

IWISC-1: 1st International Workshop on Incremental Safety Culture

23-24 June, IDA Conference, Copenhagen

PROGRAMME

Tuesday June 23

- **17:30-18:00** Reception at meeting venue: [IDA Conference](#)
- **18:00-20:00** [Dinner at meeting venue](#)
- **20:00-24:00** Gentle walk to Tivoli gardens: Midsummer night bonfire & fireworks

Wednesday June 24

08:30-09:00 Coffee, tea, croissants & fruit available outside meeting room (1st floor)

09:00-10:20 Welcome / Erik Hollnagel & Nippin Anand

- **Introductions (what would you like to share about yourself)** (40 mins)
- Local Information / Henning Boje Andersen (5 mins)
- The Metamorphosis of Safety: From Absence to Presence / Erik Hollnagel (10 mins)
- Workshop Overview / Nippin Anand (outlining the structure) (5 mins)

10:20-10:30: Language and Measurement / Adam Vukasin (10 mins)

10:30-11:00 Morning Coffee Break

11:00-11:30 Presentations

- Adaptive Safety Learning / Peter McCarthy (10 mins)
- The Democratization of Flight Data / James Norman (10 mins)
- Seven Steps that Make it Easier for Work to Go Well / Kazue Nakajima (10 mins)

11:30-12:25 Mapping exercises, discussions and presentations from each group

Map and discuss your key takeaways from each presenter

How would you apply learning in practice: Discuss in groups

12:25 13:25 Lunch Break

13:25-13:45 Presentations

- Resilience-focused Debriefing / Torben Amorøe (10 mins)
- Doing Difficult Well / Hillary Bennett (10 mins)

13:45-14:15 Mapping exercises, discussions and presentations from each group

Map and discuss your key takeaways from each presenter

How would you apply learning in practice: Discuss in groups

14:15-14:45 Afternoon Coffee Break

14:45-16:15 Plenary session

- Questions, reflections and actions (30 mins)
- Thematic Discussions / Nippin Anand & Tom McDaniel (30 mins)
- Wrap-up and Conclusions / Nippin Anand (30 mins)

16:30 End of workshop

17:10-18:20 Copenhagen harbour and canal cruise

ABSTRACTS

Language and Measurement as Incremental Safety Practices

Adam Vukasin (HCP - Human Capability Partners)

- Reflecting on experiences from a large-scale logistics operation spanning multiple countries, where learning expanded beyond failure to include successful everyday work.
- Exploring how changes in language and measurement appeared to influence what people noticed, discussed and learned from.
- Inviting discussion around a question that emerged from this experience: To what extent do language and measurement help us better understand complexity, and when do they provide the comfort of certainty?

The Adaptive Safety Learning Framework

Peter McCarthy (Head of Group Human Factors Cathay Pacific Airways)

- Overview of a chapter in the forthcoming Incremental Safety Practices book, introducing the Adaptive Safety Learning Framework, and its application at the airline.
- Discussion of the four key elements: Psychological Safety, the Operational Learning Review, Tacit Knowledge as data, and Adaptive Capacity.
- Discussion around how things have changed at the airline regarding SMS and safety assurance following the implementation of the framework.

The Democratization of Flight Data /

James Norman (Independent Researcher, Captain at Delta Air Lines)

- Overview of chapter in forthcoming Incremental Safety Practices book. An early large-scale empirical analysis of incremental safety was undertaken, assessing pilots' performance after obtaining access to personal data. A change in behavior was observed, yet epistemic and philosophical issues arise from what 'incremental safety' practically means.
- Discussion of the rapid advances in technology that allow the worker, versus the organization, to identify acceptable outcomes and nominal performance. What are the consequences for incremental safety when workers self-diagnose and change behavior, versus an organizational approach?
- Discussion that 'normal work' constitutes the 'dark matter' of safety science: it exerts gravitational influence, yet has been mostly invisible to measurement. Personal flight data represents the first instrument capable of illuminating this dark matter. Applying science philosopher Hasok Chang's framework to incremental safety (Chang, 2004), measurement systems and concepts co-evolve, and we must therefore develop the theoretical vocabulary for what normal performance actually is.

Seven Steps that Make it Easier for Work to Go Well /

Kazuo Nakajima (Professor and Director at University of Osaka Hospital) .

- Overview of a chapter in the forthcoming Incremental Safety Practices book, introducing a practical seven-step framework designed to translate resilient healthcare theory into everyday clinical practice. Utilizing a real-world case study on optimizing sleep medication prescriptions for elderly patients, the session demonstrates how to reconcile "work-as-imagined" with "work-as-done" to proactively enhance patient safety.
- Discussion of the challenge of organizational silos (the "takotsubo" metaphor) and the critical role of boundary-spanning multidisciplinary teams. How can healthcare organizations effectively empower these teams to capture the realities of everyday clinical work and understand performance adjustments and underlying ETTOs without falling into hindsight bias?

- Discussion of human performance variability and the Efficiency-Thoroughness Trade-Off (ETTO) principle. Rather than imposing stricter, difficult-to-follow rules, how can the "minimal action rule" be applied to redesign complex systems so that safe, correct behaviors require the least physical and cognitive effort from frontline staff?

Doing Difficult Well

Hillary Bennett (Partner Leading Safety, NZ)

- Forestry is consistently ranked among the world's most dangerous occupations. In New Zealand, forestry has a fatality rate of 16.58 deaths per 100,000 workers recording the highest fatality rate of any industry. To make forestry work safer the focus has traditionally been on observations, audits, and approved codes of practices and learning from accidents and incidents.
- This presentation will focus on sharing the insights gained from worker-focused, facilitated conversations with harvesting crews and logging transport workers to explore what is necessary for things to go right and the adaptations needed to do difficult work well. The conversations used Everyday Learning Team methodology to explore how the work of a logging (harvesting) and a logging distribution operation goes well despite the difficult conditions under which the work is done. The conversations were based on the premise that the only way to become better is pay attention to what happens when it goes well and to use these insights to improve how this is done.
- Understanding the work practices that support difficult work to go well, gained from the insights of the Everyday Learning Teams, have been used to build capacity and support better work practices across the forestry industry.

Resilience-focused debriefing - How debriefing can be used to develop resilience and incremental safety

Torben Nordahl Amorøe (Head of Simulation Centre Sahlgrenska University Hospital).

- Presentation resilience-focused debriefing in simulation-based education in healthcare.
- Application of resilience-focused debriefing within clinical work.
- Reflection on events needs to incorporate attention to complexity and resilience in education and everyday work.

Barriers to Maturity

Tom McDaniel (Co-owner McDaniel Scientific Group)

- We are at a critical point in the advancement of safety and safety management. While the safety domain has significantly progressed over the last 30 years, we are a point where growth has plateaued. The last major stages of safety maturity occurred in the early to mid-1990's. Since that time we have relied on compliance, behavior, culture, and management systems as the basis for safety management.
- While they did and still do provide value, they may also be creating barriers to advancing new approaches.
- There are numerous examples how they have led to such barriers. Most notably is our current obsession with outcome. We have existed in a domain that tells us that outcome tells a true story how a task was conceived, designed, setup, executed, and evaluated. Very seldom is a task completed without multiple issues that are usually not observed nor necessarily tied to any one particular task outcome. New observation methods provide insights increasing the ability for an improvement in understanding and managing risks long before suffering a loss or harm incident.

List of participants at IWISC-1 workshop 24 June, IDA Conference, Copenhagen		
Name	Affiliation	Country
Adam Vukasin	HCP - Human Capability Partners	UK
Alessandro Baseggio	ProgETTO S srl	IT
Anant Alok	Engineering Student. Technical University of Denmark DTU	DK
Anders Ellerstrand	Ellerstrand Consulting	SE
Anna-Maria Teperi	Finnish Institute of Occupational Health	SF
Ann Verlinden	Aluminium Duffel	NL
Axel Ros	Chief Medical Officer, Jönköping County,	SE
Bengt Jansson	Captain, Air Line Pilots Assoc, Denver CO	US
Brian Teske	Captain and Flight Safety Researcher at Delta Air Lines	US
Bruno Rios Salaz	Torex Gold Resources	MEX
Claus Rose	Safe Steps 24	DE
David Slater	Director / Hon Professor Cambrensis Ltd	UK
Dunya Turturk	Force Technology	DK
Emanuele Gemelli	Petrogas E&P Netherlands	BRA
Erik Hollnagel	Professor Emeritus, Ph.D. ENSMP	DK
Frank Huess Hedlund	Civilingeniør, Ph.d, MBA, Risikoeksperter Hedlund Risk ApS	DK
Frans Brandt Kristensen	Forskningsleder, klinisk lektor, MPM Sygehus Sønderjylland	DK
Frauke von Ahrentschildt	NLMK DanSteel	DK
Gabriele Caspani	Roche	IT
Gareth Lock	The Human Diver	UK
Harumi Kitamura	The University of Osaka Hospital	JP
Henning Boje Andersen	Professor Emeritus DTU	DK
Hillary Bennett	Director Partner Leading Safety, NZ	NZ
Ivo Gonzalez	Torex Gold Resources	CND
James Norman	Independent Researcher, Captain at Delta Air Lines	US
Jeanette Hounsgaard	Specialkonsulent, Retired Engineer / Wine Grower	DK
Jeanette Juul Jakobsen	Fugro	DK
Josue Franca	Petrobras - Brazil	BRA
Kazue Nakajima	Professor and Director at University of Osaka Hospital	JP
Kelvin Genn	Kelvin Glenn	AUS
Koen Libbrecht	Aluminium Duffel	NL
Lars Tornvig	Akademiingeniør Human House A/S	DK
Leonardo Albuquerque dos Santos	Constellation	BRA
Mariam Mastour	Civilingeniør FORCE Technology	DK
Mariam Safi	Sygehus Sønderjylland	DK
Mariko Kuroda	The University of Osaka Hospital	JP
Masaaki Miyo	Dept. Gastroenterological Surgery, Graduate School of Medicine, The University of Osaka	JP
Michael Behm	Keene State College	US

Nippin Anand	CEO Novellus Solutions	UK
Peter Dieckmann	Professor, CAMES Rigshospitalet	DK
Peter McCarthy	Head of Group Human Factors Cathay Pacific Airways	Hong Kong
Priscilla Moraes	QHSE Performance Coordinator	BRA
Richard Bye	Network Rail	UK
Ryan Wilson	Noble Corporation	UK
Sergio Rivera Salmeron	Torex Gold Resources	MEX
Shunichiro Nakao	The University of Osaka	JP
Thomas Koester	Senior Human Factors Specialist FORCE Technology	DK
Tom McDaniel	Manager Scientific Group	US
Torben Nordahl Amorøe	Head of Simulation Centre Sahlgrenska University Hospital	NO

