

The Bridge from Doing to Being: Shifting from Tactical to Strategic Safety

Dan G. Hopwood, MPH, CSP, SMP, CPCU, ARM, FASSP

Lee F. Donahue, SMP, CHST, CUSP, OHST, CIT

Welcome to the Real World

“Science fiction is something that *could* happen – but usually you wouldn’t want it to. Fantasy is something that *couldn’t* happen – though often you only wish that it could.”

We are living in the midst of a strange combination of these two.

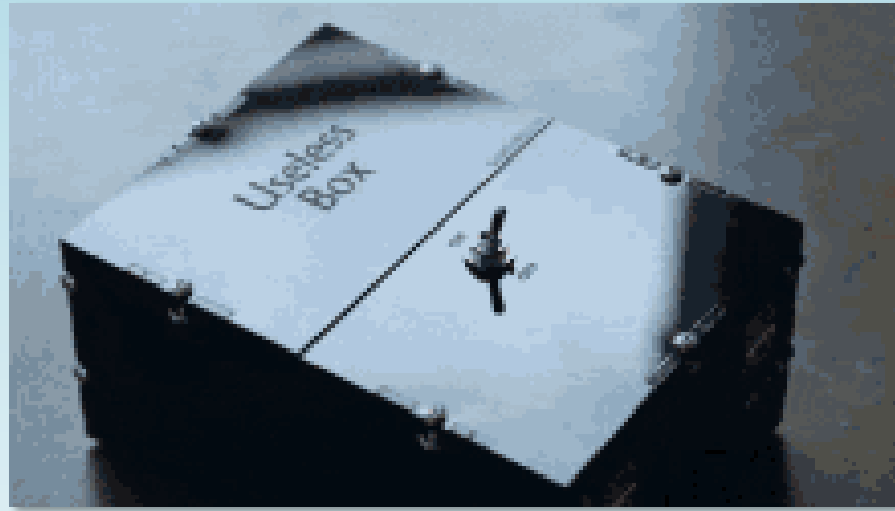
“We shall disappear if we cannot adapt to an environment that now contains spaceships, computers – and thermonuclear weapons.”

Objectives

1. Learn the distinctions between safety management and safety leadership,
2. Understand what will be necessary to create a strategic safety environment and leadership capability, and
3. Develop a basic understanding of how strategic leaders look to the future, plan for the many contingencies they will face, and incorporate a vision to be able to tackle the challenges safety professionals will face.

LEARNING underpins everything here

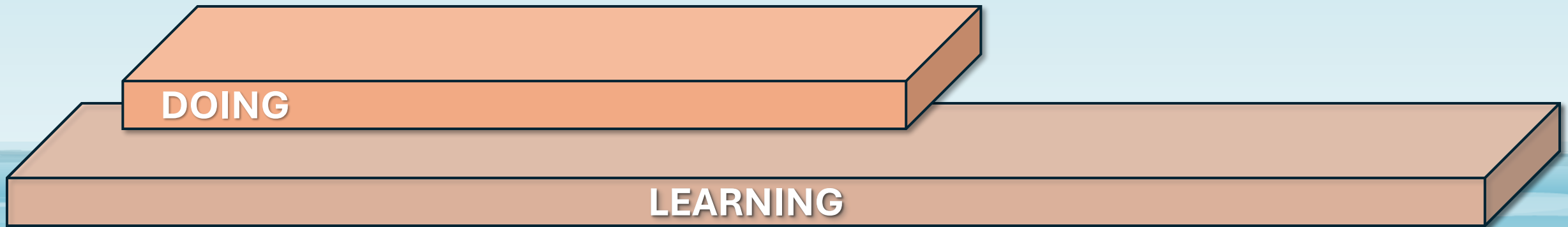
Without it, we are stuck in a “Useless Box” routine



LEARNING

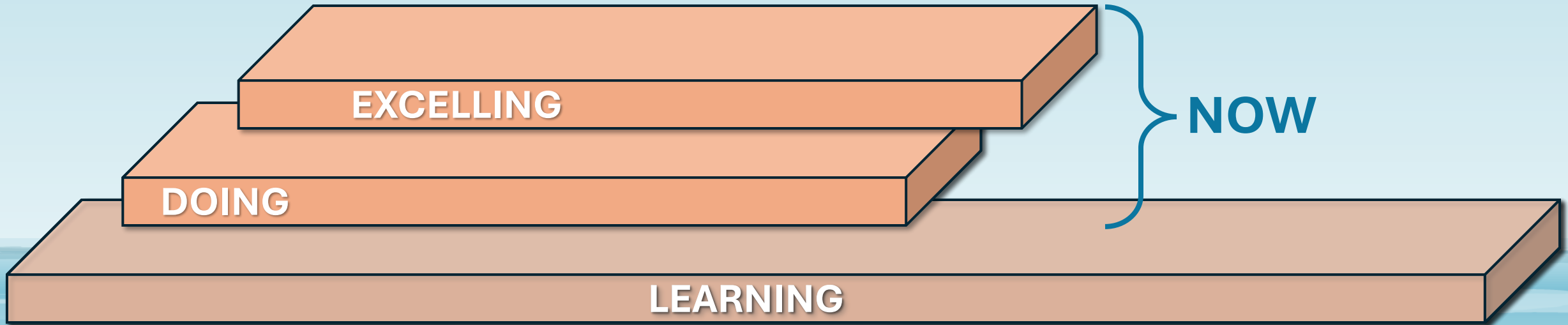
From Learning, comes **DOING**

Until it happens, it's theoretical

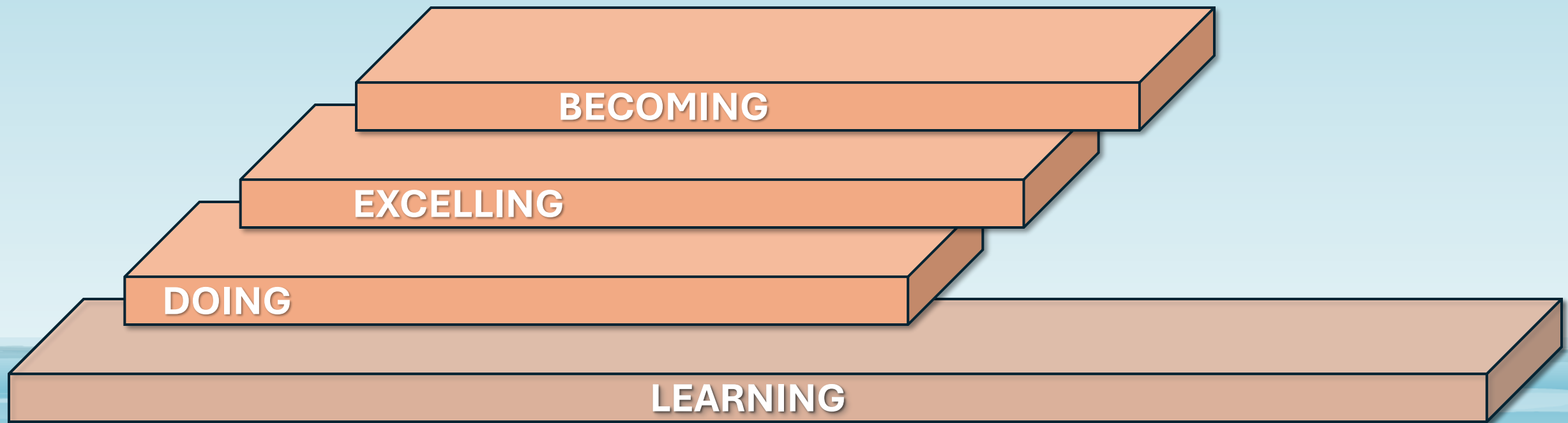


Learning through Doing leads to **EXCELLING**

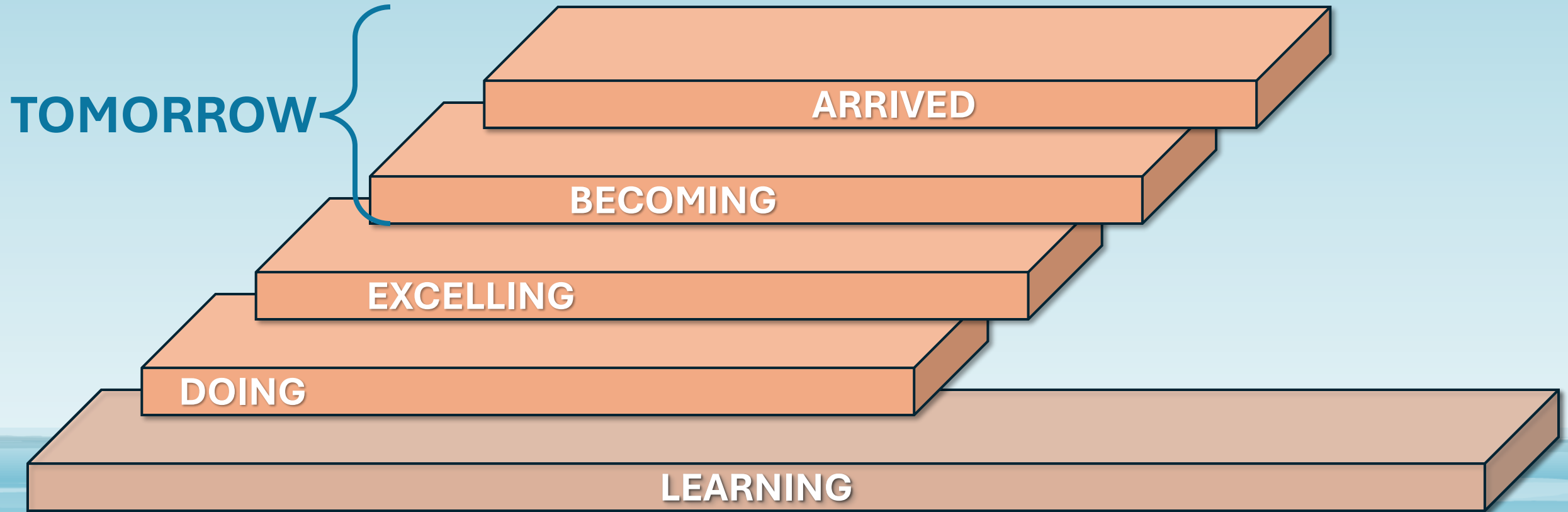
These happen in the present



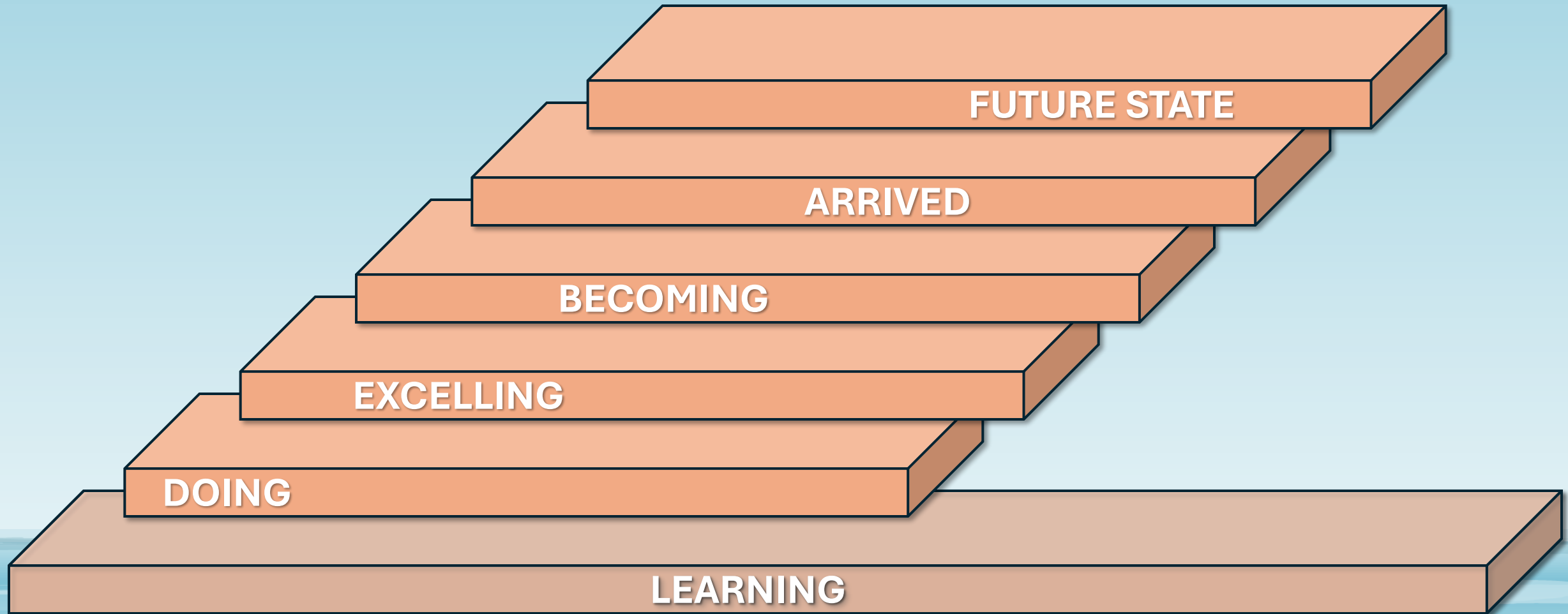
Then a Metamorphosis Via **BECOMING**



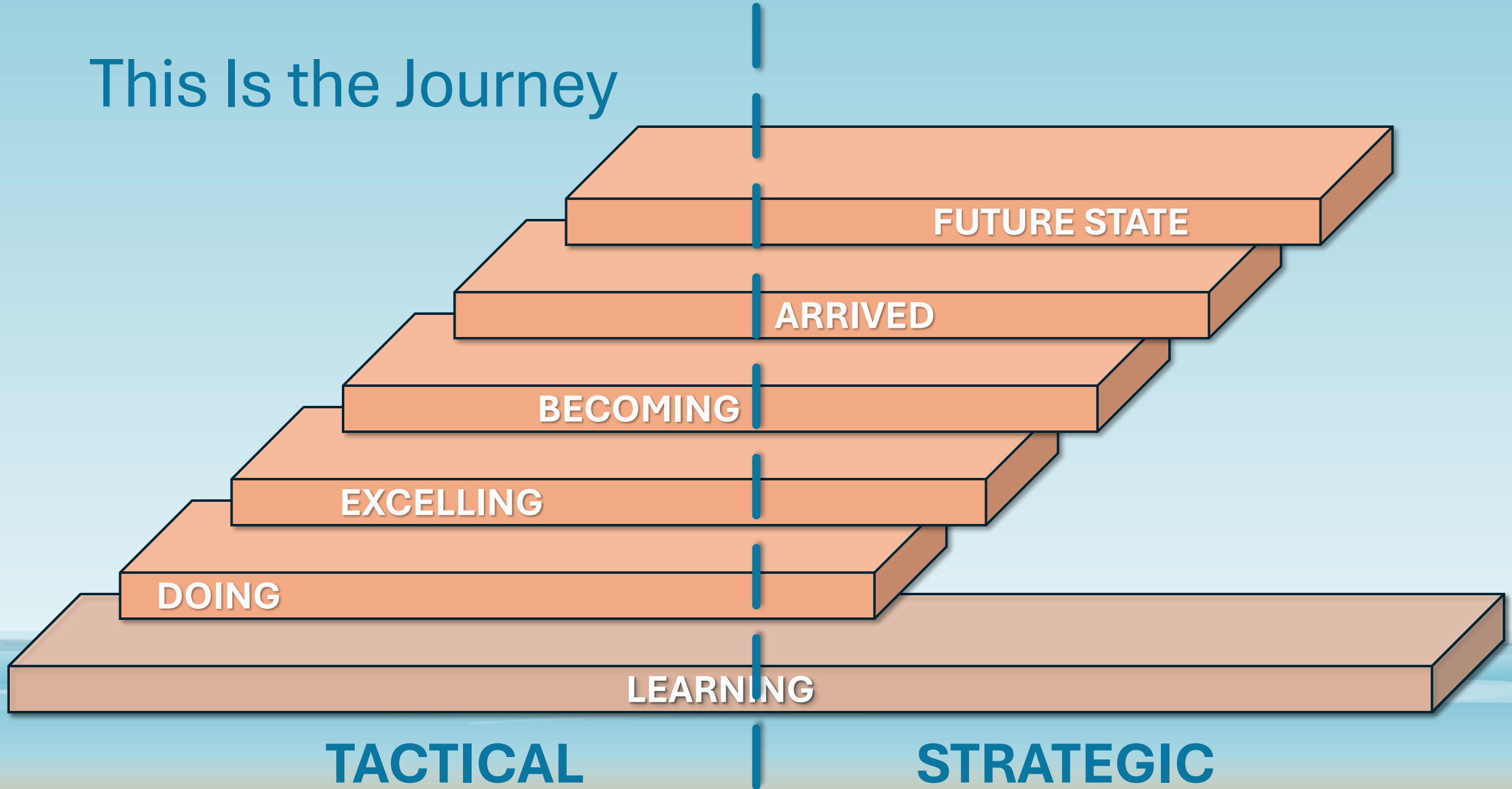
And Then...Ta-Da! You've **ARRIVED**

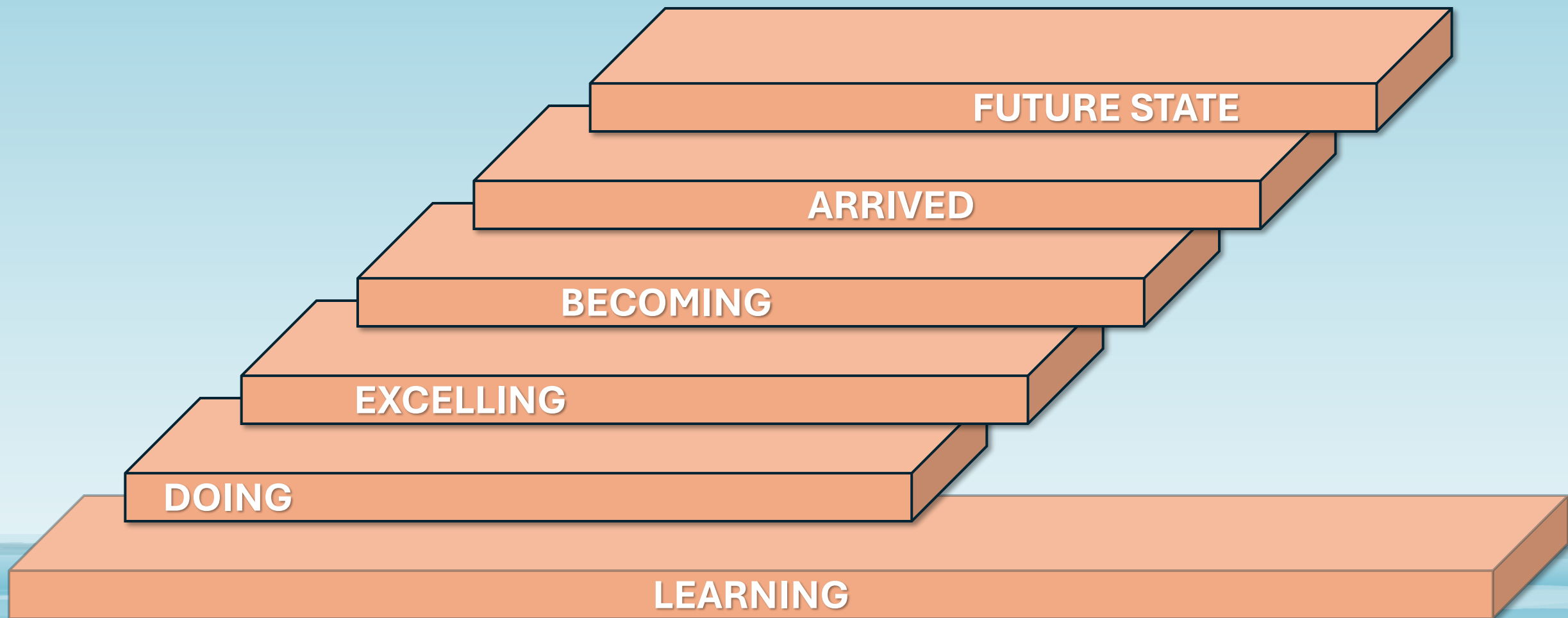


But...What About the **FUTURE STATE**?



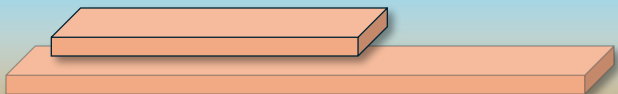
This Is the Journey





DOING

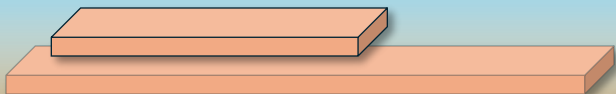
- Very hands-on
- Operating within a system (or systems!)
- Lots of statistics (TRIR, DART, EMR, etc.)



DOING

- Good starting point!
- Lots of learning...

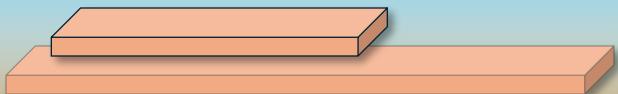
So much learning...



Source: Lee's Lego Room

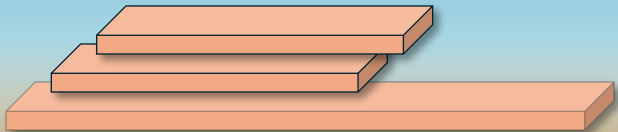
DOING

- Expect proficiency over time
- Some may never move past this step



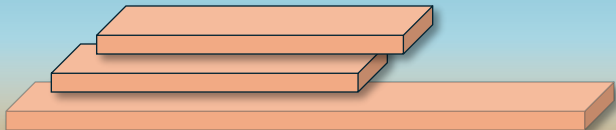
EXCELLING

- For those who “do”...*what's next?*
- More learning!
- That baseline is still there



EXCELLING

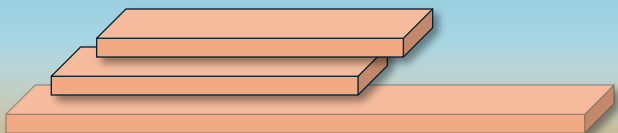
- Mastering the system
- Modifying it to suit, addressing
 - People and their needs
 - Contingencies (often, emergencies)
 - Deficiencies



Source: also Lee's Lego Room

EXCELLING

- The cycle begins...and continues
- Applying systems to systems –
 - PDCA (Plan, Do, Check, Act) *also known as the Deming Cycle*
 - OODA Loop (*Observe, Orient, Decide, Act*)
 - ADDIE (Analysis, Design, Development, Implementation, Evaluation)
- Wash, rinse, and repeat...

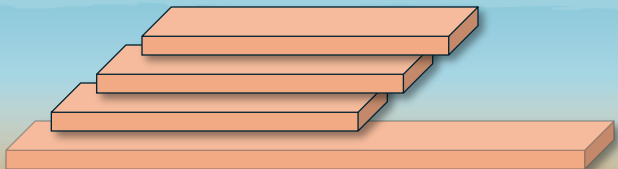


BECOMING

This is where the corner is turned.

“Science fiction is something that *could* happen – but usually you wouldn’t want it to. Fantasy is something that *couldn’t* happen – though often you only wish that it could.”

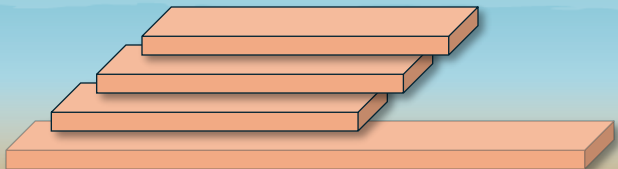
This is when what may have been a fantasy starts to be realized.



BECOMING

This is when the corner is turned.

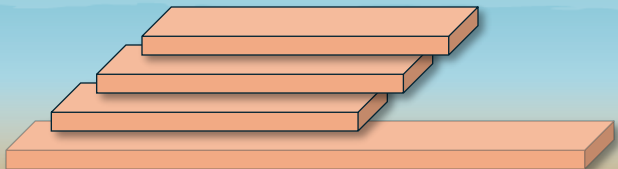
This is when you start creating systems.



BECOMING

“We shall disappear if we cannot adapt to an environment that now contains spaceships, computers – and thermonuclear weapons.”

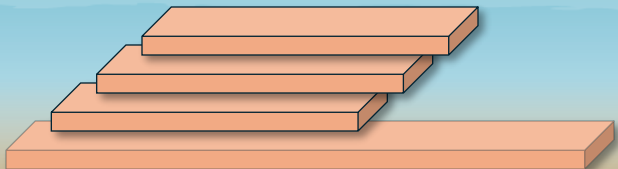
We have to begin to account for the science fiction truths.



BECOMING – a Bit More...

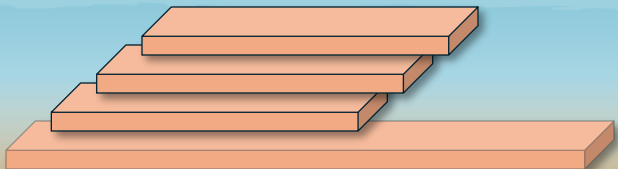
“Don’t listen to the person who has the answers; listen to the person who has the questions.”

- Albert Einstein



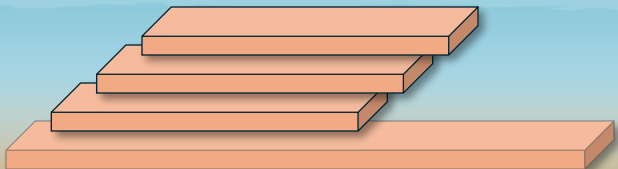
BECOMING – a Bit More...

- Strategic planning vs. foresight
- *Transformational* → Foresight
- Not getting trapped in the tactics of safety and “measuring things”
- What once was, may be again (Zigulas: Hopwood/Thompson)



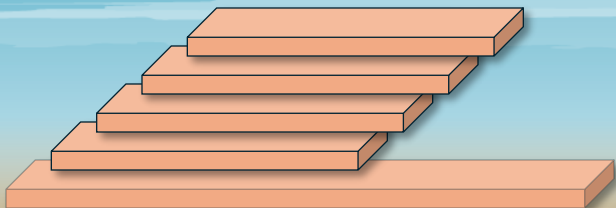
BECOMING – a Bit More...

- Becoming a master resource (SME?) – with referent power; the beginning of being *transformational*
- Sidney Dekker (2018) – Be a “safety anarchist”
- Watch the ‘false alignment trap’
- Capable of bridging theory and reason
- **You understand *transformation* → foresight aware**



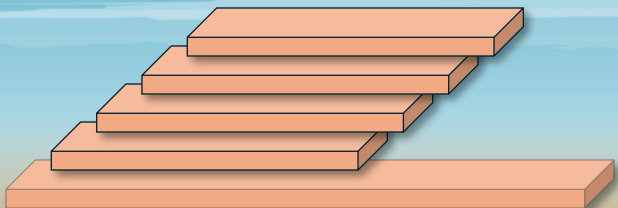
ARRIVED

- Experience and facts vs regulations and theory
- You are seen and referred to as “credible”
 - Referent power goes beyond your organization
- You make great calls – calls that stick
 - Judgment



ARRIVED

- Capable of reaching clarity on central objective
 - Simplifies
 - Strategic centerline
- You are influential
 - SME
 - Rational persuasion
 - Coalition builder-capable
- Know when to let go
- You are *transformational* aware → foresight testing



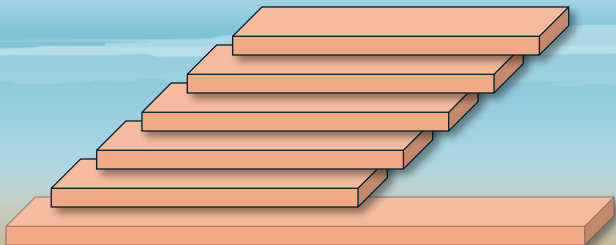
FUTURE STATE (Safe)

- A.I and the cautionary tale

“Whether we consider it a tool, a partner or a rival, it will alter our experience as reasoning beings and permanently change our relationship with reality.”

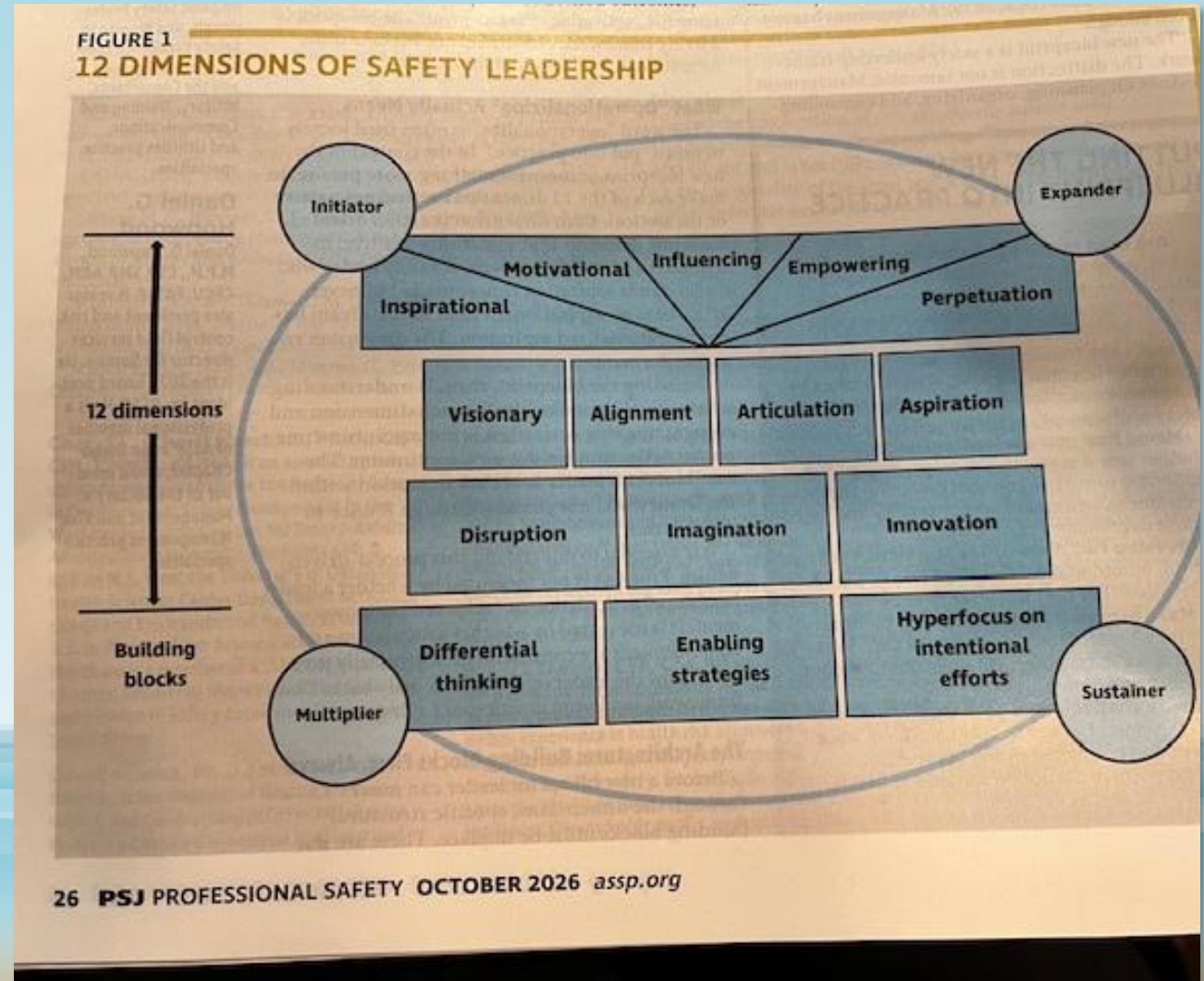
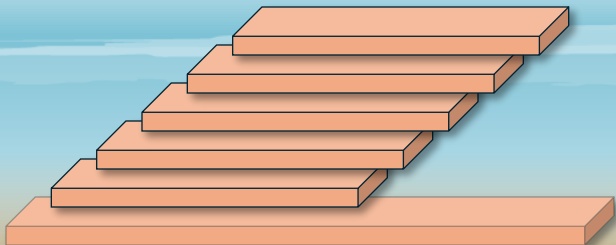
- Kissinger, Schmidt, and Huttlenocher in “The Age of AI”, 2021

- It’s not about hazard management
- “Decoding the Blueprint” (OK, shameless plug...)
 - Building Blocks
 - Proficiencies
 - Dimensions



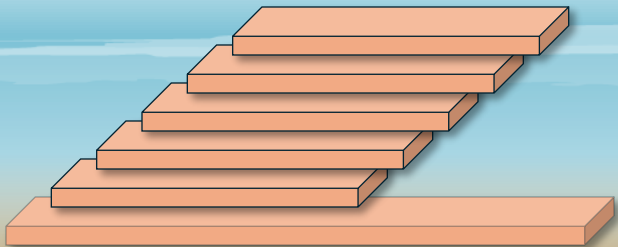
FUTURE STATE (Safe)

- “Decoding the Blueprint” (OK, shameless plug...)
- Movement from management to leadership

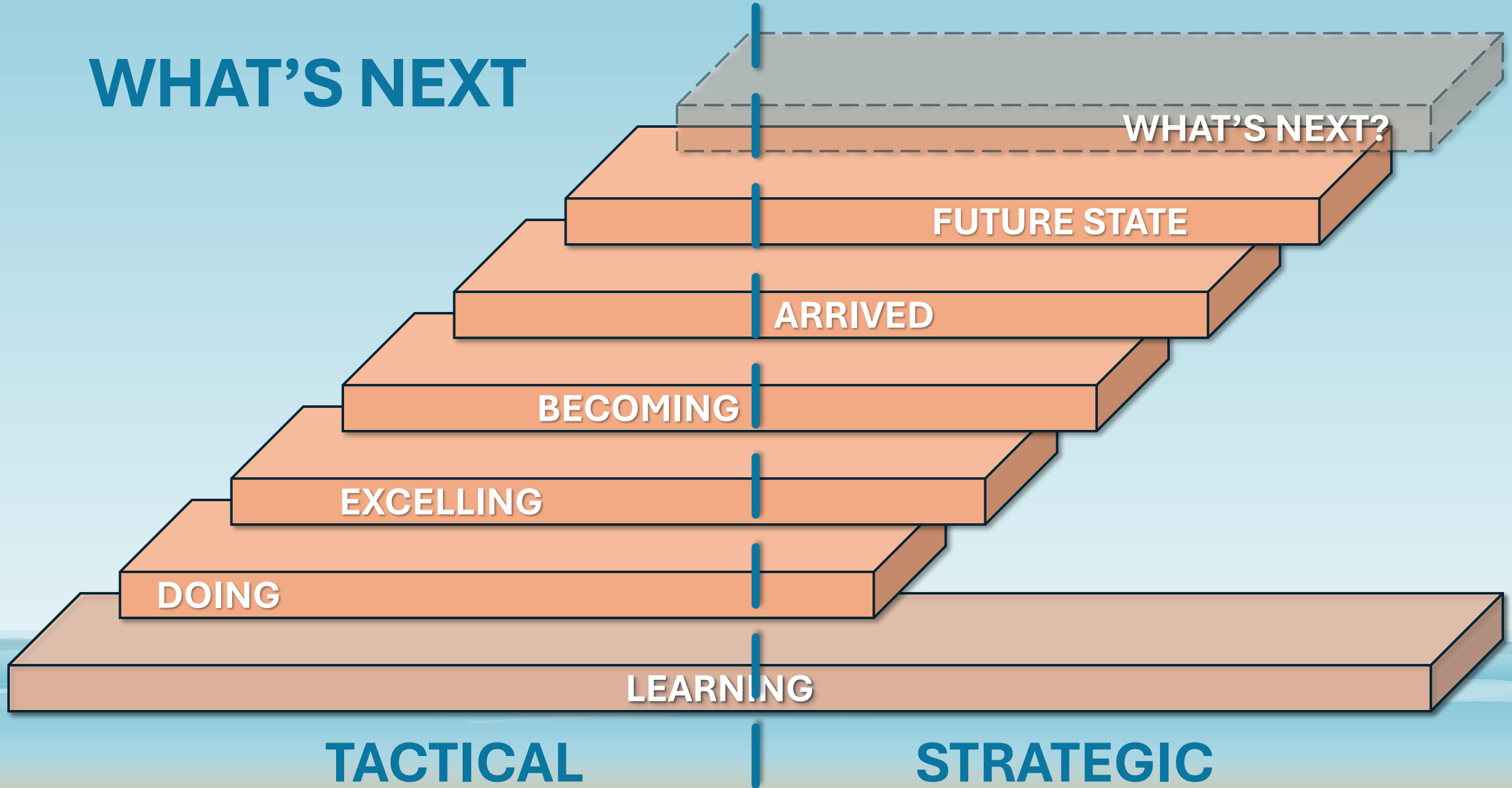


FUTURE STATE (Safe)

- Upskilling
- Immerse, not gradual
- Driving down decision-making
- Growth investment
- You are a creator, not a consumer



WHAT'S NEXT

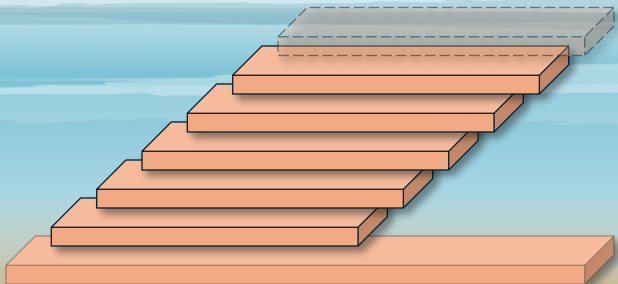


WHAT'S NEXT

Strategic Planning

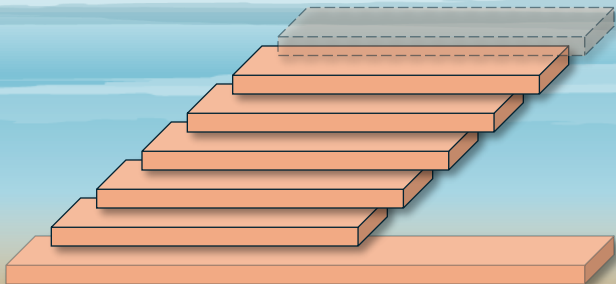
versus

Foresight



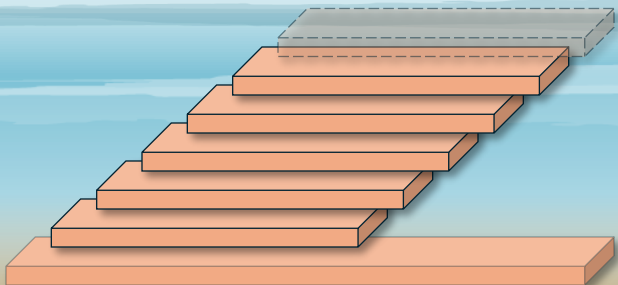
WHAT'S NEXT

- More caution on A.I.
- Dial F for Frankenstein
 - Star Trek, Knight Rider, Person of Interest, The Terminator/SkyNet, Gallium Shape Shifter
- Clarke, Asimov, Kaku and others – what do they have in common (and should you develop it?)



WHAT'S NEXT

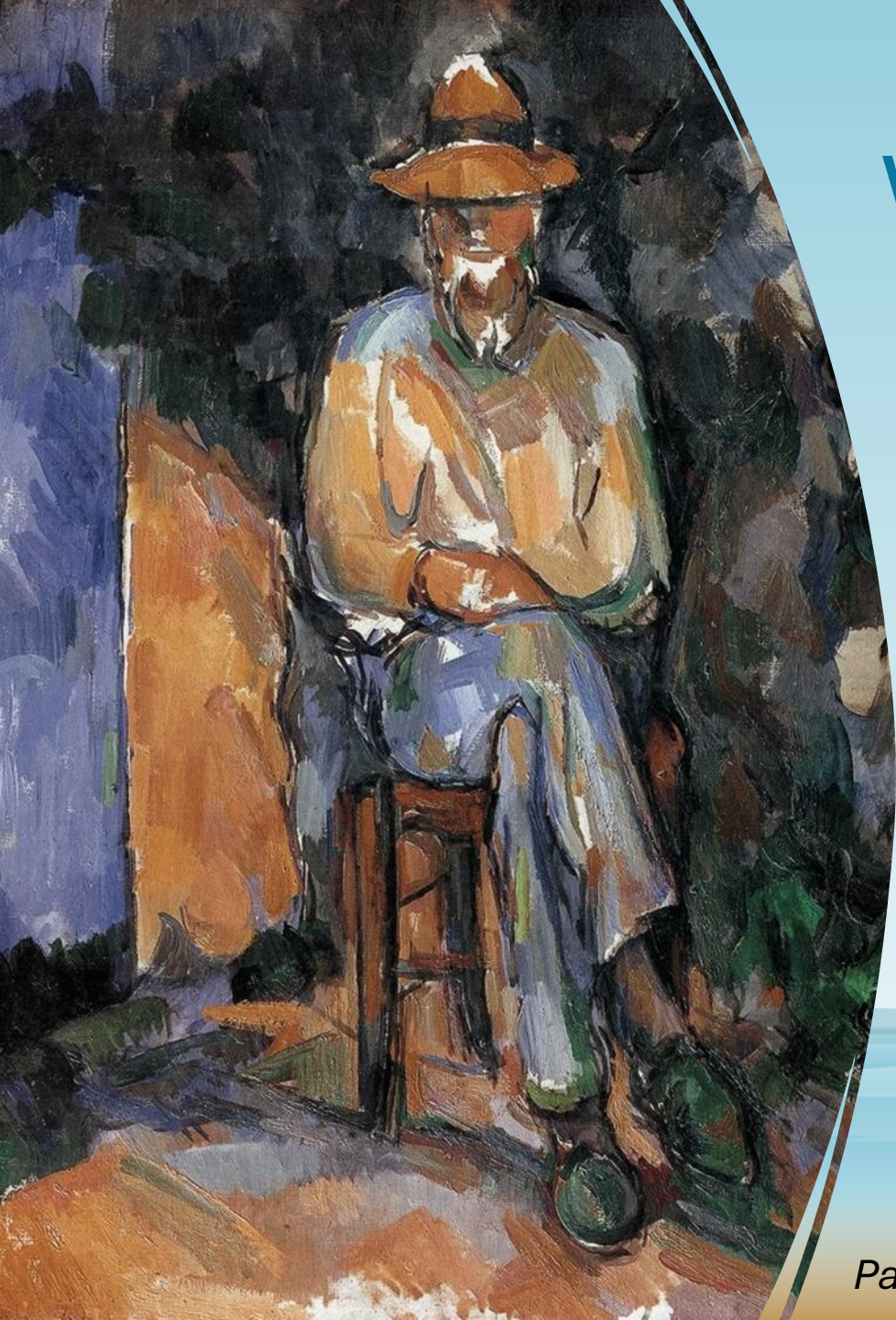
- Will we wait for others to tell us what is, what will be, and what to do?
- Are you capable of defining the future
 - Zero-latency iteration
 - Can you define what future success will look like (Bezos)
- You must be a foresight fortune teller



We End With **FORESIGHT...**

- What is this?
- We've been leading you to this point
- First – many safety people are **“formalists”** – it's OK, but limiting





We End With **FORESIGHT**...

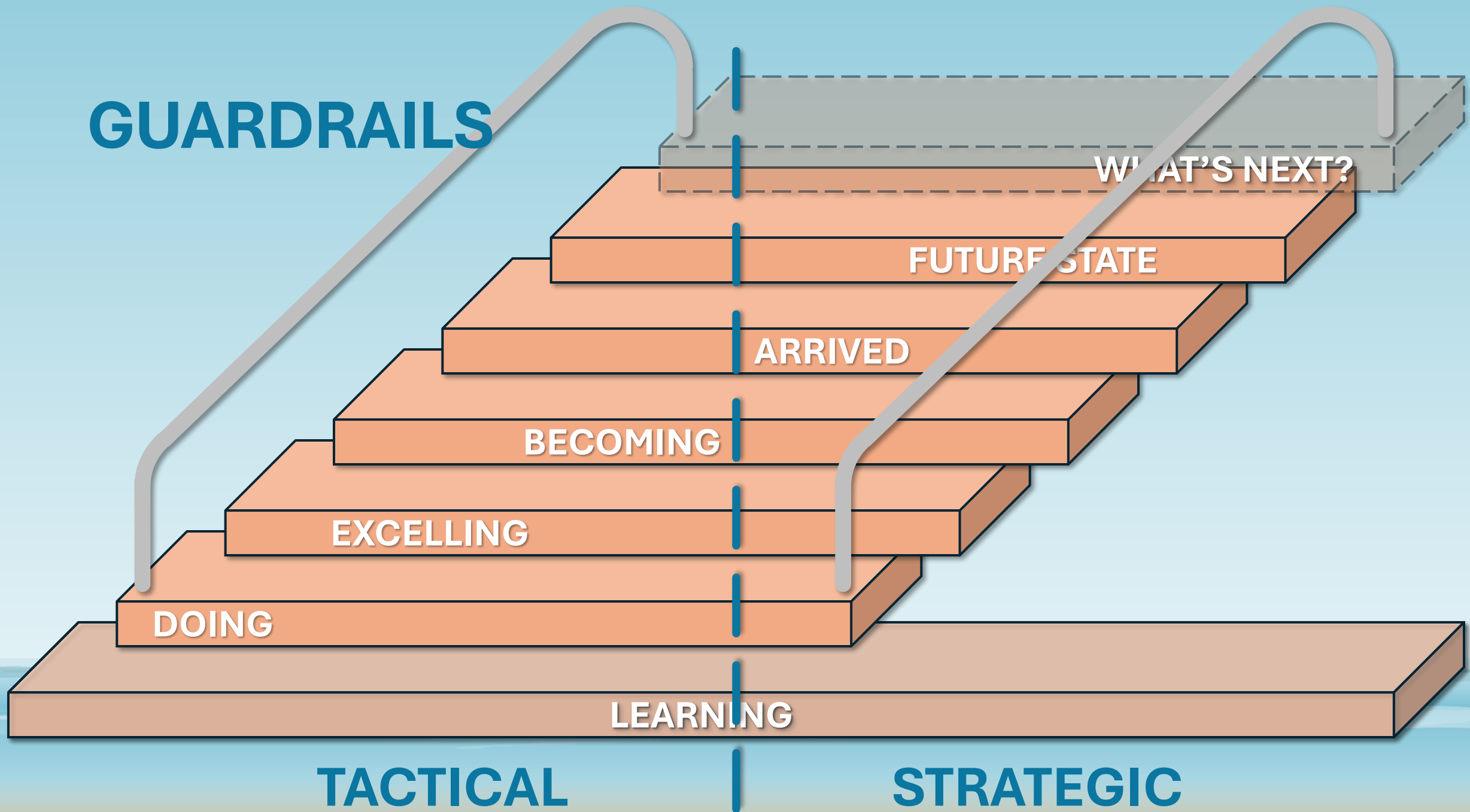
- What is this?
- Formalists may not be leaders, or leaders with foresight

Paul Cezanne, 1906 - Source: Tate

We End With **FORESIGHT...**

- We've been leading you to this point
- First – many safety people are “**formalists**” – it's OK, but limiting
- What is foresight?
 - It is scary
- You are ***transformed*** and enhance ***transformational*** capacity in others

GUARDRAILS



GUARDRAILS

You

- Caution on strategy confusion; strategy informs foresight
- Foresight – the landscape is wide open - there are no guardrails
 - Envision
 - Dream
 - Imagining
 - Futurist – Asimov, Clarke, Suddendorf, et al.
- What you dream might come to life tomorrow, next week, month or year
- Guardrails allow you to flex, but not completely go over the edge – huh?
- Being *transformational* is an organic part of who you are

Suggested Reading

- Suddendorf, Redshaw, and Bulley – ***The Invention of Tomorrow***
- Kissinger, Huttenlocher, and Schmidt – ***The Age of A.I.***
- Tichy and DeVanna – ***The Transformational Leader***