2019 HPRCT – “How to get top leadership support” or “How to support top leadership.”

By John Shaeffer Sr.

“You cannot solve current problems with current thinking”

“Current problems are the result of current thinking”

- Albert Einstein
Adjusting Current Thinking

- Problem - Getting support from top management
- Solution - Adjust current thinking (Paradigm shifts)
  - Your own
  - Executive management - investment versus expense

“Better to get it right than to be right”
• One proven solution based on personal experience

• Successful strategy implemented within multiple industries
  - Large pharmaceutical company with over 50,000 employees
  - Supplemental supplier - 170 million in revenue
    - Finished building the last nuclear site constructed in the US
    - Assumed construction of the last two new nuclear sites in the US
  - Dual unit operating nuclear site with 1000 employees
  - Single unit operating nuclear site with 500 employees
Paradigm shifts that may be necessary for executive level support

✓ Don’t go to leadership asking for support, take a different approach.

✓ Redefine your role in the organization

✓ Need to thoroughly understand what is Human Performance, various methodologies, and what it can accomplish

✓ Management doesn’t really know the true practices within their organization so you need to develop ways for you to know

✓ Define a path to interface with the executive team on your own terms
Don’t go to leadership asking for support, take a different approach!

- Understand executive leadership
  - Executives – make decisions quickly / delegate the execution
  - Ask for resources? – good luck

- What is important to the executive leadership?
- What drives decision making?
- Do research on your executives
- Get the executives to come to you
Redefine Your Role

- Be an internal consultant, not an employee
- Two general reasons organizations use consultants
  - Your expertise is **Human Performance**
  - Understand the organizational landscape and culture
Understand Human Performance

- A methodology that
  - Solves problems
  - Explains human error
  - Eliminates events
  - Sets employees up for success
  - Increases efficiency / productivity
  - Increases morale
  - Predicts outcomes
  - Saves money

"If you want to make enemies, try to change something."
Human Performance

• Models

- Westrum’s and Schein’s Organizational Models
- Reason's Anatomy of An Event / Swiss Cheese
- Risk Methods (Failure Mode Effect Analysis, PRA)
- Deming - 14 Points for management's transformation to one of optimization (SoPK)
- Rasmussen’s Operational Modes (SRK) - Attention
- Wicken’s Information Processing Model - Attention
- HFACS - Dr. Shappell and Dr. Wiegmann (CAPA)
- Bringing Out the Best in People, Aubrey C. Daniels
- Crucial Conversations – Grenny, McMillian, Switzler
- Covey’s 7 Habits of Highly Effective People
Management doesn’t really know the true practices within their organization.

**Stated Standards and Expectations** – Managements definition of success

**Perceived Margin for Error**

**Actual Margin for Error**

**“Normal Practice”** – workers definition of success

**“Actual Defenses”** – Front line managers Definition of success

**Stated Defenses** – Senior managers definition of success

**Performance Gap - success delta**

**Error causing and event**

**Event**

**Defence Gaps**

“Protect your sources - make it safe for them”
Path to the Executives

- Two ways to get them to come to you

- Track results
  - Develop baseline data and metrics
  - Use hard dollar savings

- Frame Human Performance as an investment and not an expense (ROI) / or (ROE)
Paradigm shifts that may be necessary to set the path to the top level support

- Don’t go to leadership asking for support, take a different approach.
- Redefine your role in the organization
- Need to thoroughly understand what is Human Performance, various methodologies, and what it can accomplish – become an expert
- Management doesn’t really know the true practices within their organization so you need to develop ways for you to know – Protect your sources
- Define a path to interface with the executive team on your own terms

QUESTIONS /FINAL THOUGHTS?