High-Reliability Principles as a Leadership Operating System

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The Intervention

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The Need for a New Operating System

Like Jazz Fusion

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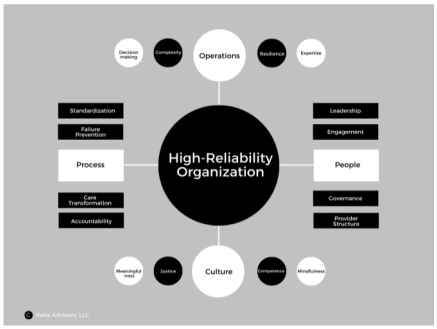

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HRO as OS: Using the 5 Principles

Framework: Why + How

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#1

Preoccupation with Failure

Continual scanning for the potential for failure or opportunity for improvement

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#1 Preoccupation with Failure

Why?

1. Matrix organizations often fail
2. High turnover and retraining
3. Financial pressures
4. Rising cost of under-performance
5. Increased complexity of technology
6. Increased acuity
7. Lack of clarity – roles and goals
8. Present strategies short-lived

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#1 Preoccupation with Failure

How?

1. Hyper-expectation setting to reduce variation
2. Implement flexibility as staffing platform
3. Prioritized financial support – divest non-core
4. Calculate the cost of disengagement
5. Increase training to start time
6. Use extenders and non-clinical support creatively
7. Future proof leaders – predictive critical thinking

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#2

Reluctance to Simplify

Answer the the hard questions

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#2 Reluctance to Simplify

Why?

1. Fabricated sense-making
2. Attribution substitution – easy answers
3. Solutions aren't crossing territorial boundaries
4. Speed of decision making arbitrarily increasing
5. Lack of knowledgeable staff not recognized
6. Reality versus safe messaging
7. Innate drive for safety and survival (polarity)

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#2 Reluctance to Simplify

How?

1. Move from unsafe to safe through caring connections
2. Over-explain context to make sense
3. Force interdependent team solutions
4. Ask why, why, why?
5. Psychological safety is overstated at highest org levels

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Sensemaking
▼
Security
▼
Engagement

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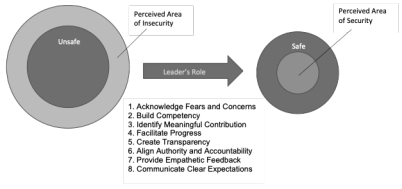
The Engagement Polarity



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#3

Sensitivity to Operations

A singe action in an interdependent system is more than it appears to be

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#3 Sensitivity to Operations

Why?

1. The butterfly effect
2. A reduction for some is an addition for others
3. Individual inefficiencies have system consequences
4. System flaws cause individual failures
5. HIPPO effect informs behaviors

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#3 Sensitivity to Operations

How?

1. Tour to validate contextual understanding
2. Broad stakeholder inclusion in decisions
3. Identify work arounds, informal protocols and remediate
4. Pilot solutions, review broadly, revise
5. Identify what is not being said and why
6. Recognize the system may not be what is on paper

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Leader Accountability

Zero tolerance for ineffective systems

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#4

Commitment to Resilience

Overcoming obstacles while pursuing organizational purpose

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#4 Commitment to Resilience

Why?

1. Degree of complexity and difficulty increasing
2. Strategy of the day is exhausting
3. Too many old/overlapping priorities confuse efforts
4. Solution seeking brings about org learning
5. Those run over by the bus will avoid traffic
6. Resiliency isn't taking a harder punch

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#4 Commitment to Resilience

How?

1. 10-minute manager meeting each week
2. Calmness promotes reflection and focus – an expectation
3. Physics of work capacity – sustainable productivity
4. Know precisely what is on the to do list of all
5. Defend the team against inappropriate expectations

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#5

Deference to Expertise

We don't know what we don't know, so we ask

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#5 Deference to Expertise

Why?

1. Authority/Accountability Gap
2. CHAOS – chief has arrived on scene
3. Senior executive isolation is dangerous
4. Creative solutions live closest to the problem
5. Autonomy is a universal need
6. Meaningful work is primary motivator

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#5 Deference to Expertise

How?

1. Set hyper-clear expectations regarding providing input
2. Create a safe environment for communication
3. Multi-level solution teams
4. Managers trained to draw out information
5. Depersonalize – object on the table
6. Friday email practice

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3 Paradigms

Culture Shift

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#1

Zero Harm = Core value & organizing principle for <u>all</u> aspects of the system

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#2

People aren't to blame for a SYSTEM weakness or failure

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#3

Zero tolerance for ineffective systems and unjustified variations

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Key Perspective:

High-reliability is an operating system that holds within one perspective present and future possibilities, solutions, and directional strategies.

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Thanks!

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