

## Key Principles

Safety as a capacity: successful outcomes result from what you do and are not implied by an absence of negative outcomes (Conklin).

1. Error is not intentional (J. Reason).
2. Errors are consequences of the environment/system (adapted from Conklin).
3. Saying an event was caused by error or not following procedure is like saying an object fell due to gravity...it's always true, it just doesn't tell us anything (Conklin).
4. All (negative) events were unexpected to those involved
5. Blame hurts our systems
6. Blame is common, because it is easier to blame than improve
7. People cannot control when they will become complacent (aka go on "autopilot")
8. People are goal driven
9. People are wired to use the least amount of energy to obtain that goal
10. Normalized deviation is a system problem
11. Rules that are prone to deviation are discoverable when we talk to those closest to the work
12. Our common response to deviation prone rules is not effective in changing behavior
13. You have two strategies after an event: blame and retrain, or learn and improve (Conklin)
14. Discipline is designed to fairly remove someone from our system, not "teach someone a lesson"
15. Accountability and discipline are different
16. Accountability can be created without meeting pain with pain
17. There is no such thing as a simple process – we work in complex organizations (adapted from T. Muschara)
18. Failure is not linear – many conditions contribute to a failure
19. Fixing a "root cause" alone will not prevent a future event
20. Procedures cannot fully define work (Conklin)
21. Our employees encounter (undocumented) variability everyday
22. You cannot improve a system without understanding context (how work is done).
23. You must learn from the people that do the job to understand context
24. We have many biases that prevent us from learning about context
25. Learning takes a concerted effort
26. The types of questions we ask are important
27. If we think we know the answer, we don't ask the right questions
28. (We don't know the answer)
29. If our questions are designed to test a theory, we will get it wrong (almost) every time
30. Safety is not the absence of errors, it's the presence of defenses
31. We want to focus on unacceptable risk, we cannot bubble wrap the world
32. We need layers of defenses
33. Some defenses are stronger than others
34. Different defenses work best for different levels of experience (performance modes)
35. We want to design defenses that let us fail safely, especially for "stuff that kills you" (STKY) and "stuff that bankrupts you" (STBY)
36. The simplest way to navigate all the above factors is to learn from and develop defenses with both those that do the work and those that designed the process TOGETHER (aka, using a learning team).