

Five Principles of Human & Organizational Performance



WHAT IS Human & Organizational Performance (HOP)?

HOP is a philosophy or mindset often used in occupational safety and health. It's sometimes also called the "new view" and is associated with and similar to other schools of "new safety," including safety differently, safety II, and resilience engineering.

At its foundations, HOP starts with the recognition that humans are prone to make errors and so safety professionals shouldn't focus on eliminating human error (it's impossible) but rather on learning from them and reducing the negative consequences that result from errors.

HOP is often associated with Dr. Todd Conklin, who played a large role in its development, although certainly others played a role and practiced HOP.

Additionally, HOP has roots in the nuclear power industry (and specifically with the Institute for Nuclear Power Operations, or INPO) and even in the organizational performance improvement philosophy known as HPI and associated with the International Society for Performance Improvement (ISPI) and HPI practitioners like Geary Rummler.

WHAT ARE The Five Principles of HOP?

The five principles of HOP, as articulated by Dr. Todd Conklin, are listed below. Note that with each principle, we've included a link to a podcast episode in which Dr. Conklin discusses that principle.



1 Human Error Is Normal

In his podcast series, Dr. Conklin says "error is so normal it's not even interesting and it's never causal." He goes on to suggest that error happens all the time and it's not causal because it doesn't always lead to failure.

Listen to Dr. Conklin discuss this principle at his podcast channel: <https://bit.ly/CHOPP1>

2 Blame Fixes Nothing

In his podcast series, Dr. Conklin explains that blaming a worker for making an error may feel good, and you may even think you've fixed something, but in reality you've fixed nothing and the latent conditions in the system that contributed to the incident are still there, waiting to be triggered again. Blaming people stops us from learning about and fixing the problem(s).

Listen to Dr. Conklin discuss this principle at his podcast channel: <https://bit.ly/CHOPP2>

3 Learning Is Vital

In his podcast series, Dr. Conklin says learning is the most powerful tool a safety professional has. He claims that "learning is a very important component of creating system reliability." The goal, he explains, is to avoid operational upsets "by understanding the reasons events occur and applying the lessons learned from past events." Additionally, he says that if we get better at creating feedback loops in our organizations, we'll learn more.

Listen to Dr. Conklin discuss this principle at his podcast channel: <https://bit.ly/CHOPP3>



4 Context Drives Behavior

In his podcast series, Dr. Conklin says that "individual behavior is a function of the organization's systems, processes, culture, and complexity." He claims the behavior and choices of a worker are influenced constantly and powerfully by the context of the workplace. Conklin says "context is a powerful force" and suggests that workers are agents within a larger system and their context drives many of the choices they make.

Listen to Dr. Conklin discuss this principle at his podcast channel: <https://bit.ly/CHOPP4>

5 How Management Responds to Failure Matters

In his podcast series, Dr. Conklin says "how leaders respond to failure tells your workforce EVERYTHING." Responding negatively will lead to hidden data and it will hinder operational learning. Responding positively increases awareness and provides an opportunity for learning.

Listen to Dr. Conklin discuss this principle at his podcast channel: <https://bit.ly/CHOPP5>

You MESSED UP!!! :(

- OR -

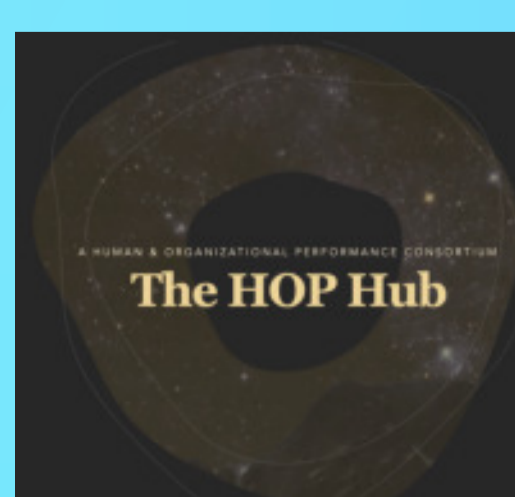
It's OK. :)

WHERE to Learn More about HOP



Since this infographic is about the 5 Principles of HOP, we recommend you begin with Todd Conklin's book *The Five Principles of Human Performance: A Contemporary Update of Human Performance for the New View of Safety*.

Additionally, check out the HOPHub website Dr. Conklin helps to manage and his Pre-Accident Investigation podcast series.



5 PRINCIPLES OF HOP

With Dr. TODD CONKLIN

<https://bit.ly/C5PHOPVS>

You might also enjoy our recorded discussion with Dr. Conklin, in which he:

- Explains the origins of HOP
- Discusses each of the five principles
- Suggests three simple steps for implementing HOP
- Gives a recommended reading list for "new safety"



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