

Becoming a High Reliability Organisation: a Practical Approach

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High Reliability Organisations

- collective mindfulness
- not just a collection of mindful individuals
- organisational mindfulness
- chronic unease

Warning signs

- Prior to major accidents there are always warning signs which are ignored
- But, fashionable theory:
Some accidents are black swans
- Shell:
“Challenge the green, embrace the red”

Things missed in conventional incident and near miss reporting systems

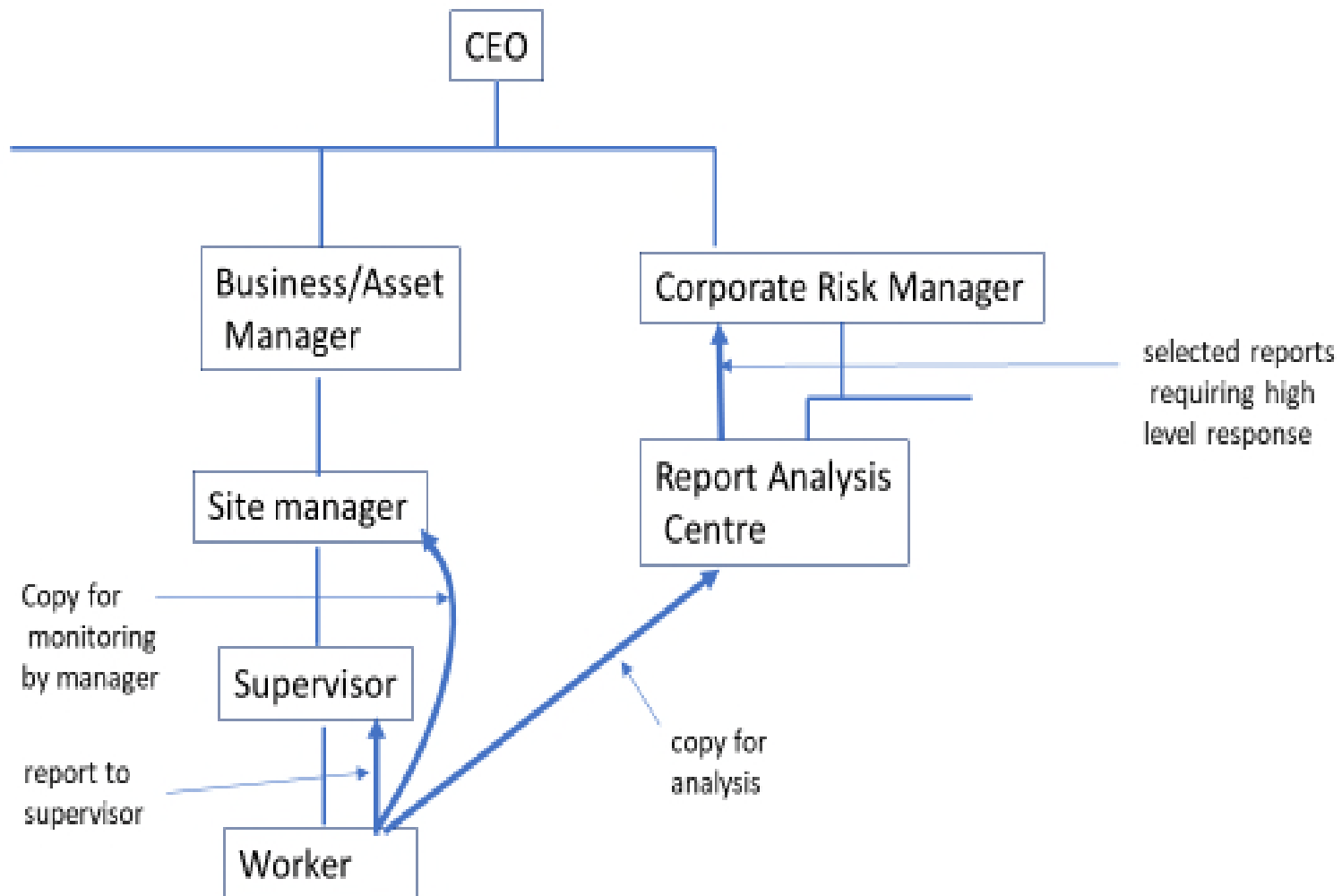
- process upsets
- maintenance being deferred
- machinery in a dangerous condition
- corrosion
- isolation failures
- inappropriate procedures
- excessive overtime
- understaffing
- poor ergonomic design
- anomalies

We must encourage...

- “Helpful” reports
- Courageous reports

Designing a bad news reporting system

- 1. Make reporting easy
- 2. Ensure appropriate response



Designing a bad news reporting system

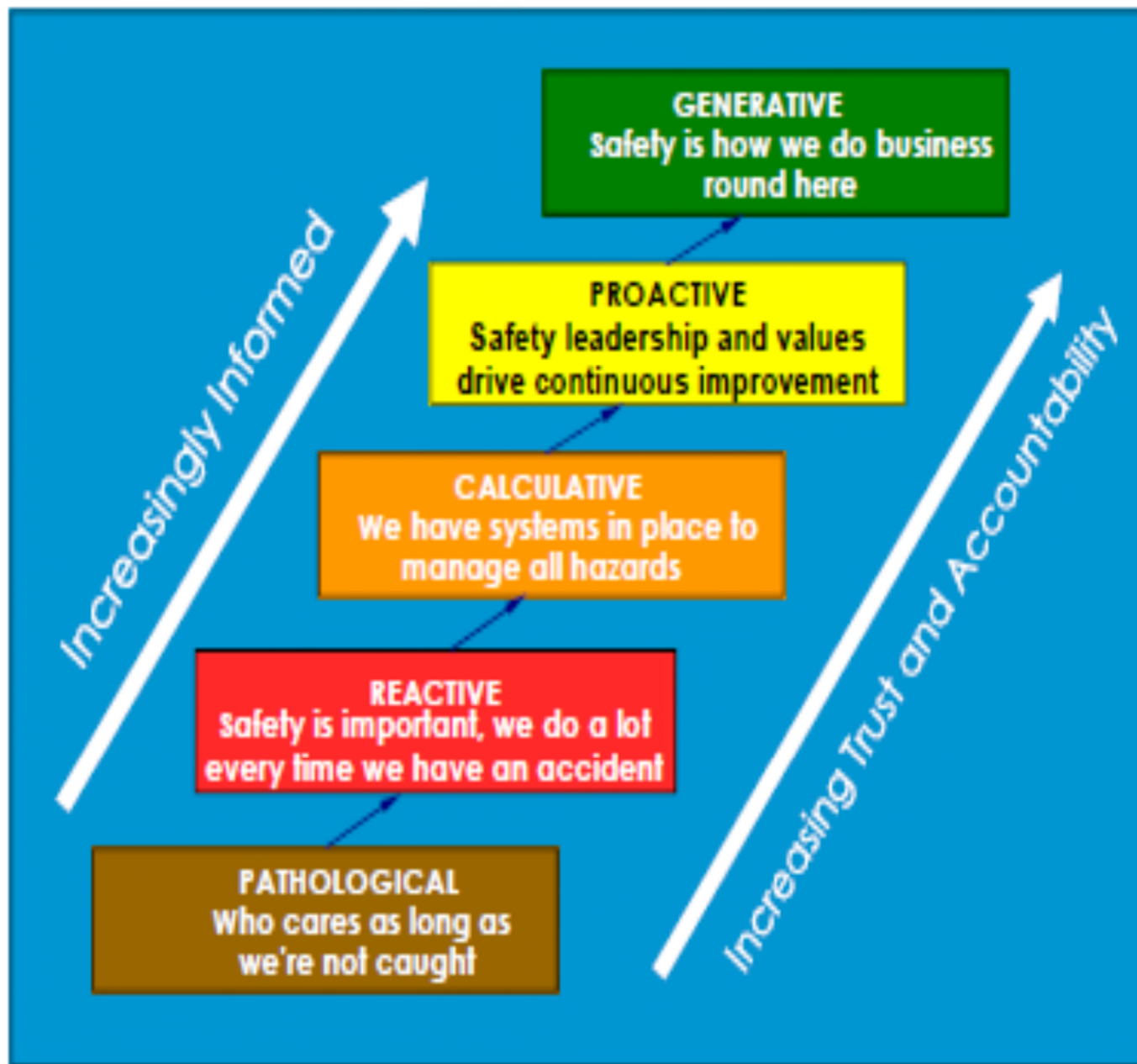
- 1. Make reporting easy
- 2. Ensure appropriate response
- 3. Encourage helpful (and courageous) reports

If a bad new reporting system works well,

- it creates a culture of ownership
- promotes risk awareness
- promotes richer conversation about risks

This is what it means to be

- a high reliability organisation
- a learning organisation
- a mindful organisation
- a generative culture



Questions

- What are the obstacles to developing a bad news reporting system in your organization?
- Can you suggest ways these might be overcome?

“Challenge the green, embrace the red”

This is one of Shell’s slogans. It refers to score cards, literally, but more generally it refers to how management should respond to news, good and bad.

- What stops people reporting bad news?
- What practices might your company develop to challenge the good news and encourage the reporting of bad news?