

# How to Implement Human and Organizational Performance (HOP)

*Presented in partnership with Bird Construction (Presenter: Nidal Naaman)*

**Human and Organizational Performance (HOP):** An overarching operational philosophy rooted in how humans behave in their environment and how a leader can influence the system in which they operate.

The five principles of HOP:

1. **Error is normal.** You can't eliminate error, so how do we frame the environment for success? Build a system to make the right things easy and the hard things wrong.
2. **Blame fixes nothing.** We have two choices: blame and punish or learn and grow. Create a culture where correcting behaviour is expected by everyone, is celebrated, and is communicated in a positive framework.
3. **Learning is deliberate.** Learn to fix the system/the environment. Create an environment conducive to learning and recognize that workers have the solutions and are not the problem.
4. **Context influences behaviour.** The environment (system) that our people work in will drive outcomes. Understand why people do what they do at the time that they do it. A bad system will beat a good person every time.
5. **How leaders respond to failure matters.** A leader's response sets the tone. If the framework is learning, the team is more likely to share; otherwise, you'll never hear bad news. The narrative that needs to exist is what failed versus who failed.

**Takeaways:**

Questions to ask:

- Do we understand WHY a worker did what they did?
- Why did they think it was the right thing to do?
- How did we help the worker?

Remember:

- Be hard on the system, not the people.
- People do the best they can with what they have.
- Make it easy to do the right thing and hard to do the wrong thing.

Questions to ask site leaders and teams:

- What could kill you today? What hazards did you talk about today?
  - What is the most important thing protecting you today?
  - Will that continue to protect you if you make a mistake?
  - What is in place to protect people, even when a mistake is made?
  - What could make this control less effective?
  - How did we confirm these controls work?
- Did everything discussed in the plan make sense?
- What do we ask you to do that is stupid?
- If you wanted to get hurt today, how would you do it?