Adventures in safety innovation

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WORKSAFE
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What would you do?

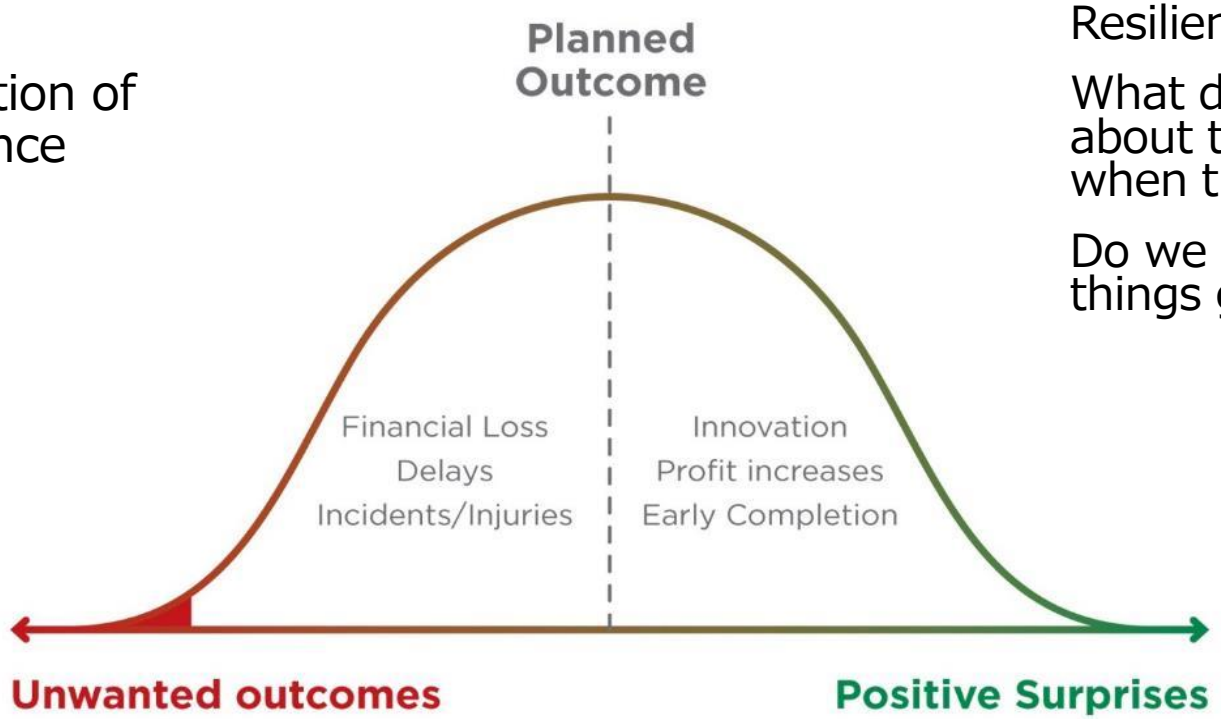
Practices to (re-)invent

- Incident investigation
- Audits
- Risk assessments
- Golden rules
- Safety walks
- Safety culture program
- Safety observations
- Safety performance indicators
- Safety management system
- Health and Safety committees
- Return to work processes
- The way work is done
- Something completely new
- Something else

Perfection

Zero is the goal

Uses a small portion of the total experience base



Capacity

Resilience is the goal

What do we know about the 99,9999% of when things go right?

Do we understand how things go (right)?

ALFA STANDS FOR ASK & LISTEN, FIND OUT AND ACT.

Four modes of social change

	to people	**for people**	**with people**	**by people**
Role of people:	– Subjects	– Consumers	– Co-designers	– Entrepreneurs
Relationship:	– Dependent	– Independent	– Interdependent	– Community
Moral driver:	– Duty	– Rights	– Purpose	– Care
Involvement:	– Obey	– Choose	– Participate	– Instigate
Action:	– Receive	– Demand	– Contribute	– Create
Change agent role:	– Command	– Serve	– Facilitate	– Enable
Success is:	– Downloads	– Shares	– Edits	– Uploads

Yard

Lessons learned

1. Learn by doing
2. Start where the energy is
3. Get a sponsor, not permission
4. Start small and stay close
5. Iterate, iterate, iterate
6. Show, don’t tell

Daily debriefs

End of shift team learning opportunities

- What worked well?
- What was difficult?
- What could have gone better?
- What can we do to improve things?

Lessons learned

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Improving the relationship between people and X

Human-centred innovation

(process, product,
service, system, etc)

Design by

Hierarchy

- External requirements
- Top-down priorities
- By the book
- Linear/Static
- What should be
- Concept

Value

- Demand/need
- Flow
- Pressure
- Interactions
- What is
- Context

What if…

FINDING NEW WAYS TO APPROACH A PRACTICE

How

- Change the method
- Change the focus
- Change the type of information collected
- Change the analysis
- Change the medium
- Change the questions
- Change the purpose
- Change the direction

Who

- Who conducts the process?
- What do participants contribute with?
- Make it interactive
- Make it collaborative
- Make it participative
- Make it transparent

Where/when

- Focused: spread out, ongoing
- On site: removed
- Before: after (timing)
- IRL: Online?
- Room layout

Emergent practices and ideas

- Positive investigations
- Audit the system
- Variability indicators
- Work capacity program
- Worker-lead safe work method statements
- What safety looks like
- Collective insights
- Uncertainty assessments
- Workaround amnesty
- Collaborative drawing risk assessment

Invitations to Safety-as-Possible

Sources of itchiness

Process inefficiencies

- Safety audits
- Risk assessments
- Incident investigations
- Health and safety committees
- Safety observations
- Inductions
- Contractor pre qualifications

Unexpected success

- Success is systemically connected to the work context
  - Where do you have your best performance?
  - When do you have your best performance?
  - Who performs well?

New perspectives

- Theoretical advancements
- Social insights
- Technological breakthroughs

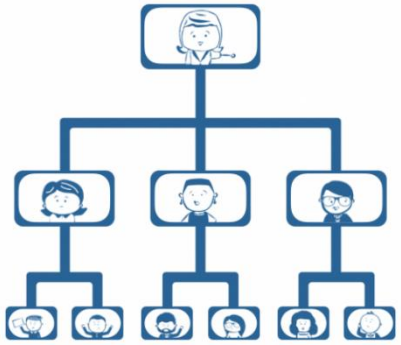
Changing preferences

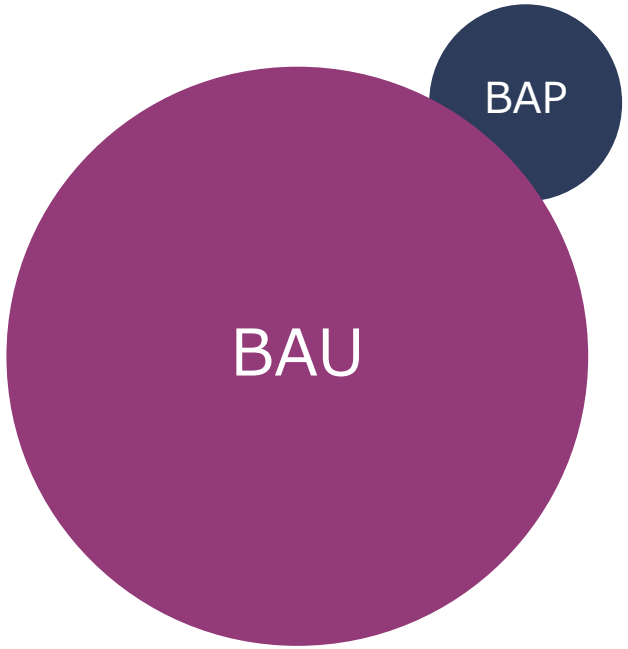
- Constraints
- Preferences
- Collaborations

BAU and Business-as-possible

Business as usual

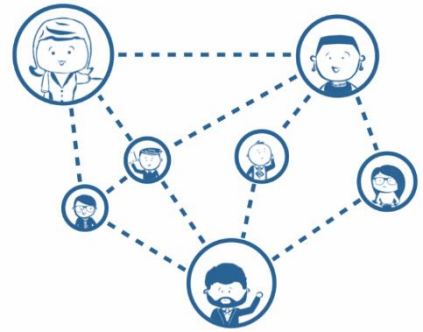
- Standardised
- Well-known cause/effect
- Control/Predictability
- Specify and report





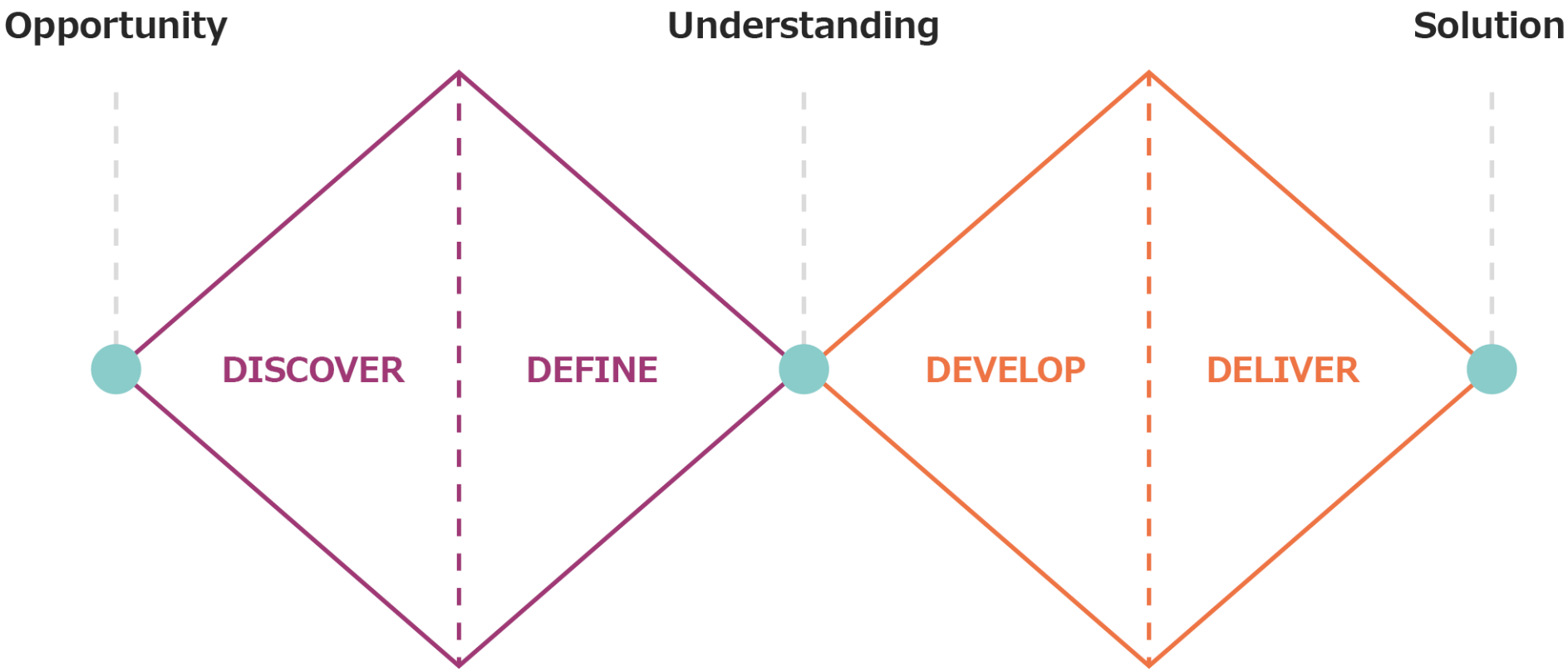
Business as possible

- Different
- Emerging/blurry
- Learning/Discovery
- Sense and respond

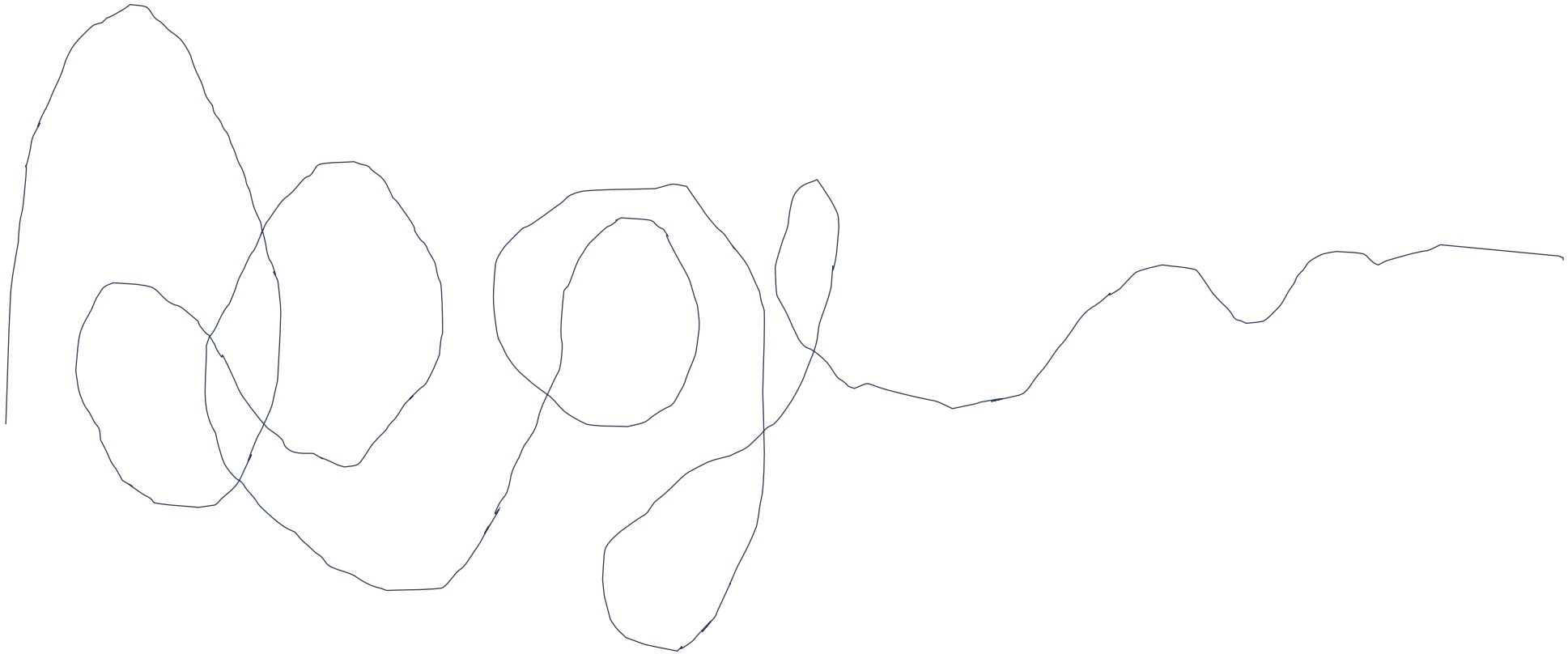


The innovation process

THE DOUBLE DIAMOND OF IDEA DEVELOPMENT



It’s messy and iterative

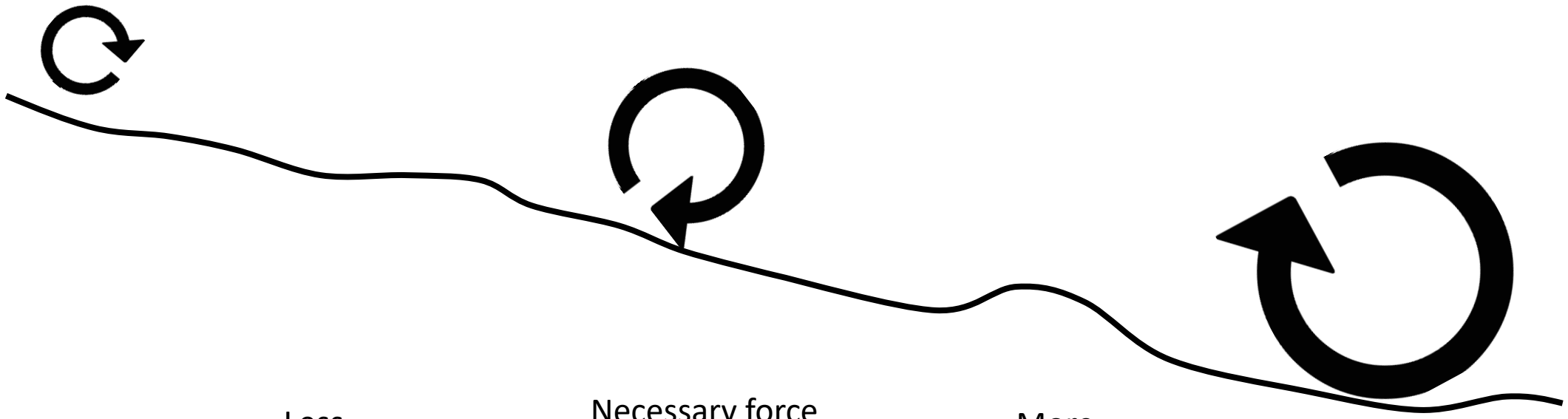


Scaling through snowballing dynamics

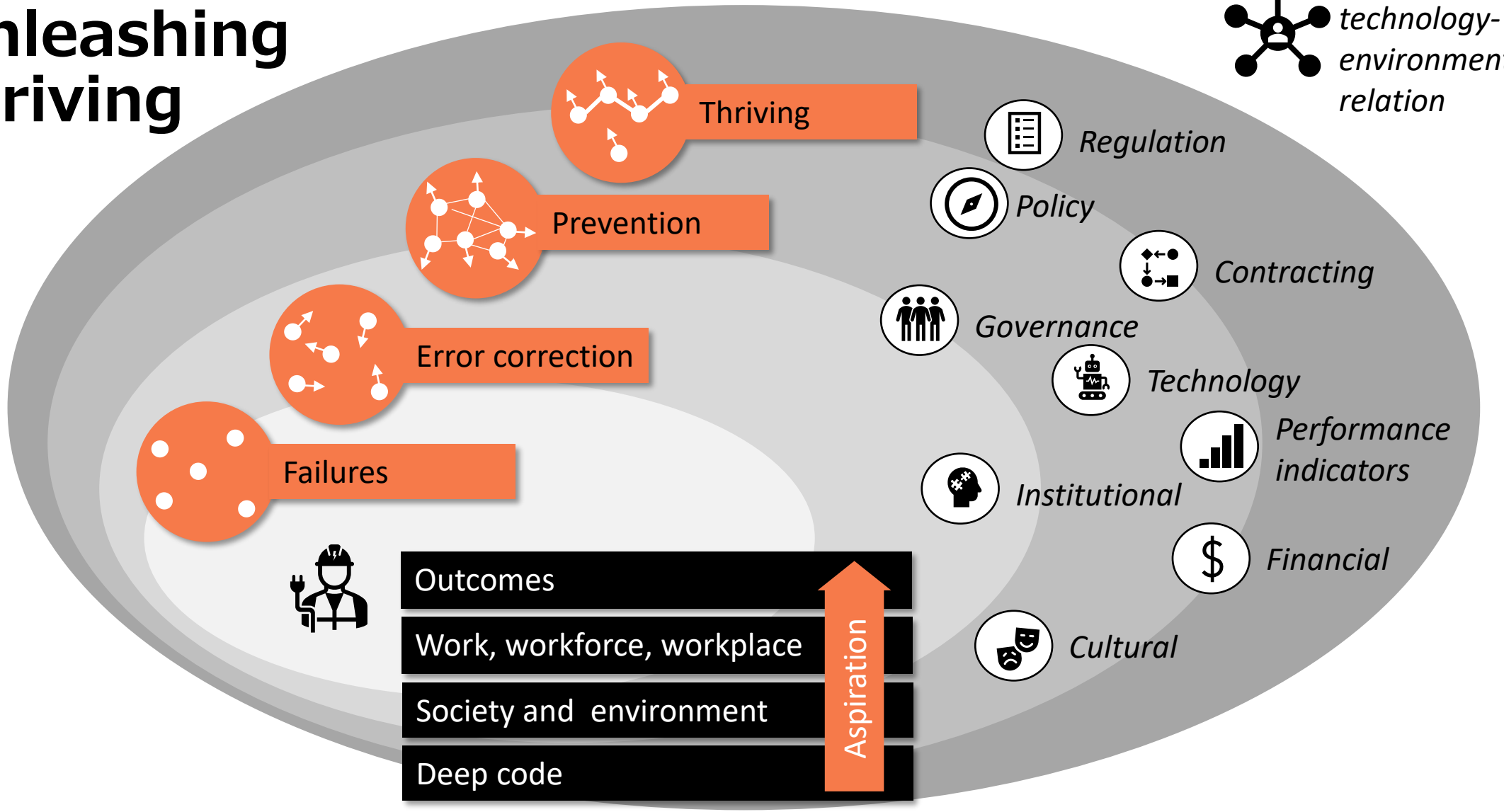
- Prototypes in one place
- Rich small data, local learning and value
- Local politics

- Prototypes in multiple places
- Shared learning and value, early evidence
- Regional politics

- Prototypes in many places
- Convincing evidence
- National politics



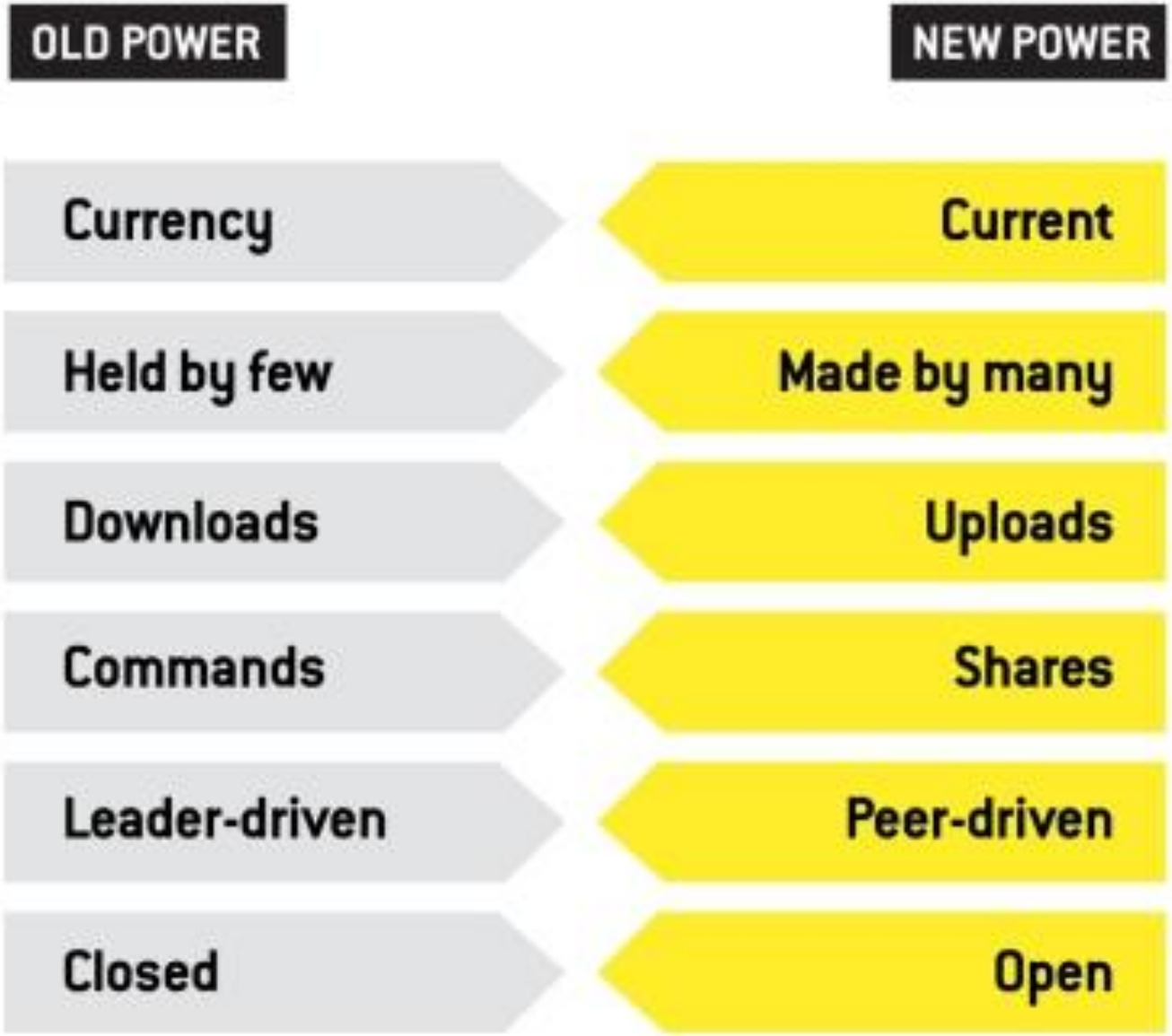
Unleashing thriving



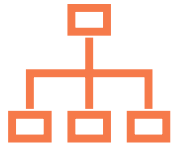
A new human-technology-environment relation

Scale of innovation

Strategic experiments (system acupuncture)

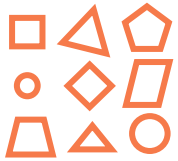

OLD POWER
NEW POWER
Currency
Current
Held by few
Made by many
Downloads
Uploads
Commands
Shares
Leader-driven
Peer-driven
Closed
Open

Traditional innovation



Supply driven (focused on experts' propositions) centrally coordinated and limited

Lots of ideas funneled down to only a few ideas



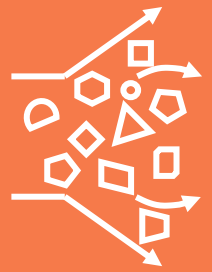
Individual organisations working in competition with each other

Focussing on your idea only

- Risk of building insufficient legitimacy
- Orchestration capacity inherently limited
- Incomplete market coordination

Mission innovation

Demand driven, emergent and open portfolio



A portfolio of ideas can generate a change movement

Organisations working together as a cohort or ecosystem

Thinking about how an idea can connect with others to shift the wider system

How do we facilitate emergence at scale over a longer period, shifting what is considered possible and desirable?

How to start

Innovation as done

- Start small
- Go where you are loved
- Imperfect action over inactive perfectionism
- Embrace the messiness
- Remember, the current system isn’t working either

Getting you home healthy and safe.
That’s what we’re working for.

WORKSAFE
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