

MiRISC™ WORKSHOP



MOTIVATING &
INFLUENCING
RISK
INTELLIGENCE &
SAFETY
CAPABILITY
CONVERSATION
CULTURE

Program



THE CENTRE FOR LEADERSHIP
AND LEARNING IN RISK

CONTACT

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1. Introduction

MiRISC stands for a program about: Motivation and Influencing and Risk Intelligence with an emphasis on Safety Capability, Conversations and Culture. MiRISC is about the way social arrangements affect human judgment and decision making and what to do about it. The MiRISC Program is really about how we walk and talk with others about risk on site and the skills required to do so effectively. Human Dimensions have been delivering the MiRISC Program for over 15 years with some of the largest companies and organisations in Australia.

The MiRISC workshop looks at the way perception, motivation, readiness, scaffolding, process recognition, sensemaking and mindfulness all condition thinking and decisions about risk. The workshop has a focus on five key questions, these are:

1. How good is your risk intelligence?
2. What is your risk iCue™?
3. Do you know what to look for and listen for as cues in risk?
4. Do you know what to listen and look for as absent in organisations and cultures when thinking about risk?
5. How do you walk and talk on site about risk and safety?

Participants leave the training knowing that too much confidence is placed in 'common sense', systems, legislation, regulation and self-perception. In the MiRISC focus the conversationalist becomes a change agent, challenging orthodox notions of understanding and managing risk which tend to generate 'tick and flick', flooding, limited ownership and simplistic solutions.

The Program generates a new awareness about risk and humans which accepts the importance of informal, low key supportive and non-punishing engagement of others in conducting conversations with skill in a non-defensive approach.

The foundation of this program is based in the Social Psychology of Risk, founded by Dr Robert Long.

2. Rationale

The logic of the program is explained in the following sequence:

1. Human perception is not reliable.
2. Humans are 'hard wired' with limited perceptive abilities.
3. People most often work on the basis of assumption and intuition (gut knowledge) in their work, sometimes human communication is not delivered effectively.
4. Human perception is further limited by external factors such as distractions, delay, time pressures, misdirection, sub-cultural rules, groupthink, heuristics etc.
5. Human perception is also limited by ignorance and **overconfidence**, particularly ignorance about heuristics and how people make decisions unconsciously.
6. Risk trade offs and by-products are often made through mis-prioritization, self-imposed **rushing** and various human biases.
7. Most orthodox tools to understand and manage risk (pre-starts, toolbox, checklists, SWMS, Step Backs, JSEAs etc) are valuable but in themselves do not effectively assess psychological or cultural factors in

the workplace. Most assessment of risk only focuses on primary (physical) not secondary (psychological) and tertiary (cultural) risks. The key to understanding these three dimensions of risk is to think of: **'Workspace', 'Headspace' and 'Groupspace'**TM (Figure 1).

8. Excessive systems and tools often create new sub-cultures and blind spots in perception through cultural dynamics such as **'tick and flick'** and **'flooding'** (cognitive overload), driving workers back to simplistic myths about preparedness. Traditional thinking tools to help assess risk often commence with the best intentions but through human insecurity often end out becoming 'ends' in themselves and we become **desensitized** to them.
9. Informal walks and talks (conversations) are useful for understanding and 'speaking into' 'Workspace', 'Headspace' and 'Groupspace'. Skilled observations and conversation help uncover **assumptions**, beliefs and values at work. If undertaken with positivity (not with punitive intent), they can save lives and change culture.
10. The development and practice of effective observation and conversation requires on-going skill development and mindset change (**sensemaking**).



Figure 1. Workspace, Headspace, Groupspace

3. Expected Outcomes

By the conclusion of this program participants will:

1. Have an increased awareness of the limitations of orthodox tools, 'risk cosmetics' and human perceptions.
2. Understand the need for connecting with 'workspace', 'headspace' and 'groupspace'.
3. Learn how to be better observer and converse about risk.
4. Develop introductory skills in observation and conversation implementation.
5. Be motivated in 'ownership' for risk, including an increased awareness of how talk matters.
6. Develop improved attitudes and values towards informal walks and talks.
7. Begin to use Human Dymensions tools.

4. Program Outline

Session	Focus/Activity	Outcome
1	Why conduct focus on safety culture? An introduction to a counter-intuitive approach to OHS.	Review safety vision, take the next step in exploring the human aspects of safety.
2	The nature of perceptions, assumptions, distractions, interruptions and the "hard wired" aspects of human decision making.	Introduction to the way perceptions, assumptions, confidence in "common sense" are problematic.
3	Understanding and managing human difference. Introduction to human difference and its part in strengthening team perception.	Provide insight into how personalities are different and play a part in assessing risk, hazards and safety. Linking human complexity to key skills in safety observation.
Break		
4	Perception, behaviour and layers of observation. Introduction to primary, secondary and tertiary hazards and risks.	Need to "look after your mate" and address "hidden" layers of risk. Key reasons why SObs are critical.
5	Safety observation tools. When and how to use observation tools.	Review Safety Observation tools.
Break		
6	How to conduct an effective Safety Conversation. Initiating and managing an effective safety conversation using appropriate risk and hazard tools.	Learning stages and skills of engagement in developing an effective safety conversation and observation.
7	Video micro-training workshop. Practicing and developing skills in conducting effective safety conversations. Feedback, review and further skills development.	Development of workshop scenarios for practice. Use of digital video in small groups to enact skills, review and develop greater capacity to make effective safety observations
8	Live demonstration and showcase of micro training scenarios: Drawing it together, next steps and setting goals.	Demonstrations. Conclusion and review of skills learned, commitment to application in the workplace.

5. Orthodox Tools and Human Dymensions Tools

Orthodox thinking tools in managing risk, are a sound foundation on which to build processes for understanding and managing risk.

Orthodox thinking tools in risk, hazard, security and safety management are often enshrined with religious-like fear and vigilance. This creates a focus on the tool, not the purpose of the tool. This produces 'tick and flick', skepticism, cynicism and the focus on the tool as an end in itself.

The pattern of desensitization of orthodox thinking tools requires a rebalancing and reframing of risk on the importance of informal approaches to learning and thinking.

Most orthodox tools and standards to manage risk (eg. AS/NZS 4801, AS/NZS 31000:2009) are not designed to tackle psychological (HeadSpace) and cultural (GroupSpace) hazards and risks. This does not mean that traditional tools are ineffective but it does mean they are limited in design.

If people use orthodox thinking tools as a 'tick and flick' exercise or if humans are 'flooded' by cognitive overload of process then, orthodox tools in themselves become very limited in their effectiveness.

Human Dymensions thinking tools complement orthodox thinking tools and enhance risk intelligence, iCue™ and consciousness. These tools (see Figure 2) helps observers focus on three layers of perception and how to 'walk the walk' and 'talk the talk'.



HUMAN DYMENSIONS CONVERSATION iCUE

- 1. EXPOSURE AND PROTECTION**
What is active?
- 2. DESENSITIZED TO RISK?**
Homeostasis, Barriers
- 3. CROSSCHECK**
Missed something? Anomalies
- 4. PERCEPTION**
Distraction, Misdirection, Change, Turbulence
- 5. RUSHING**
Speed, Pace and Step Out
- 6. FLOODING**
Tick and Flick
- 7. ASSUMPTIONS**
Unpredictability – Uncertainty
- 8. NO COMMON SENSE**
Sensemaking – Imagine Possibilities
- 9. OVERCONFIDENCE**
Entertain Doubt
- 10. AUTOPILOT**
Repetition and habit



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Figure 2. Human Dymensions iCue Conversation Tool

6. Links to AS/NZS 31000:2009 and HB 327:2010

The ISO standard AS/NZS 31000:2009 and HB 327:2010 form the backbone for this Program. HB327 emphasises the importance of addressing social-psychological and cultural factors in risk management. This corresponds with the subjective nature of the Act and Regulation about bringing risk to As Low As Reasonable Practicable (ALARP) and of acting with Due Diligence. This workshop assists in Due Diligence and responsibilities under the Regulation and Standard by complementing obligations with social psychological skills.

7. Understanding Perception

Understanding human perception is a foundation of the MiRISC Program. Our perceptions are like filters before our eyes, they are the mechanism with which we view things. Our perception filters are influenced by range of factors including but not limited to: experience, intuition, emotional blind spots, psychological biases and cultural environment. The way we 'make sense' of our perceptions is neither neutral nor reliable because they are interpreted through the filters we apply to those perceptions. This is called 'attribution', a risk may

be present but a human determines its value (intensity) according to their own perceptions.

Look at the graphics below and see if you can make sense of the objects. Some people can see it quickly, others can't, this is because the way we perceive things is not held in common. The more we are able to communicate with others at work, make decisions with a collection of perceptions, then the more reliable will be our judgements and decisions.



8. The MiRISC Risk Maturity Matrix

The Human Dymensions MiRISC Maturity Matrix™ (Figure 3.) graphically represents the challenge of extending beyond a systems only approach to understanding and managing risk.

The matrix graphically represents the steps required to step above the limits of a systems-only approach to understanding and managing risk.

The names in the steps indicate programs delivered by Human Dymensions that can help organisations and individuals in their journey to risk and safety maturity. The MiRISC Program is pictured in the steps as the WALK-TALK step. MiRISC is the opening Program to lift from calculative to proactive action.

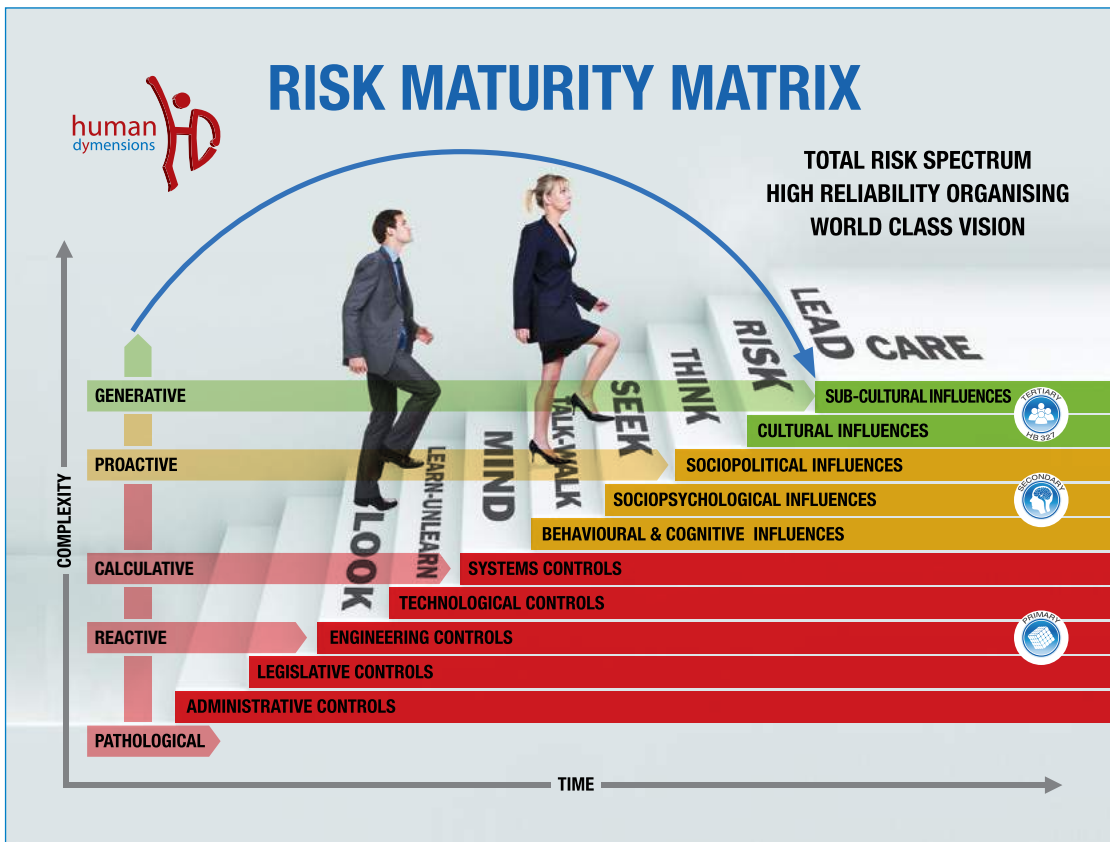


Figure 3. MiRISC Maturity Matrix

9. A Tool for Thinking in Workspace, Headspace and Groupspace™

The MiRISC Program provides practical tools for onsite implementation and application of the Workspace, Headspace and Groupspace focus. This is done using the Workspace, Headspace and Groupspace Tool (Figure 4).

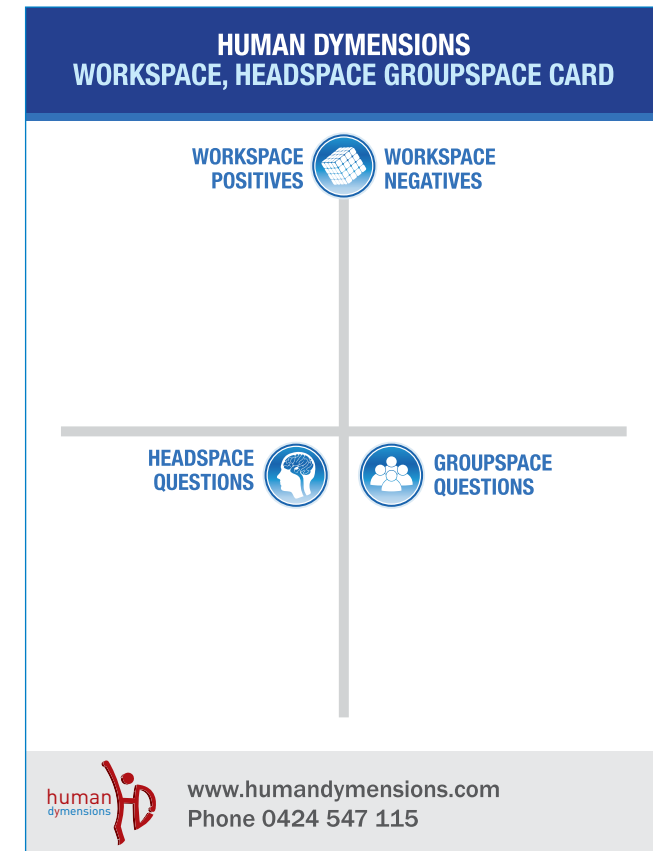


Figure 4. Workspace, Headspace, Groupspace™ Workshop Tool

Contact

If you wish to know more about the MiRISC Program please contact admin@humandymensions.com

Presenters



Dr Robert Long (Canberra)

PhD, MEd., MOH., BEd., BTh., Dip T., Dip Min., Cert IV TAA

Rob has over 40 years experience in leadership, management, teaching and learning across many sectors. He is renown globally for his expertise and knowledge in the Social Psychology of Risk. He is author of 6 books and numerous publications in journals as well extensive publications on the Internet. He is an International presenter and the programs he has developed are used Internationally and Nationally. His intellectual property forms the basis of most tools and resources offered by CLLR.



Robert Sams (Newcastle)

BOHS, Grad Dip SPoR, Certs Coach and Lead (Exec Coaching Sydney), Majors 16 PTI Trainer/Facilitator.

Rob is an International author and speaker and the founder of Social Sensemaking. He is an engaging presenter and facilitator of learning experiences with extensive experience across a range of industries.



Gabrielle Carlton (Canberra)

BSc (Psych), Grad Dip SPoR, Grad Cert (RM), Dip NLP (Coaching), Cert IV TAE, Majors 16 PTI Trainer/Facilitator.

Gabrielle has broad experience across a range of industries and a history of Probabaility Risk Analysis (PRA) and Culture and Organisational Modelling in Risk (COMIR). Gab specializes in helping organisations create resilient cultures and psycho-social harmonies through humanizing work practice.

Presenters



Dee Henshall (Brisbane)

MSc (OHS), GradCert (Bus), Grad Cert SPoR, RABQSA, Cert IV TAE, Cert IV Envir Mgt, Majors PTI Trainer / Facilitator.

Dee is a Lecturer in Psychosocial-SPoR Interface, Change and Sustainability. Dee has extensive experience and specialist knowledge in the oil, gas and energy sectors, and partners with Tier 1, 2 and 3 organisations to influence change, manage organisational risk, and provide cultural understanding through humanization and reconnection. Dee's experience in FIFO/DIDO environments considers the balance of psychosocial well being through the Social Psychology of Risk.



Matthew Thorne (Adelaide/Darwin)

Diploma OHS, Cert SPoR, Cert Bus Man.

Matthew has extensive experience associated with risks in regional and remote areas and brings this unique knowledge to issues in the Social Psychology of Risk. His knowledge of rural isolation, sole trader and one person operations is a key factor in how he mentors participants from country and regional areas.



Andrew Thornhill (Melbourne)

BSc, Masters Environmental Law, Grad Cert SPoR, Adv Dip WHS, Cert IV TAE, RABQSA.

Andrew has extensive experience and knowledge in organizational systems across many industries. Andrew uses his extensive knowledge in systems compliance to facilitate extension into the Social Psychology of Risk. He specializes in transitional learning, culture and human decision making in organisations.