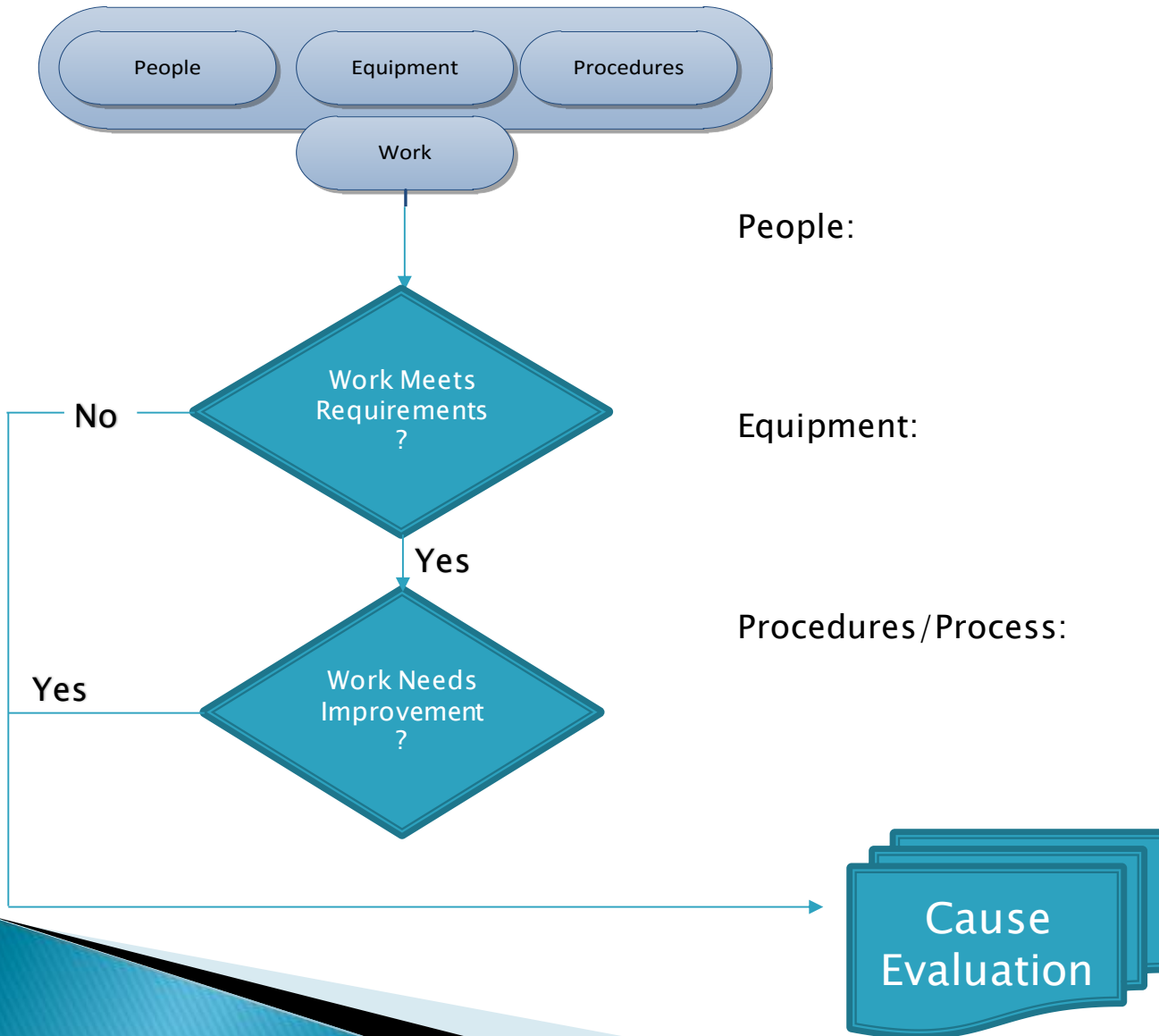


*Avoiding the Hammer Syndrome:
Nailing the Action Most Likely to Prevent Recurrence*



Joe Estey
Lucas Engineering and Management Solutions

Issues Management Process



Corrective Actions

- ▶ Corrective actions should be SMART and Effective:
- ▶ Specific –
- ▶ Measurable –
- ▶ Achievable –
- ▶ Relevant –
- ▶ Timely –
- ▶ Effective –




Control Paradox



By seeking to eliminate the undesirable event through the prevention of human error--we guarantee the event by ignoring human nature



Failing to Create Meaningful Preventative Actions

- ▶ People get punished for desired behavior, rewarded for undesirable behavior (Seattle Schools)
 - ▶ Rise in Unintended Consequences that Create New Problems (Pollution Credits)
 - ▶ People become desensitized to improvements creating a “this too shall pass” mentality
 - ▶ Change interventions without the right kind worker investment create incentives for failure not success
- 

Four C's of Preventative Actions



- ▶ Choice (Information Based Intervention)
 - Provide information relating to the advantages of new idea or technique, disadvantages of current practice
- ▶ Control (Increase the Pain)
 - Create negative consequences for undesirable behavior through artificial means, if necessary (Pollution Credits)
- ▶ Constrain (Eliminate Choice)
 - Reduce all alternatives to one required, prescribed method or practice
- ▶ Connection: Co-ownership, investment, genuine alignment between individual and organization's values