

Why “Stop Work Authority” is not Enough!

Proceeding in the Face of Uncertainty!

Rey Gonzalez, President of HOPE Consulting LLC
and CEO of High Reliability Training

NSPC
NECA SAFETY PROFESSIONALS CONFERENCE

Human & Organizational Performance Enhancement
HOPE Consulting LLC

HR
HIGH RELIABILITY TRAINING

1

NSPC
NECA SAFETY PROFESSIONALS CONFERENCE

Today's Presentation Medium

HR
HIGH RELIABILITY TRAINING

2

What we will learn

1. Understand the various drivers that push people into Proceeding in the Face of Uncertainty.
2. The relationships of “Organizational Weaknesses”, “Triggers” and “Error Precursors”.
3. How to leverage your Stop Work Authority to keep yourself, others, and company assets safe.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



3

Why do we Proceed Instead of Stopping?



2022 NECA SAFETY PROFESSIONALS CONFERENCE



4

Why humans are hesitant to speak up

- We are uncertain that our concerns or questions rise to a level of stopping the job or task.
- We are concerned what others will think of us, especially if we are wrong.
- We've never been trained to know how to determine we are "standing in a space of uncertainty" and it's time to STOP.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



5

What we will learn

1. Understand the various drivers that push people into Proceeding in the Face of Uncertainty.
2. The relationships of "Organizational Weaknesses", "Triggers" and "Error Precursors".
3. How to leverage your Stop Work Authority to keep yourself, others, and company assets safe.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



6

Human Nature's Natural Tendency to Proceed in the Face of Uncertainty



2022 NECA SAFETY PROFESSIONALS CONFERENCE



7



Human Nature's Resistance to Stopping Work

2022 NECA SAFETY PROFESSIONALS CONFERENCE



8

Basic Human Nature



PRIDE
EFFICIENT

2022 NECA SAFETY PROFESSIONALS CONFERENCE



9

Peer Pressure



2022 NECA SAFETY PROFESSIONALS CONFERENCE



10

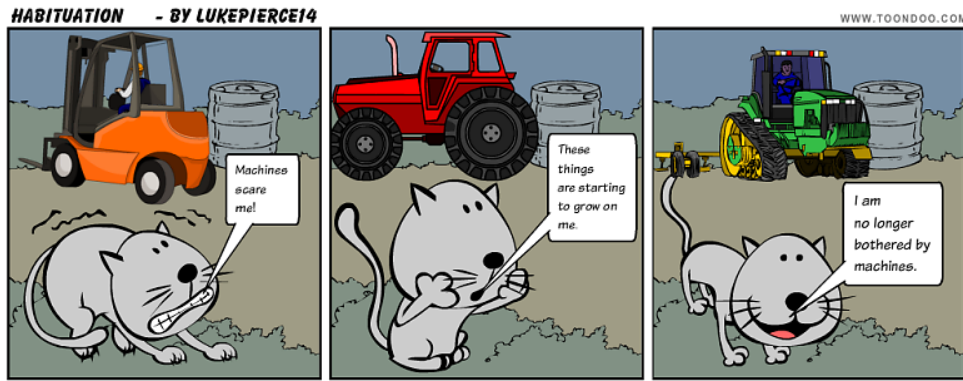


11



12

HABITUATION



Normalization of Deviance

2022 NECA SAFETY PROFESSIONALS CONFERENCE

13

Pollyanna Principle



2022 NECA SAFETY PROFESSIONALS CONFERENCE

14

Rationalization & Risk Perception



“Rationalization is the #1 killer of a questioning attitude.”

Trust
Origin
Control
Awareness



2022 NECA SAFETY PROFESSIONALS CONFERENCE

15

What we will learn

1. Understand the various drivers that push people into Proceeding in the Face of Uncertainty.
2. The relationships of “Organizational Weaknesses”, “Triggers” and “Error Precursors”.
3. How to leverage your Stop Work Authority to keep yourself, others, and company assets safe.

2022 NECA SAFETY PROFESSIONALS CONFERENCE

16

Organizational Weaknesses

- **Poor Communication**
- **Lack of management oversight**
- **A broken latch on a gate**
- **Inconsistent labeling (e.g., valves, panels, containers)**
- **Confusing written instructions**
- **Missing information**

2022 NECA SAFETY PROFESSIONALS CONFERENCE



17

Triggers Described

Triggers are **visible cues** that signal you are in UNCERTAINTY space and it's time to STOP!

Triggers are mostly visible; one exception are examples of verbal triggers such as the following trigger words:

- "I think..."
- "I hope..."
- "I believe..."
- "It should be..."
- **Others?**

2022 NECA SAFETY PROFESSIONALS CONFERENCE



18



Industrial example story

2022 NECA SAFETY PROFESSIONALS CONFERENCE



19

Industrial example story



2022 NECA SAFETY PROFESSIONALS CONFERENCE



20



**How can I “Stop
When Uncertain” if I
don’t know I’m
uncertain?**



Leave it to an engineer!

2022 NECA SAFETY PROFESSIONALS CONFERENCE



21

Uncertainty of how to use Stop Work Authority

Three reasons:

- 1. Never been trained to identify when you are standing in the space of uncertainty and it’s time to stop!**
- 2. Unsure of the merit of their concern or uncertainty.**
- 3. Don’t want to appear to be “that guy or gal”, who is slowing things down.**

2022 NECA SAFETY PROFESSIONALS CONFERENCE



22

Introduction



2022 NECA SAFETY PROFESSIONALS CONFERENCE



23

Questions

Do you believe that all employees have the responsibility to STOP and must be willing to STOP when needed? (i.e., not proceed in the face of uncertainty).

How do you foster a culture like that and what support is required?

2022 NECA SAFETY PROFESSIONALS CONFERENCE



24

What we will learn

1. Understand the various drivers that push people into Proceeding in the Face of Uncertainty.
2. The relationships of “Organizational Weaknesses”, “Triggers” and “Error Precursors”.
3. How to leverage your Stop Work Authority to keep yourself, others, and company assets safe.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



25

A Willingness to Stop & a Proper Stop



2022 NECA SAFETY PROFESSIONALS CONFERENCE



26

Questions

- A Willingness to Stop – Questions?
- The Halo Effect (An Organizational Weakness)
 - Who are you likely to give the halo to in your organization?

2022 NECA SAFETY PROFESSIONALS CONFERENCE



27

Resource and Reinforcement

- Provide training on the recognition of conditions that are different than expected (visible cues).
- Conduct regular observation and feedback to:
 - Foster an environment of stopping when questions arise and,
 - Supporting and positively recognizing those who stop to resolve their questions.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



28

A Proper STOP

Four parts:

1. **STOP** when uncertain
2. Place work in a safe condition
3. Distance yourself from the work area
4. Contact your supervisor

2022 NECA SAFETY PROFESSIONALS CONFERENCE



29

A “Friendly-Fire” Case study



HIGH RELIABILITY
— TRAINING —

2022 NECA SAFETY PROFESSIONALS CONFERENCE



30

“Friendly-Fire” Case study Review

Questions

- What was the Latent Organizational Weakness?
- Why did the Commander say, “It’s hard to pull this trigger?”
- When should the commander have stopped? What was the visible trigger?

Answers

- The commander takes over the lead ship in the attack against orders.
- The commander’s questioning attitude was telling him that something was not right.
- Noting the contradiction between the Apache fire control computer and the grid locations of the men on the ground (uncertainty).

2022 NECA SAFETY PROFESSIONALS CONFERENCE



31

What you can do tomorrow

- Setup a Stop Work Authority policy if you don’t already have one.
- Show others the 4-steps of a Proper Stop
- Share with others the human nature drivers that cause us to proceed in the face of uncertainty and not stop
- Share information about the pitfalls of the Halo Effect
- Recognize and reward those who STOP and use all 4-steps of a Proper Stop.

2022 NECA SAFETY PROFESSIONALS CONFERENCE



32

Questions?

**Rey Gonzalez, President of HOPE Consulting LLC
and CEO of High Reliability Training Inc.
817-716-9727
rey@hopeconsultingllc.com**



2022 NECA SAFETY PROFESSIONALS CONFERENCE



33

Complete the Online Evaluation



2022 NECA SAFETY PROFESSIONALS CONFERENCE



34