



**How Resilience Concepts are
Leading to a New Level in Maturity**

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**“Ideas to Innovation: Stimulating Collaborations in the
Application of Resilience Engineering to Healthcare”**

The Story of Loss....

- Qualify loss in terms of...
safety – quality – efficiency – reliability – profit
- Loss is our reason for action
- Loss impacts **EVERYONE...**
employees – customers – company – environment
- **Safety Performance** is at best an indicator of organizational strength through perception, adaptability, and execution



New Truths (narratives)...

- We no longer "fix" safety by focusing on safety
- Satisfactory completion of a task does not prove that the process is valid from a loss control perspective
- There are always opportunities with the investigation of successes
- Don't need to wait for failure to intervene



New Truths (narratives)...

- Incidents and accidents...
opportunities to find organizational weaknesses
- Use an **80/20** rule for investigations
- Normal processes in new sequences or combinations can lead to failure



Expectations and the Outcomes

We have an **expectation** that humans will have ***cognitive error*** and ***this cannot be eliminated***

- The **highest level of performance** = interventions between cognitive error and incident



Critical outcome is subjective and this determination continues to decrease

Expectations and the Outcomes Action to Succeed

Building the **capacity to observe, assess, and adapt** is **critical to success**

Adaptation is not an "approved" violation, rather the **ability to make powerful effective designs for actions**
(understanding that every person will hold differing capabilities)

Powerful **decision-making** is both a **developed and managed skill**

There is the understanding that **no one comes to work to cause an incident or harm**

Safety & Productivity Goals

Safety and Productivity

(including quality, reliability, profitability, and customer satisfaction)
are no longer in conflict





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