

WHY DO GOOD PEOPLE MAKE MISTAKES?

Human Performance, Beach Balls & Event-Free Operations

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PEOPLE ARE NOT PERFECT.

Even the best can make mistakes.

1

HUMAN PERFORMANCE PRINCIPLE

It doesn't say bad employees make mistakes.

It doesn't say untrained employees make mistakes.

It says PEOPLE make mistakes.

So what makes a mistake more likely?

HUMAN PERFORMANCE TRAPS

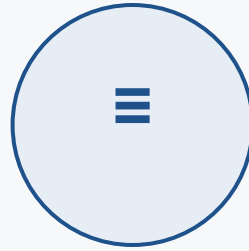
Conditions that make error more likely.



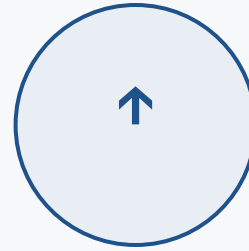
TIME
PRESSURE



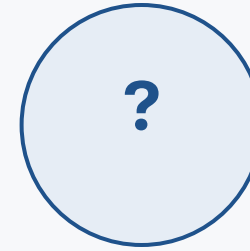
DISTRACTIONS



MULTIPLE
TASKS



OVERCONFIDENC
E



VAGUE
GUIDANCE



FATIGUE



CHANGE

**Traps do not make someone a bad employee.
They change the conditions under which a good employee is trying to
perform.**

SAFETY IS OUR #1 PRIORITY

...along with everything else.

Equipment

Training

Work Plan

Quality

Schedule

WHY DID IT MAKE SENSE AT THE TIME?

The event is the beginning of the learning—not the end.



WHOSE FAULT WAS IT?

BUILD DEFENSES — NOT DEPENDENCE ON PERFECTION



“What could we change so our leader doesn’t have to be perfect?”

THE TOOLS ARE ALREADY IN YOUR HANDS

Use the Field Guide to layer defenses into the work.

INDIVIDUAL

Self-Checking
Place-Keeping
Questioning Attitude
Procedure Usage

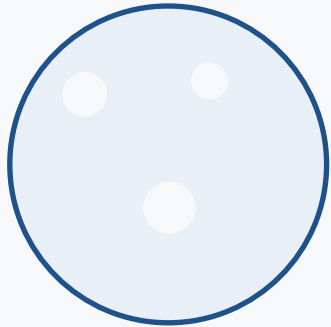
TEAM

Pre-Job Brief
Effective Communications
Peer Checking
Coaching
Post-Job Review
Turnover

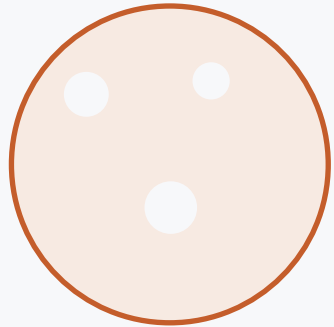
Every tool adds another layer between human fallibility and an unwanted consequence.

LATENT ORGANIZATIONAL WEAKNESSES

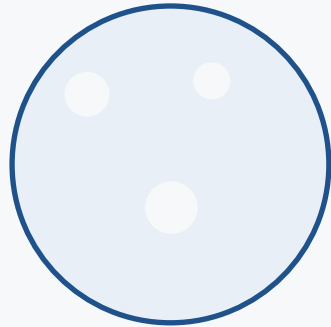
Sometimes the problem was built into the system long before the event.



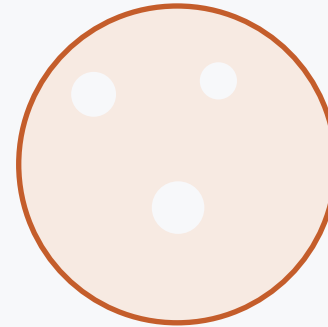
Training



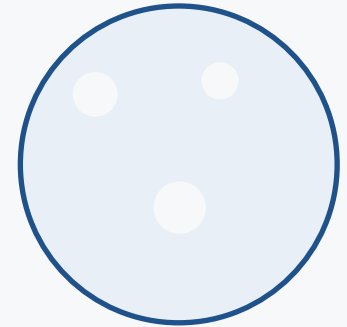
Procedures



Equipment



Values



Work Design

**BAD PROCEDURE • OUTDATED EQUIPMENT • INEFFECTIVE TRAINING • CONFLICTING EXPECTATIONS •
NORMALIZED WORKAROUNDS**

Don't leave a landmine in the weeds for the next person.

MONDAY MORNING...

Three questions to carry back to work.

01

DON'T BEGIN WITH “WHO?”

Begin with: What happened?

02

LOOK AT THE CONDITIONS

Why did the action make sense at the time?

03

FIX WHAT YOU CAN

Don't leave the landmine in the weeds.

PEOPLE WILL NEVER BE PERFECT.

**OUR SYSTEMS DON'T HAVE TO
REQUIRE THEM TO BE.**

Recognize the traps. • Give people tools. • Build defenses.

*Event-free operations shouldn't depend upon somebody
being able to hold the ball underwater forever.*