

# Reflection, Interrogatory, Provocation



**(Seeking to fix the past, the future  
passes you by)**

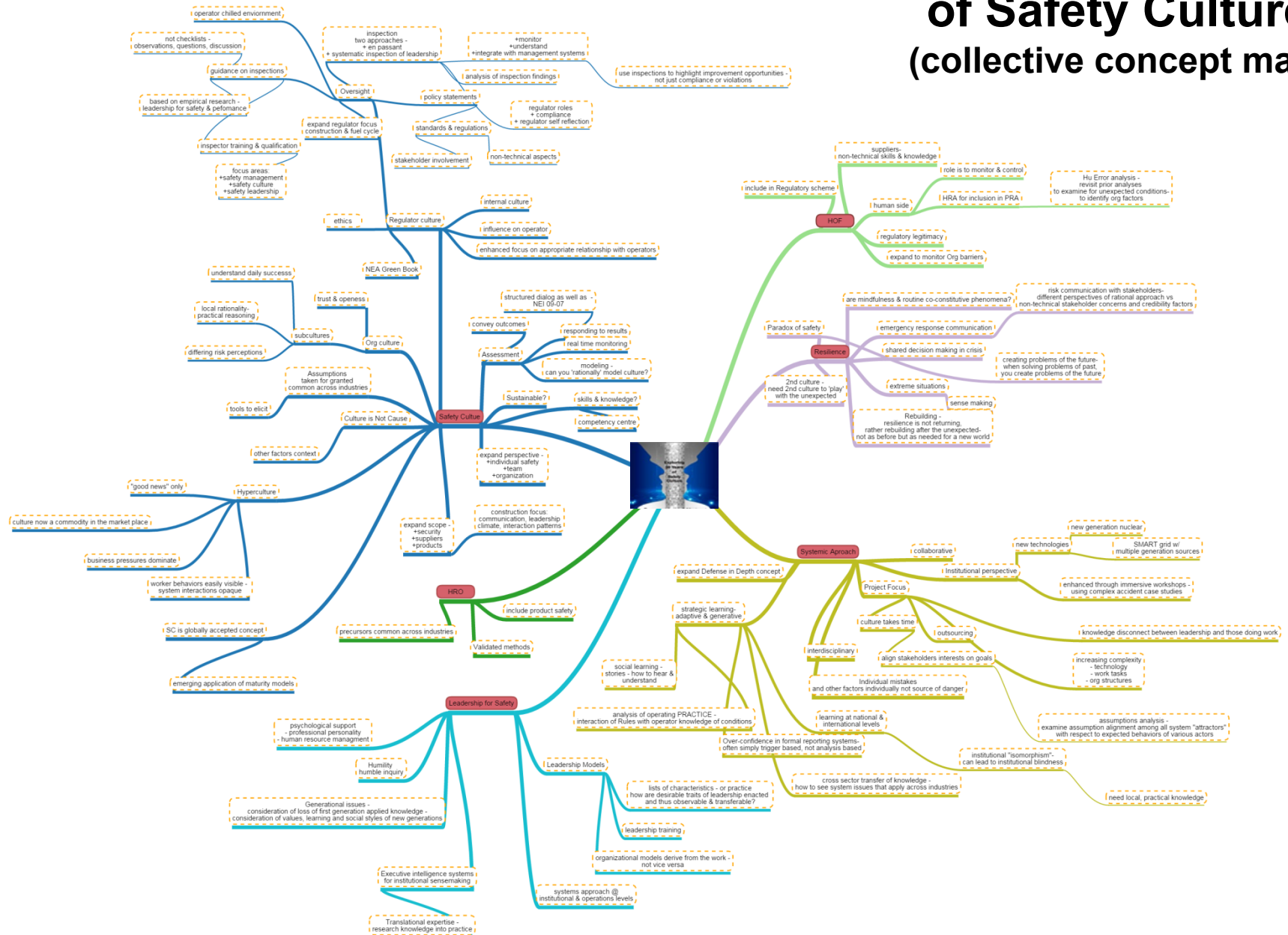
# Learning to see -



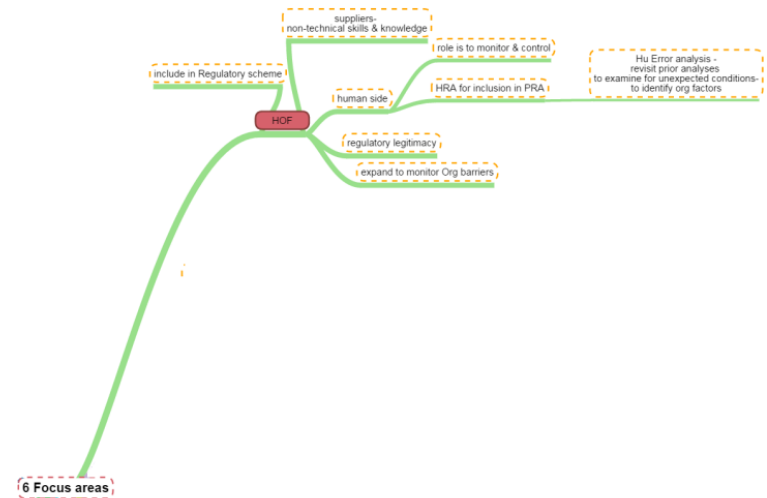
## Three Questions ---

- What does Good look like?
- How are you doing?
- How do you know?

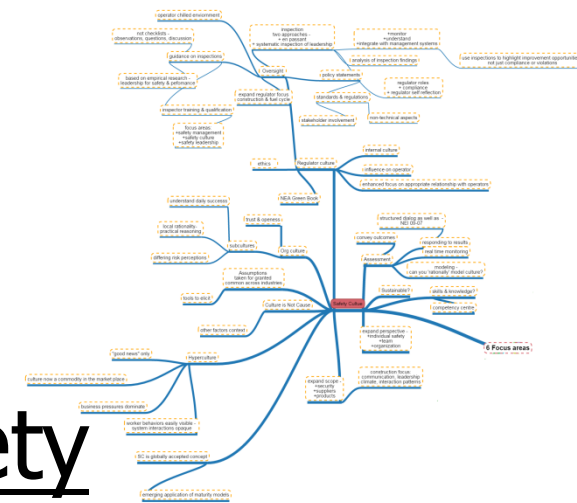
# Exploring 30 Years of Safety Culture (collective concept map)



# HOF



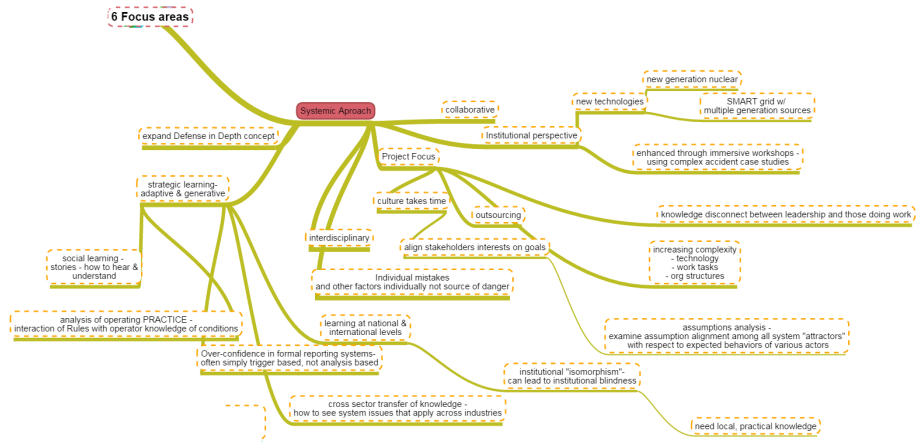
- Traditional HF ➡ indicators of Org influences
- Regulatory legitimacy of HOF
- Primacy of human contribution to resilience & innovation



# Safety Culture/Culture for Safety

- Hyper-culture vs sustainability
- “Concept Resolution” much higher today
- Assessment techniques maturing –  
translation & implementation less so

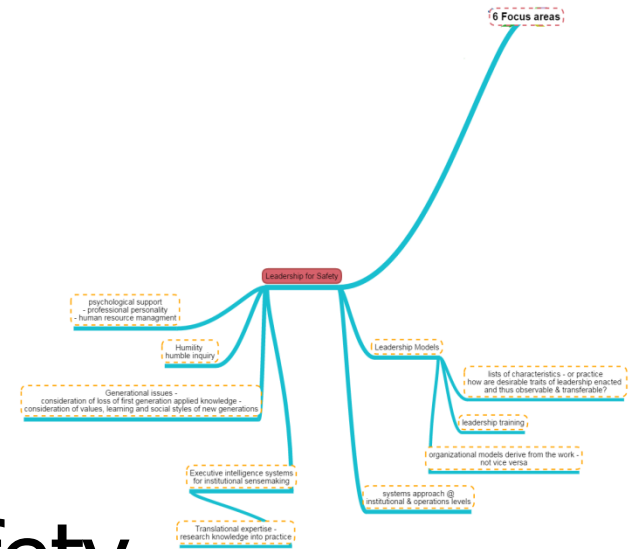
# Systemic Approach



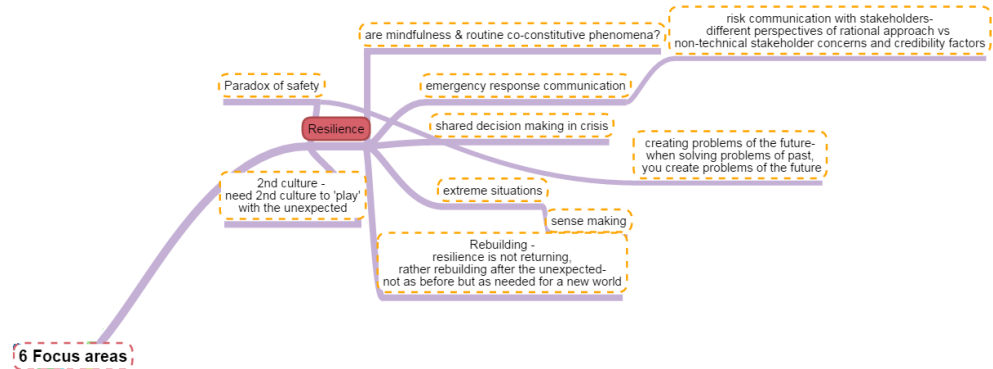
- Institutional focus
- Extend to project focus
- Evolve by strategic learning

# Leadership & Management

- Create psychological safety
- Systems view
- Humble inquiry/consulting
- Executive intelligence system(s)
- Org design = Co-constitutive relationship of schema & routines



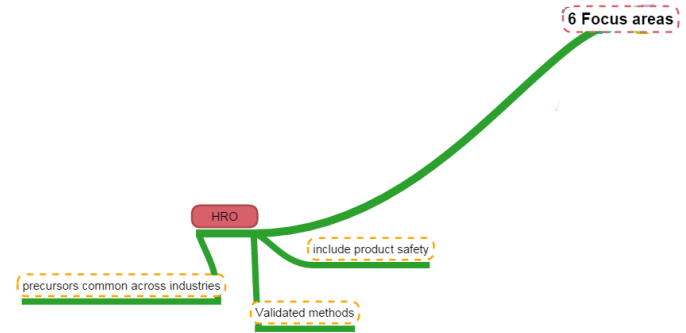
# Resilience



- Tenuousness of normalcy
- Dynamic crisis preparedness
- Collaborative decision making
- Recovery  $\neq$  returning but creating new reality
- Dual operating structure to navigate the unexpected

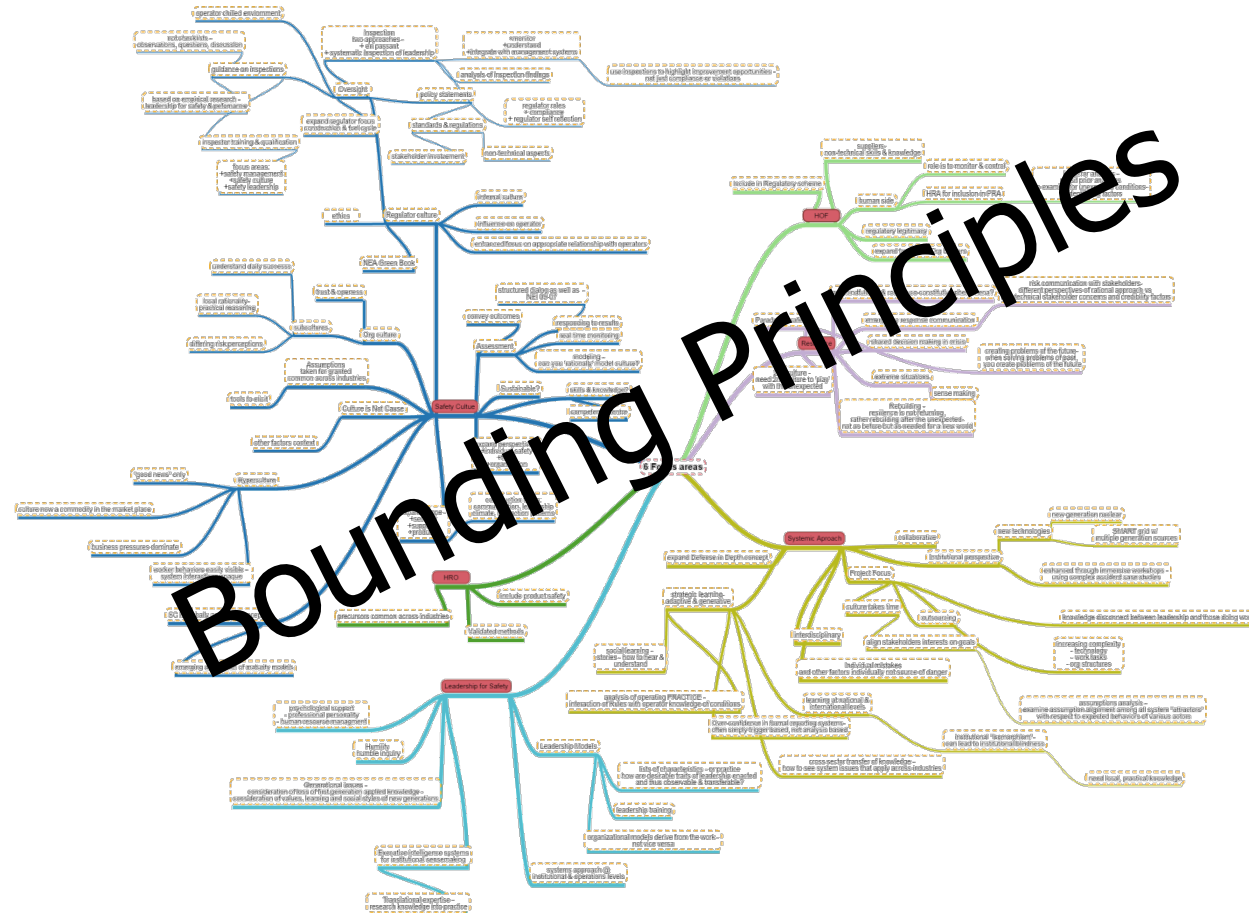


# HRO



- Precursors & assumptions common across safety significant domains
- HRO→ practical framework across technical sectors; expand to ecosystems
- Validated models/methods necessary for assessment & advancement

# Fixes of the past shape problems for the future



Models derive from the work, not vice-versa

# Provocations



- Where is real data on what good leadership & management practice looks like?
- Is management by evidence, or anecdotal opinion?
- Is career by development or Darwinian selection?
- Do we co-create the eco-system or react to it?
- Can we reliably differentiate between hyper and sustainable culture?
- Is the HOF role main stage, or bit player?
- Is HOF a profession, community of practice, or ... ?

場

# HOF – the Next Generation?





## The 4<sup>th</sup> Question ---

Is your organization imbued with a special atmosphere of honorable purpose & meaning?