Applying the Lessons to Everyday Projects

Neil Swidey

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Where Mistakes Happen

Unique Particulars, Universal Forces
When A Job Ends In Disaster

HOW DO VERY SMART PEOPLE MAKE VERY BAD DECISIONS THAT PUT OTHERS’ LIVES AT RISK?
Downstream from Your Decisions: Workers
A poorly thought-out safety measure is worse than none at all.

Just because it’s a billion-dollar project.
Communication with Mission Control

IQ vs. EQ
Parallel disaster: 124 dead; 275 injured; 30 million cars recalled; $4.2 billion toll

Classification of the problem

Safety Vs. Quality/Customer Satisfaction
The “GM nod”

Legal Fears: Substantial Completion; You Touch It, You Own It
“Go Fever”

“STOP WORK” Safety Policy Vs. Culture
Distorted Concern About Risk

MAKE THINGS RIGHT… BEFORE IT’S TOO LATE

“There are no good stories that come out of jobs that have bad relationships with the owner.”

-Ken Stinson, retired Kiewit chairman
AVAILABILITY
BIAS

Seductive Appeal of The Outsider

Fresh Perspective AHEAD
Leadership in a Crisis

Outside thinking from the inside

Interplay of trust, creativity, and financial pressures
PROTECT YOUR ABILITY TO BRAG ABOUT YOUR TOUGHEST JOBS

The holes in the Swiss Cheese
Normalization

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Questions? Thank you!

Up Next:
3:00-4:00 pm
Interactive break in Canyon 1-6

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