Prevention vs. Blame

Increase accountability while developing a problem solving culture

Introductory Webinar

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Root Cause Analysis

Symptom of the problem.
"The Weed"
Above the surface
(obvious)

The underlying part.
"The Root" - a system
Below the surface
(not obvious)

The word root, in root cause analysis, refers to what’s beneath the surface, not a type of cause.

One vs. Many
Problem: What’s the objective?
Focus on the organization’s overall GOALS

Blame (people will think about it the next time)
– Find out who did it
– Punish the person
– Problem solved

Prevention
Find out why the problem happened. Take specific action to prevent it from occurring.

Message: If you make a mistake, make sure no one finds out about it.

Message: If we find a mistake, let’s identify what needs to be changed in the work process.

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Task not performed as defined (deviation)

• Unintentional
  Inadvertent omission (forgot, overlooked, didn’t know)

• Intentional
  Intended Negative Results (malicious)  
  Blame, Prosecute

  Intended Positive Results (had a “better” way)
  Goes well - Will never know about it
  Goes poorly - Investigation is conducted
  Process
Cause Mapping – The Concept

All the Cause Maps are accurate. They’re just at different levels of detail.

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Getting the Details

An investigation needs specific detail

The person involved in the incident needs to be involved in the investigation – the problem, the analysis and the solutions. *That person* knows the details of what they did and what they were thinking.

That information provides valuable insight for an organization. It helps address not just *that person* and *that incident*, but potentially many different people performing the same or similar tasks.

One thorough investigation can reveal systemic and cultural issues within an organization.

Make it easier for people to provide details
Process Map (used during the investigation)
A visual representation of the steps in a process.

Basic Level
Start a Process Map at a basic level

Intermediate Level

Detail Level
People closest to the work are the only ones who know this level of detail

Process Maps don’t replace procedures, checklists or training.
Increasing Accountability

Accountability and Blame are not the same

Responsibility
Explanation
Ownership

Accuse,
Confront,
Find Fault,
Point Fingers

Clearly defined work processes
- Establish expectations
- Refined by people closest to the work
- Owned by the people who perform the task
- Connects people to the overall goals

Lacking clearly defined steps
- Undermines, redirects accountability
- Not my fault - It’s someone else’s fault

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Prevention vs. Blame

Drive-thru Example

- **Fries not in bag at destination**
- **Fries not placed in bag**
  - **AND**
  - **Bag not checked before leaving**

Blame:
- **?**
- **?**

Process Breakdowns:
- Restaurant’s Bag Filling Process
- Customer’s Checking the Bag Process

Accountability

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What’s the goal of your organization?

<table>
<thead>
<tr>
<th>Blame</th>
<th>Right-Answer Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Looks for <strong>“one cause”</strong>&lt;br&gt;(Usually a Person or Group)</td>
<td></td>
</tr>
<tr>
<td>“Who did it?”</td>
<td></td>
</tr>
<tr>
<td>Focuses on “Who”</td>
<td></td>
</tr>
<tr>
<td>Ignores the Process</td>
<td></td>
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<tr>
<td>Root Cause “Did Not Follow Procedure”</td>
<td></td>
</tr>
<tr>
<td>Not my fault&lt;br&gt;Nothing I can do&lt;br&gt;One cause&lt;br&gt;Limited, narrow</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Prevention</th>
<th>Systems Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Looks for <strong>causes</strong>&lt;br&gt;(Find the Best Solutions)</td>
<td></td>
</tr>
<tr>
<td>“Why did it happen?”</td>
<td></td>
</tr>
<tr>
<td>Focuses on Causes &amp; Solutions</td>
<td></td>
</tr>
<tr>
<td>Manages by Process</td>
<td></td>
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<tr>
<td>“Why didn’t we follow the procedure?”</td>
<td></td>
</tr>
<tr>
<td>I take responsibility&lt;br&gt;I can prevent this&lt;br&gt;Many causes&lt;br&gt;Options, ideas</td>
<td></td>
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Conclusion

• The objective is meeting your organizations goals, not blaming people.

• People in your organization have the details about why particular tasks go well or don’t go well (they’re a resource).

• A process perspective raises accountability and improves the way people communicate details of what they know.
Root Cause Analysis Resources

• Attend a Public Workshop
  Cause Mapping I  Concepts, Steps, Practice
  Cause Mapping II  Facilitation and Documentation Skills

• Host a Workshop at your company
  Focused on your company’s specific problems and processes.
  Improve the problem solving skills of your people.

• Facilitation & Coaching
  Have us thoroughly dissect a problem in your business, on-site or remotely.

• Detailed & Customized Webinars
  Detailed steps, tips and examples.