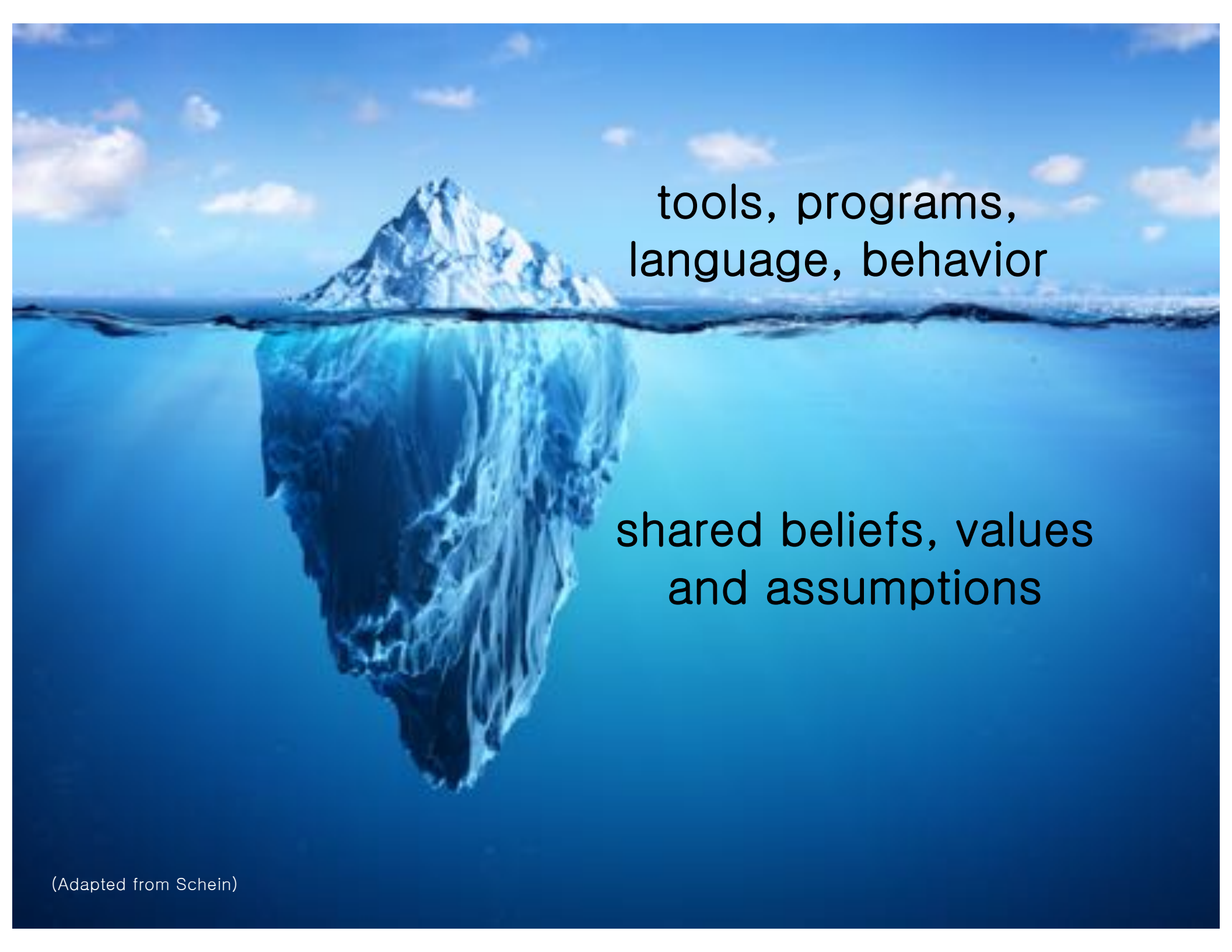


# Integrating HOP concepts into ongoing operations

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THE HOP MENTOR

A photograph of an iceberg floating in a blue ocean under a blue sky with scattered white clouds. The iceberg's tip is visible above the water line, while a much larger, more complex structure is submerged below. The water is a deep blue, and the sky is a lighter blue with soft, white clouds.

tools, programs,  
language, behavior

shared beliefs, values  
and assumptions

HOP is not a program...

...it is an operating philosophy.

To adopt the philosophy, HOP  
principles need to become commonly  
held values...

...the tools emerge from the new  
organizational beliefs

(not the other way around)

*“Firms picked up the visible tools, but they had not understood what the tools were for...it is not enough to imitate the distinctive techniques of these front-running leaders, to mistake the means for the ends.”*

(Steven Spear, The High-Velocity Edge)

# 5 HOP Principles

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1. People Make Mistakes
2. Blame Fixes Nothing
3. Context Drives Behavior
4. Learning and Improving is Vital
5. How We React Matters

What does that really mean to believe this  
is true?

How can we (personally) help foster that  
belief?

What would you see change in your  
organization if everyone believes this is  
true?


Can you measure those changes?

# Belief: People Make Mistakes

People do not intend to injury themselves

Errors and poor judgment are part of the human condition

One miscalculation should not cost a person his/her life or job

A red pencil with a silver eraser is lying on a white surface. The pencil is angled from the top right towards the bottom left. A significant amount of red pencil shavings is scattered on the surface, particularly concentrated around the eraser and the tip of the pencil, suggesting it has been used or broken. The background is a plain, light-colored surface.

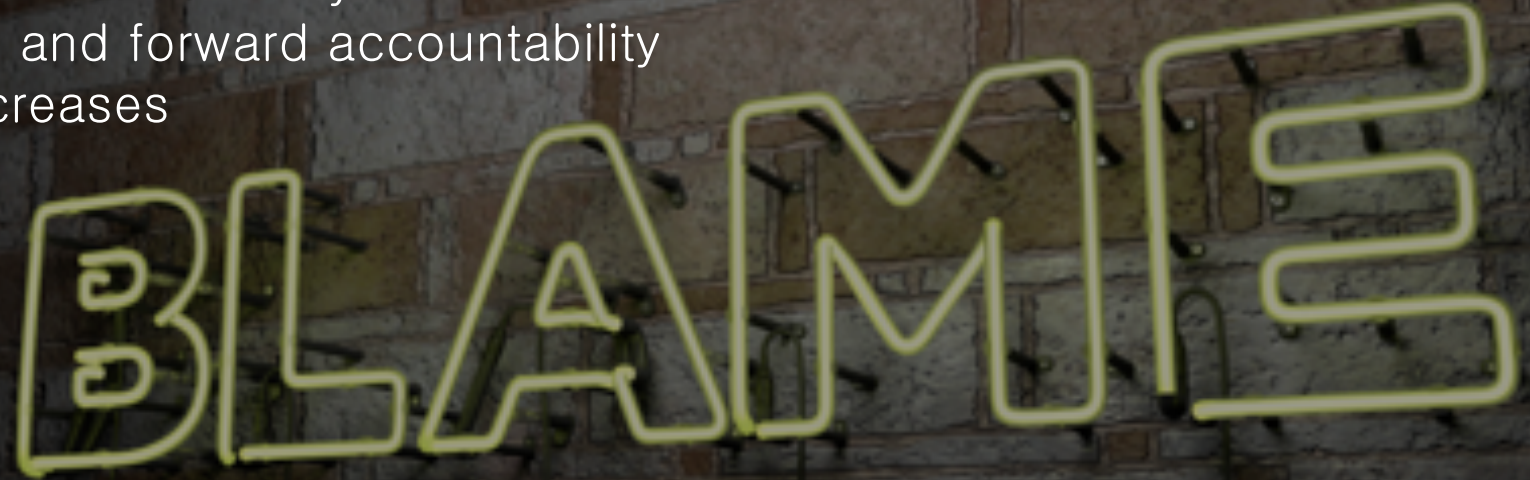
Emerging Behavior:  
Designing to fail safely, defense testing

Tools Embraced:  
Essential controls, defense testing audits



## Emerging Behavior:

discussion on reactive accountability  
decreases, discussion on system  
improvements and forward accountability  
discussion increases

A neon sign spelling out the word "BLAME" in yellow, mounted on a brick wall. The sign is made of thin yellow tubes forming the letters, and it is illuminated. The background is a dark, textured brick wall.

## Changes Embraced:

Removal of zero tolerance policies, rewriting HR policies, bias training

# Belief: Blame fixes nothing

Blame is common because it is easier to blame than improve

Some of our biases make blame our first reaction

Blaming an individual will not change the probability of a similar event

# Belief: Learning is Vital

A complex system cannot be designed perfectly from the beginning  
Resilience is not an end state of design, it is a state of continuous learning and improving



## Emerging Behavior:

Operational Learning rhythms adopted at all levels of the organization

## Tools Embraced:

Learning teams, post-job/pre-job, live procedures, the index card process, operational learning walks, seeking operator struggle





## Emerging Behavior:

- Seeking to understand local rationale, deviation prone rules, and normalized deviations
- A focus on improving systems and processes, not individuals

## Tools Embraced:

Learning Teams, EEFA Charting, blackline/blueline meetings, new employee listening sessions

# Belief: Context Drives Behavior

People are not all that unique– if one person makes an error or breaks a rule there is high probability others will do the same

Those closest to the work understand context the best

(Baker)

# Belief: How We React Matters

The leaders' reaction to failure builds or breaks a learning and improving culture

## Emerging Behavior:

Solutions sets not overridden by managers, try-storming embraced, policy changes built with those closest to the work, empathetic communications

## Tools Embraced:

Advisory boards, communication reviews, soft skills training





Leadership interest

Introduction  
paradigm shift in  
thought on blame  
and error

Maintain shift on blame and error

Change response to  
failure

Pre-accident  
Investigation

**First step:**

Get good at Operational Learning

1. Learning Teams
2. Daily Operational Learning

Align management  
systems

Begins at local level with locally controlled processes. For the corporation level, had to reach tipping point of leaders (or a small number of key leaders) adopting HOP mindset before corporate level management systems are adjusted

Create and test great controls (SIF)

Observed  
timing  
(at local level)

TIME



Comments on timing		Ongoing	Normal to stay in this stage for a significant amount of time		Runs in parallel with other phases as buy-in is gained
Stage	Introduction paradigm shift in thought on blame and error	Maintain shift on blame and error	Change response to failure	Create great controls	Align management systems
Action	Receive Fundamentals and Learning Team Training	Identify a HOP Advocate	Begin using learning teams	Add in defense tools	Create your own tools Begin removing management system barriers
Planning	<b>Elements to consider:</b> <ul style="list-style-type: none"> <li>Have we been thoughtful about who should attend the training? (who is our sponsor? who needs to buy-in?)</li> </ul>	<b>Elements to consider:</b> <ul style="list-style-type: none"> <li>The Advocate should have a desire to be in the role</li> <li>How do we get the Advocate comfortable being the expert?</li> <li>How is this individual given authority?</li> <li>In what forums does this individual influence others?</li> </ul>	<b>Elements to consider:</b> <ul style="list-style-type: none"> <li>Where should we start using learning teams?</li> <li>How do we develop more coaches?</li> <li>When/where do we tell the story of the learning team to help spread culture?</li> <li>How do we measure success (careful here!)</li> </ul>	<b>Elements to consider:</b> <ul style="list-style-type: none"> <li>When do we know we are able to add in more tools around defenses?</li> <li>Who makes that decision?</li> <li>What tools do we start with?</li> <li>Do we incorporate them into learning teams, or other processes (inspections, lean events, process reviews, etc)</li> </ul>	<b>Elements to consider:</b> <ul style="list-style-type: none"> <li>Which management systems can be improved to anchor the new culture? (feedback loops)</li> <li>Is how we measure success aligned with the new culture?</li> <li>Do we need to adjust operating rhythms to support continual operational learning?</li> </ul>

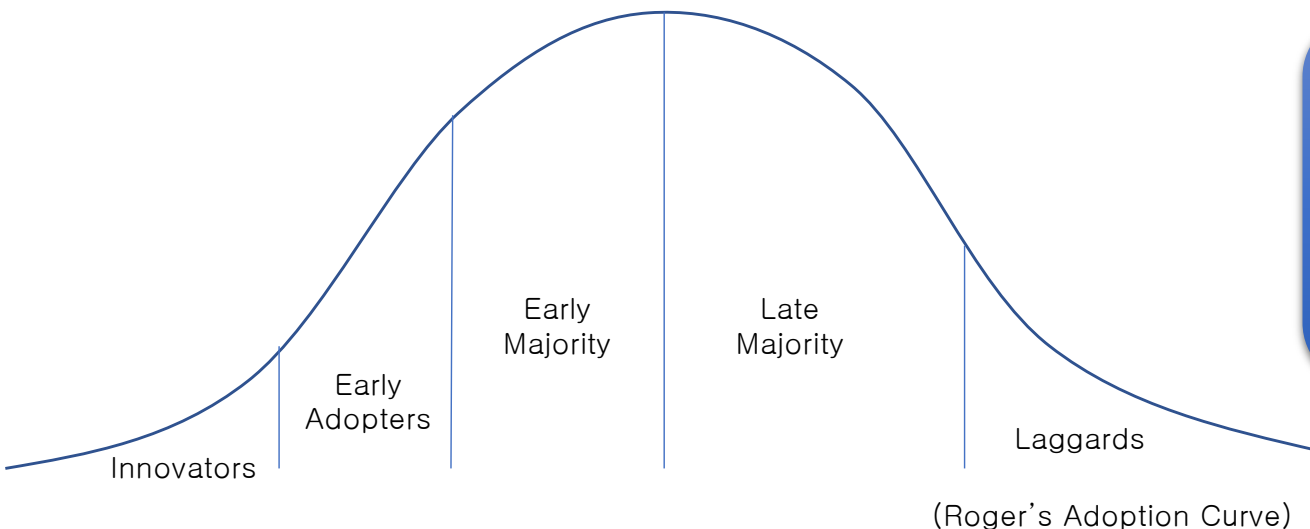
Details on phases and elements to consider for developing site level culture change plans

# High level on “how”

## Corporate HOP Sponsors:

Change agents that believe in the concepts and would like to see them widely adopted

Role is to educate, expand sphere of influence and create “advertisement” for benefits of HOP with the aim of getting buy-in from a local teams to agree to begin a local level culture change. Ensure leadership understands that HOP is a culture change, not a program



Distribution of leadership of a local team  
(plant or service team)

Local teams go through paradigm shift in thought on blame and error, learn how to run learning teams, begin to use learning teams, and develop a site specific plan for how to spread culture change

### Suggested elements of consideration:

- Use natural progression of adoption curve (a pull not a push) to find local teams
- Use learning team success as advertisement to engage more locations
- Build training and support capacity to keep up with demand

## Change Management System

After enough locations buy-in, resources can be allocated to align management systems, signaling a corporate/division wide culture change and making it easier for later adopters to follow suite



What does that new investigation or JHA or audit or \_\_\_\_\_ process look like?

The best people to help decide how to change the system are **those on the blue line...**

...operational learning works in all levels of the business

We want to measure culture change (artifacts) so we can learn where there is progress...

...not force change through measurement