

HOW TO MEASURE AND MANAGE SYSTEMIC POTENTIALS

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What is management?



Management is a process of planning, decision making, organising, leading, and controlling the resources (human, financial, physical, and information) of an organisation to ensure that it can reach its goals efficiently and safely



The purpose of management is either to maintain the current state, to approach a new and desirable state, or to avoid or evade an unwanted state.

To maintain ... requires the ability to change in order to compensate for external (and internal) influences, degradation, and variability.

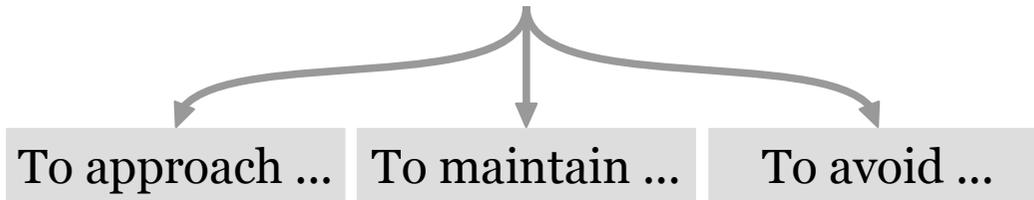
To approach ... requires the ability to change, in order to move from the current to a new position or state in an orderly manner.

To avoid ... requires the ability to change, in order to steer clear of a temporary or permanent hazard or risk.

Management is the purposeful control of change.

How to change an organisation?

Why is it necessary to change?



We know how to change the direction and speed of a vehicle.



But how can we change the “direction” and “speed” of an organisation?

Managers should **monitor** and **regulate** how efficiently and effectively an organization and its members are performing the activities necessary to achieve organizational goals.

Establish **standards** of performance, **goals** & **targets**.

Measure actual performance (**output**, **behaviour**, **culture**).

Compare actual performance against standards.

Evaluate results and take **corrective action** if needed.

Management requires knowledge

Position:

How (well) do you know the current position?
Are there any delays?
What happens around the organisation?

Goal:

How have goals been defined and targets set?
Are there priorities or conflicting interests?
What is the time window / time horizon?

Means:

Are the means appropriate for the goals?
How much effort will be required and by whom?
Is there any “noise” that may drown the “signals”?

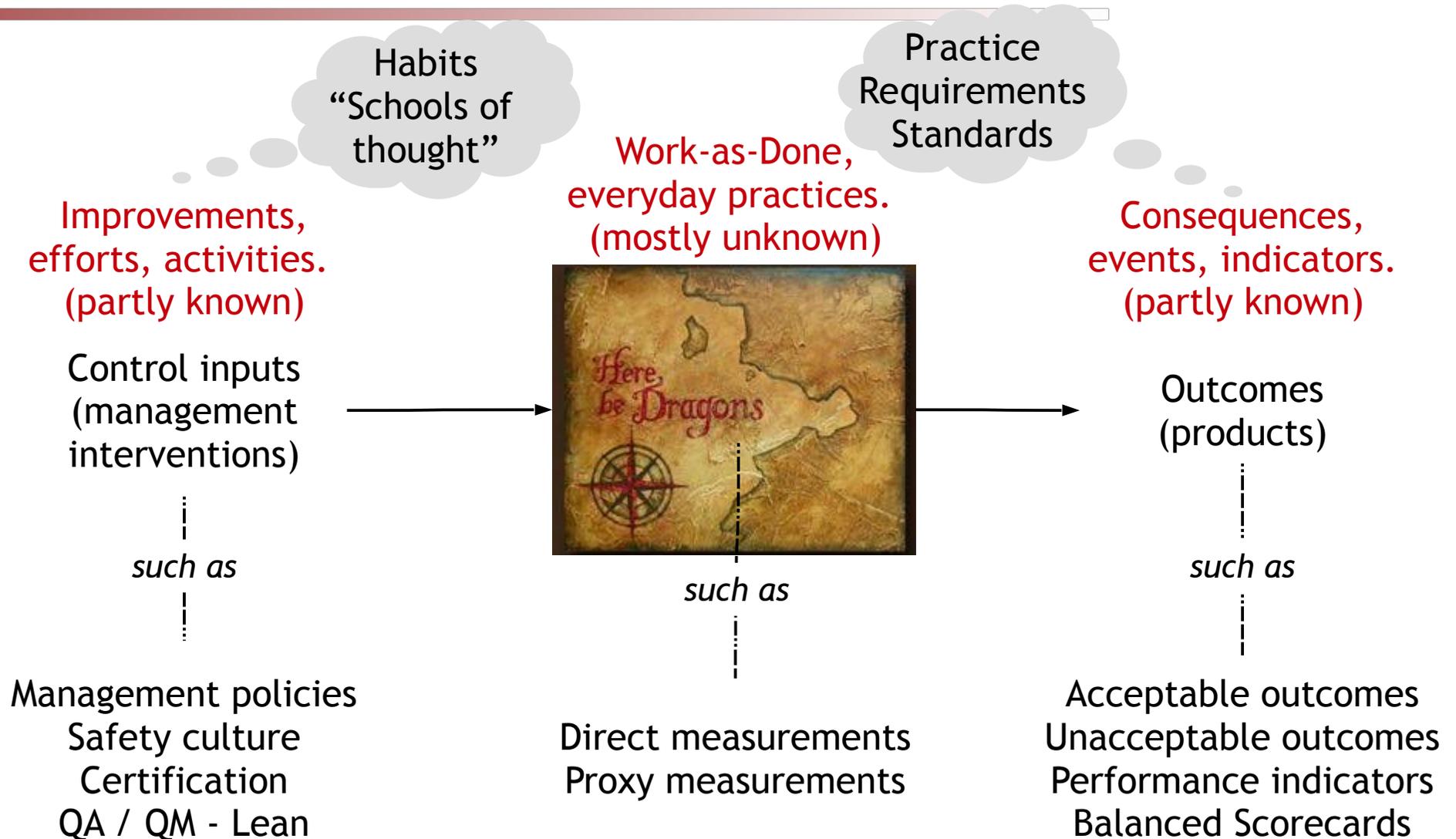
Three assumptions:

Everything will go according to plans.

Conditions will be stable during the change.

Nothing else will happen.

Types of information & measurements



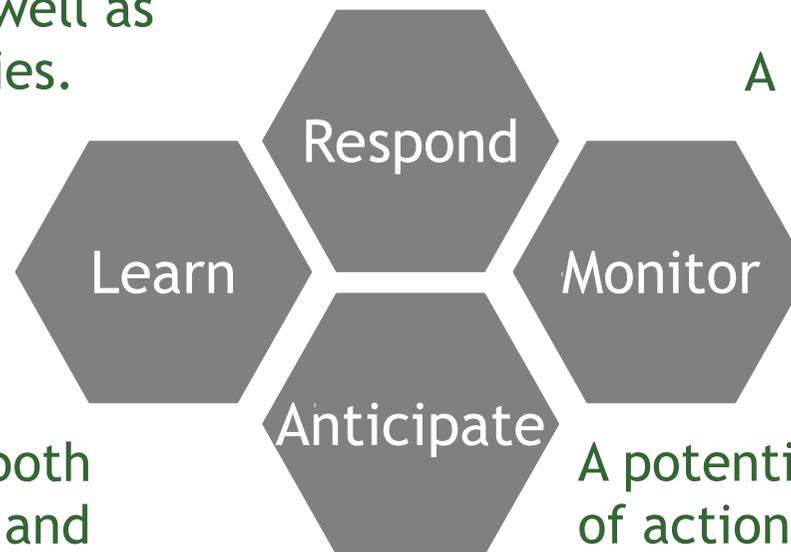
Systemic potentials

An organisation should be able to function as required under expected and unexpected conditions alike (changes / disturbances / opportunities).

People, individually and collectively, quickly learn how to adjust performance to the conditions and rely on this to cope successfully with everyday situations.

A potential to **respond** to threats as well as opportunities.

A potential to **monitor** what happens - externally and internally.

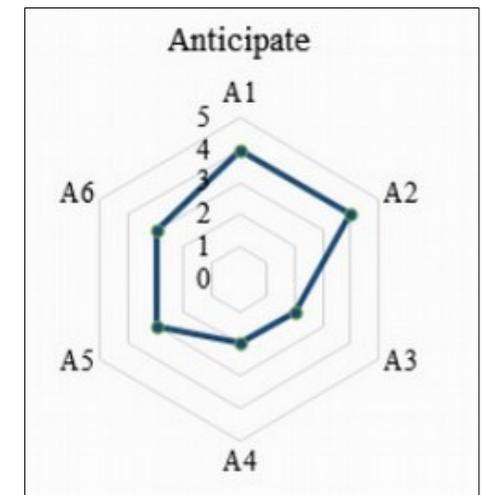
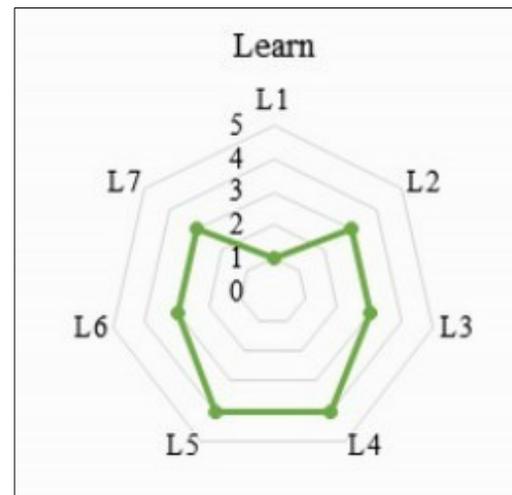
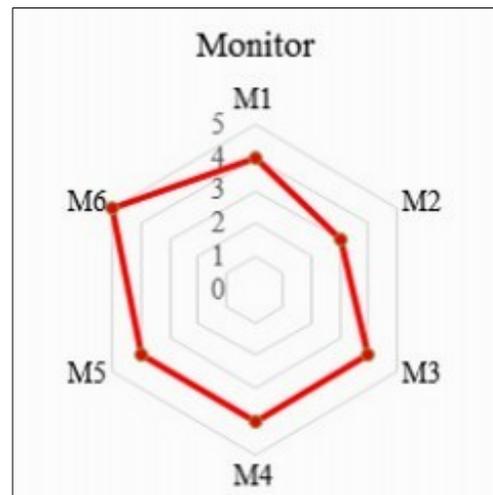
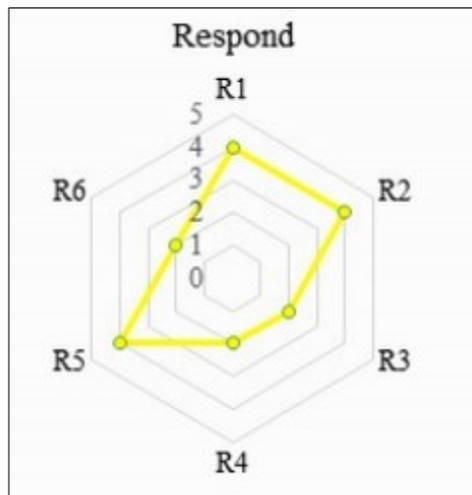


A potential to **learn** - both from what goes well and what goes wrong.

A potential to **anticipate** the effects of actions as well as long-term changes to demands and resources.

Assessing the Systemic Potentials

Sekel'ová, F. & Lališ, A. (2020). Application of resilience assessment grid in production of aircraft components. Magazine of Aviation Development, 7(4), 6-11.



- M1 Accurate representation of operation processes
- M2 Implementation monitoring
- M3 Uncovering potential indicators
- M4 Using data to define the commercial impact
- M5 Maintained database
- M6 Review of members' inputs for CAB

Systemic potentials: The bottom line

Systemic potentials can be used to show the current “position” of an organisation

Systemic potentials can be used to represent the goal or target

The potentials can be assessed by questions that are specific, diagnostic and formative.

Tailored to a particular organisation

Focus on relevant issues and problems

Answers directly support concrete responses



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