

Adaptable Thinking in Safety

Five High-Impact Questions

(You can apply in any situation)

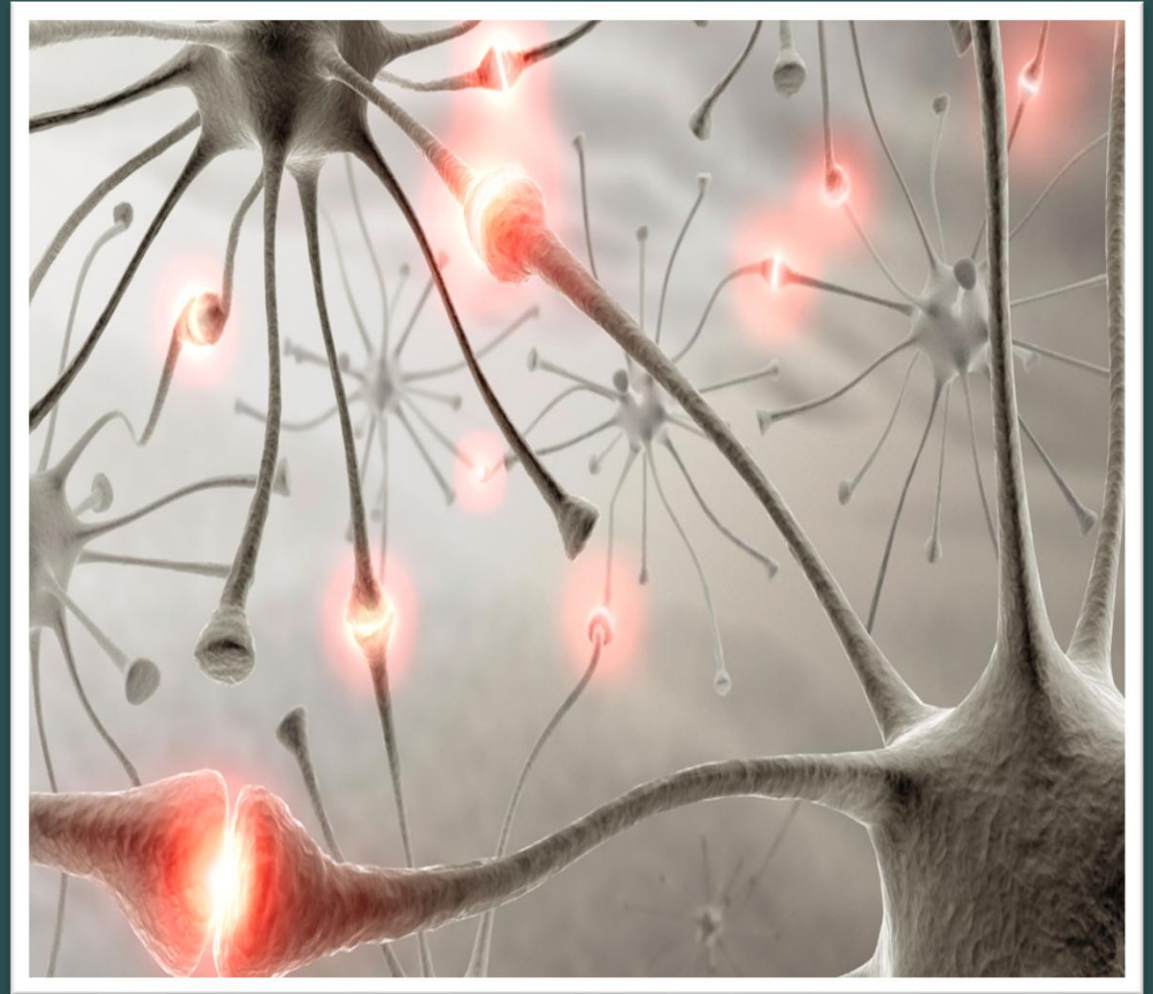
**Deeper, Faster,
More Complete Thinking**

THINGS CHANGE WHEN
THINKING CHANGES.





HSMS determined by OSHA,
leadership, risk management, hazards,
incidents, etc.

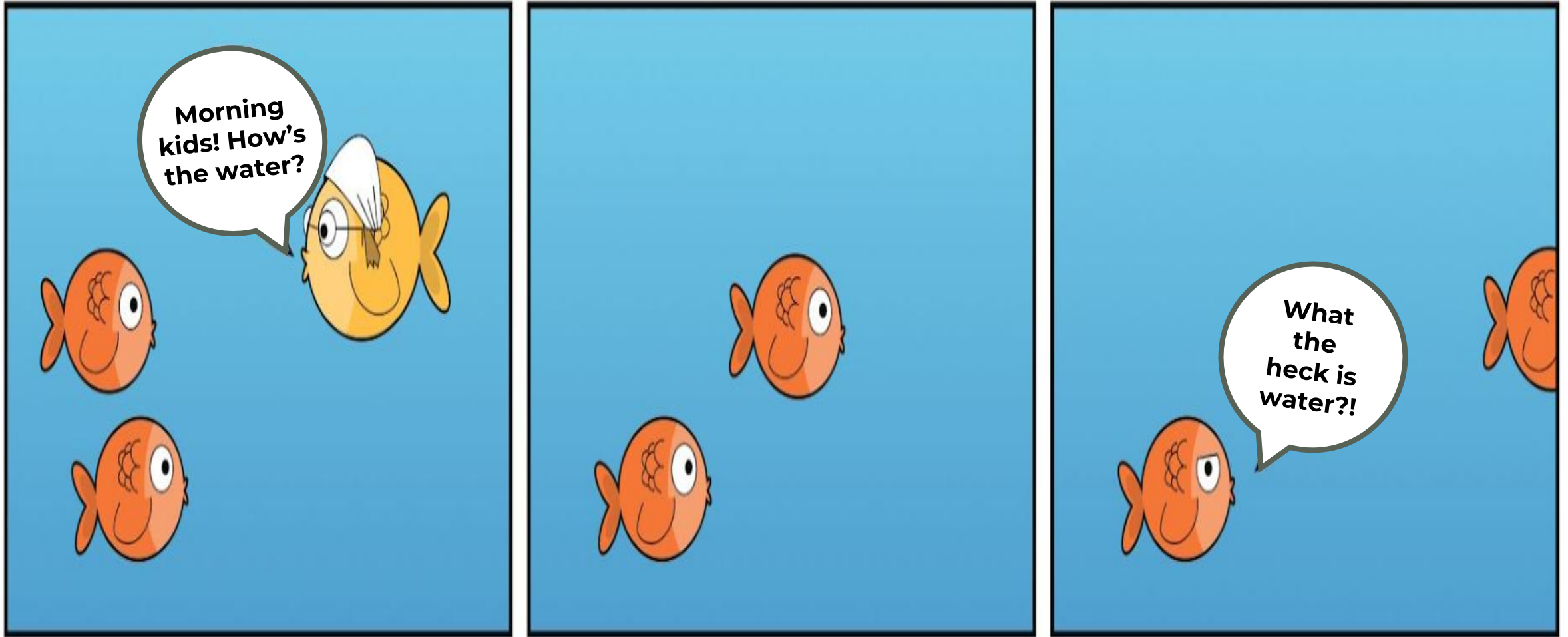


HSMS executed through people
making 30,000-35,000 choices a day-
per person!

Thinking is Something We All Do, But Don't Give Much Thought to How

David Foster Wallace - This is Water

@tsmz



THINKING = THE ORGANIZATION OF
INFORMATION TO MAKE
MEANING

We **DISTINGUISH (D)** between one thing and an *other* thing.

We sort things into parts and wholes or **SYSTEMS (S)**.

We see the **RELATIONSHIPS (R)** between and among things (how they act upon and react to each other).

We take **PERSPECTIVES (P)** – that is from the point of one thing, we view another thing.



34,000 participants!

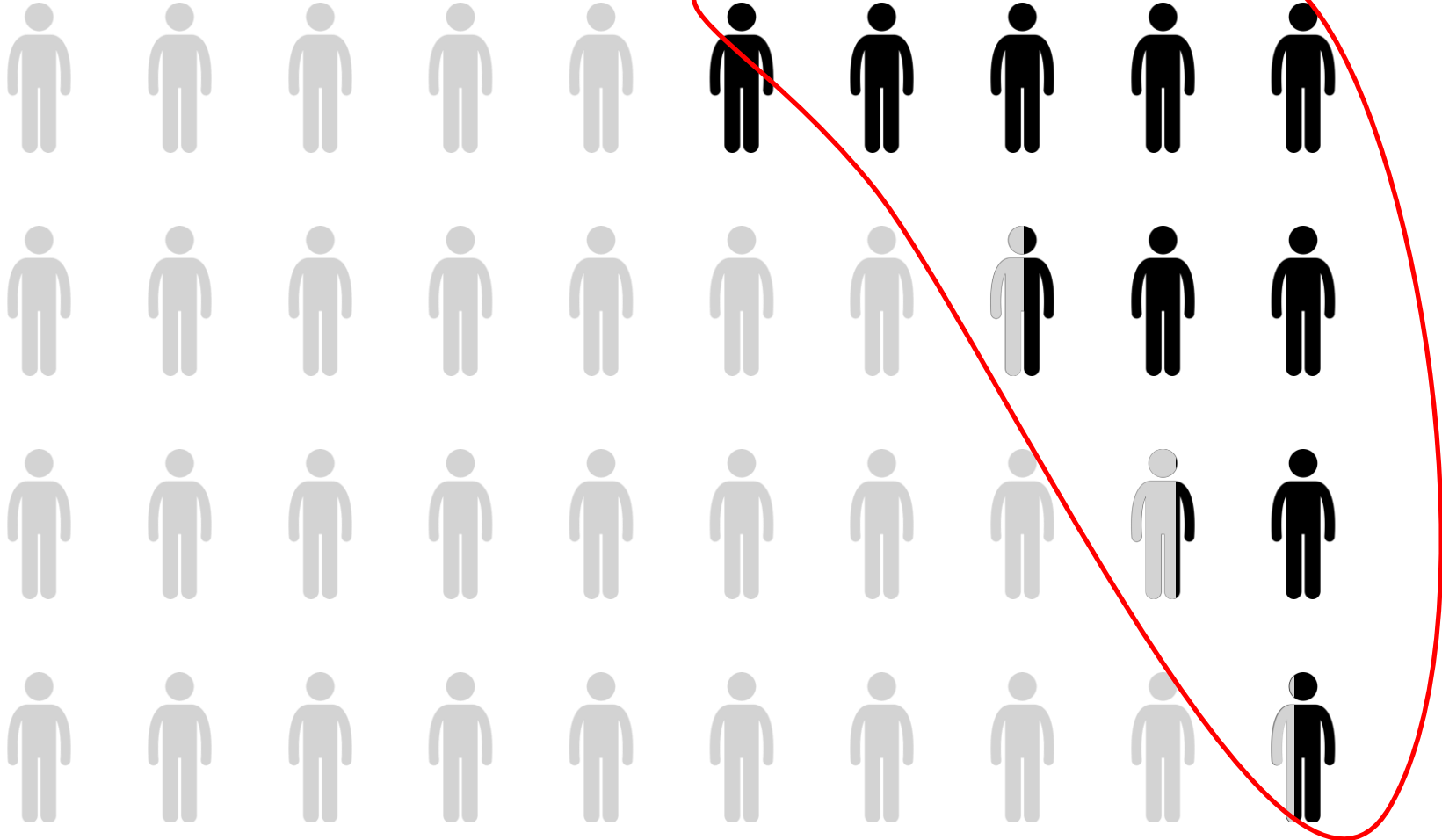
Your Team of Ten. Tasked to Think Through a Problem...

5 out of 10 get stuck and do nothing.
The other 5 start **identifying** things.
None consider the **other**.

Only 2½ members break the
problem down into parts (i.e. **zoom
in**). None consider the context (i.e.,
zoom out).

Just 1½ members consider how the
elements of the problem are **related**.
None **zoom into the relationship**.

<1 identify more than their own
perspective.
0 identify their **biased point or view**.



From Hangry, to Happy & Thinking

We will teach you to do somethings better, show you some things you don't know to do.



What people tend to do—and not do—while thinking through a problem



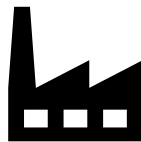
What people need to do more of while thinking through a problem

OSHA Prevention Videos (v-Tools) Script

Vehicle Back-Over Fatality

During a site expansion, a surveyor was spray painting the ground to outline the area for a new building pad. At the same time, the driver of a wheel tractor scraper was moving forward to get the ground ready for pad construction. There was no spotter at the site, and there was no internal traffic control plan in place.

Before backing up to go over the ground again, the driver checked his rearview and side mirrors. He didn't see anyone in his mirrors, so he backed up. The driver's back-up alarm didn't work, so the surveyor did not hear the scraper coming towards her. As the driver backed up, he ran over the surveyor. She died from the injuries.



**We will call this company:
America Company**

America Company

Business is good

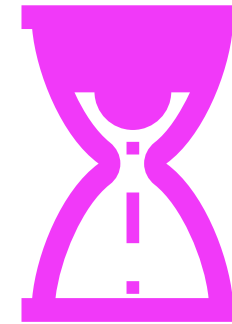
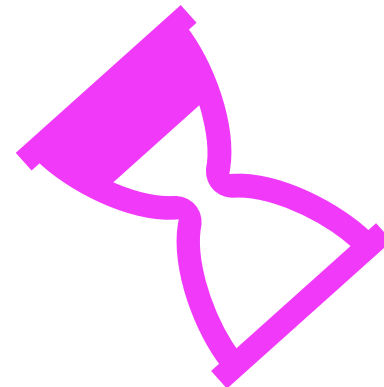
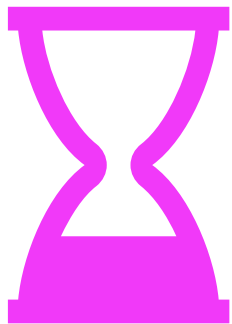
Company is successful and growing

Site Expansion-Big Project

Select Vendor(s) to support the work

Fail to implement critical, required safety measures

Fatality of vendor employee



Put ourselves at America Company, armed with these questions rewinding the clock to the project start!

Question One

We DISTINGUISH (D) between one thing and an *other* thing.

What is X? Answer with an Is / Is Not List

11

X is

X is not

the distinction the distinction the distinction the distinction

What is a Sandwich? Is /Is Not List

A Sandwich is

Includes 2 pieces of bread

Bread is split roll or bun

Pick it up to eat it

Customizable ingredients

Bread encloses the fillings

A Sandwich is not

Single base without a top

Has Non-bread enclosure

**Enclosed in single continuous
piece**

Must be eaten with utensils

Prepared as single item

What is Construction? (incl. OSHA Defined)

13

Is Construction
29 CFR 1910 + 1926

Excavating

Paving/Foundation Work

Construction Equipment

Building/Framing

Alterations

Painting & Decorating

the distinction the distinction the distinction the distinction

Is Not Construction
29 CFR 1910

Production

Warehousing

Maintenance

House Keeping/6S

Standard Work

Installation?

What is the Expansion Project?

Is Expansion Project

The biggest part of growth plan

Success is the driver

Exciting opportunity
& big risk

“All Hands” on deck

Multi-phase (design, plan,
construction, installation, etc.)

Well planned and
communicated

the distinction the distinction the distinction the distinction

Is Not Expansion Project

A blank check

Small investment

An endless wish list

Absorbable workload

Impossible

A time to get frustrated, and
overly stressed

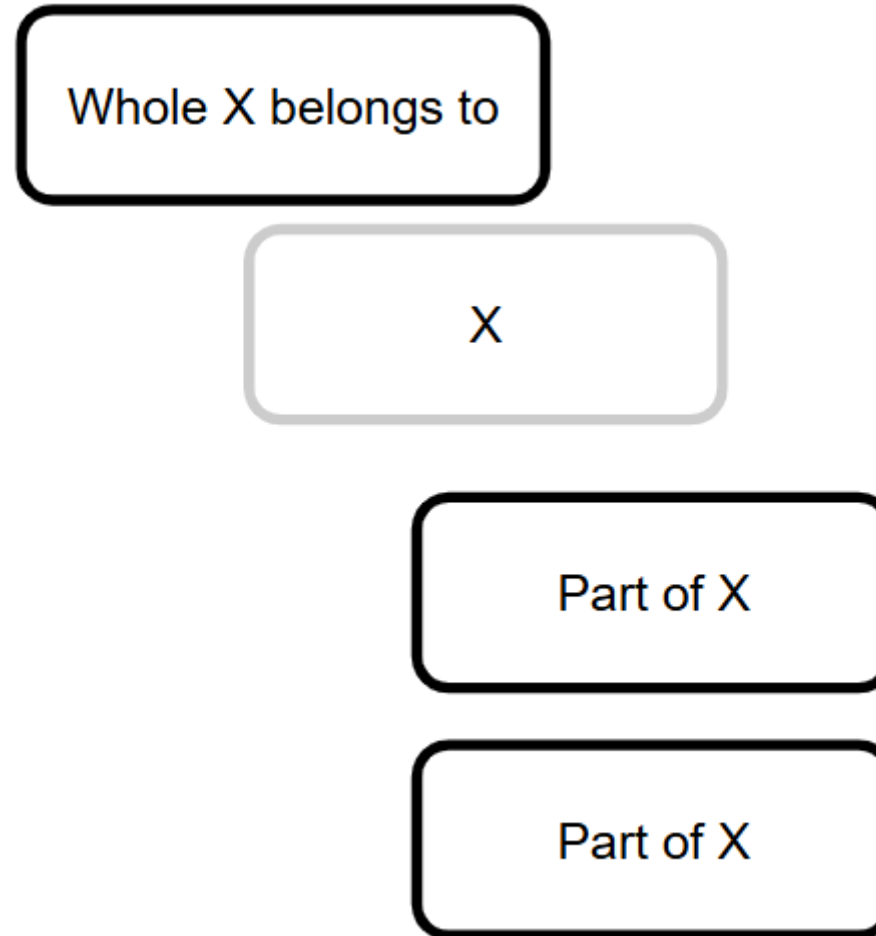


Question Two

We sort things into parts and wholes or **SYSTEMS (S)**

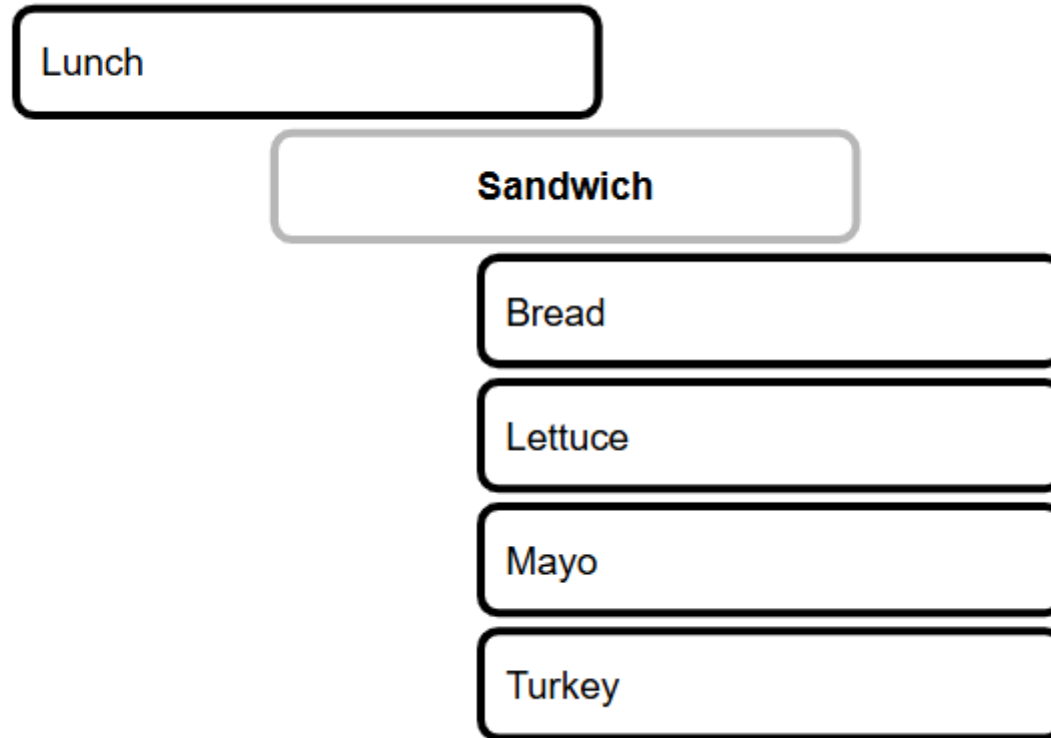
What is *X* part of, and what are the parts of *X*?

Answer by Zooming In/Out



What is a sandwich part of, and what are its parts?

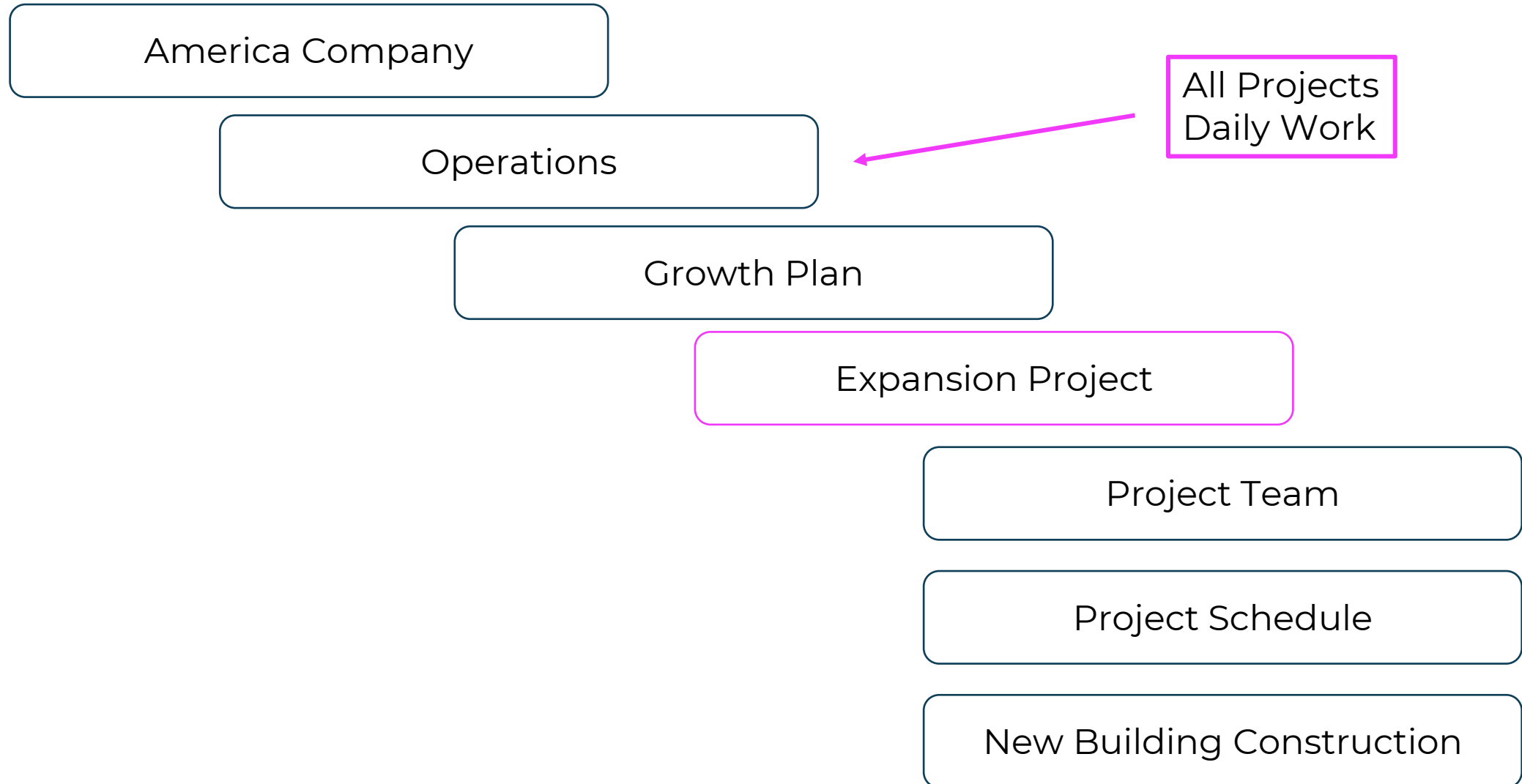
Zoom In/Out - a Sandwich



What is the Expansion Project Part of, and what are its parts?

Zoom In/Out – Expansion Project

18



What Are the Parts of the New Building Construction?

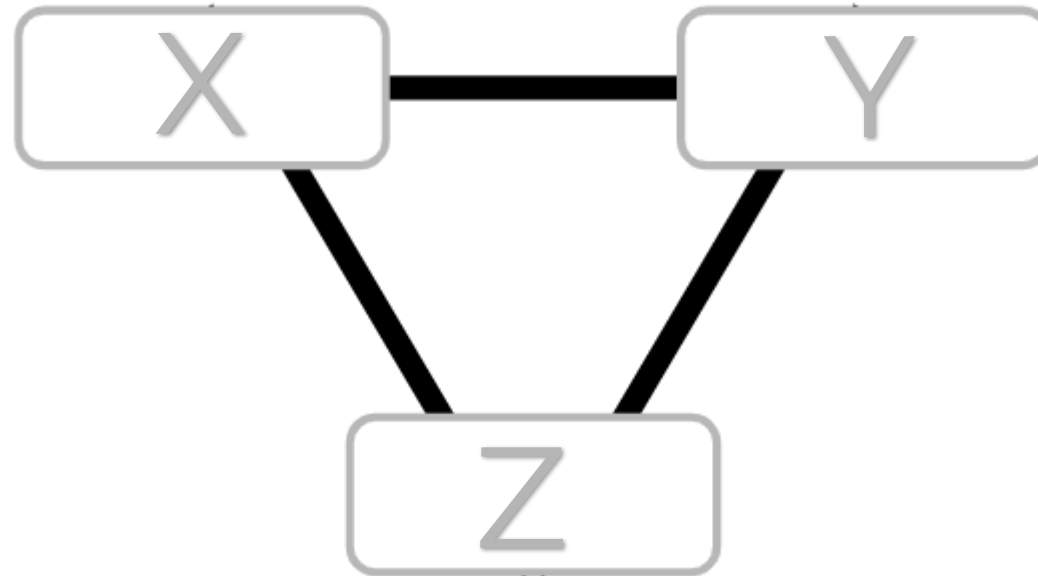
19



Question Three

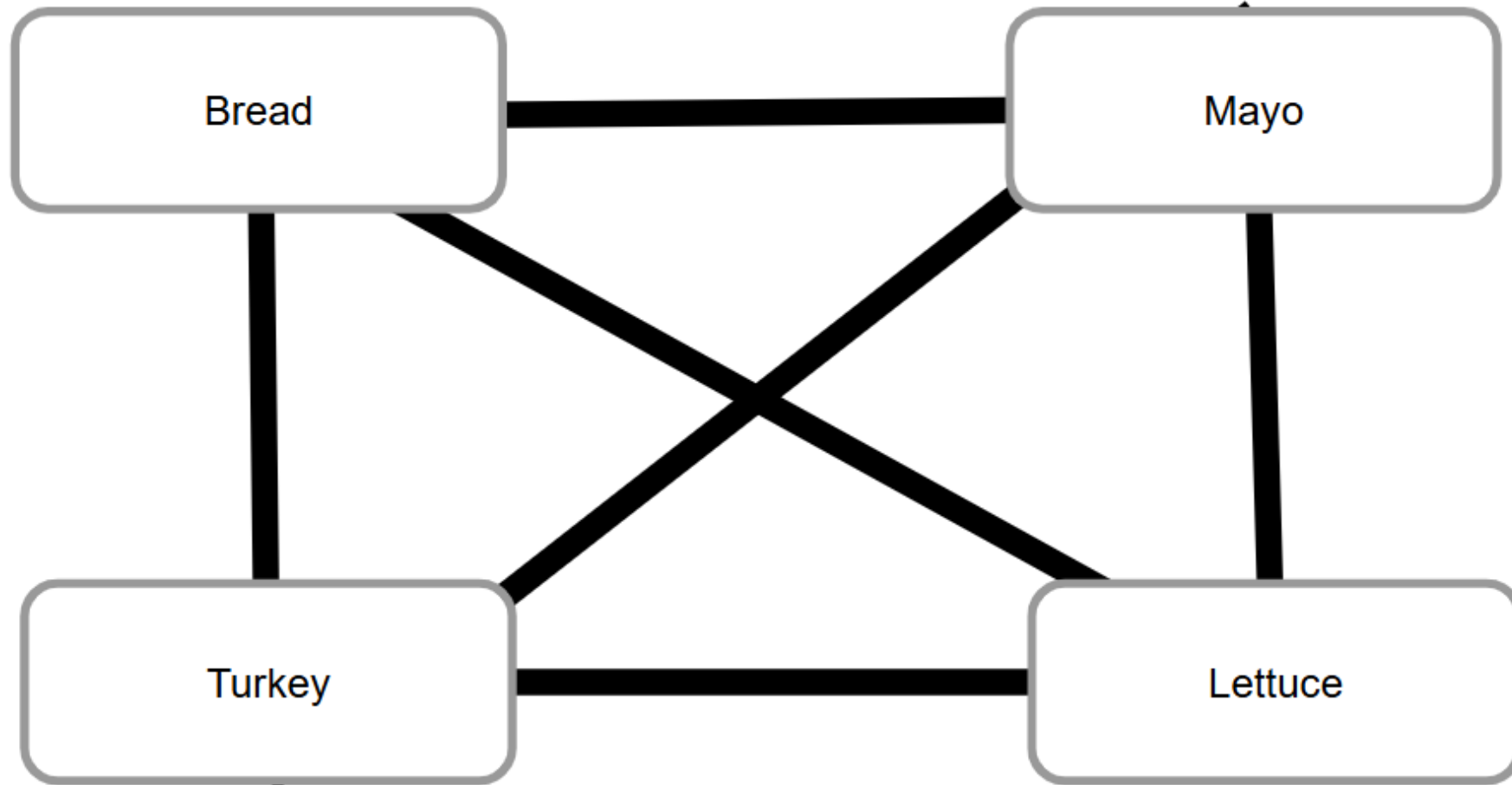
We see the **RELATIONSHIPS (R)** between and among things.

How are these parts related? Do a Part Party!



How are the Parts of a Sandwich Related? Part Party! Move - a Sandwich

22



Zoom In Move – New Building Construction

23

Blueprints

Construction

Excavating

Drainage

Finishing

Parking Lot

Traffic

Footers

Grading

Sidewalks

Landscaping

OSHA regs

Foundation

External
walls

Equipment
Installation

Contracts

Roof

Frame

Specifications

Dynamic
Construction
Environment

Electrical

Plumbing

Schedule

Security

HVAC

permits

Awareness of
“can’t miss
messaging”

Potential of
serious injury or
fatality

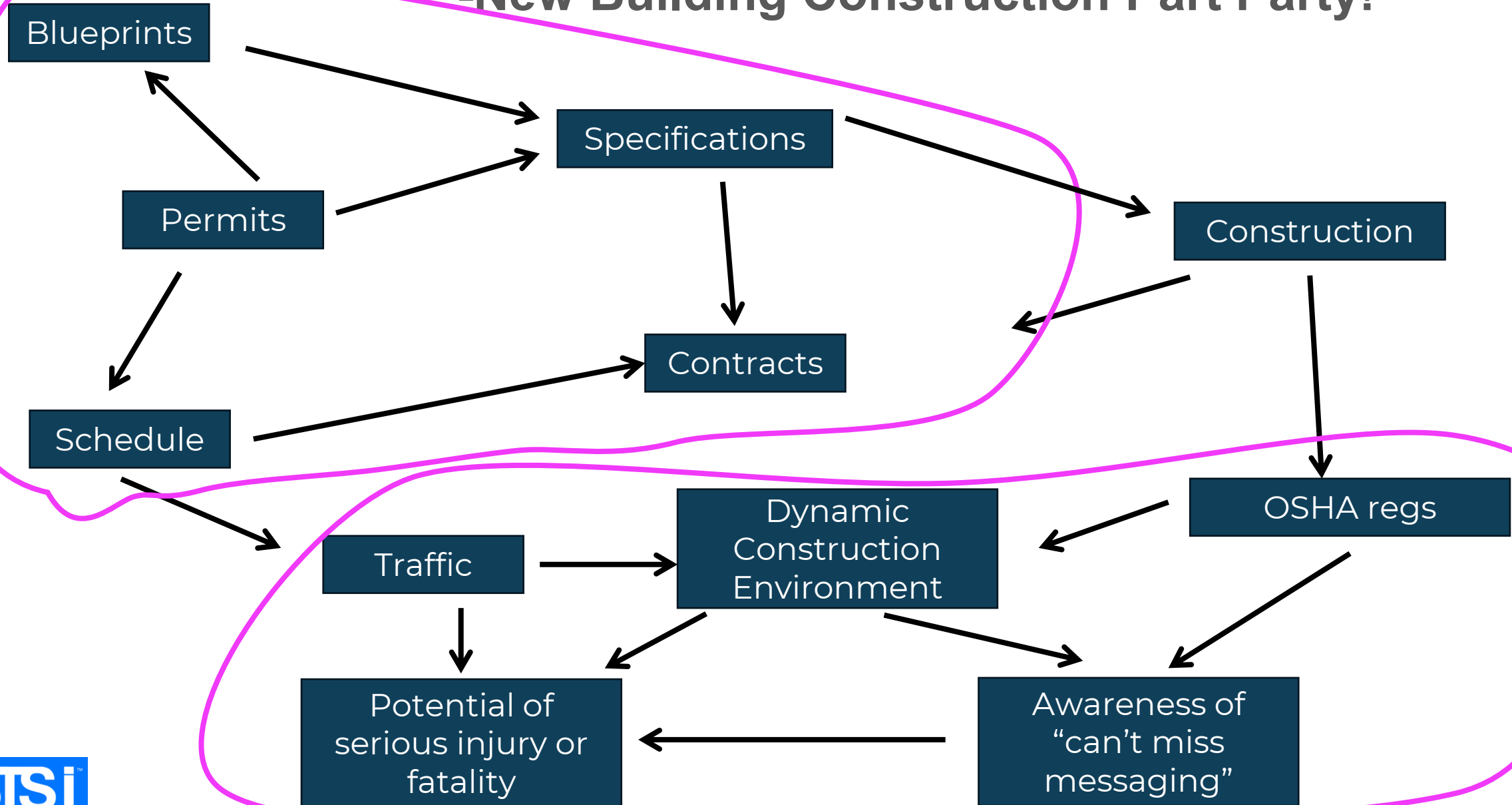
**How are the parts of
the new building
construction related?**

Have a Part Party!

How are the parts of the building related?

-New Building Construction Part Party!

24



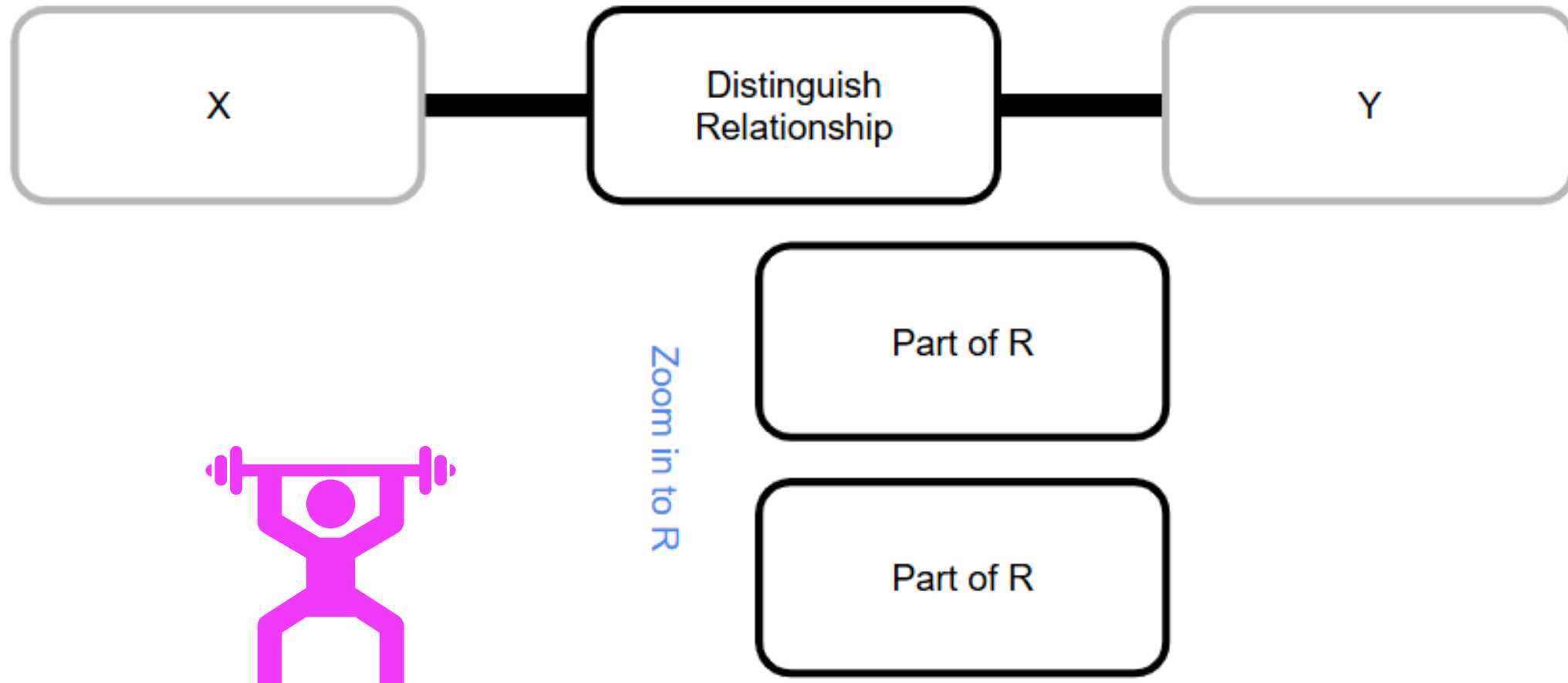
Question Four

We see the RELATIONSHIPS (R) between and among things.

What do I see when I zoom into the relationships of X?

26

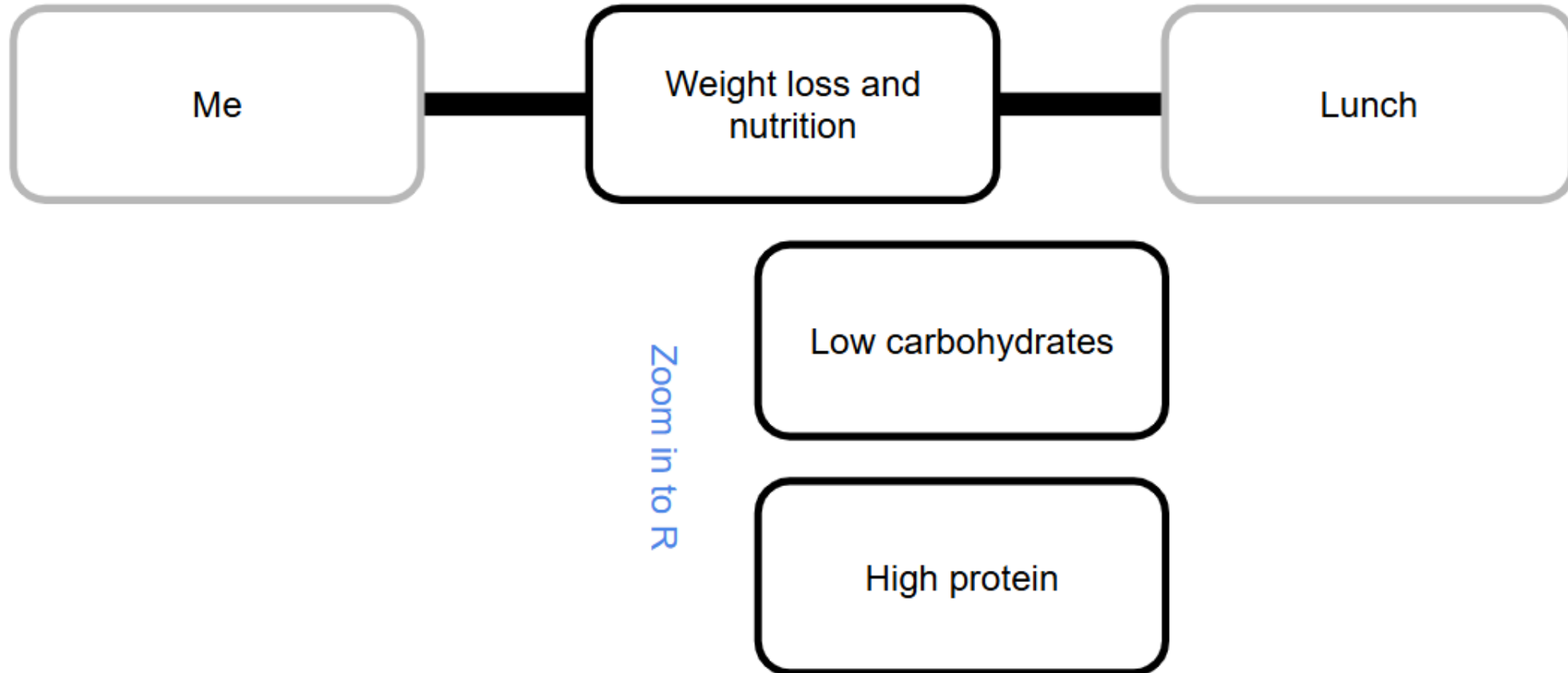
Create an RDS Barbell



What parts do I see when I zoom into the relationships?

27

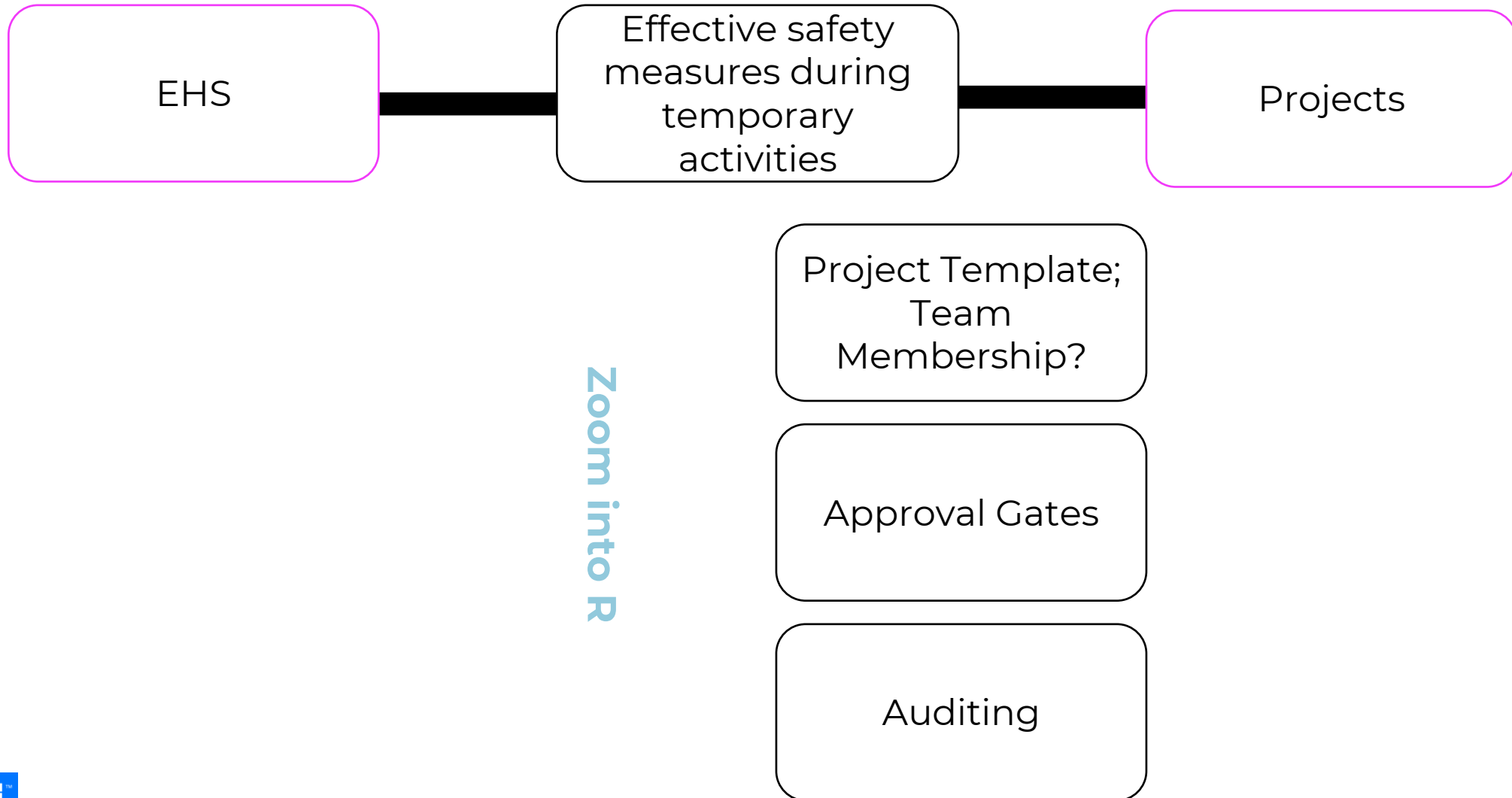
RDS Barbell – Me/Lunch



What do I see when I zoom into the relationship of EHS and projects?

RDS Barbell – EHS & Projects

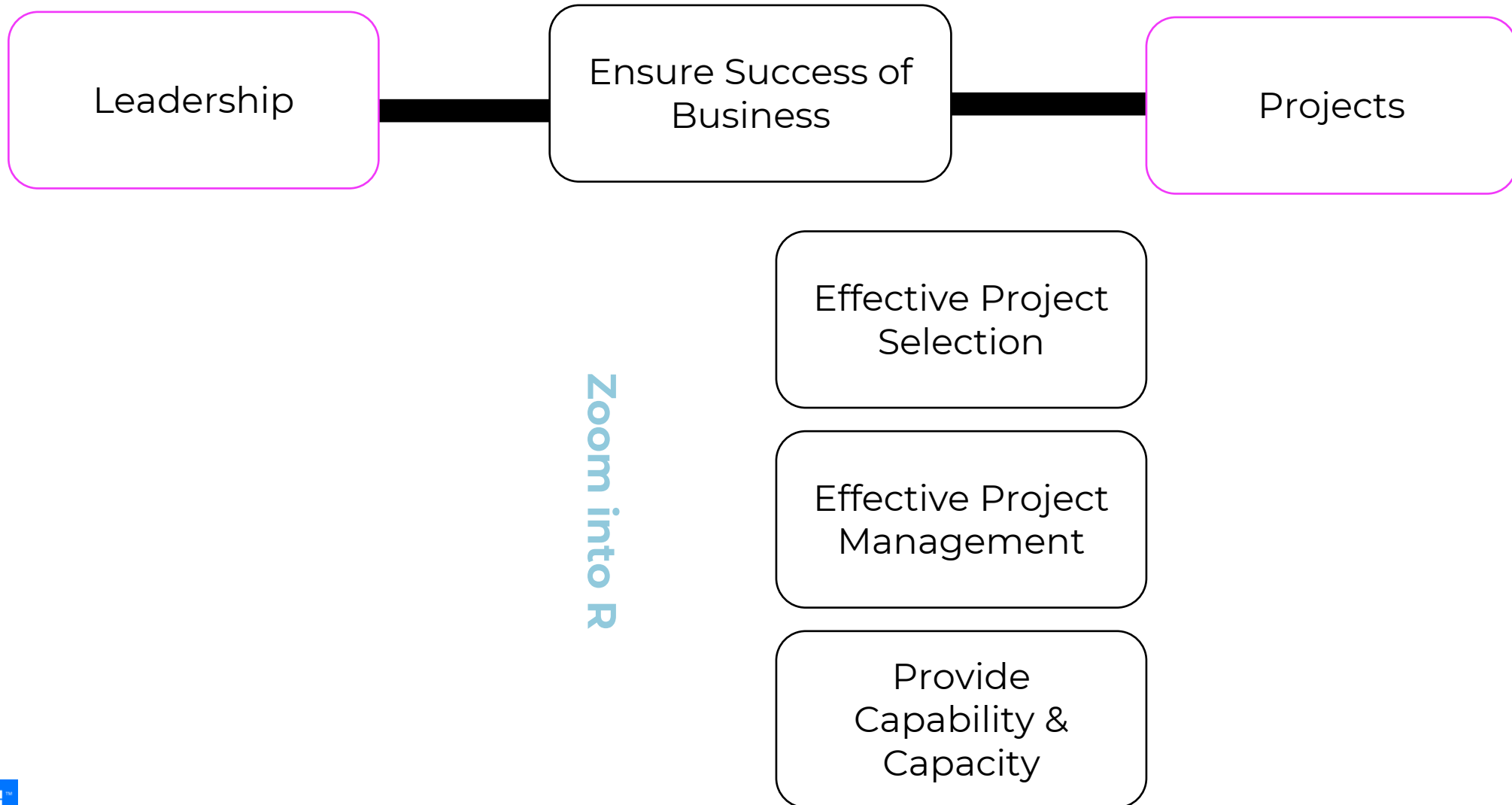
28



What do I see when I zoom into the relationship of leadership and projects?

RDS Barbell – Leadership & Projects

29

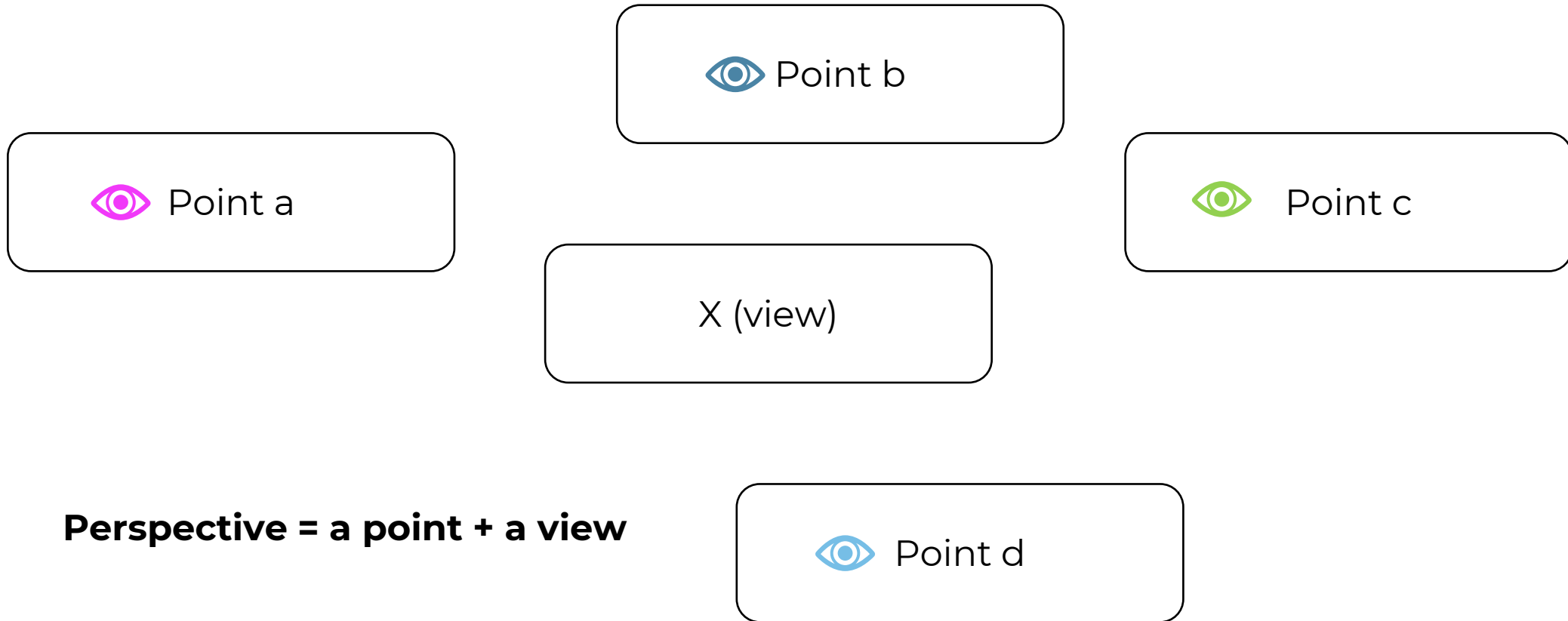


Question Five

We take **PERSPECTIVES (P)** – from the point of one thing, we view another thing.

From what or whose point of view must I look at X?

Create a P-Circle



Perspective = a point + a view

From what or whose point of view must I look at a good lunch sandwich?

Create a P-Circle of a good lunch sandwich (for today from local deli)

Julie

Lori

Jim

If we had to split

**A Good Lunch Sandwich
(For today from local deli)**

Ham and swiss cheese on wheat

Turkey on rye, no mayo

Reuben

Ham and cheese on rye

P-Circle Move – Construction Site Challenges

(Planning Stage)

Purchasing

Getting the right service vendors there at the right time for the right cost (with limited experience doing so!)

Site Leadership

Preventing scope creep and overruns, ensuring safety, communications, etc.

Maintenance

Capacity, safety of technicians in dynamic environment with leased equipment, quality control, etc.

EHS

Regulatory compliance, safety, establishing can't miss messaging awareness, etc.

Customers

Safe foot traffic patterns, free-flowing incoming and outbound freight, etc.

Five Questions Playbook for High Impact Adaptable Thinking



With X being anything

1. What is X?
2. What is X part of and what are its parts?
3. How are the parts of X related?
4. What do I see when I zoom into the relationships of X?
5. From what or whose point of view must I look at X?

You do not need to ask these questions about the same thing, though you could. You could ask the five questions looking at five different things.

OSHA Prevention Videos (v-Tools) Script

Vehicle Back-Over

During a site expansion, a surveyor was spray painting the ground to outline the area for a new building pad. At the same time, the driver of a wheel tractor scraper was moving forward to get the ground ready for pad construction. There was no spotter at the site, and there was no internal traffic control plan in place.

Before backing up to go over the ground again, the driver checked his rearview and side mirrors. He didn't see anyone in his mirrors, so he backed up. The driver's back-up alarm didn't work, so the surveyor did not hear the scraper coming towards her. As the driver backed up, he ran over the surveyor. She died from the injuries.

When a vehicle on a construction site has an obstructed view to the rear, OSHA's standard requires employers to provide that vehicle with a working back-up alarm, or a spotter on site to tell the driver when it is safe to back up.

Other OSHA recommended safety solutions: (1) cameras; (2) proximity detection systems; (3) tag-based systems; (4) internal traffic control plans.

Administrative and Engineering Hazard Controls

Adaptive Thinking Output-thinking in systems sees more!

What we saw	Learned from
Saw exactly where the project would activate additional OSHA regulations	Is/Is not list
As the expansion goes, so goes the business; project is confirmed to require priority shuffle or additional capacity, etc.,	Is/Is not list Zoom out
The expansion includes traffic, construction, the creation of a dynamic environment, increased potential for injury, can't miss messaging with adaptable communications	Zoom in
The construction will create an environment of risk that will need managed	Part party!
Need formalized and active role of leadership and EHS oversight of projects.	RDS Barbell
Collective Stakeholder challenges of customers, BWC rates, OSHA, permit inspection, company brand, employees of vendors and employees-close gaps/address issues and implement hazard elimination/control.	P-Circle



We thought we were biased. Turns out we were more biased than we thought!



Reality

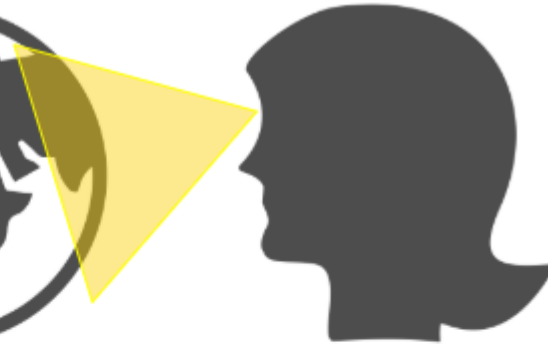


You

Unaware of
Reality Bias



Reality

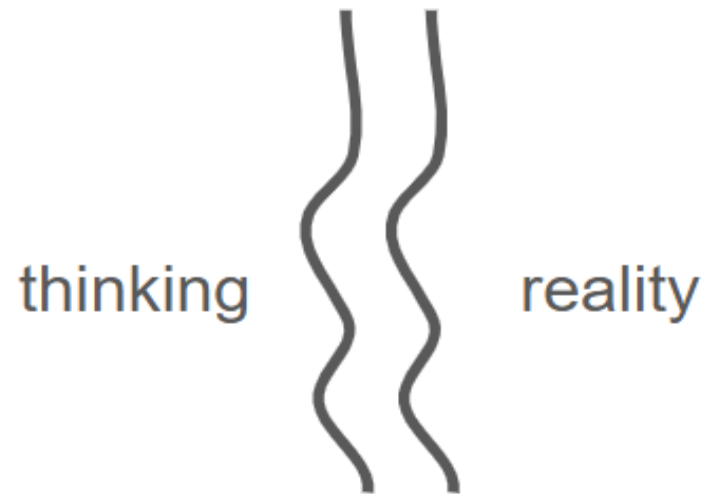


You

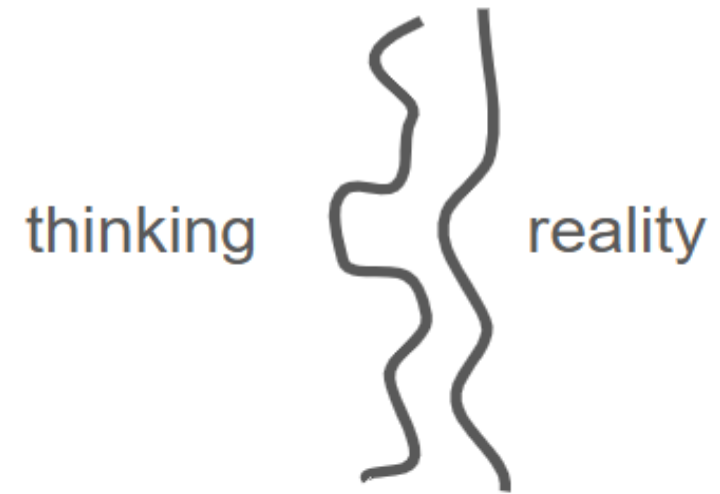
Aware of
Reality Bias

Mental Model

L♥VE REALITY.



aligned
"right"



not aligned
"wrong"

Transform Your Department, Process, or Organization **And** Portage County!

1. Rely on the 5 Questions with regularity
2. Be always aware of mental models
3. Love reality

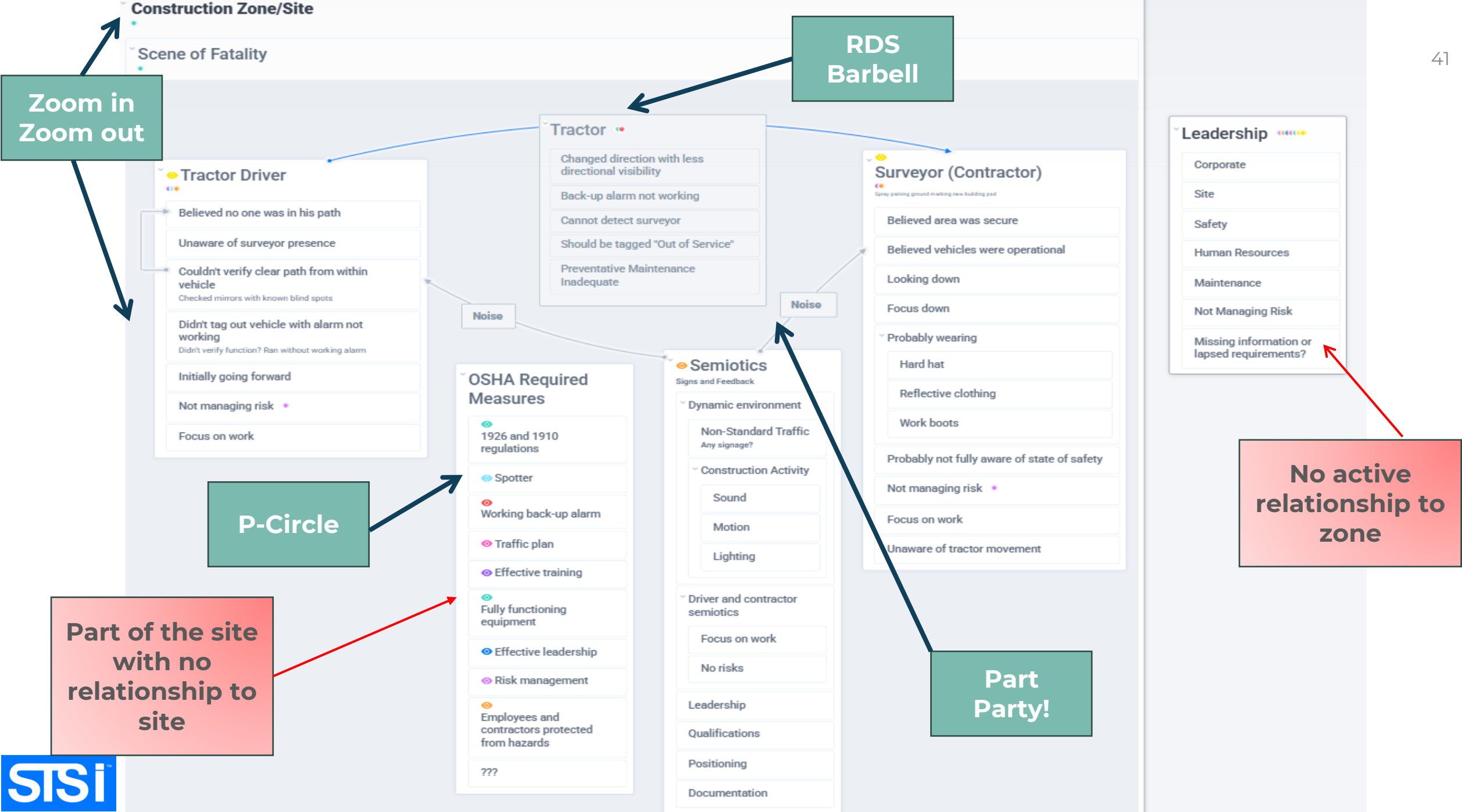
**Achieve success by
adopting a higher level of
thinking, engaging, and
collaborating!**



How to improve adaptive thinking skills.

Think quicker, smarter, more deeply, more accurately

Good Thinking-Get Better	Deep & Fast Thinking-Know How To
Identifying Things	Create Is/Is Not Lists
Identifying Parts of a System	Zoom In/Zoom Out Have a Part Party!
Seeing Connections (Relationships)	Zoom into Relationships, RDS Barbell
Perspective Taking	See Own Bias, Create P-Circles
Doing a Move	Mash Moves
Doing it Alone	Do it in a Group
Awareness	Practice and Use
Conversing	Conversing with DSRP Mapping
Fact Finding	Love Reality



Semiotics: Self-Managed Risk

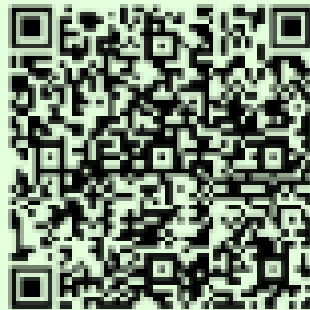
42



**Lori Fisher Blog on Semiotics
How Decoding Messages From Your Environment
Can Foster Agency and Self-Management Risk
Practices**

THANK YOU

Please complete this anonymous 6 question survey and help us get better!



Contact information for help executing and integrating these principals!

Lori Fisher

PLS Management Consulting

(located in Portage County)

STSI Systems Thinking Standards Institute

Cell 330.861.3228

Email: lorif@stsi.pro

Or lorifisher@purposeleapsurge.com

Visit us at:

www.purposeleapsurge.com

www.STSI.PRO

***High-impact measurable systems thinking, easy to implement.
The future is human.***