

H O P

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D E P L O Y M E N T

SAM GOODMAN

T H E H O P N E R D L L C

# BRING HUMAN AND ORGANIZATIONAL PERFORMANCE TO LIFE....

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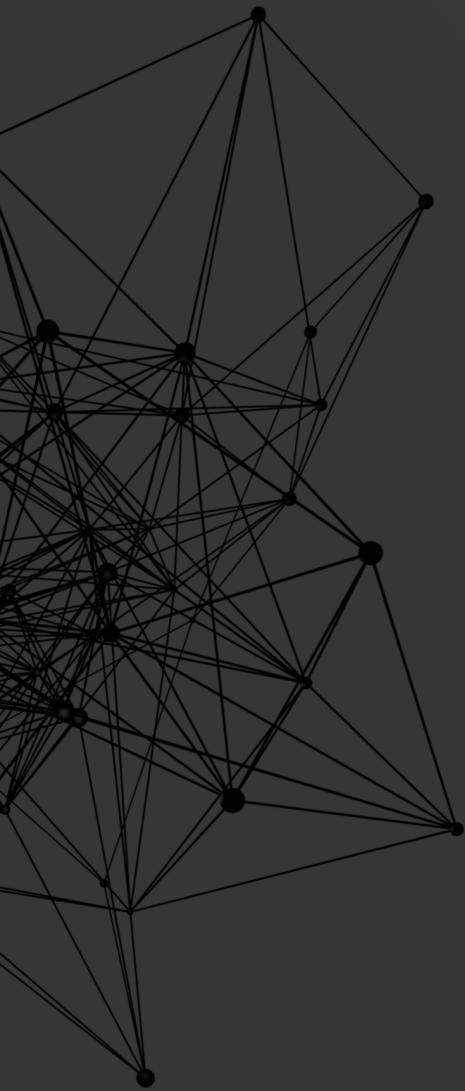


# DOING THINGS DIFFERENTLY

So, you have decided to do things ‘differently’ in your organization – you have decided to bring these ideas to life within your particular workplace – what now?

While deep and fundamental organizational change efforts can be quite the daunting task, do not be fearful of taking up the challenge of making things better. Yes, these efforts take time and sometimes move painfully slow. Yes, of course, the organization will sometimes regress or fall back to their ‘old ways.’ Yes, you will encounter leaders that are just not onboard or actively seek to derail these efforts. But these are all just points along the way – steppingstones of organizational betterment – leading you towards a better workplace. Remember, this is a journey...

As with any journey, you will hit bumps, jumps, and roadblocks along the way. Embrace the process – accept the process. I myself struggled with some of these challenges in my first experiences with bringing HOP to life – I particularly struggled with the “moving backwards from time-to-time” piece. When you find yourself feeling frustrated, zoom out. Take a step back and take in where the organization has been, where it is at, and where it is going – the amount of positive change you will see will often surprise you and ease your frustrations.

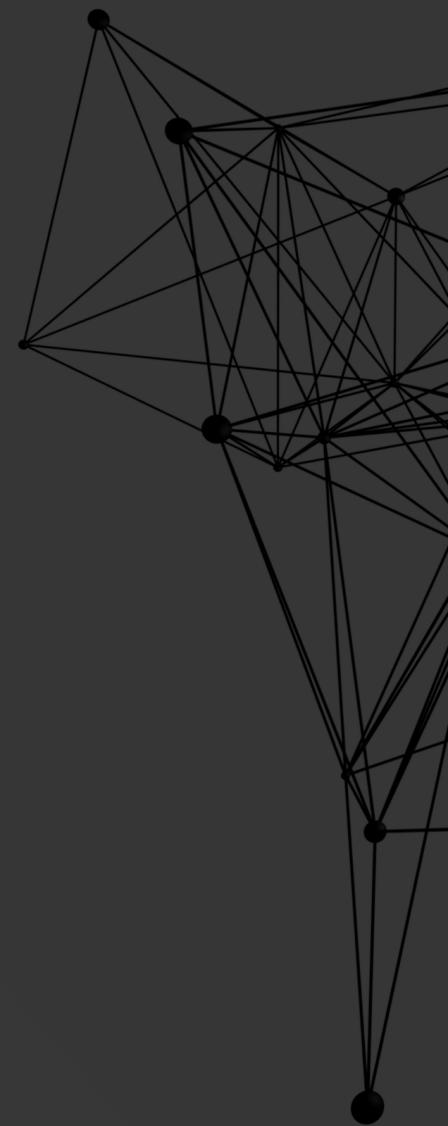


*Do not approach these concepts with a traditional mindset*

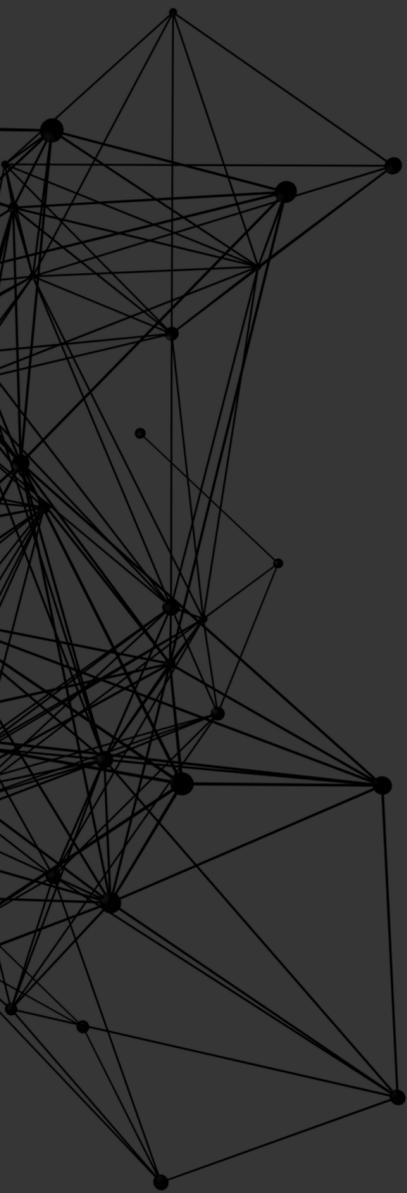
So very often I see companies attempting to ‘force fit’ Human and Organizational Performance into their organizations, attempting to meticulously plan every step of this journey onto a timeline of ‘HOP implementation,’ or trying to ‘do HOP’ using the same organizational methods and tactics they have used for much of everything else – using an approach akin to the rolling out of a ‘safety program.’ But Human and Organizational Performance is not a program and approaching it like one only creates headaches and problems along the way – it only stifles progress or leaves you with some bastardized end product far from the true intent of these concepts and ideas.

These concepts and ideas are different, so we must approach them differently. Be very cautious of typical organizational desires to simplify, standardize, and force fit to create progress and change – these methods always backfire. Human and Organizational Performance is a set of beliefs that shape our programs, tools, behaviors, and language (Baker, 2019) – it is not a program to ‘roll out.’ We simply cannot shift beliefs through the application of a program, we cannot just “roll out” new assumptions into our organizations, we cannot bring about this change by trying to force fit it in. You must grow Human and Organizational Performance within your organization by reshaping organizational assumptions and beliefs around error, blame, learning, the definition of safety, and on...

Human and Organizational Performance is not a program, but you should have a plan. You need a blueprint; you need a recipe for the cake.



You need to bring the right ingredients together at the right times – you don't want to be going for a moist and delicious chocolate cake and end up with a tart – no one wants a tart. You need to have the right people working on the right things at the right times. You need to figure out what your little "HOP army" looks like, how that works, where your 'bright spots' are, where you are going, and how you think you're going to get there. Do not get completely tied down by planning – this plan should never be rigid. It will move, shift and shuffle – just as it should. Things will get pushed out and other things will get pulled in – but you need a road map to get you in the general vicinity.



# PLANNING CONSIDERATIONS

## Organizational Readiness

Where is your organization currently at? Seek to understand the current state of your particular organization and define where it is that you want to go. This assessment of organizational readiness will allow you craft a customized approach based off the current reality of your organization. It will help you begin your journey at the right time and allow it to start on a sure footing.

## Core Team Creation

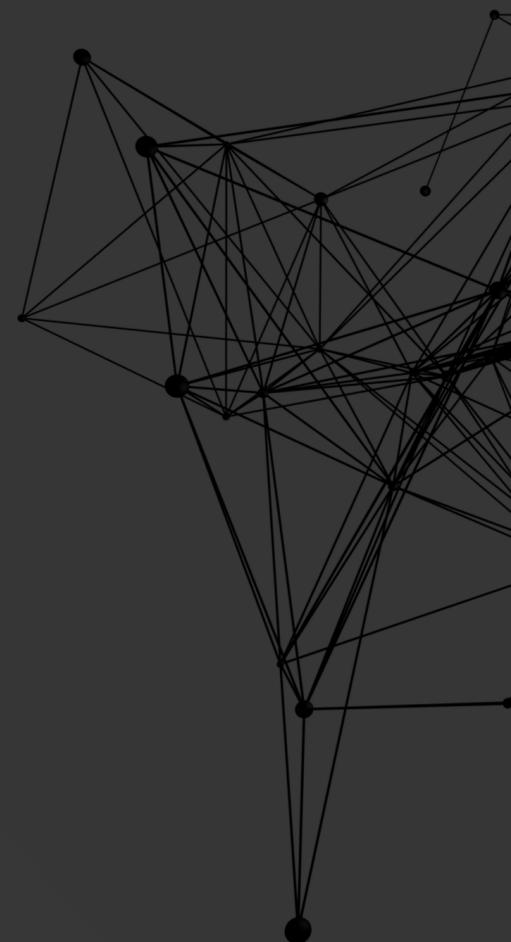
Who are your internal champions – those knowledgeable and passionate folks – that will help bring this change about? Find them, get them together, and set them up for success by providing them adequate time, resources, and support to take on this task.

## Employee Involvement

How are you going to place your workforce at the center of this change – how are you going to ensure that they have a voice? Be very cautious to not “do HOP” to your organization. You can help avoid this by involving your workforce in these change efforts. Involve your employees, listen to them, learn from them, and be sure that their voices – their ideas and their thoughts – shine through and are shown in the results of these efforts.

## External Resources

From time to time you will require help or expertise from outside of your organization. Sam is happy to partner with you on your journey and help you bring HOP to life holistically within your organization.



## ***It is more of a 'framework' than a plan...***

In a 2019 article on the *Safety Differently* website, Andrea Baker describes “5 Phases” of Human and Organizational Performance integration:

- Leadership Interest
- Building HOP fluency
- Operational Learning
- Alignment
- Safeguard Management

Let explore each of these in a little more depth...

### **Leadership Interest**

Seek to gain leadership support within your organization and find leadership champions or sponsors to leverage while on this journey. These Human and Organizational Performance allies are crucial to the overall growth and success of these concepts within your company.

What this looks like...

- Building relationships with leaders
- Mentoring leaders – especially through challenges
- Teaching of HOP concepts to leadership
- Making a case for change
- Possibly bringing in outside speakers to help shift views

## Building HOP fluency

This is the education component of your journey – the embedding of these concepts and ideas within your organization. Through the teaching of things like Human and Organizational Performance fundamentals, learning teams, and more, you will establish a base-level of knowledge around this new approach. Over time you will begin to notice subtle changes in the language of your organization – your organization will begin to sound like a HOP focused company – your company will begin to “speak HOP.”

What this looks like...

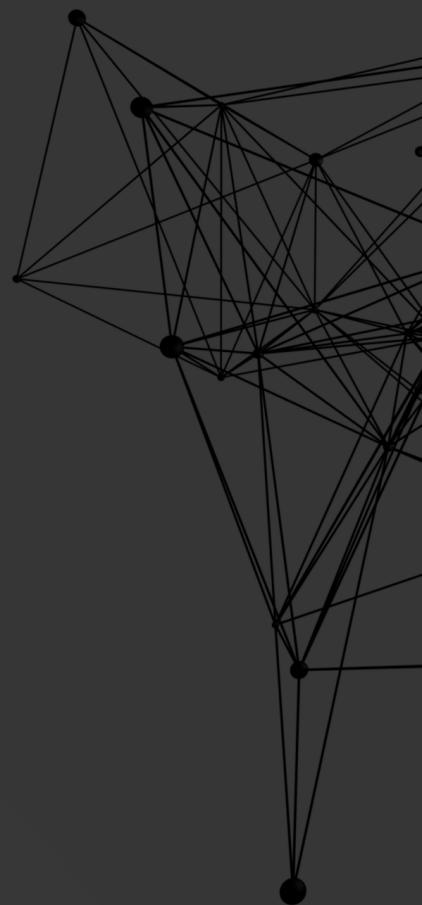
- Providing HOP information sessions
- Conducting HOP fundamental training
- Teaching the use of learning teams and learning explorations
- Shifting organizational messaging towards Human and Organizational Performance

## Operational Learning

At this point in your journey, you are beginning to embrace tools like learning teams and learning explorations – the organization is shifting towards a deliberate and passionate focus on learning, especially from those that do the work. Do not just seek this learning after an event or operational surprise, go out and ‘learn on purpose’ about everyday normal.

What this looks like...

- Starting to use learning teams and learning explorations more and more
- More and more focus on the gaining of context rich information – the old answers (things like “someone messed up”) are no longer palatable
- Beginning to see more independent use of learning teams throughout the organization – people will bring you learning teams they did on their own
- Increasing curiosity about normal work



## Alignment

At a certain point of maturity in your Human and Organizational Performance journey, it will be time to begin to embed HOP principles and operational learning mechanisms into your existing systems, processes, and programs. Sometimes this also calls for a healthy dose of decluttering – the getting rid of things that counter to these principles or simply not useful or no longer needed – to move things forward by the parting of ways with things that can not be brought into alignment.

What this looks like...

- Altering of processes and programs to bring them into alignment with HOP principles
- The embedding of HOP principles and learning mechanisms into processes and programs
- Decluttering of rules, processes, and programs
- The elimination of rules, processes, and programs that cannot be brought into alignment with HOP principles
- Creating a HOP framework to ensure that HOP is sustainable

## Safeguard Management

Now, with these concepts and ideas firmly embedded within the organization, and by using this operational intelligence gained through operational learning mechanisms (such as learning teams or learning explorations) the organization seeks to continuously and collaboratively design, better, and manage safeguards and lifesaving controls.

What this looks like...

- Bettering of existing controls and safeguards
- Bettering of system designs
- Ongoing operational learning around areas of critical risk
- Periodic testing of safeguards and controls

# Common Roadmap

## Planning & Interest

Where is your organization currently at and where do you hope to go?

Make your rough plan, gain leadership interest, and develop crucial allies.

## Operational Learning

Embrace tools like learning teams and learning explorations – the organization is shifting towards a deliberate and passionate focus on learning, especially from those that do the work.

## Building HOP fluency

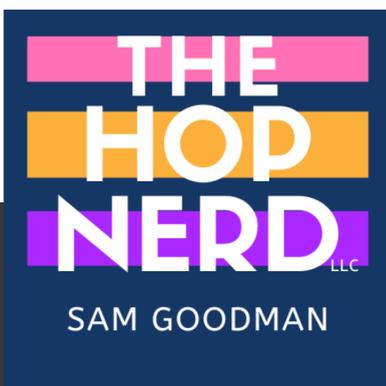
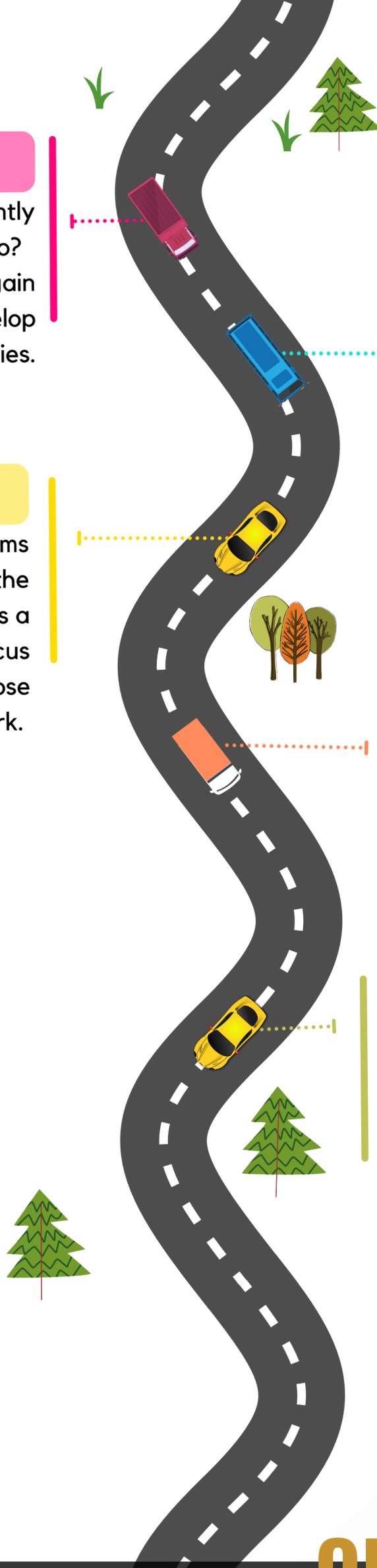
Embed HOP concepts and ideas within your organization. Over time your company will begin to "speak HOP."

## Alignment

Embed HOP principles and operational learning mechanisms into your existing systems, processes, and programs. HOP becomes "the way we do business."

## Safeguard Management

Operational intelligence gained through operational learning mechanisms is used to continuously and collaboratively design, better, and manage safeguards and lifesaving controls.



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# DOING THINGS BACKWARDS

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I have seen Human and Organizational Performance brought about “backwards” on several occasions – brought to life within organizations with very little leadership interest but using its success to gain leadership interest.

In these cases, Human and Organizational Performance is applied more at a local or group level. These ‘bright spots’ then act as a catalyst for HOP growth throughout the organization. When the benefits of doing things differently begin to surface, those up through the organization will typically be quick to take notice. This is demonstrating success by doing – doing things differently at a local level, and then pushing those success stories up through the company. Good results are hard to deny, and they quickly lead to more and more excitement and support.

These more localized efforts usually start as somewhat “grassroots” endeavors – coming to life through the growing of HOP fluency, the letting go of blame, the changing of reactions, the embracing of learning – in a particular subculture of the organization.

While this seems counter to accepted guidance around organizational change efforts – and it is in many ways – I have seen this work well. Especially in organizations that just are not quite ready to take the jump, or with upper-level leadership teams that simply do not see the need for change. These ‘backward’ approaches can definitely be useful if your organization finds itself wanting change, but without a clear commitment from up within the leadership chain.

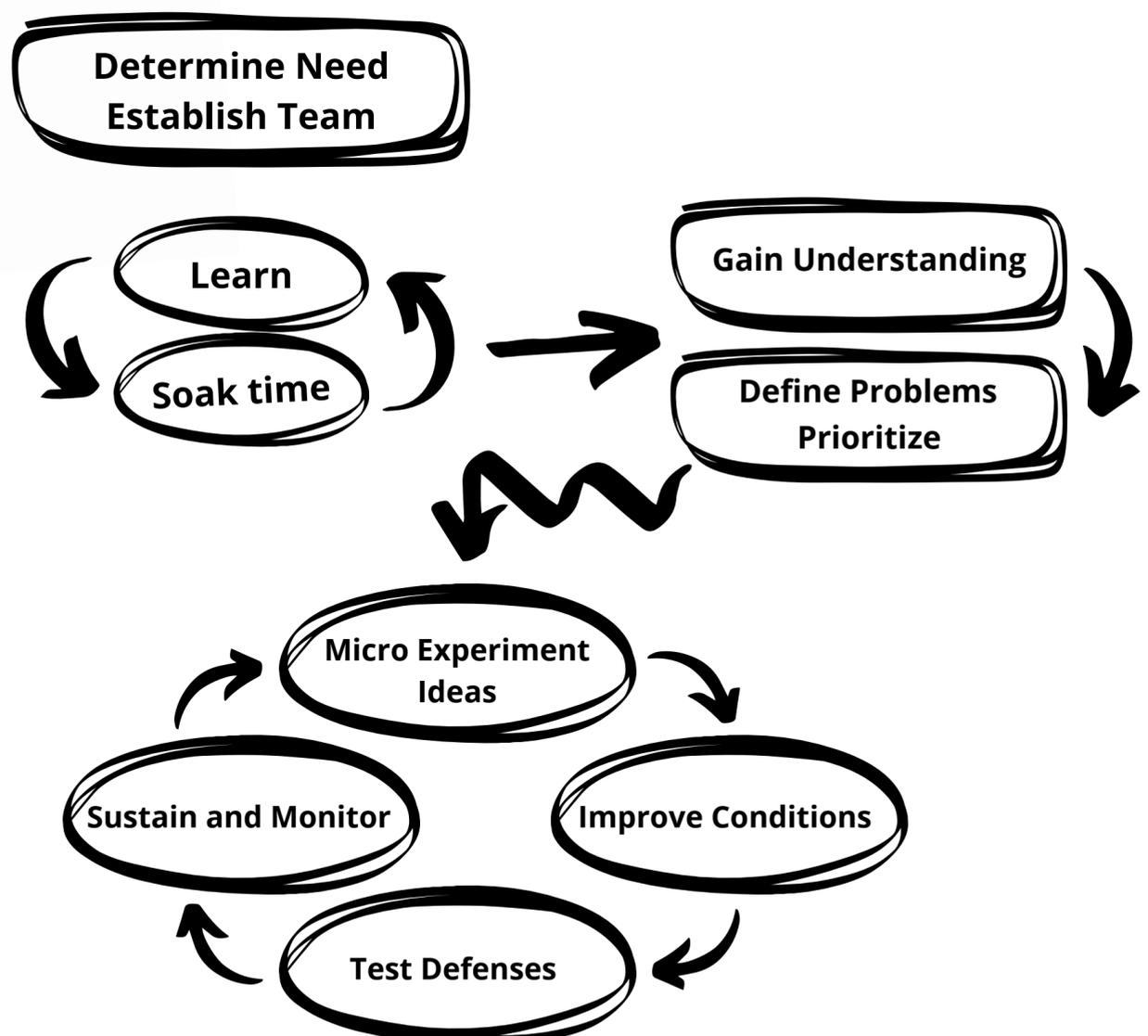
# AN EASY PLACE TO START

If it's all just a bit too much for your organization to take on all at once, I often recommend starting out by conducting a few learning teams or learning explorations. Pick an area that could use a little improvement, a particular pain point or problem, or simply choose a job or task that you would like to learn more about and give it a shot. Go out and use these operational learning mechanisms to render your workplace better, and to tell the story of normal work - of reality - up through your organization.

The use of these approaches to gaining operational intelligence are low risk and high reward - they are the perfect opportunity to demonstrate the viability and usefulness of doing things a bit differently.

## Learning Team Cycle

*(adapted from Edwards)*



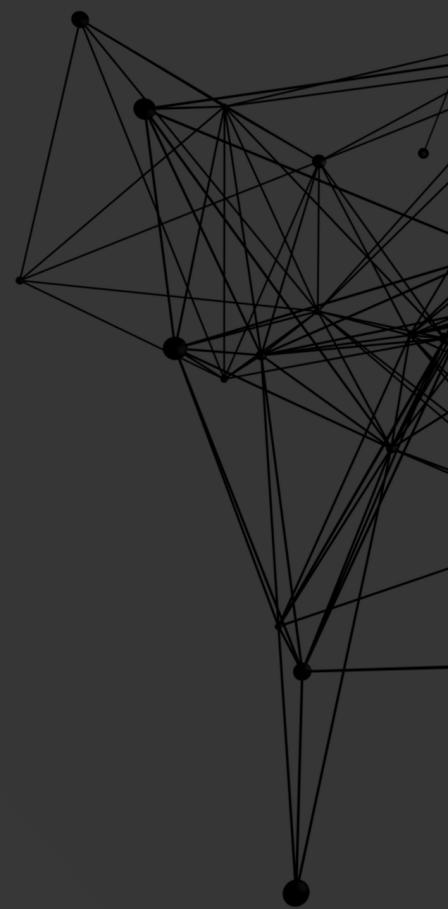
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# TEMPER YOUR EXPECTATIONS

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As I have already mentioned, I struggled initially with the overall slowness of change along with the occurrences of leaders stepping back into our more traditional mindsets as I started leading these types of change efforts. It is very easy to find yourself frustrated and disappointed if you do not take time to temper your expectations as you begin on this journey. It is also vital to understand that the indicators of “big progress” within your organization will often found in the little things.

One of the best places I have found to listen for progress is by listening to the stories of workers within your organization. When you hear stories of things getting better, of things making more sense, of better experiences, those little things are huge indicators of success. Just the fact that people are sharing their stories of ‘normal work’ tells you that things are moving in the right direction. When you are feeling worn out and tired, go spend some time listening to the stories contained within your organization.



# STICK TO THE PRINCIPLES

No matter where your organization finds itself with its Human and Organizational Performance journey, always keep the 5 Principles of Human and Organizational performance at the heart of your efforts – lean into them, lean into the concepts of Safety Differently, and lean into the "10 ideas."

When things get challenging, lean in that much harder. When things start to move backwards, lean into them even harder. When you find yourself confused or unsure of what to do in a particular situation, allow these principles, concepts, and ideas to guide you through them – they will not steer you wrong.

## The 5 Principles of Human and Organizational Performance (Conklin, 2019)

1. Error is Normal
2. Blame Fixes Nothing
3. Learning is Vital
4. Context Drives Behavior
5. How You Respond Matters

## Key Concepts of Safety Differently (Dekker, 2014)

1. Workers are not the problem – They are the problem solvers.
2. We do not tell our organizations what to do – ask them what they need.
3. Safety is not the absence of accidents – it is the presence of capacity.

## The "10 Ideas" (Goodman, 2022)

Idea #1 – Start from a Place of Trust

Idea #2 – Do Things with People

Idea #3 – Learn Deliberately and Often from those that GSD

Idea #4 – Pain Points are Starting Points

Idea #5 – Become Obsessed with the Things that (actually) Matter

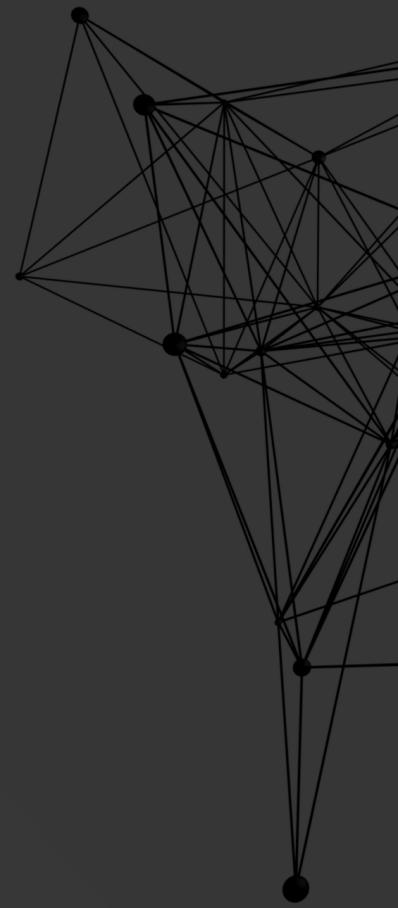
Idea #6 – More Tools – Less Rules

Idea #7 – Stop Trying to Comply (or punish) Your Way to Excellence

Idea #8 – Redefine “Safe”

Idea #9 – Give up on Safety “Fortunetelling”

Idea #10 – Embrace Humanity



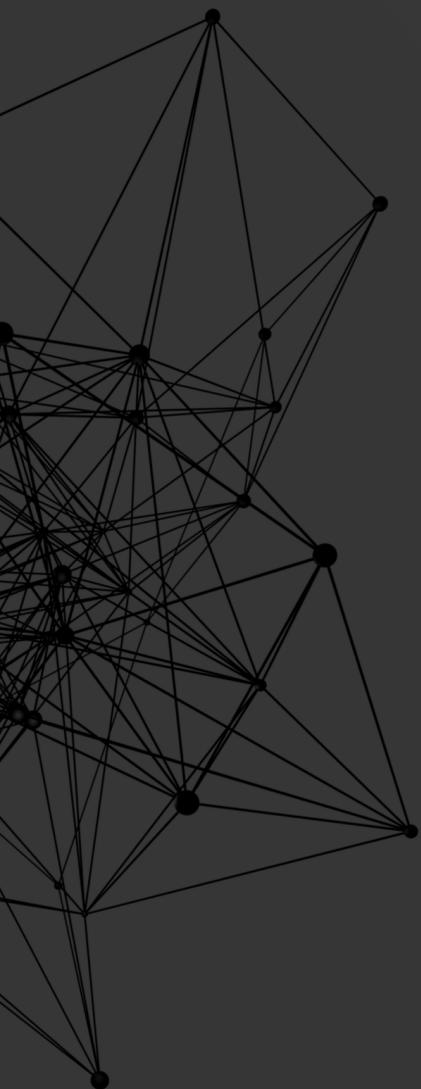
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# YOUR COMPANY IS UNIQUE

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Your company is very unique, so your journey will also be very unique. Embrace this uniqueness, it's what makes your company great! Your uniqueness should shine through in your plan, and in how you approach bringing these concepts and ideas to life within your work world. Take these ideas and- while sticking to the principles - creatively apply them within your organization. Take these ideas and form fit them to make things work effectively for your company. While leaning heavily into the principles and all of the ideas we have discussed, and while listening and learning from your workforces, shape your organizations very own unique path towards better. Do this and amazing things will follow.

Good luck on your journey! I can't wait to see the awesome things you bring about within your organizations.



# LET'S WORK TOGETHER

No matter where your organization finds itself on this HOP journey, I'm here to help you go further.

## FUNDAMENTALS

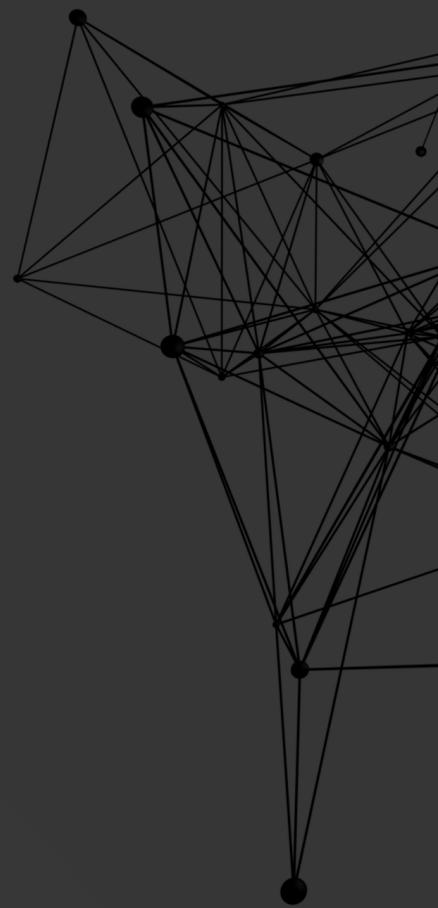
Fundamentals training is a Human Organizational Performance leadership course that sets the stage for transformational change within your organization. Focusing on principles, terminology, methods, and much more, it serves as an introduction to HOP concepts. Sam offers group training along with one-on-one and small group HOP fundamentals mentoring.

## LEARNING TEAMS

Learning team training will teach participants how to facilitate learning teams within your organization and covers the practical application of learning teams along with their long-term role in improving your organization. Sam also facilitates learning teams and “coaches coaches” – acting as an external facilitator and further developing your organizations internal learning team facilitators.

## PLANNING

Sam can help your organization as a planning partner and consultant at any point in your HOP journey.



## **SPEAKING & EVENTS**

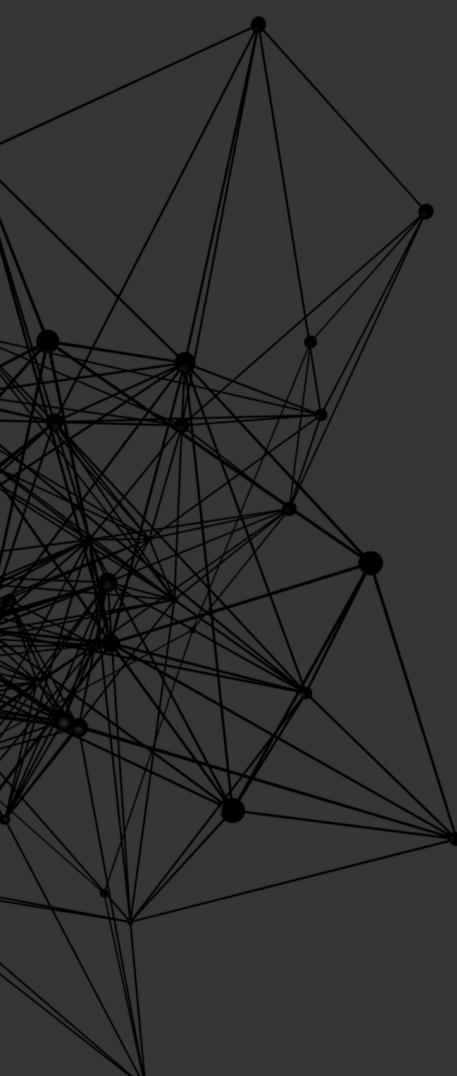
From small group events to large corporate gatherings, Sam is a seasoned storyteller that can bring passion, excitement, and energy to your next company event or conference.

## **LEARNING EXPLORATIONS**

Not sure where to start? Want to know how things are going? Sam can help your organization by facilitating Learning Explorations. Learning explorations are used to take a broad view of things like current organizational reality, lived experience, organizational stories and lore, effectiveness of overall approach, and other areas of interest.

## **BESPOKE SOLUTIONS**

Sam offers a wide array of bespoke HOP services. Get into contact or book an introductory chat to see how Sam can help your organization on its Human and Organizational Performance journey...



# BRINGING HUMAN AND ORGANIZATIONAL PERFORMANCE TO LIFE...

## HOP PRINCIPLES

1. Error is Normal
2. Blame Fixes Nothing
3. Context Drives Behavior
4. Learning is Vital
5. Leadership Response Matters

## SAFETY DIFFERENTLY

- Workers are not a problem to manage - workers are problems solvers
- We should not tell people what to do - we should ask people what they need to be successful
- Safety is not the absence of accidents - safety is the presence of capacity



Operationalizing these ideas through

## SAM'S "10 IDEAS"

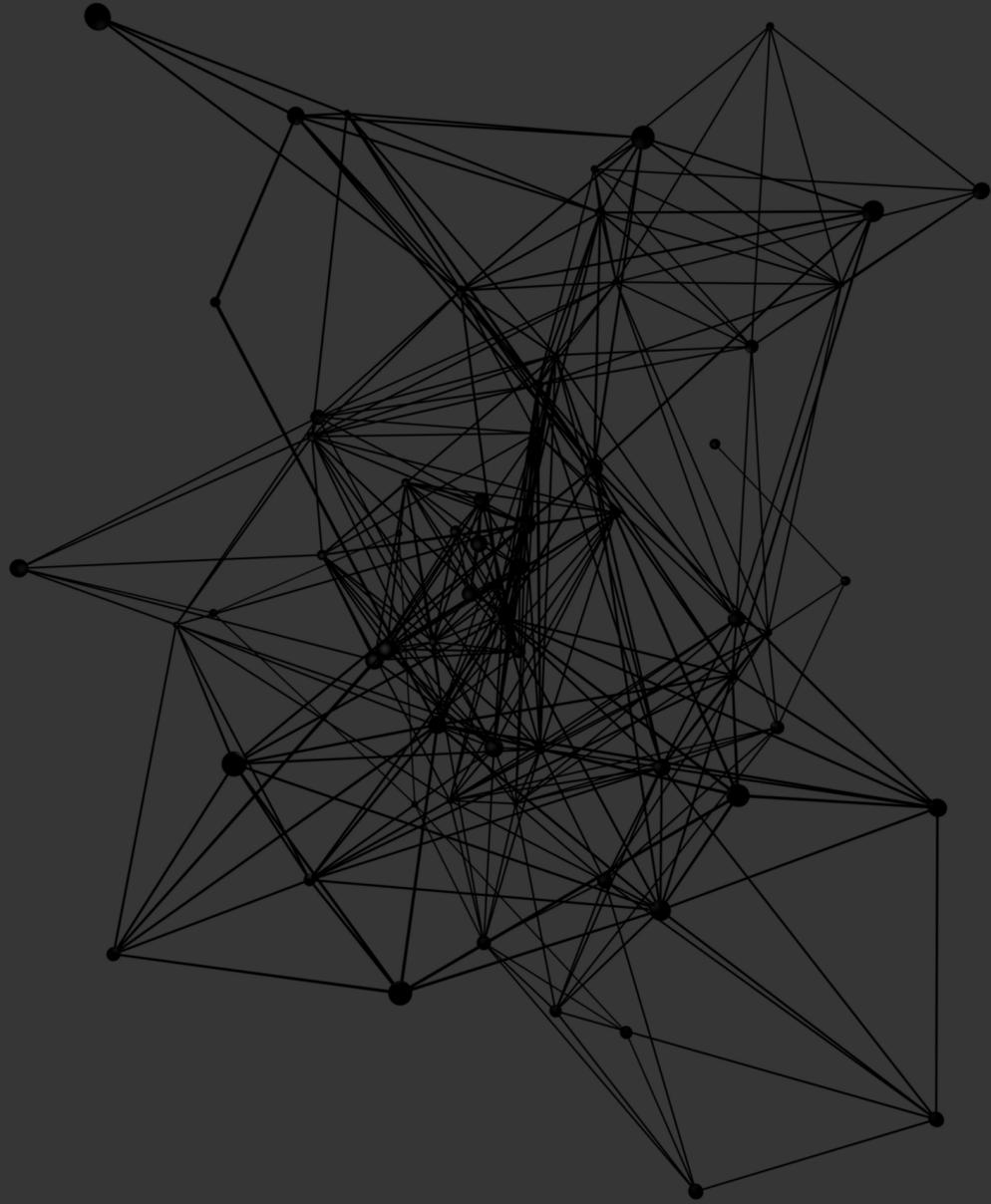
- Start from a place of trust
- Do things with people
- Learn deliberately & often from those that GSD
- Pain points are starting points
- Become obsessed with the things that matter
- More tools - less rules
- Stop trying to comply your way to excellence
- Redefine "Safe"
- Give up on "safety fortunetelling"
- Embrace humanity

Human and Organizational Performance is a fundamental shift in how we view people. It is the move away from viewing people as problems to be managed, and the shift towards viewing people as problem solvers.

# ABOUT SAM

Sam Goodman is the founder and independent Human and Organizational Performance practitioner of The HOP Nerd LLC. He is the author of multiple books focused on the safety of work and the safety profession, and the host and producer of The HOP Nerd Podcast. Sam is an experienced safety and HOP practitioner, accomplished author, passionate speaker, and respected consultant and coach.

Sam has made it his life's mission to "Make the World a Better Place to Work" by "bringing Human and Organizational Performance to life..."



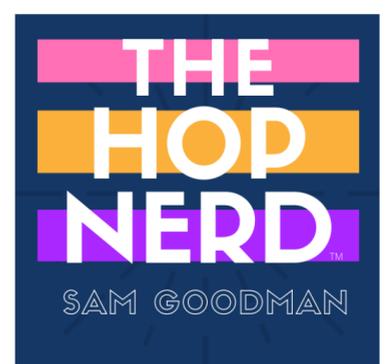
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