

# HUMAN AND ORGANISATIONAL PERFORMANCE (HOP)

HOP is a movement in the modern safety domain that looks at improving performance (and so safety) by applying five simple principles. The workshop helps participants understand these principles and how to apply them in their own work environments.

## The What

This is a two-day, in-person workshop focused on introducing participants to the theory and practical application of Human and Organisational Performance (HOP). The workshop uses a variety of methods, including:

- **Applicable Theory and Knowledge:** Participants will be provided with the latest theory regarding HOP, psychological safety, Just Culture, and learning from unexpected outcomes.
- **Experiential Activities for Learning in Real-Time:** Through practical and experiential activities, participants will be able to abstract learning into the operational space.
- **Resources and Tools to Take Away and Use:** Participants will receive books, slides/PDFs, and 'serious play' activities to use in their own training sessions.

Key learning points and takeaways:

- Understanding the five HOP principles and how they are interdependent.
- The Organisational Drift model and its applications.
- How to conduct effective and learning-focused DEBrIEFs.
- How to conduct Local Rationality Investigations.
- The true meaning of Just Culture.

## The Who

This workshop is designed for **anyone who wants to learn how to implement HOP principles:**

- **Leaders or individuals** exploring opportunities to implement HOP
- **HSEQ Leaders**
- **Senior Operational Leaders**
- **HR Professionals**

## The Why

HOP is about improving operational performance across the whole business, not just the safety department although that is the 'obvious' department.

Benefits of attending this workshop:

- Develop a shared understanding of HOP principles.
- Learn how to create a psychologically safe environment for learning.
- Develop skills and knowledge to put HOP ideas and concepts into action.
- Gain access to valuable resources and tools to support HOP implementation.
- Improve operational performance and safety.

The workshop emphasizes that waiting for a negative event to happen before implementing HOP is too late. Starting now will help you find ways to improve performance and save harm and money in the process.

## Administration

Numbers: 6-24 people

Costs: £950 pp

Duration: 2 days.

Face-to-face delivery.

Post-class digital resource support over 3 months.

**Options (with reduced content and cost):**

Online delivery over 4 x 2 hour sessions.

Online or face-to-face delivery during 4 hour session.

# EVENT LEARNING - LEARNING TEAMS - LFUO

Learning Teams offer a facilitated process to engage with workers and gain valuable insights from their everyday experiences. This method focuses on learning from both successful and safe work practices, as well as events or incidents that could have or did result in harm. Learning from Unintended or Unexpected Outcomes (LFUO). Learning Teams are intrinsically linked to the five principles of HOP.

## The What

Learning Teams help leaders to understand the gap between “Work as Imagined” (WAI) and “Work as Done,” (WAD) which often involves adaptations, workarounds, and innovations by workers and management. By uncovering this tacit knowledge, organisations can learn from both positive and negative outcomes, leading to improvements in performance, safety and profits.

The Learning Teams process follows seven distinct phases which move from building psychological safety, to understanding normal work, to defining existing barriers and identifying new ones, to sharing the knowledge to the organisation and wider.

Key learning points and takeaways:

- Recognise / accept WAI and WAD as normal work.
- Recognise application of Learning Teams as not just for negative events, but also positive ones.
- Describe why Team composition is critical for organisational learning
- How to develop and maintain a psychologically safe environment through curiosity and humility.
- Develop actionable items and produce ‘learning products’ to help improve performance & safety.

## The Who

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- **HSEQ Leaders**
- **Senior Operational Leaders**
- **HR Professionals**

## The Why

Learning Teams provide several benefits to organisations:

- **Understanding "Work as Done":** By uncovering the reality of how work is performed, organisations gain a deeper understanding of the gaps between expected and actual practices and thereby reduce risk.
- **Identifying Learning Opportunities:** Learning Teams offer a structured way to reflect on both successful and unsuccessful outcomes, leading to valuable insights and improvements.
- **Improving Safety and Performance:** By addressing the gaps identified through the Learning Team process, organizations can enhance safety, reduce risks, and improve overall performance.
- **Promoting a Learning Culture:** Learning Teams foster a culture of open communication, continuous improvement, and psychological safety, empowering workers to contribute their knowledge and expertise.

## Administration

Numbers: 6-18 people

Costs: £3500

Duration: 1.5 days.

Face-to-face delivery.

Post-class digital resource support over 3 months.

### Options (variance in cost):

Combined Intro to HOP and Learning Teams (3 days)  
Online or face-to-face delivery during 4-hour session.





Gareth Lock, Founder

Gareth founded The Human Diver/Human in the System in January 2016 when he recognized that there was a gap in human factors and non-technical skills knowledge within the diving community and other high-risk industries. Since then, he has been working to bring this knowledge and practice to the fore using a variety of online, face-to-face, and webinar-based programmes, along with a book, a documentary and academic studies.

He leads a team of consultants situated across the globe, all with experience of working in high-risk team environments.

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