Walking the Tightrope

Maintaining Confidence in the Face of Errors

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Confidence – walking a tightrope?
Safety culture

Informed culture

Just culture

Reporting culture

Flexible culture

Hierarchy

Learning culture

Professor James Reason

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Were rules intentionally broken?

Yes → Was Consequence as intended?

No → Was correct plan of action selected?

Yes → Error

No → Could the task have been done in accordance with the rules?

Yes → Was there a conscious substantial and unjustifiable disregard for risk?

No → Was the action to benefit the organisation?

No → Optimising violation for personal gain

Yes → Optimising violation for organisational gain

Yes → Sabotage
The evidence
What are “Human Factors”?  

Human Factors encompasses all those factors that can influence people and their behaviour. In a work context, human factors are the environmental, organisational and job factors, and individual characteristics which influence behaviour at work.

What does it mean to be Human?

- Compassionate
- Caring
- Individual
- Creative
- Emotional
- Subject to stress
- Physiology
- Interactive
- Behaviour

- Proactive
- Reactive
- Empathic
- Vulnerable
- Risk
- Anger
- Skill
- Learn
- Fallible
Professional?

- Accredited
- Standards of:
  - Dress
  - Behaviour
- Status
- Competent
- Skilled
- Assured

- Trusted
- Considered
- Reliable
- Qualified
- Accountable
- Continuing development
- Mutual respect
- Humility
What makes your day *more difficult*?

- Poor teamwork
- Disorganisation
- Not enough detail
- Too much detail
- Lack of feedback
- No thanks
- Changes to plan
- Personality (behaviour) clash
- Conflict
- Not accepting roles and responsibilities
- Poor leadership
- having favourites or victims
- no breaks
- no support
- not confident
- No rationale for changes
- Poor attitude
- Low morale
- Demotivated
- Boring
- Repetition
History of Aviation Human Factors

1980’s Focus on Individual

1990’s Focus on Team

Today Focus on System
Erik Hollnagel

Safety 1
• As few things as possible go wrong
• Reactive Response Post-hoc
• Accidents caused by failures and malfunctions
• Staff are a liability

Safety 2
• As many things as possible go right
• Proactive anticipation of events & problems
• Things happen basically the same regardless of outcome
• Staff are a resource
Threat & Error Management

Mitigate  
Trap  
Avoid

Threats
High risk situations:

- Grab and Go
- Interruptions and distractions
- Tasks required out of normal sequence
- Unanticipated new tasks
- Multitasking.
Building a Just & Learning Culture

It is important not to blame individuals for what went wrong, but to understand why, what they did at the time, made sense to them.

“Just Culture” – Dekker 2007
Thank you

What will you do differently?

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