

Risk Management and Human Performance

ICBE Skillsnet
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Risk Management and Human Performance



- Recognize the different decision-making styles and how each has its own unique style.
- Understand how Human Performance Principles can be applied to identify and mitigate risks, ensuring both individual and collective success.
- Recognize that all decisions have consequences and appreciate how different factors, from an organizational & human factors perspective, affect our ability to make high-quality decisions.



Recognizing the Challenges... Identification & Assessment

Effective risk management begins with identification. From environmental to technical, understanding potential challenges allows us to be proactive.



The Multifaceted World of Risks

Our industries are a complex ecosystem. From technical challenges to human interactions, each facet presents its own set of risks. Identifying and managing these risks is paramount.

V	VOLATILITY Well-understood events Unstable / unpredictable	▶	VISION Define and communicate "True North" Keep organization focused on mission and values
U	UNCERTAINTY Known cause / effect Unclear impact	▶	UNDERSTANDING Gain actionable insights via diverse perspectives Interact directly with employees and customers
C	COMPLEXITY Many interconnected parts Too <i>many</i> signals	▶	COURAGE Abandon "traditional" management techniques Experiment, try new things, take risks
A	AMBIGUITY No precedents Uncharted territory	▶	ADAPTABILITY Adopt flexible tactics to preserve strategy Maintain multiple contingency plans



Bridging Industry Wisdom: IOGP Human Performance Principles

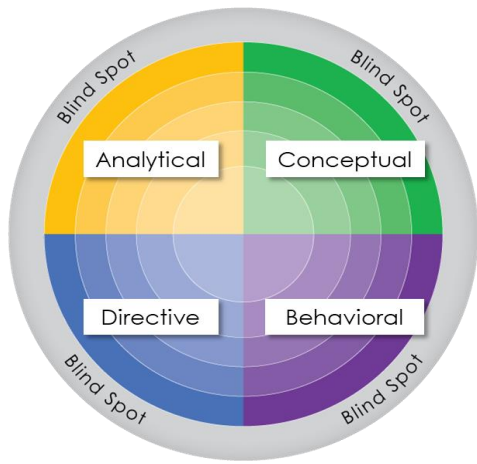
The IOGP Human Performance Principles provide a framework that, when tailored to aviation, could enhance risk management strategies, ensuring a holistic approach to safety.

- 1 People make mistakes
- 2 Mistakes often result from well-meaning behaviours intended to get the job done
- 3 Underlying conditions often contribute to error-prone situations
- 4 Understanding the *'how'* and the *'why'* mistakes occur can help us prevent them
- 5 We can predict, and then prevent or manage most error-prone situations
- 6 A leader's response to mistakes directly impacts the culture of both learning and accountability
- 7 Leaders, first line supervisors and workers come together to create an engaged, collaborative team



The Human 'Element' in Risk Decisions

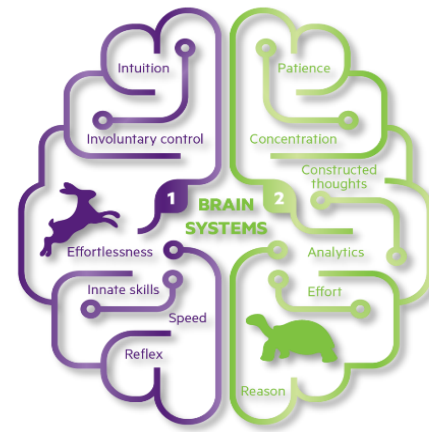
While systems and protocols are crucial, the human element is equally significant. Understanding deliberate decision-making, biases, ensuring present motivation, and balancing fast & slow thinking are all vital in risk decisions.



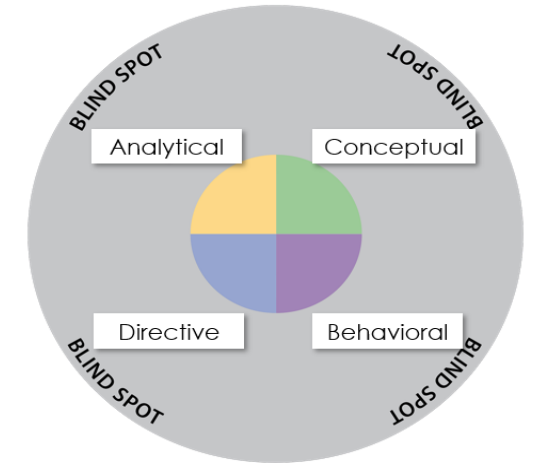
Decision-Making



Cognitive Bias



Fast & Slow Thinking



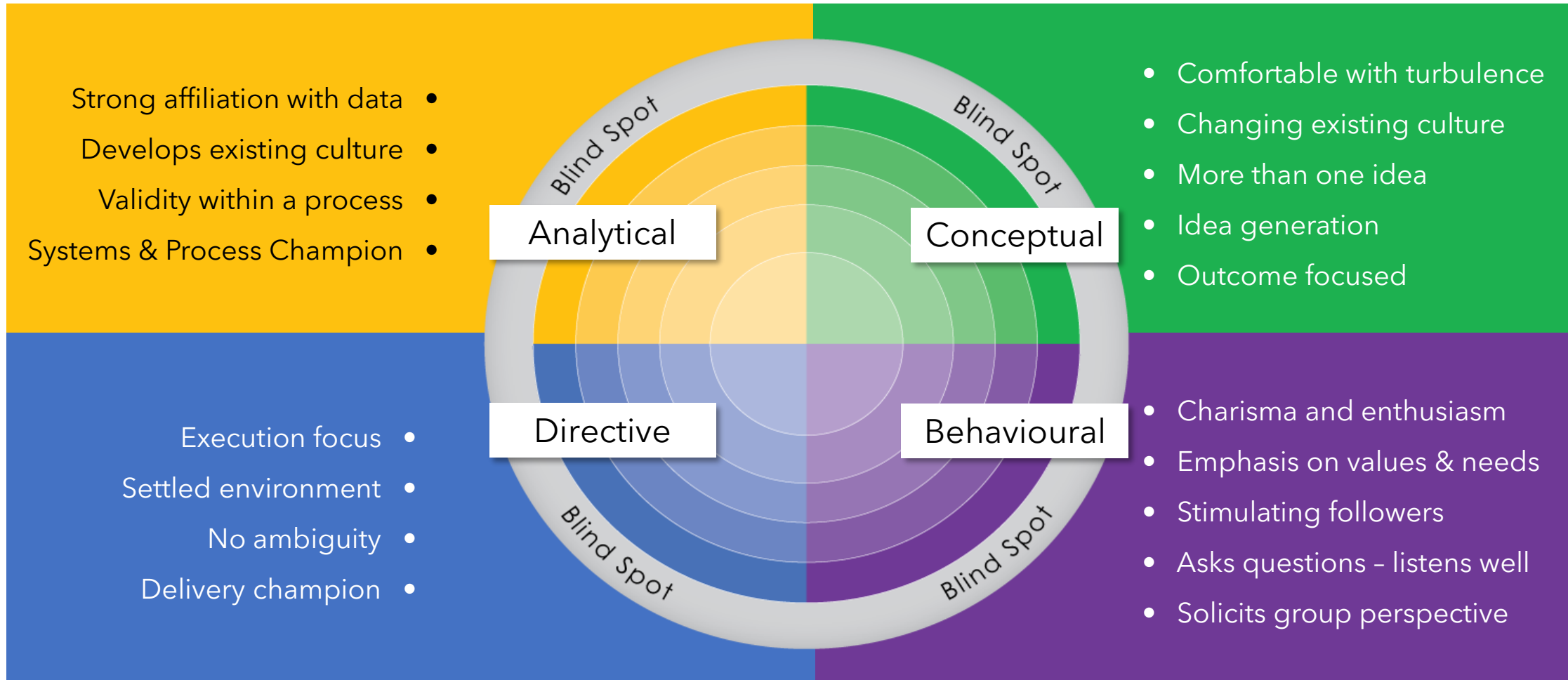
Present Motivation



Decision-Making in the Face of Uncertainty



StyleUs™ Decision-Making & Characteristics...




Wouldn't it be great if we'd a process to help us make effective, risk aware decisions every time?



Six Steps in Effective Decision-Making...


01
STEP

ANALYZE THE SITUATION
What are the key elements of the situation?




04
STEP

EVALUATE THE OPTIONS
Sorting through the options.




02
STEP

SET OBJECTIVES
Set the goal.




05
STEP

MAKE A DECISION
Choose the best option.




03
STEP

SEARCH FOR OPTIONS
What are the options?



06
STEP

EVALUATE THE DECISION
Would I make the same decision again and why?



Universal Truths About Our Brains & Biases

Our brains make every effort to be efficient because...



Too Much Information (So you only notice..)

- Changes
- Different, strange or bizarre things
- Repetition
- Confirmation



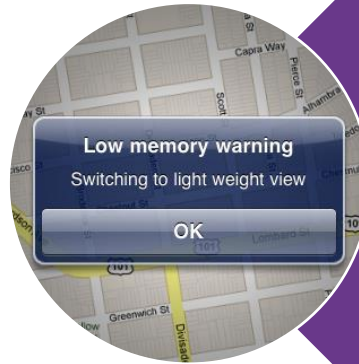
Not Enough Meaning (So you fill in gaps..)

- Patterns
- Easier problems
- Our current mindset
- Benefit of the doubt



Not Enough Time (So you assume..)

- We're right
- We can do this...
- Finish what you started.
- Easier is better
- Close enough...



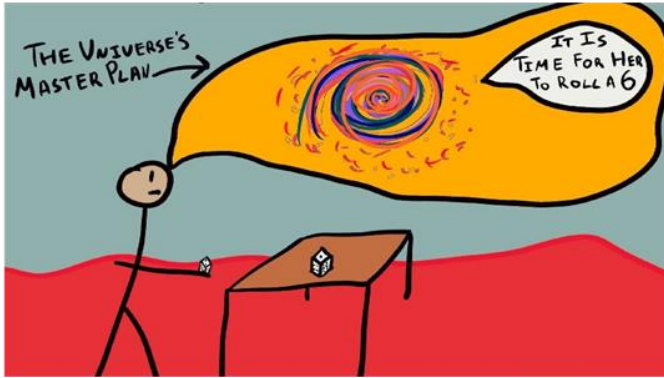
Not Enough Memory (So you save space by..)

- Editing memories down
- Generalizing
- Keeping an example
- Using external memory



Six Common Workplace Biases

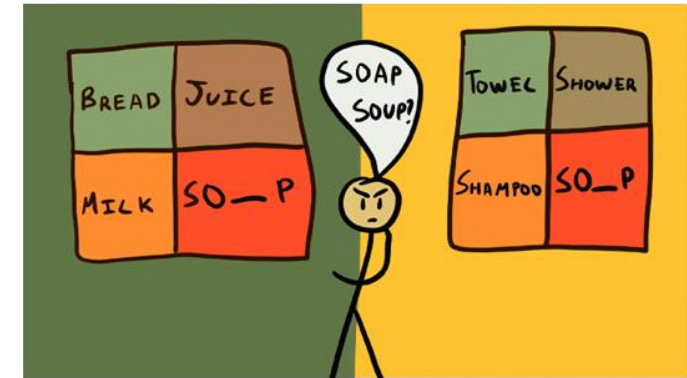
Biases can have profound implications in our industries, affecting decision-making, protocols, and interpersonal dynamics.



1. Outcome Bias



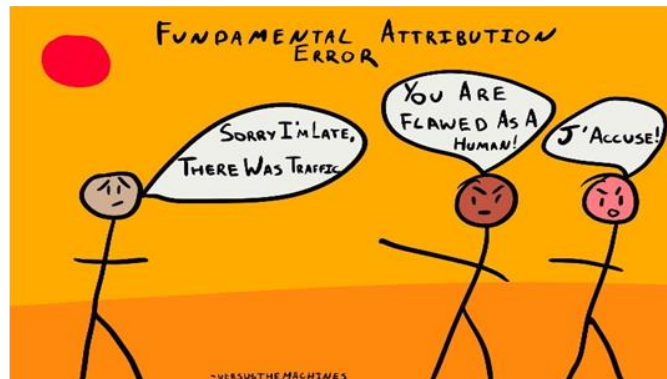
2. Saliency Bias



3. Priming Effect



4. Confirmation Bias



5. Attribution Error



6. Anchoring Bias



Thinking Fast & Slow

Thinking Fast & Slow – We are constantly switching between slow and fast thinking; Using both is necessary! However, you must use the right one at the right time.



Fast Thinking (Automatic)

- It's the "DOING" part of your brain – fast and effortless.
- Automated behaviors and decisions that have worked in the past.
- Like a reflex; we don't consider whether these behaviors and decisions are right or wrong – e.g., "pattern matching".



Slow Thinking (Controlled)

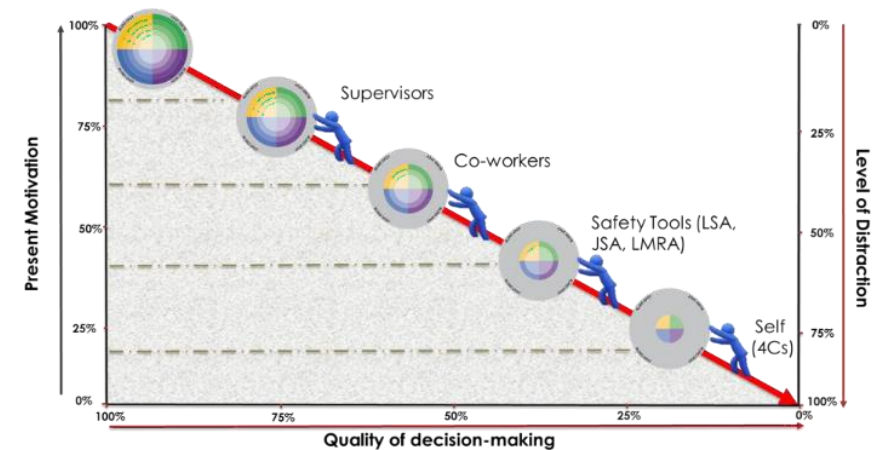
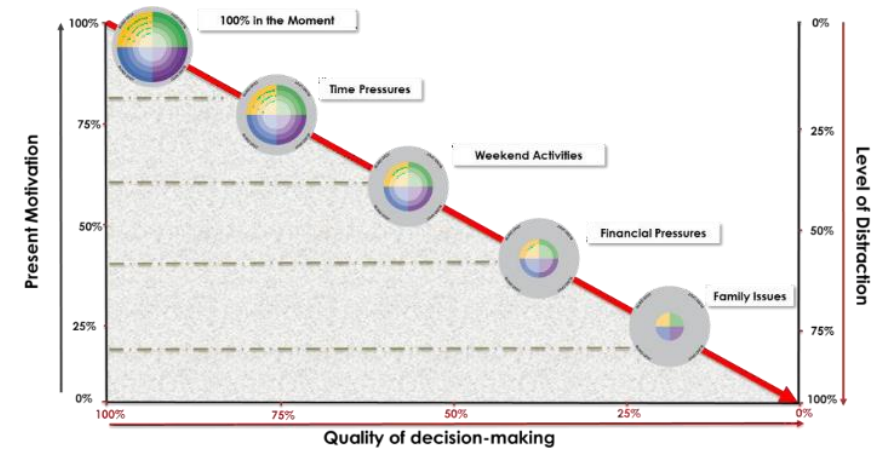
- It's the "THINKING" part of your brain.
- Resource Limited – Can only focus on one task at a time.
- Expensive – consumes energy and results in fatigue.
- Works through situations in a logical fashion.
- When you're learning a task for the first time.



Present Motivation... and it's potential to cause distractions

By recognising these challenges and implementing strategies to address them, the industry can further enhance safety and operational efficiency.

- Observable in others during daily interactions
- Present motivation allows us to deliberately use all four decision-making quadrants to make an effective decision
- 'Switched On' means:
 - More focused
 - Less distractions
 - Safer work practices
 - Less Incidents
- Being self-aware and interacting with risk management tools, systems, procedures, your co-workers and supervisors helps with being 'Switched On'

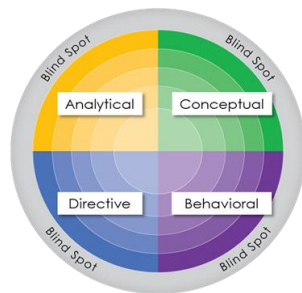


Linking Risk Management & Human Performance: A Holistic Approach

Our industry, given their high-stakes environments, employ comprehensive set of risk management tools, systems, and protocols to ensure safety and efficiency.



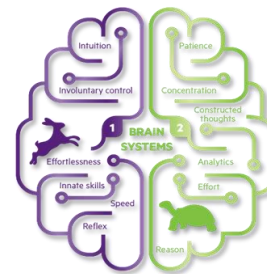
Underpin Existing Tools, Systems, and Protocols Knowledge with New Concepts



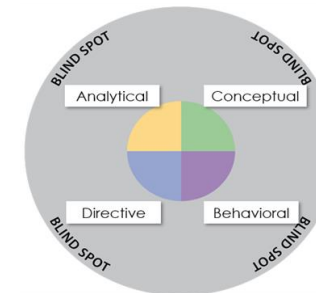
Decision-Making



Cognitive Bias



Fast & Slow Thinking



Present Motivation



In Conclusion... Elevating Safety Through Understanding

By understanding and integrating human performance elements with risk management, we can elevate the safety and efficiency of our operations.

Decision-Making & Human Performance

Balancing instinct with analysis is vital. Understanding biases, ensuring present motivation, and employing both fast & slow thinking are crucial in risk decisions.

IOGP Human Performance Principles

Adapting the IOGP Human Performance Principles to our industry context provides a robust framework that enhances risk management strategies, ensuring a holistic approach to safety.

Cognitive Biases


Biases such as the anchoring effect, outcome bias, and the distractions from present motivation can significantly influence decisions, emphasizing the need for awareness and training.

Continuous Improvement in Risk Management

Risk management is dynamic and requires a continuous cycle of implementation, review, and refinement to ensure strategies remain effective and relevant.

Human Element at the Core

Recognizing and addressing the complexities of human behavior is paramount for ensuring safety and efficiency in the skies

A close-up photograph of a person's hands holding a white rectangular sign. The sign has the words "Thank you!" written in a dark, cursive script. The person is wearing a blue shirt, and the background is a blurred green, suggesting an outdoor setting. The lighting is bright and natural.

Thank
you!



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