HOW TO STRENGTHEN RESILIENT OPERATIONS?

TORC FINAL WORKSHOP
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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
Plan and monitor work execution and prepare to respond to deviations.

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

Have a plan available to back up resources.

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

Organize to allow for changing priorities.

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

Encourage a process to continuously and collaboratively make sense of 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.

Facilitate that changes in risk level are noticed.

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.

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.

Facilitate Decision-Making
- 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

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

Improved performance
Roads ahead

- Review safety policy
- Adapt rule management
- Develop fair safety culture
- Competence management
- Provide back up

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

Rules not the solution only
Goal oriented rules
Short escalation procedure

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

Reward what goes good

Strategies
Resources
Orchestrated cooperation
Develop resources

- Continuous LMRA
- Individual and team competences
- Reflect
- Shared values and norms
- Simulation critical events

- Mind-set on alertness and anticipation
  Organize after action reviews
- Deploy talent and craftsmanship
  Empower field staff
  Strengthen team resilience
- Story telling
  After action reviews
  Peer review
- Leadership
  Diverse team roles
  From calculative to proactive safety culture
- Ex ante: Upcoming project demands
  Ex post: Barrier management
Enact resilience strategy

- Time out
- Internalize decision making process
- Networked cooperation
- Program TORC
- Implement resilient strategy
- Organize time for “4 eyes”
- Repeat key message of TORC
- Organize work by networked relations e.g. contractor chains/networks
- Develop TORC training strategy
- Embed operational resilience as business asset
DISCUSSION
How to strengthen resilient operations?
DISCUSSION
Safety and beyond?

Prevent threats
Strengthen capabilities

Technology
Organization
Culture
Resilience
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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