

Is SMS enough to make our organisations safer?

Jan Peeters

RIO DE JANEIRO – 20/10/2015

SMS: where we are.

We built a great
tool box...



Tools are only useful if you use them...



SMS purpose: allocate resources to reduce RISK.



Safety Risk Mgt in 4 questions:

1. What is most likely going to cause your next accident/incident?
2. How do you know that?
3. What are you doing about it?
4. Is it working?

From William R. VOSS, FSF, "SMS reconsidered"

3 common problem areas

- 1. Understanding risk**
- 2. Understanding reality of OPS**
- 3. Taking (effective) ACTION**

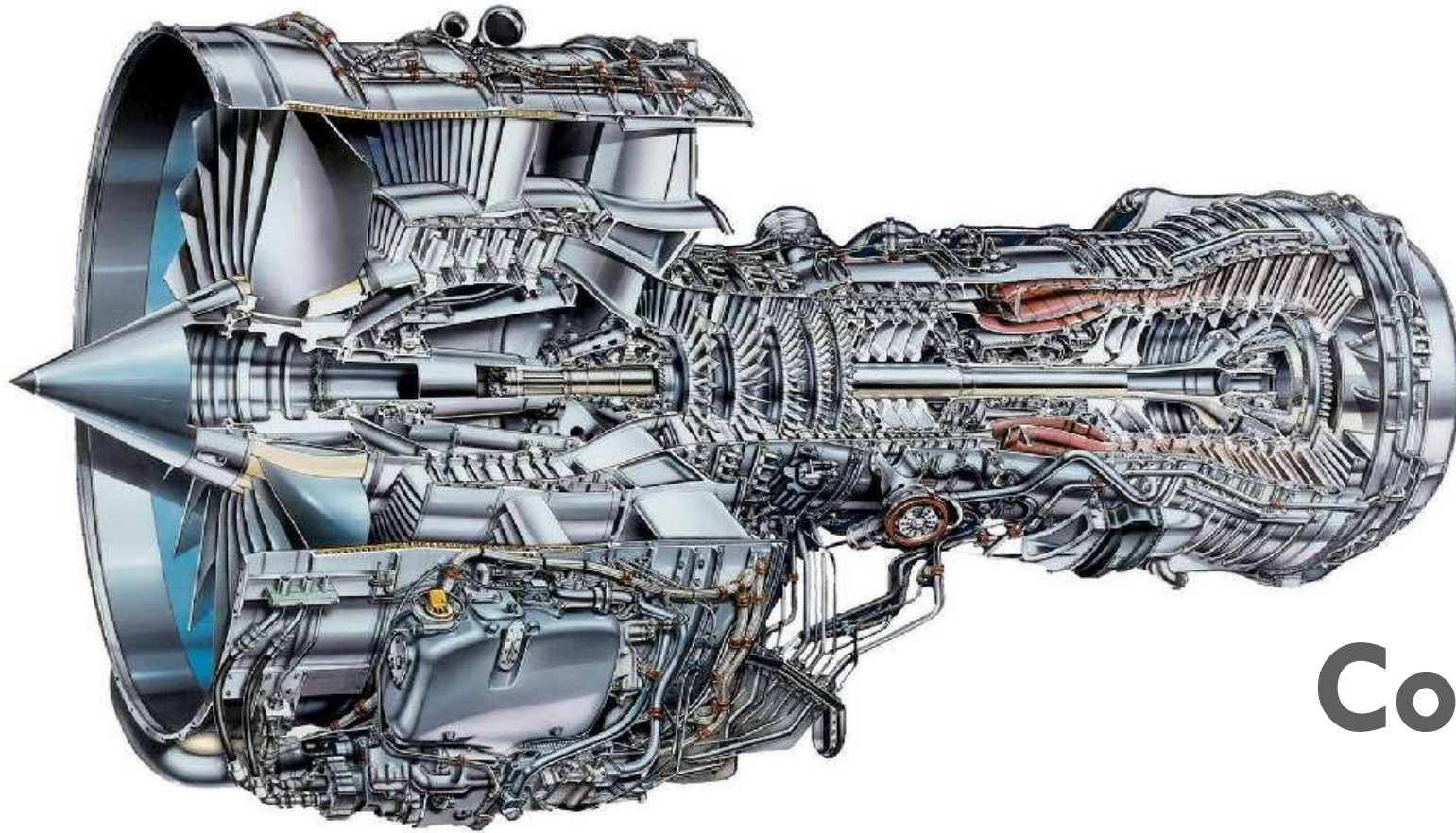
1 Understanding risk

Complicated vs complex

Human factors and risk

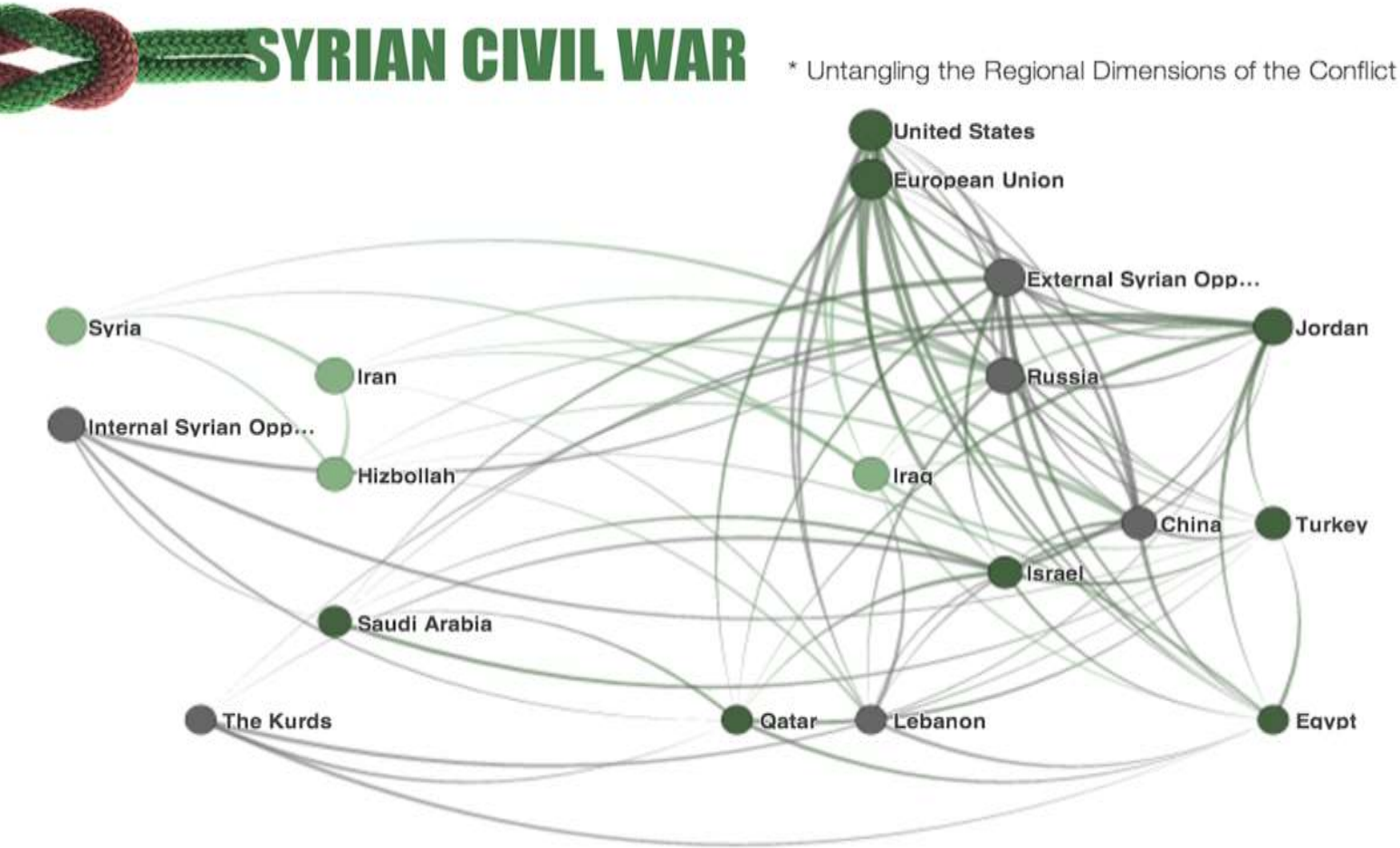
Our mental limitations

Complicated vs Complex



Complicated

Complex socio-technical



- Dynamic interaction
- “Unknowable”
- Non-linear

Our tendency is to go down and inward



Engineers try to find broken components,

“Who/what caused it?”

Looking up and outward

Systems thinking:



**Safety
professionals
ask**

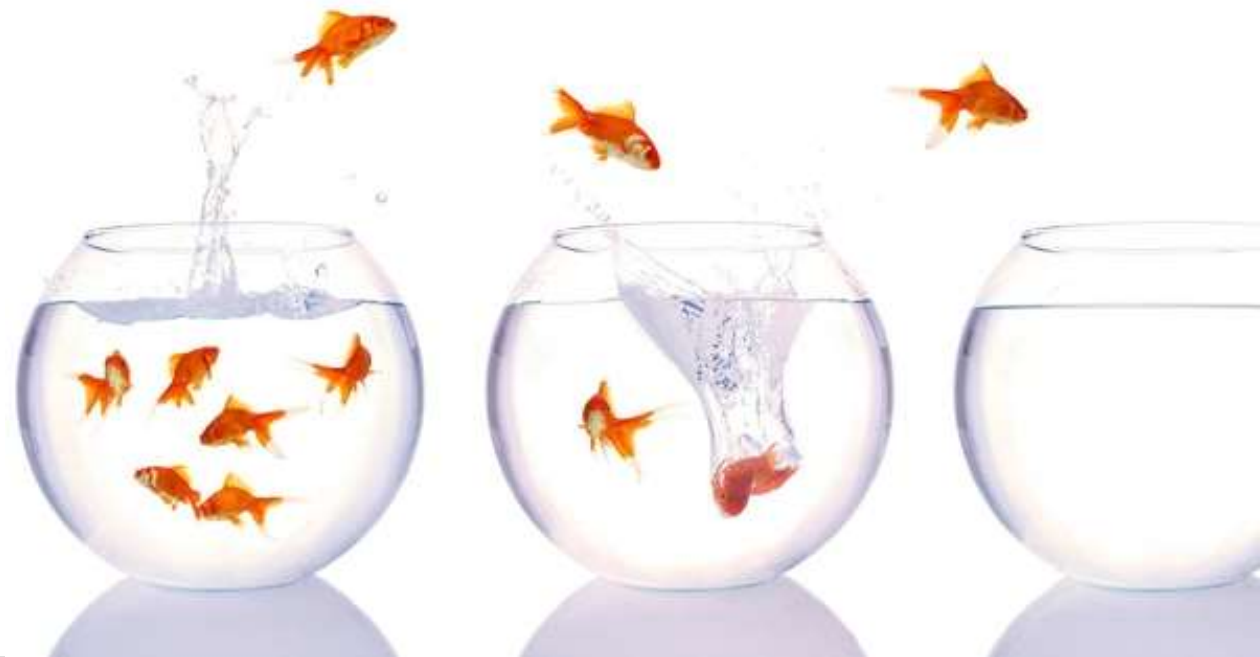
**“Why did it
happen?”**

Human Factors and RISK

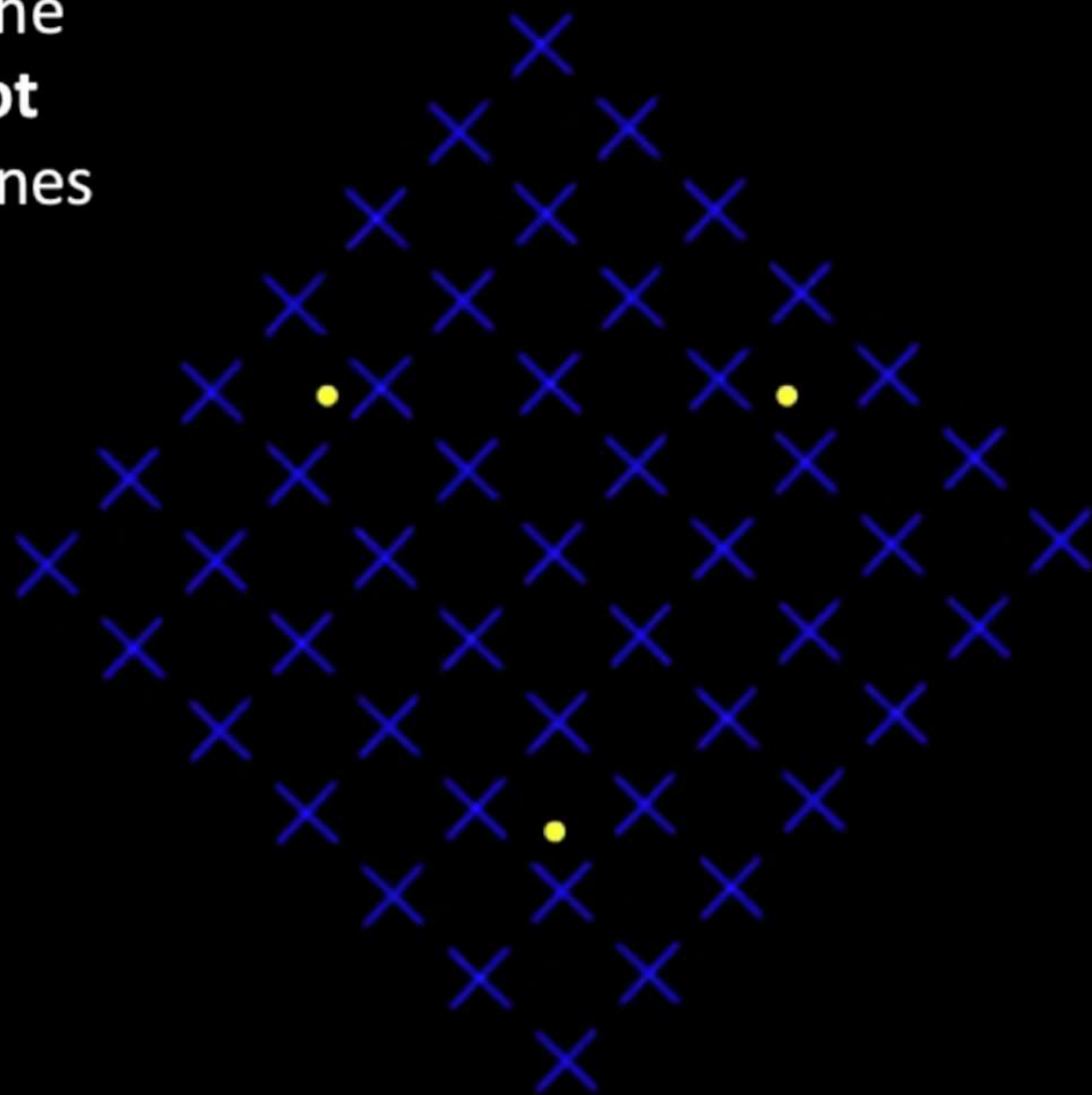
Local rationality:

People do things that make sense to them given:

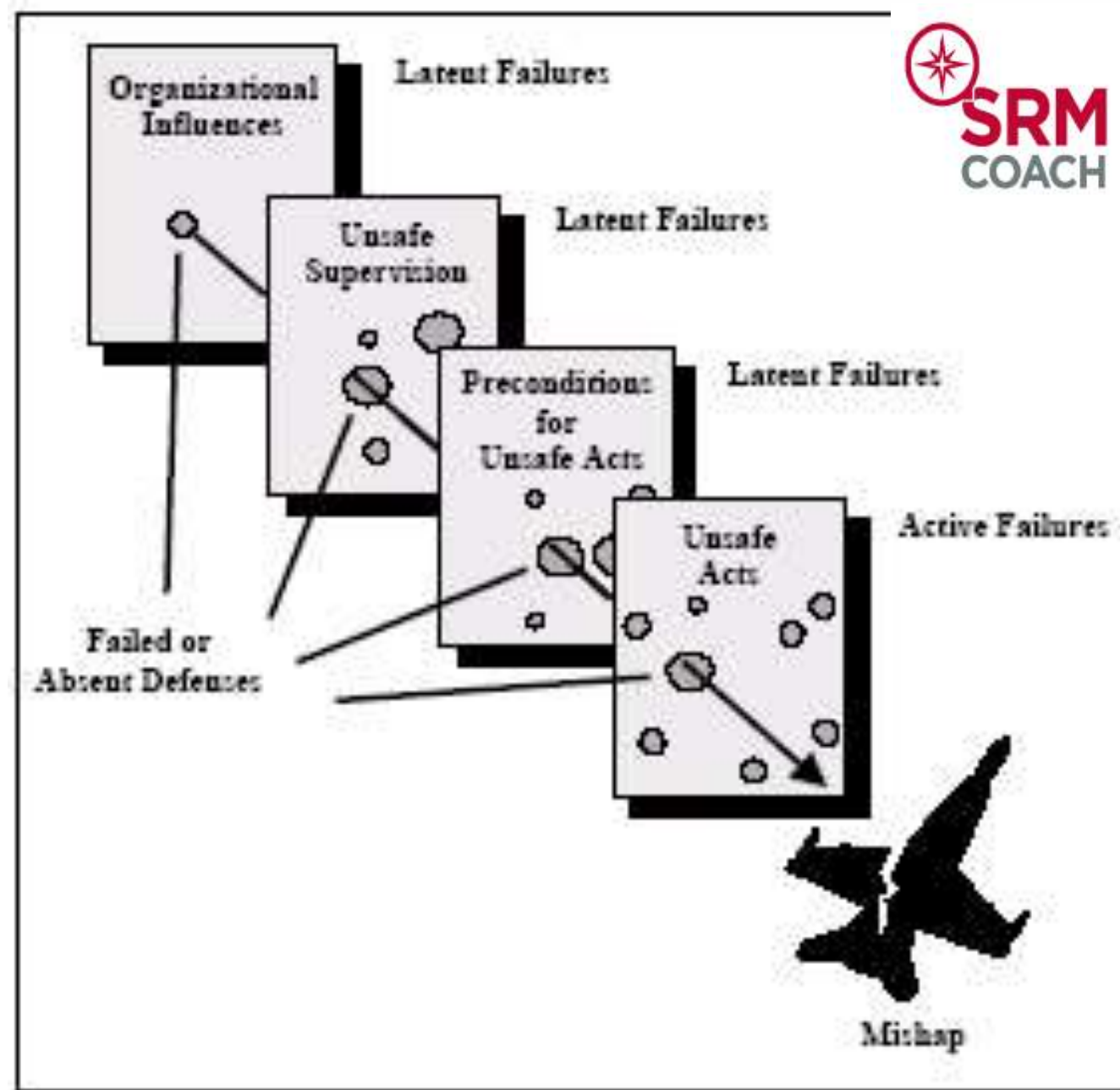
- their goals,
- understanding
- **FOCUS**



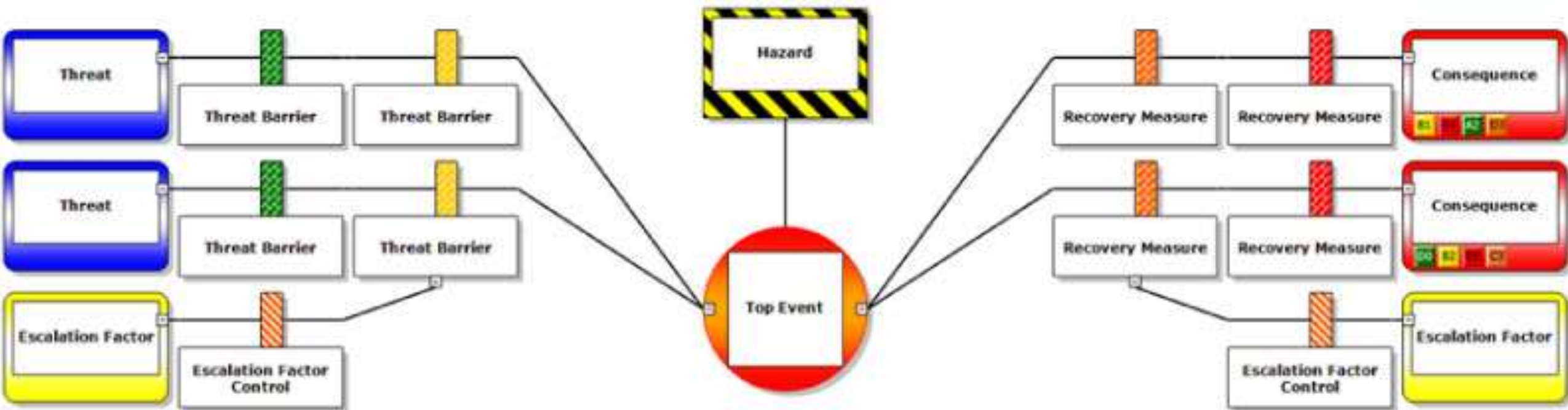
Keep looking at the
flashing green dot
and the **yellow** ones
will disappear!



Risk
management
≠
reversed
accident
chain of events



Look at the system to determine risk



Understanding risk consequences of complexity

Knowledge & understanding of the system is
limited and local

Behaviour of people and human error is a
consequence not a cause!

Small actions can have big consequences

Our mental limitations

or why we suck at statistics...



Thinking, fast and slow:

Heuristics

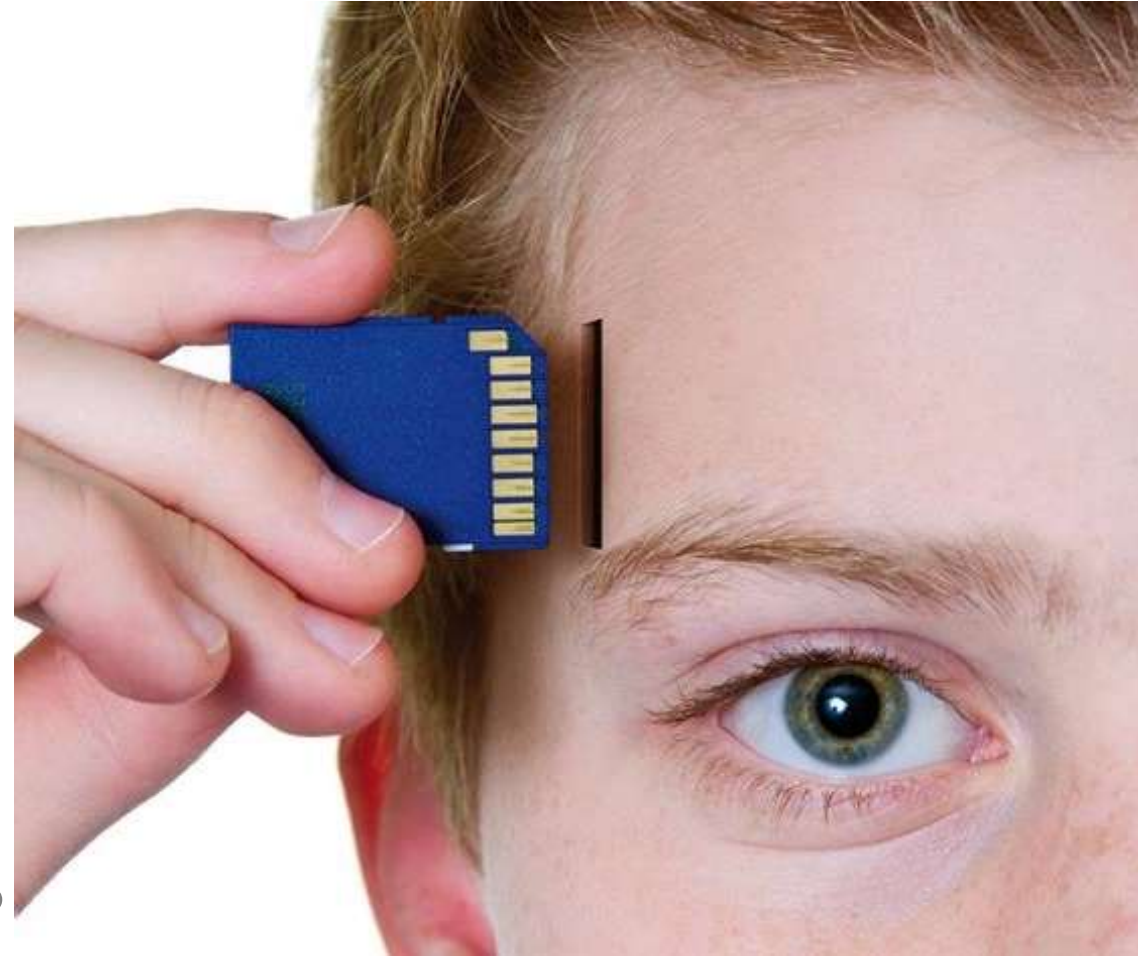
Mental biases

Dealing with socio-technical complexity

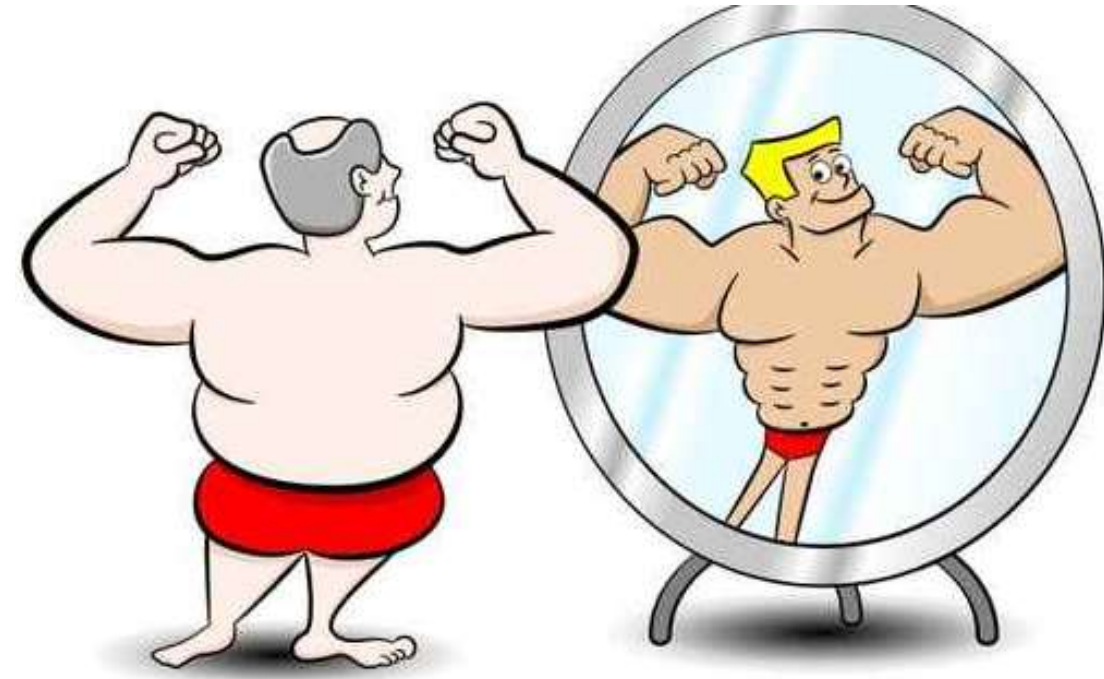
Agility and adaptability to complex situations

Understanding the psychology of risk

Critical thinking – asking really good questions



Understanding reality of OPS

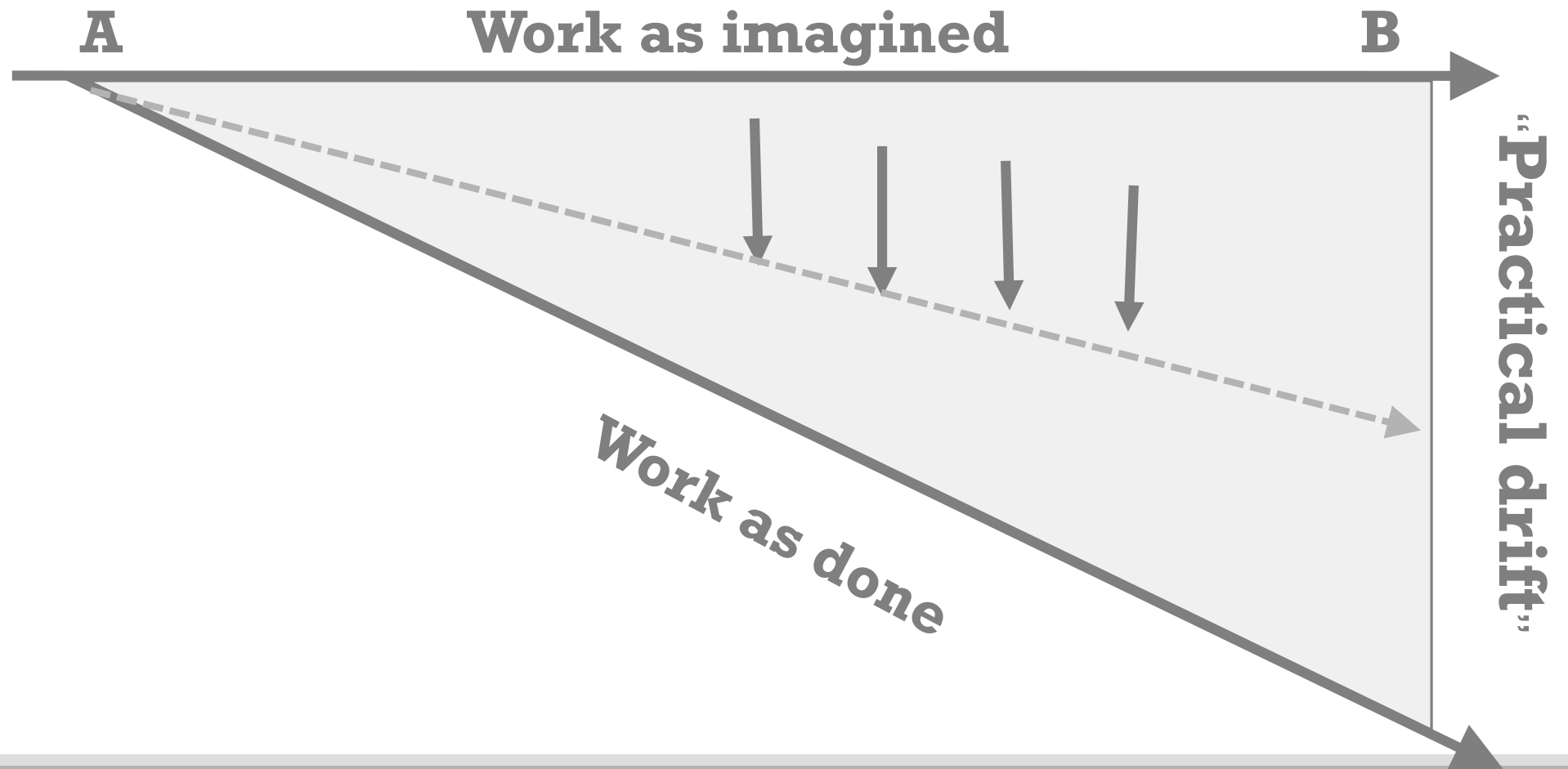


**Work as imagined vs
work as done**

Just Culture

Successful investigations

Practical drift...



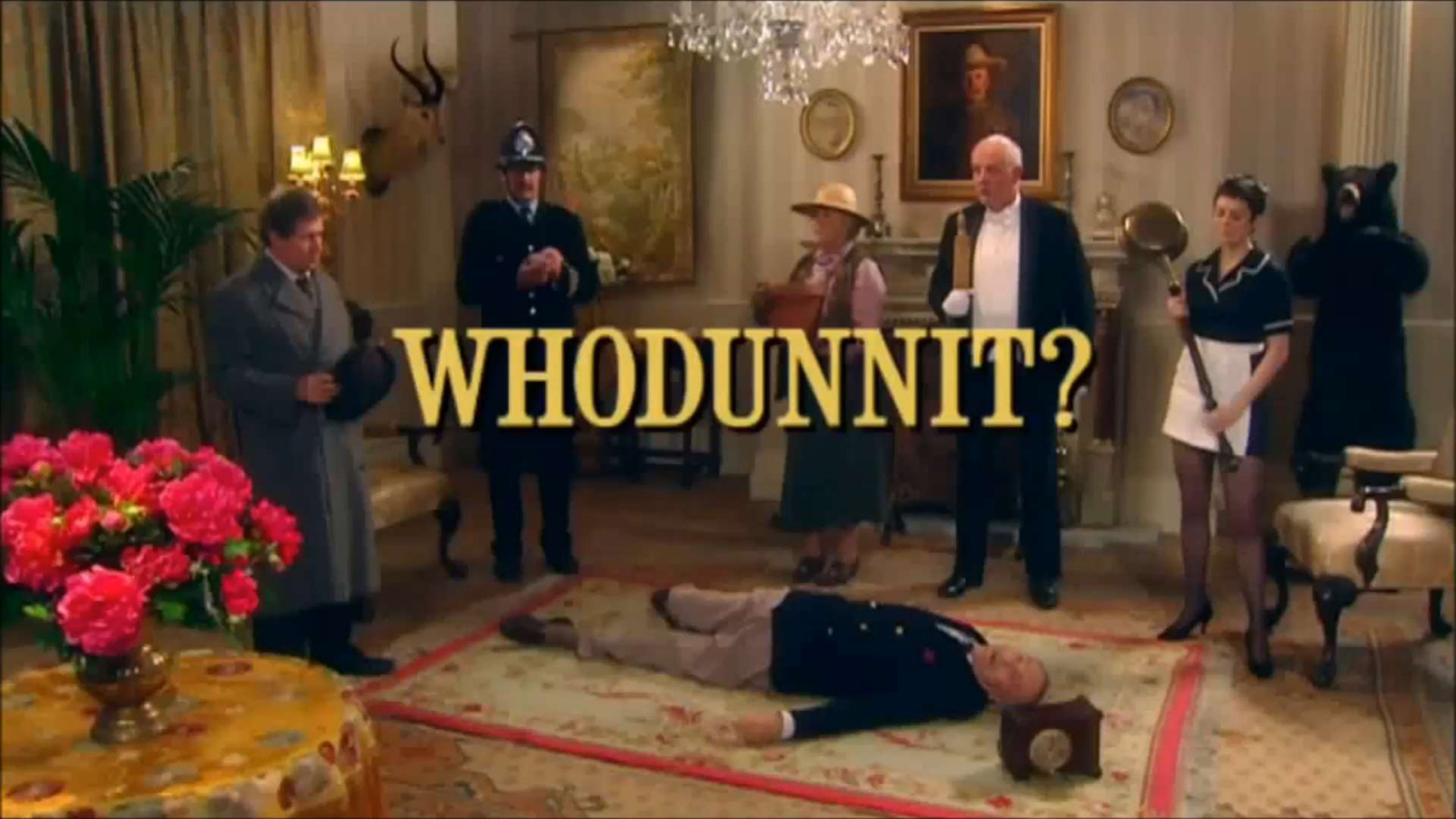
**Are our rules,
procedures
and manuals still
“knowable”?**



A hand in a black sleeve holds a wooden pole with a white pennant flag that says "HELP" in red capital letters. The hand is positioned above a vast, chaotic sea of white papers, suggesting a state of being overwhelmed by information or complexity.

HELP

**Adding defences can
increase complexity**

A grand, ornate room with a chandelier, a mounted deer head, and a large painting. In the center, a man in a suit lies face down on a patterned rug, with a small wooden box nearby. Several people stand around the room: a man in a grey coat on the left, a man in a dark uniform with a helmet, a woman in a pink top and hat, a man in a tuxedo, a woman in a dark sailor-style dress holding a large brass instrument, and a person in a black bear costume on the right. A large vase of pink flowers sits on a table in the foreground.

WHODUNNIT?

Just Culture

Have you explained why?

Have you explained how?

Is everyone applying it that way?

Who reviews events?

Successful safety investigations

Catalyse
EFFECTIVE RECOMMENDATIONS

Skills for the safety professional

- Collaboration
- Critical thinking and problem ID
- Accessing and analysing information
- Curiosity and imagination

Skills for the safety professional

Communication

Listening,
Observing,
and FEEDBACK

Taking (effective) action



A Action
C Changes
T Things

Apply
coaching
techniques to
generate ACTION

Obstacles: This face during safety meetings



**You forgot the
WIIFM!**

Understand motivation

Intrinsic motivation needs more than carrot and stick

- **Autonomy**
- **Mastery**
- **PURPOSE**





Skills to generate action!

Coaching instead of advising

Understand motivation

Effective communication &
influence

Initiative and entrepreneurialism

4 questions to take home

1. What is most likely going to cause your next accident/incident?
2. How do you know that?
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Thank you!

Jan@SRMcoach.EU

Resources:

www.SRMcoach.eu/rio