

## HOP Visual Resource List

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### Contents

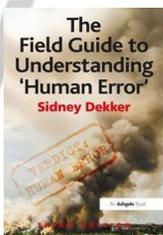
HOP Fundamentals.....	2
HOP Fundamentals Continued .....	3
HOP Leadership Volume 1 .....	4
HOP Leadership Volume 2.....	5
HOP Management Practices.....	6
HOP Intermediate Level .....	7
HOP Intermediate Level Continued.....	8
HOP Advanced Level.....	9
Curiosity and Interest Volume 1 .....	10
Curiosity and Interest Volume 2 .....	11
Curiosity and Interest Volume 3 .....	12
Cause Evaluation and Learning Teams .....	13

## HOP Fundamentals

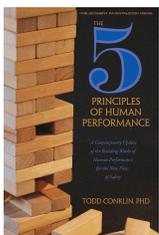
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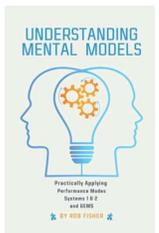
- System, situation and self error recognition and remedies
- Context: Novel, consistent, variable error management
- Biases, stereotypes and conservation of cognitive energy
- Pivoting and adjusting are NOT errors



- Just Culture
- Learn don't blame
- Errors are responses to conditions



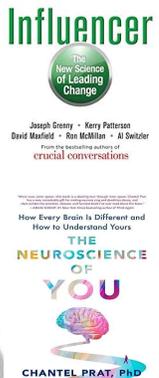
- Principles of Performance
- Questions to ask for insight when evaluating incidents
- Learning from experience



- Three Performance Modes
- Methods and tools for reducing Error and consequences



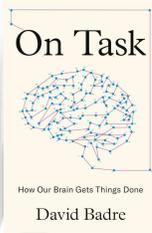
- Motivation and ability
- Study the bright spots
- Six factors leading to high performance



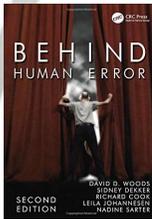
- Understanding your brain and how it differs from others
- Attention, error recognition and prevention

## HOP Fundamentals Continued

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- Cognitive Control: Attention, Inhibition and Memory
- Brain functions and associated errors



- Case studies on error as a symptom not a cause
- Cognitive challenges, blunt and sharp end analogy

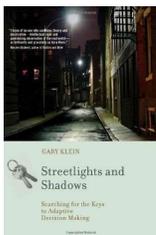
## HOP Leadership Volume 1



- Deeper discussion on HOP Principles, influencing and shaping culture, and creating a culture of learning not blaming



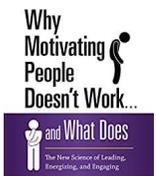
- Assessing Leadership and Management styles given the five different stages of an organization's growth and development
- Decision making and discussion tools for each type of organization: start up, turnaround, sustainable, growth and development



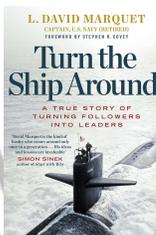
- Ten managerial decision- making myths explained
- Alternatives to traditional management tools to improve performance
- Recognizing and responding to know versus unknown operational conditions



- Lagging versus leading indicators explained
- Error management techniques for predicting, preventing, and safely recovering from errors in work planning and execution

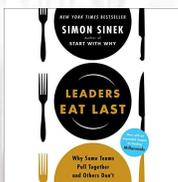


- Improving ability improves motivation while improving motivation does not always improve capacity and capability
- Why incentive and reward programs fail
- What management needs to invest more time and effort in and what managers need to avoid and abandon

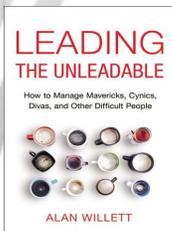


- Followership or Leadership: More Important?
- New view of leadership principles and practices
- The Observer is learning in the observation process not those being observed

## HOP Leadership Volume 2



- Biological insight into selfless and selfish leadership practices
- Leading by example explained
- Best management practices



- Conversation tips for managing issues to reduce the likelihood of conflict
- Setting an example rather than allowing the situation to dictate your response

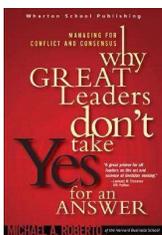
Daniel H. Pink

author of the New York Times bestseller  
*A Whole New Mind*



The Surprising Truth  
About What Motivates Us

- Mastery, autonomy and purpose
- Examples of social and market force incentives explored
- Comparisons of incentives and rewards

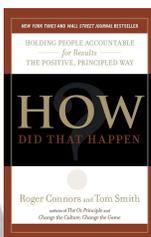


- Leaders unknowingly create cultures of 'no, yes and maybe'
- Using both intuition and analysis to make sound choices
- Historical case studies of leadership successes and failures



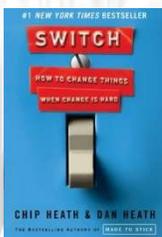
Rey Gonzalez

- Observation and feedback process
- Specific tips and techniques for improving performance by setting clear, executable expectations, reinforcing values, real time conversations in the workplace that improve results

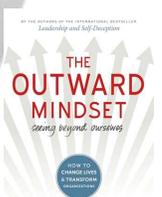


- Blame fixes nothing
- Difference between a 'complyment' culture versus a culture of achievement
- Asking the right questions in the right way, rather than as a prosecutor or a doctor.

## HOP Management Practices



- Proper place for improving motivation, ability or needing to shaping the path
- Innovative techniques for promoting better results
- Challenges to change management



The Arbinger Institute

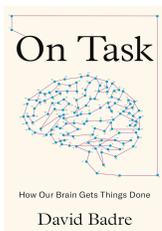
- Mindset dictates behavior
- Behavior gives values a voice
- Change what you believe before you can change what you accomplish



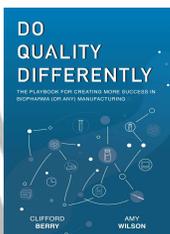
- HOP Practices illustrated, questions to ask following tasks and projects
- Learning from all experiences not just mistakes and failure



- Motivation and ability
- Study the bright spots
- Six levels of focus to improve performance



- Cognitive Control: Attention, Inhibition and Memory
- Brain functions and associated error management techniques

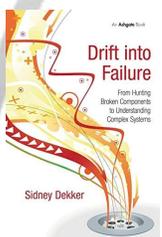


- Examples of Pre-HOP cultural practices in comparison to HOP Principles and Practices
- Applies to all Industries

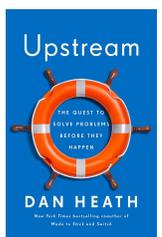
## HOP Intermediate Level



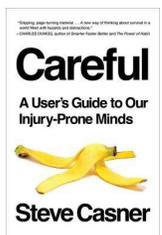
- Definition of critical steps and risk informed actions
- Error management during planning and execution



- Organizational drift defined
- Creating a learning culture
- Error is not a choice



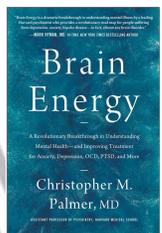
- Upstream problems versus downstream issues
- Specific examples of error management techniques from various operations



- Historical examples from past events
- Human error is a condition not a cause
- Error management mindset



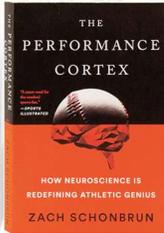
- Cardiologist and commercial pilot provide field examples of error management principles



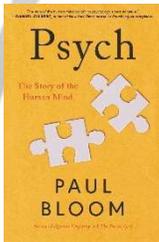
- We are biological not psychological beings first
- Conditions not choices cause most missteps and mistakes
- Error management techniques

## HOP Intermediate Level Continued

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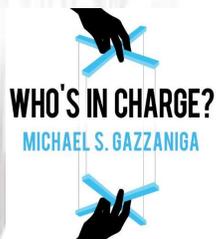
- Performance improvement through neural development, deliberate practice and understanding our limitations and potential



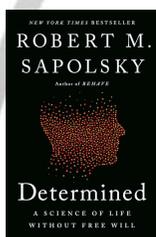
- Fills in what neuroscience does not address: how our individual psyche influences our decisions and actions

## HOP Advanced Level

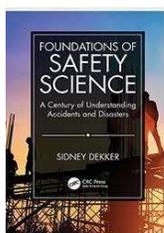
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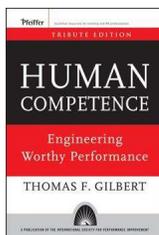
- Cognitive constraints and conditions
- Free will and science
- Accountability and responsibility



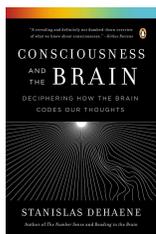
- How 'free' is free will
- Choice or cognitive condition
- Predetermined action and cognitive states based upon genetics, environment and 'luck'



- Safety from 1890 to present day
- Mindsets & methods to improve performance in each decade
- Changing views of error management and risk



- Pioneering book on human-technology interfaces
- Designing the work with the mind in mind
- Understanding the difference between performance and behavior and the influences over each

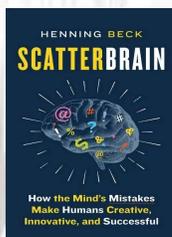


- Chemical and electrical limitations on cognition and consciousness
- Error is in the past not the present
- Brain works in waves, not 'one location, one function'

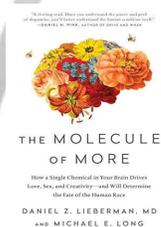


- Affordances, constraints and signals-definitions, examples and limitations
- Fit the equipment and environment to human intuition not the other way around

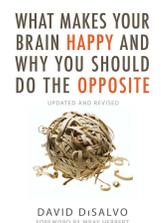
## Curiosity and Interest Volume 1



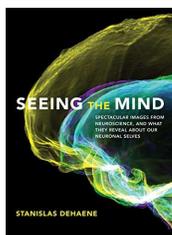
- Attention, curiosity, complacency, working memory and other cognitive conditions explained at the neurological level—humorous insights and examples.



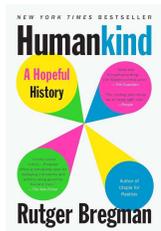
- Role the dopamine neurotransmitter plays in every individual lives and how it affects us as a civilization
- Why liking isn't the same as wanting
- Techniques for assessing risk and managing impulsive and risk averse actions



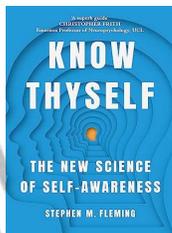
- Why what intuitively feels right is generally wrong, why we neurologically jump to conclusions, and the dangers and sources of self-righteousness and bias



- Most recent imaging of the brain at work, during development
- Limitations and potentials of human cognition
- Brain and mind activity defined by illustrations

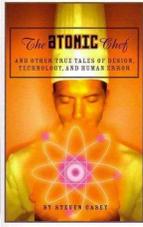


- Exposé on famous human nature experiments that were 'influenced' to deliver a preconceived result...humans are more moral, reliable and trustworthy than these experiments reveal

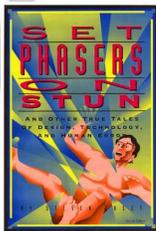


- Self and situational awareness discussed at the neurotransmitter and modulator level
- Why we are asked to do the impossible which makes it impossible to perform
- Techniques for improving cognitive awareness and preparing for inattentive blindness

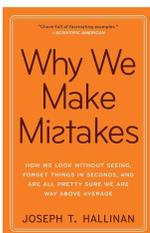
## Curiosity and Interest Volume 2



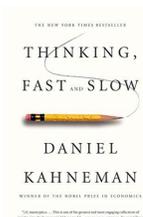
- True, historical case studies on events and operational failures and challenges with a behind the scenes look into the latent conditions and organizational weaknesses



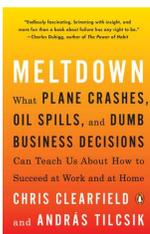
- Continued 'cold case' investigations into contemporary events and failures, with a focus on latent conditions and system weaknesses rather than the obvious 'active error'



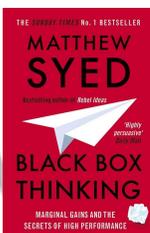
- Cognitive challenges, biases, inattentional blindness and other neurological conditions are explained using case studies and exercises



- Decisions and actions are shaped and influenced by human nature.
- Our nature is to learn slowly so we can act quickly—turning hard work into habits—which leads to lessening cognitive awareness and increasing quicker, though more error prone decisions

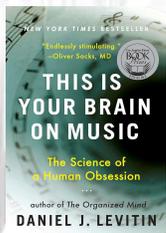


- Various case studies from accidents and near miss reports expertly illustrating the contributing factors that lead to unforeseen consequences and outcomes

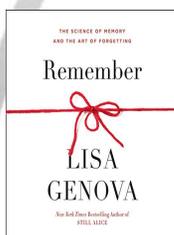


- From plane crashes to stock market crashes, the author provides vivid details explaining the difference between everyday delusions, biased decisions and clear high-performance actions

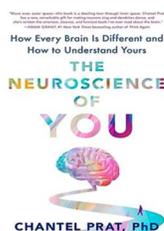
## Curiosity and Interest Volume 3



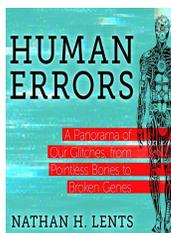
- Music, like all other preferences is not a psychological choice but a biological condition
- Why we like things other people cannot enjoy
- Lessons learned on why error occurs at a biological level



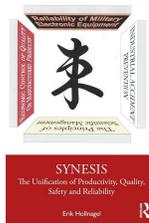
- Brains are 40% more active during sleep
- Over the course of 7- 8 hours the brain has three important jobs: consolidating memories, creating habits, cleaning itself up to reduce dementia and other illnesses



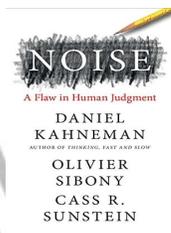
- Understanding your brain and how it differs from others
- Attention, error recognition and prevention
- Exercises to determine your cognitive abilities and conditions



- Uniqueness of human species compared to all other species
- How our disadvantages have led to our greatest advantages
- We operate by one rule: conservation of energy to be as efficient as possible

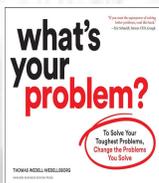


- Historical review of various efforts to improve productivity, safety, quality and reliability over past 100 years
- How to reduce fragmentation and improve integration of all these efforts into project and work planning and execution

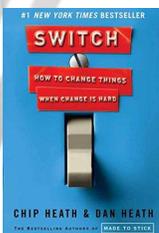


- Decisions audits and observations explained
- Decision making techniques to reduce errors in the boardroom not just the field or shop
- Examples of leadership successes and failures

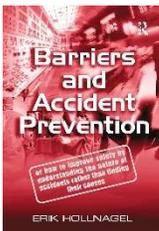
## Cause Evaluation and Learning Teams



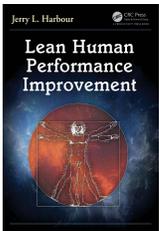
- Identify the real issue
- Understand the conditions
- Develop a workable problem statement
- Various tools explained



- Information, motivation and ability issues
- Shaping the path with constraints, controls and choices
- Industry best practices for prevention and corrective actions



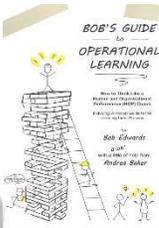
- Human error as a starting point not stopping point in evaluation
- Barriers and layers of protection



- Basic HOP Principles and analysis practices
- Industry examples of Lean and HPI integration
- HEART Analysis and other models (human error and reduction techniques)



- Corrective action effectiveness
- Best practices in conducting evaluations



- Principles of learning teams
- Case studies illustrating learning team process and results
- Facilitator's guide for learning teams