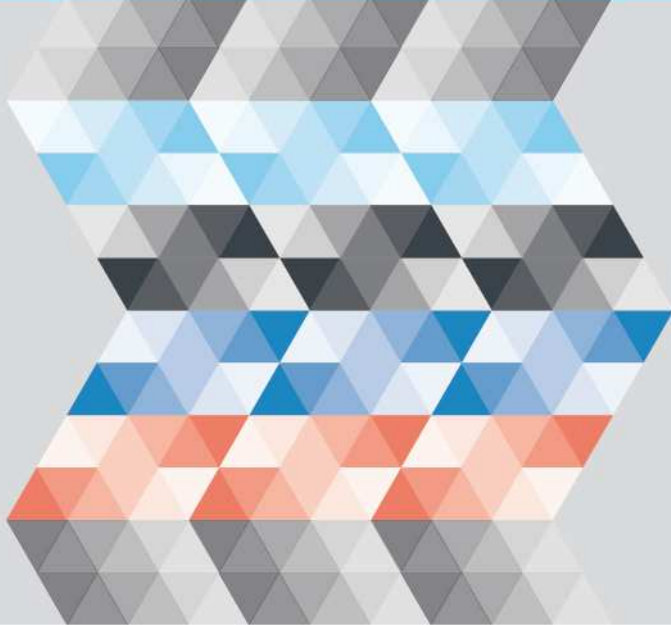




ADVISAPE
MANAGING RISKS
TOGETHER





HOW TO STRENGTHEN RESILIENT OPERATIONS?

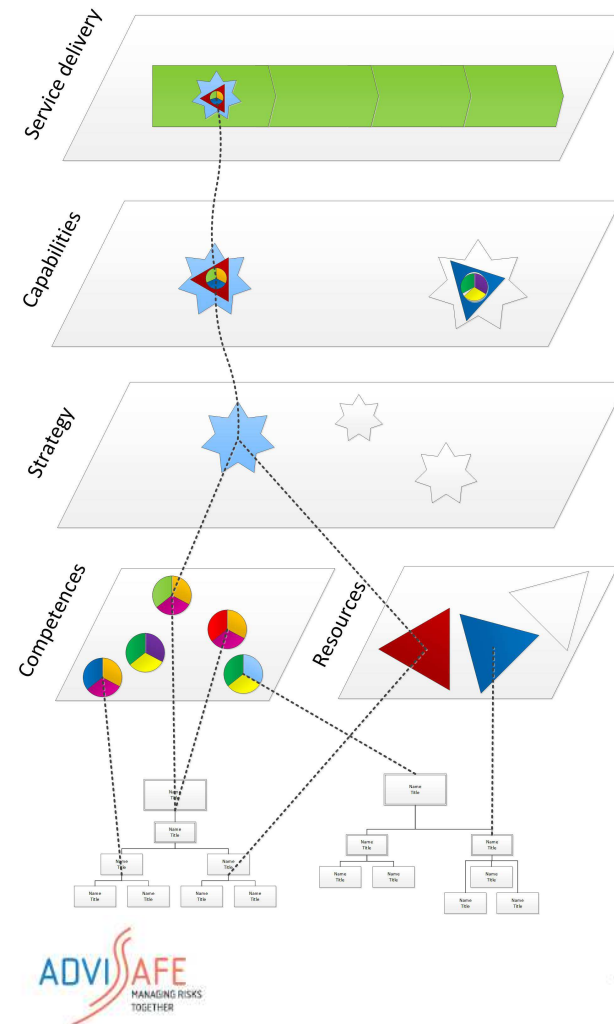
TORC FINAL WORKSHOP

Johan van der Vorm AdviSafe Risk Management

1st December 2016

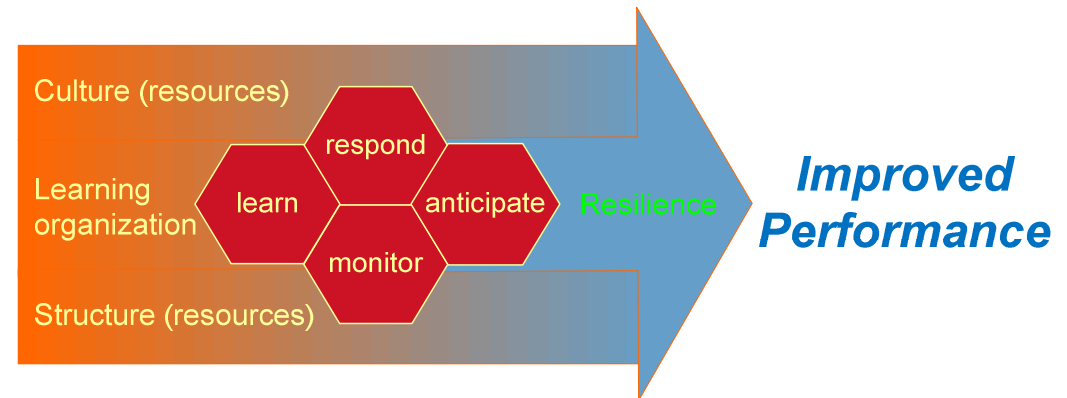
Operations: manage capabilities

- Performance variability
- Dynamic
- Networked
- Activities nested in system levels
- Continuous developing
- Organic
- People at work



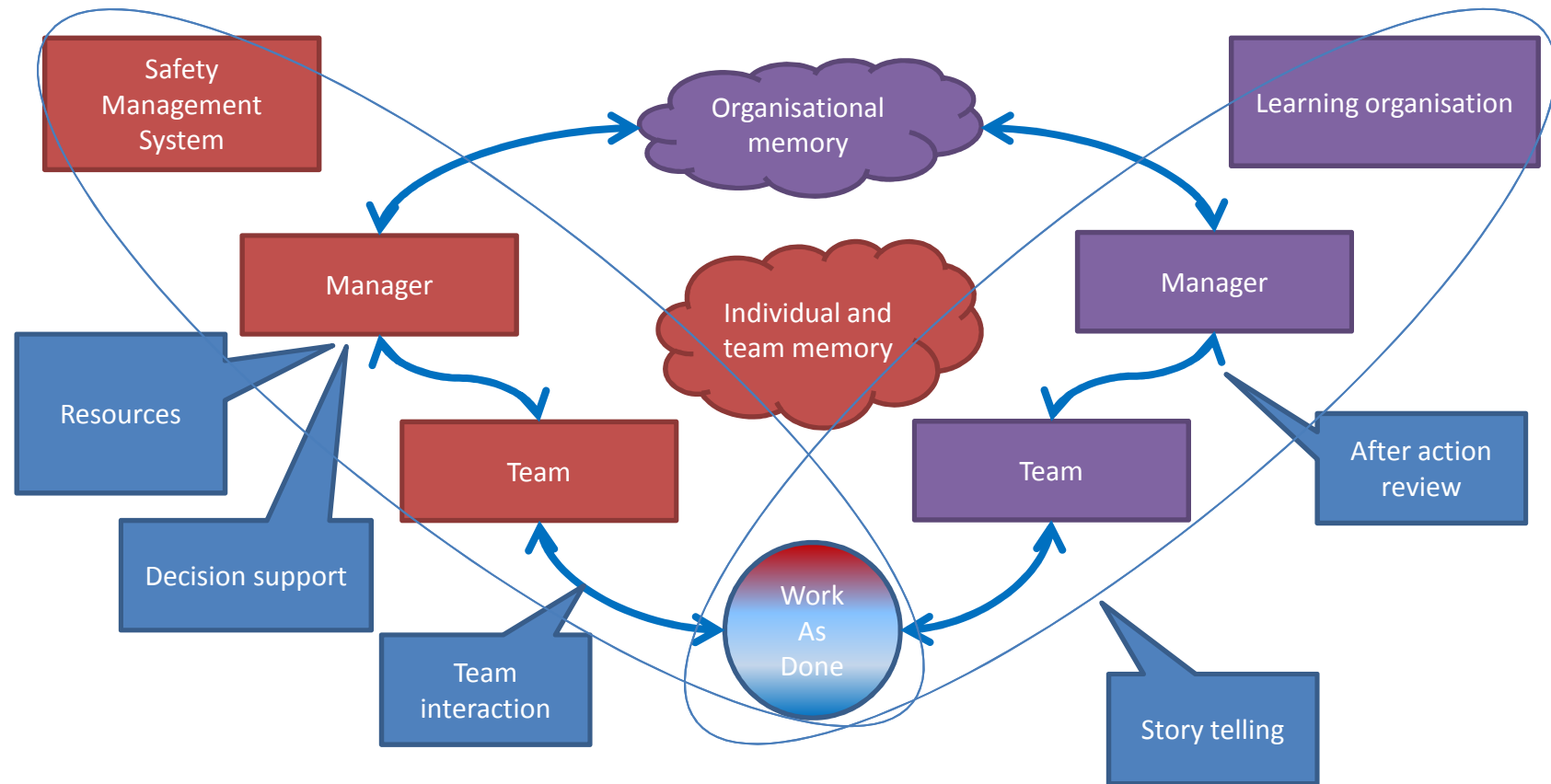
Resilience in operations: a doing

- Be mindful
- Anticipate
- Respond
- Monitor
- Adapt/Learn
- Strengthen resilience capabilities
- Change to high performance



Results in cyclic dynamics in,after,in action

- Anticipate
- Respond
- Monitor
- Adapt/Learn



Manage work process

Plan for team back-up

Manage priorities

Seek to understand

Support reflective processes

Plan and monitor work execution and prepare to respond to deviations.

Have a plan available to back up resources.

Organize to allow for changing priorities.

Encourage a process to continuously and collaboratively make sense of the situation.

Facilitate that changes in risk level are noticed.

Plan work and equip the organization to deal with surprises and respond adequately to emerging situations which require deviation from the normal plan.

Prepare for the availability of back-up resources to be involved when existing resources in the organisation have been exhausted.

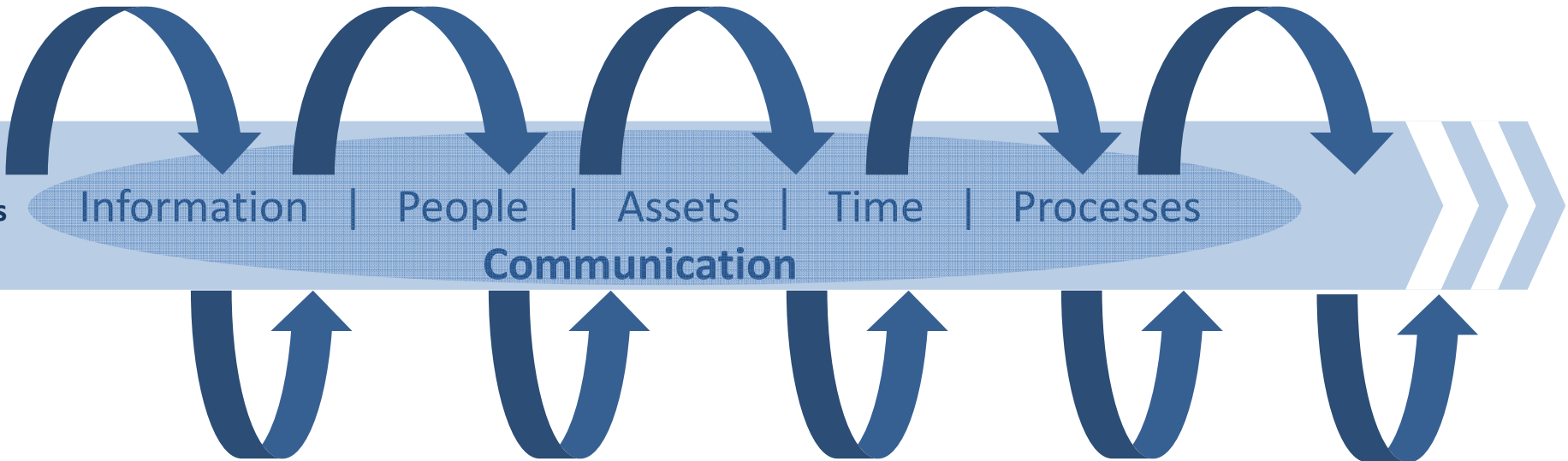
Be prepared to accommodate capacity from other tasks as necessary for the situation.

Facilitate a process of communicating, testing, updating, tailoring, and repairing to continually monitor the mutual understanding of an emerging situation from an overall view.

Organize for changes in the level of risk and signs of brittleness in system and teamwork to be monitored and acted upon when situations develop.



Operation Resources



Information | People | Assets | Time | Processes
Communication

S1. Adapt work process

S2. Add human resources

S3. Prioritize

S4. Understand what you see

S5. Seek active reflection on developments



Adapted from Dianka Zuiderwijk

Organize for Resilience
How the organization can prepare for resilience

Prepare for resource gaps

Anticipate situations when people and their capacities are lost.

Build buffering capacity and reconfigurable teams which can be split into smaller units as needed; cross-train team members to fulfil different roles and train all teams in the whole process.

Prepare for knowledge gaps

Organize for a support base ready to support the frontlines.

Cultivate a varied organization support base with different backgrounds, experiences, perspectives, paradigms and competencies; Develop multi-skilled workers.

Facilitate Learning

Encourage collaborative individual, team and organizational learning.

Train routine and first response to any unexpected situation
Facilitate learning from negative and positive unexpected situations
Have safety cases and simulations to prepare for an operation.

Responsibility-authority match

Accommodate clear lines of decision-making and information availability.

Encourage shared decision making across interdependent groups to enrich final decisions about unexpected situations.

Cultivate one-team culture

Facilitate decision-making in a harmonized culture based on shared norms and values.

Advocate unambiguous and workable norms and values throughout the organization, bottom-up and top-down.

Resources

Improved performance

Resilience Strategies:

How the operation can act resiliently

S6. Reallocate resources

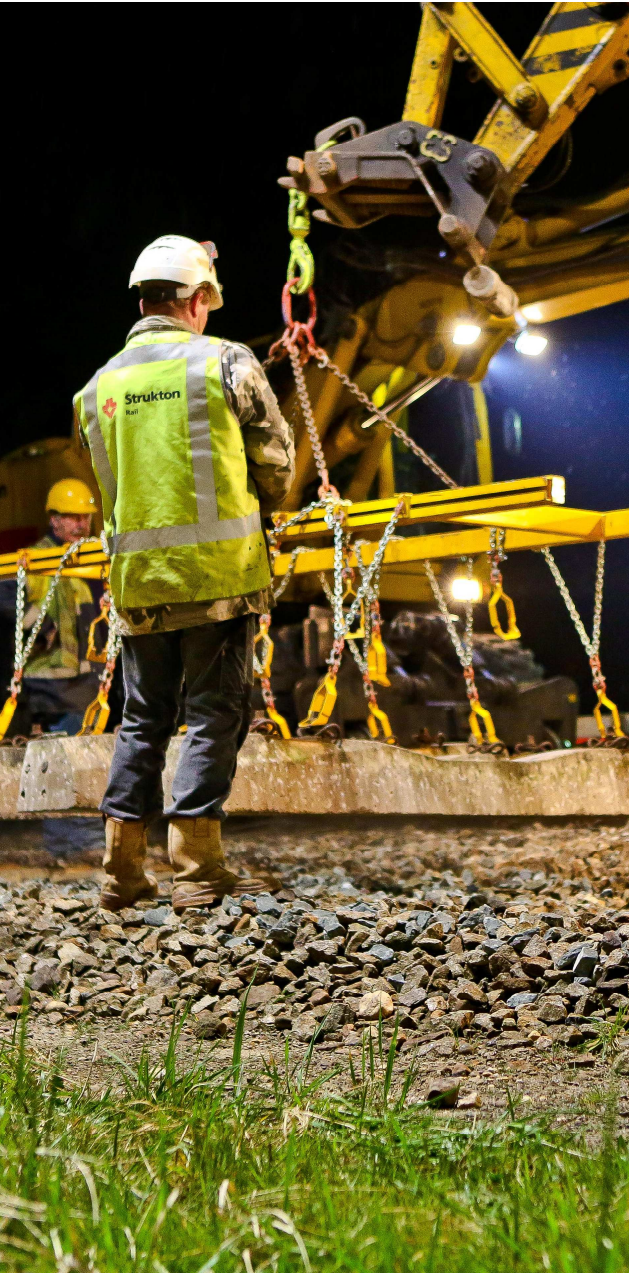
S7. Seek different viewpoints

S8. Share learning

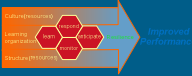
S9. Appoint team and information lead

S10. Create liaison for decision support





Roads ahead



Review safety policy

From zero accident to Safety 2 vision
Balance stability with flexibility
Dynamic risk management

Adapt rule management

Rules not the solution only
Goal oriented rules
Short escalation procedure

Develop fair safety culture

Openness to make tacit knowledge explicit
Trust to discuss dilemma's
Pro active attitude

Competence management

Reward what goes good

Provide back up

Strategies
Resources
Orchestrated cooperation



Develop resources



Continuous LMRA

Mind-set on alertness and anticipation
Organize after action reviews

Individual and team competences

Deploy talent and craftsmanship
Empower field staff
Strengthen team resilience

Reflect

Story telling
After action reviews
Peer review

Shared values and norms

Leadership
Diverse team roles
From calculative to proactive safety culture

Simulation critical events

Ex ante: Upcoming project demands
Ex post: Barrier management



Enact resilience strategy



Time out

Organize time for “4 eyes”

Internalize
decision making
process

Repeat key message of TORC

Networked
cooperation

Organize work by networked relations
e.g. contractor chains/networks

Program TORC

Develop TORC training strategy

Implement
resilient
strategy

Embed operational resilience as business
asset

DISCUSSION

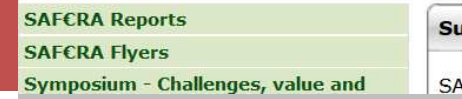
How to strengthen resilient operations?



BREAK

REA7SYM

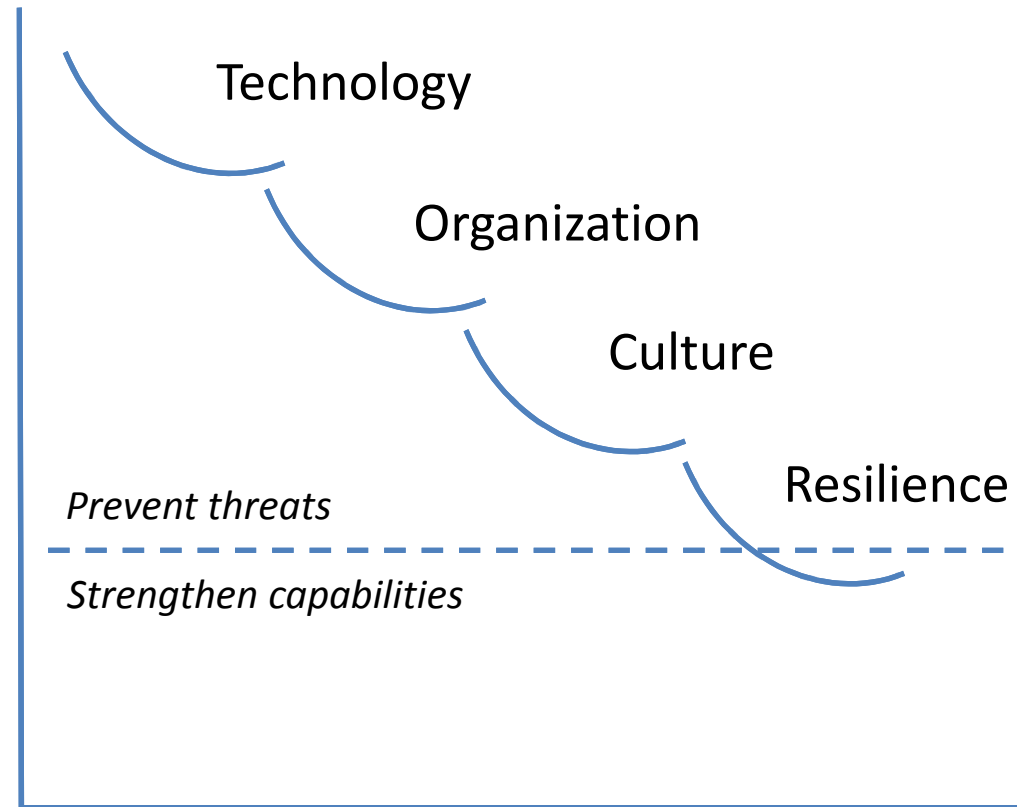
Your event



NVVK congres

DISCUSSION

Safety and beyond?



IMAGINE

You are director of
the best resilience
organization in
your branch....

- Image
- Wishes
- Activity you like to see
- What do you want to leave
- What do you want to introduce
- Interactions
- People at work
- Resources you need





Sources:

- SAF€RA: Fostering resilience through changing realities, introduction to operational resilience capabilities
- SAF€RA: TORC Reports

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