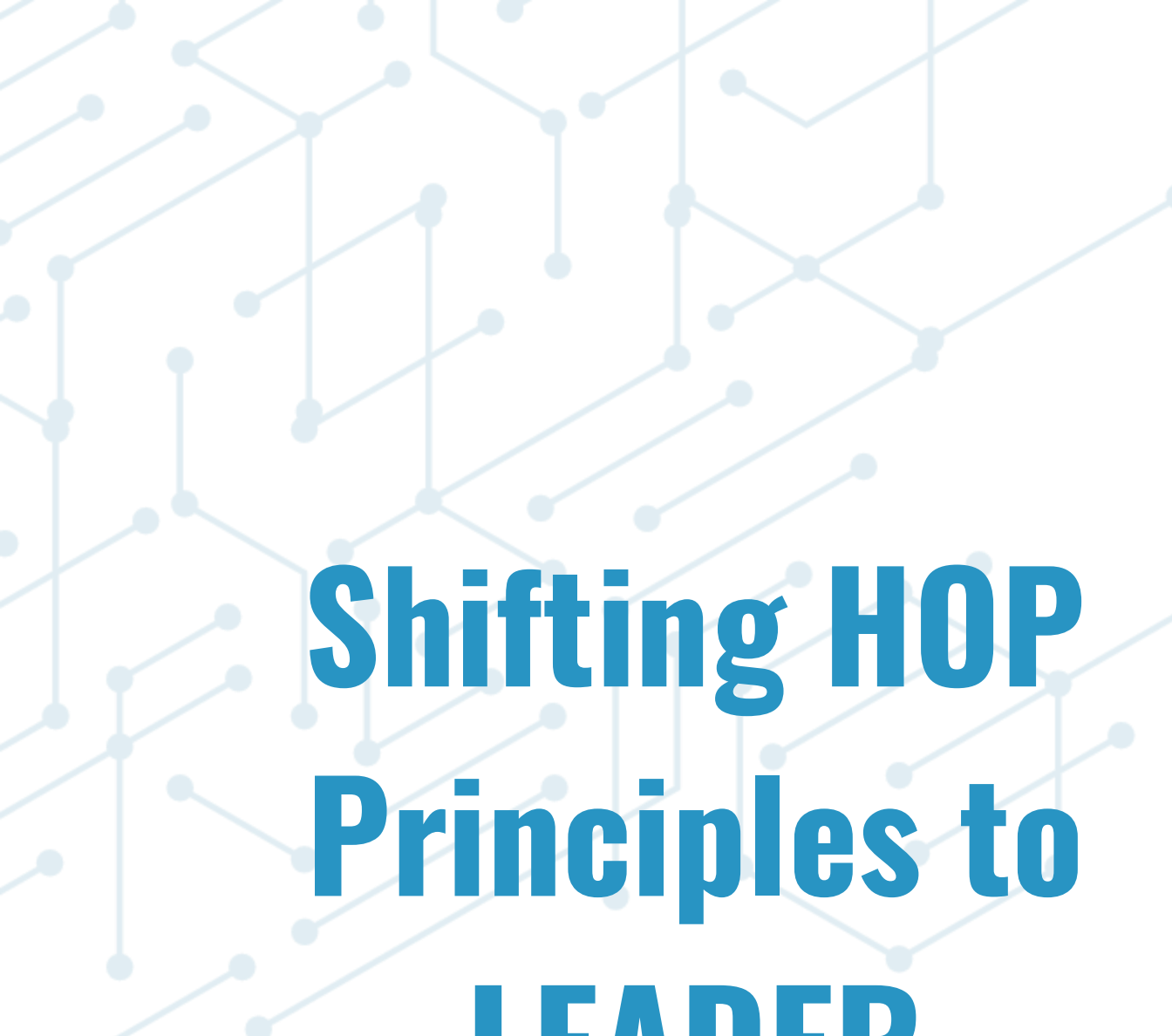
Systems Drive Behaviours

Response Matters

Learning is Essential



Derived from 5 Principles of Human Performance, Todd Conklin, Ph.D.



Shifting HOP Principles to LEADER BEHAVIOURS

Error is Normal

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It doesn't mean we are supposed to normalise Error
What it means is that people are fallible and even the best will make mistakes

We need to understand that people are fallible and hold onto this long enough before we move to blame someone

Blame is a human nature characteristic that we can manage individually – It's too hard to manage organisationally

We have to manage blame long enough to understand that it is **systems that create the context that drive the behaviours that create the outcomes**

Our response really matters because we want to respond instead of react...

And discover where the systems drove people to do what they did and had it made sense to them at the time

If we **RESPOND** instead of **REACT** then we can learn

We can learn the **FIRST TIME**

We can learn **BEFORE BAD THINGS HAPPEN**

And, we only have to **LEARN ONCE**

Error is Normal

Blame Fixes Nothing

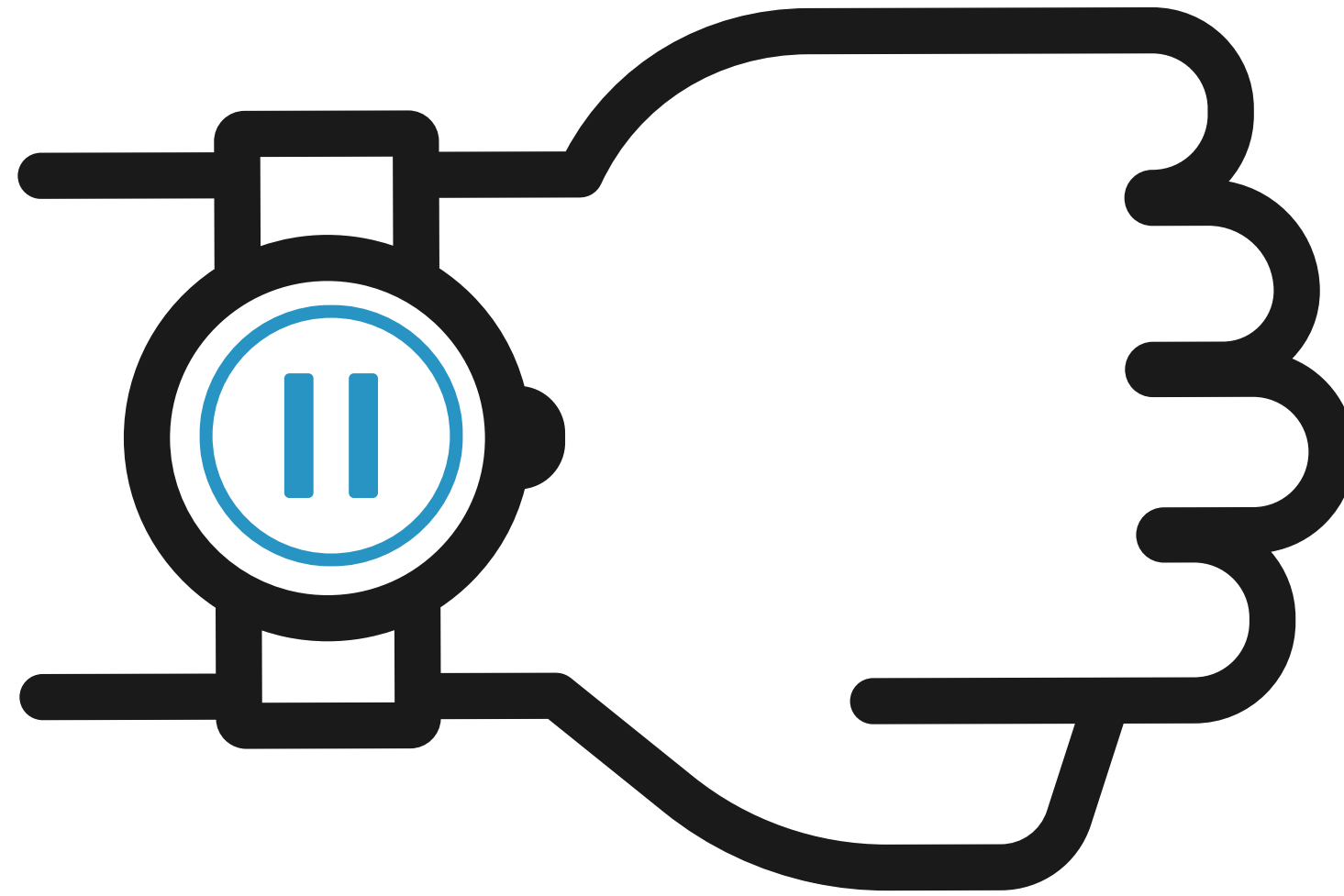
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‘Physically’ Push Your Pause Button



Press **pause** to stop yourself from going on
“**autopilot**”

Instead of WHY... Engage with **T E D S**

TELL ME...

what happened and how it happened

DESCRIBE TO ME...

how this played out – how did we get here

EXPLAIN ME...

the conditions under which this occurred

SHOW ME...

where this happened, where it has happened before, and other places it could happen

THANK YOU

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Questions?

Additional content available at:

<https://online.improvewithfit.com>



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