

**Mindful Organizing –
Change Strategies and
Interventions**



proHRO

**First European
proHRO Conference**

15th and 16th of November, 2011 / The Hague

Agenda

1. Welcome!
2. Quick introduction round: your name and position
3. Kathleen Sutcliffe: challenges of Reliability Seeking
4. Joerg Arnold and Annette Gebauer
Challenges at ThyssenKrupp
5. Bert Slagmolen: strategies for change

Kathleen Sutcliffe: Challenges of Reliability Seeking

- Creating shared references
- Developing heedful relations
- Practicing *As If* in the here and now
- Sharing an informed culture

Joerg Arnold: How to create a reliability seeking culture?

Safety at ThyssenKrupp: reduce number of accidents and casualties

Safety challenges at ThyssenKrupp:

- **Many rules and regulations** but missing guiding principles that help to act in unexpected situations
- **Guidelines** for a safety approach are **needed**
- **Expertise** within ThyssenKrupp too **decentralized**, knowledge and experiences have to be better integrated
- **Safety** is often **seen as a time and cost intensive issue**, not as a driver of a high performing organization
- Commitment and responsibility of **Top Managers is needed**, visible to everyone
- Existing **conflicting interests** (e.g. efficiency based cost cuttings vs. proactive investments in reliability, zero failure policy vs. openness towards failures to learn)
- Reliability issues and practices still **not part of daily routines**
- Reliability **not yet a shared and maintained value**
- More internal expertise and credibility of safety experts needed to become independent from external experts



Thinking on your feet: Discuss with your neighbour! (5 min)

What would you do if you were in Jörg shoes?

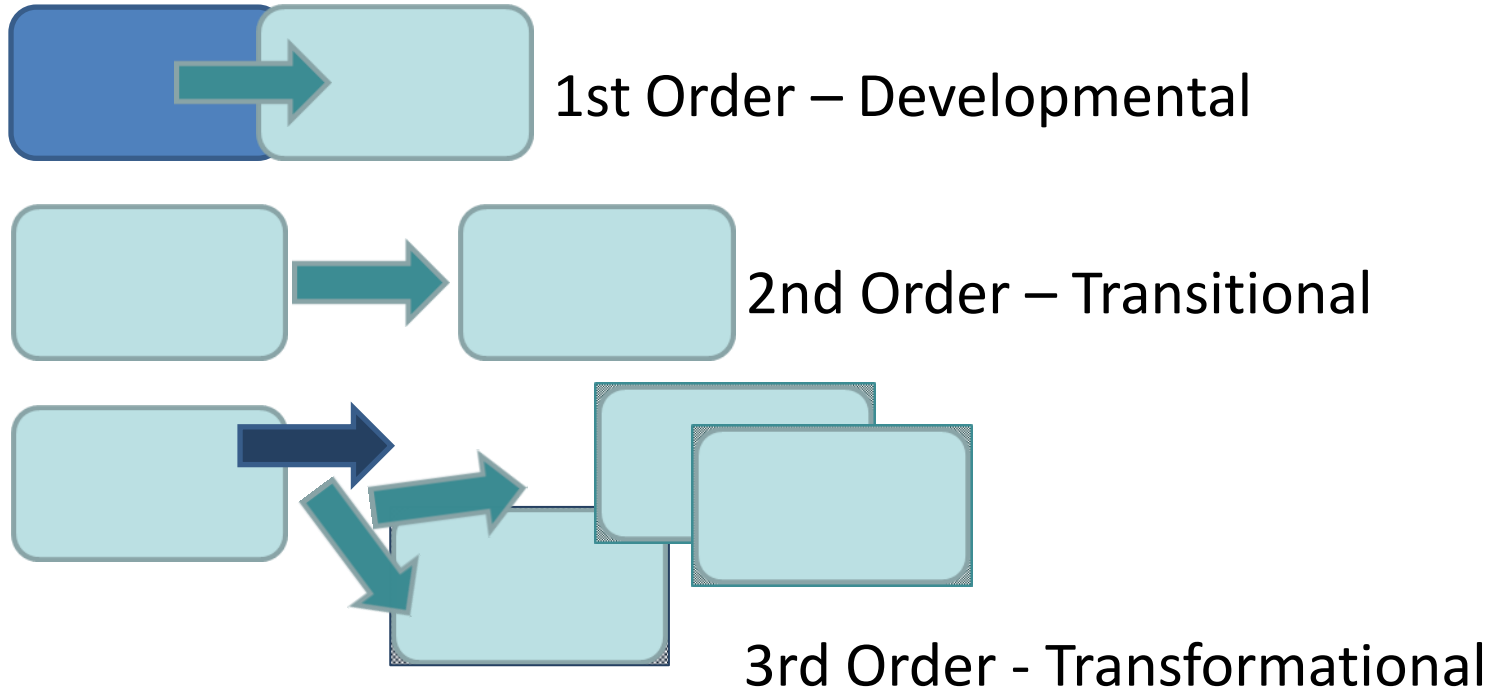
- What would be smart and effective interventions to help ThyssenKrupp becoming a high performance seeking organizations?
- How can interventions themselves reflect principles of High Reliability Organizing?

Practical examples of HRO programs

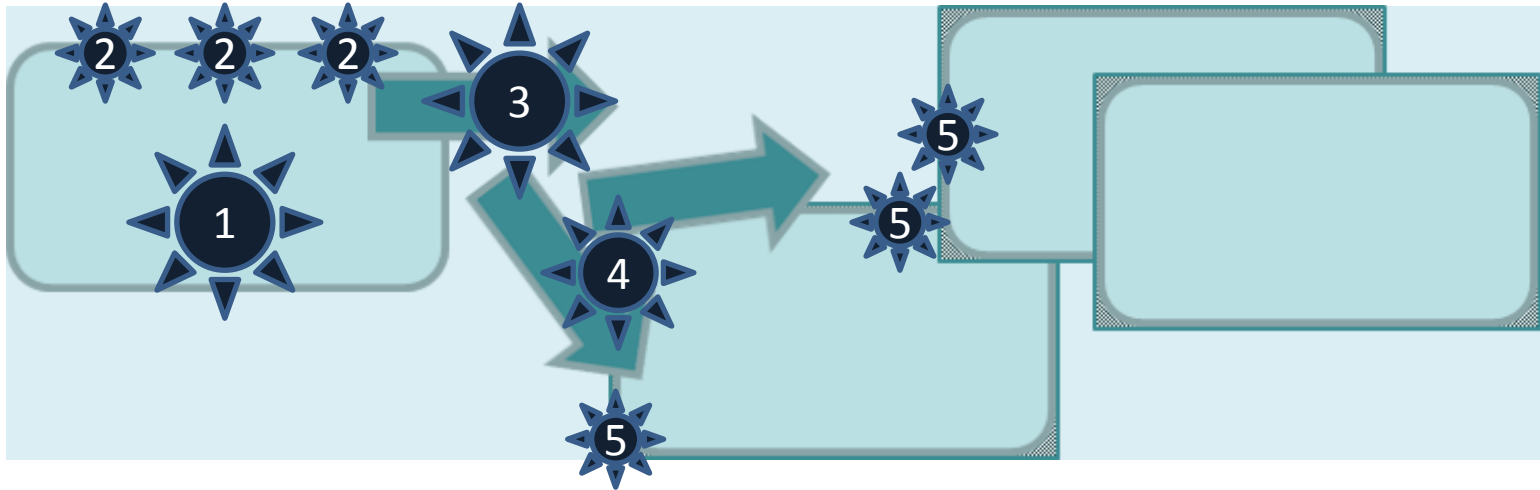
OCCR	Railroad traffic control (4.000 empl) Focus: Higher reliability in services
Thyssen Krupp	Steel, projects and services (195.000) Higher performance of businesses
SABIC	Basic Chemical Industries (30.000) Higher level of EHS
Amsterdam	Local government organization (6.000) Higher performance of maintenance
Schiphol	Amsterdam Airport (2.500) Development HRO programs
ProRail	Infrastructure projects (different sizes) Multiactor team performance



Change Strategies



Intervention strategies - STARS



1. Shock: Evaluation of shocking Incident
2. Top Learning: Discovery by Management
3. Assessment Based: conditions & team building
4. Real time learning: coaching and training in here & now
5. Slow Learning: Portfolio of pilots and experiments