



proHRO

**First European
proHRO Conference**

15th and 16th of November, 2011 / The Hague

hosted by

APOLLO13

Managing the unexpected

THE HAGUE
UNIVERSITY
OF APPLIED SCIENCES

First European proHRO Conference

15th and 16th of November, 2011 / The Hague

sponsored by



APOLLO13

Managing the unexpected

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Interventions for
Corporate Learning

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THE HAGUE
UNIVERSITY
OF APPLIED SCIENCES



Dear participants, colleagues and partners

Nearly two years ago, a few people from various institutions, with different backgrounds and experiences, sat together in The Hague for the first time. These people shared a passion for the paradigm of High Reliability Organizing (HRO). They decided to join forces and organise an international conference.

The idea of the conference is to connect Europeans thought leaders and experts in the field of HRO and to invite people new to HRO. The vision is to launch the proHRO network, a network of *professionals in HRO*.

Today, after exploring the wide range of HRO topics, sharing references and preparing the lectures and workshops, we are happy to welcome you to the first proHRO-Conference. This kick-off conference is hosted by Apollo 13 and The Hague University. The proHRO-Conference opens the floor to all professionals concerned with reliability challenges. We want to take you on an expedition to learn from experts from very different fields like police, chemical industry, child-care, production and process industry. Learn about the complementary views of scientists, practitioners and consultants. The proHRO Conference provides

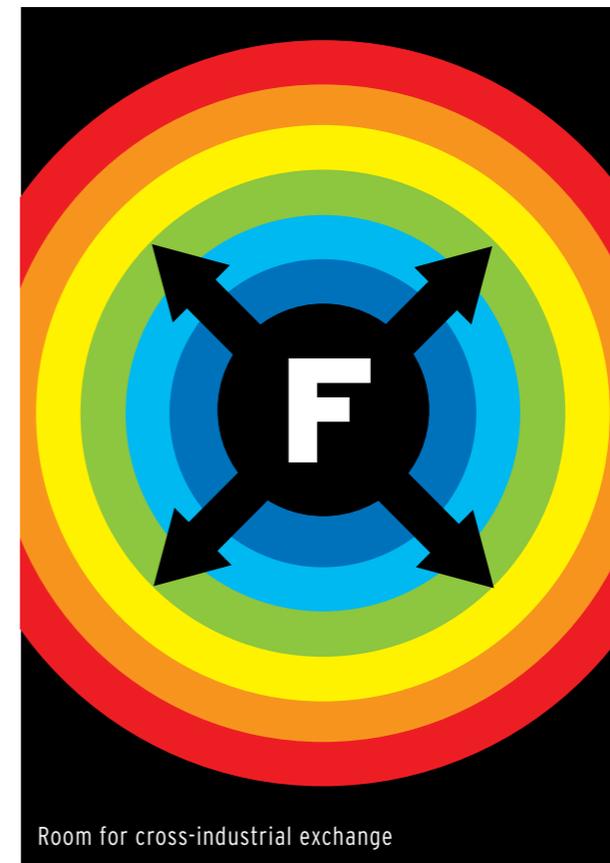
the platform to share and reflect on proven HRO experiences and further develop HRO practices: How may High Reliability Organizing be adapted to different societal and industrial sectors?

Whether you are new to HRO or an experienced expert - we invite you to find your own and hopefully surprising pathway towards HRO. This reader provides you with multiple maps to get to know, to reflect and to explore and experience HRO.

Learn about HRO concepts from renown HRO researchers in the HRO Perspective sessions. Become aware of underlying assumptions and mindsets to develop a profound shared understanding of HRO concepts in the HRO Reflection workshops. Observe, experience and compare practices of mindful organizing - in hospitals, aerospace, football stadiums, film sets or the chemical industry in the HRO Exploration workshops. And share your findings, experiences across sectors and professions by using the various networking and one-to-one-speed dating opportunities!

Enjoy the conference!

The Founding Team



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Conference Program



Maurits Broekema
The Engagement Group

Maurits is founder of TEG, serving large corporations like banks, energy providers and governmental agencies. He has a background in fine arts and is specialised in creating commitment for change in organizations. As facilitator of this conference, Maurits will actively engage participants to experience HRO.

08.30 prepare
registration, sign in for workshops & coffee

09.30 itinerary
welcome & overview
Maurits Broekema (facilitator)
foyer

09.40 HRO Perspective
Kathleen Sutcliffe & Paul Schulman
auditorium

10.30 maps
instructions for workshop sessions

10.45 HRO Reflection Workshops
reflecting on HRO concepts
various rooms (see overview p. 15)

12.30 refresh
lunch & energizer

13.30 HRO Exploration Workshops
experience HRO in practice
various rooms (see overview p. 15)

15.45 restore
coffee break & networking - foyer

16.15 share
discussion w. Kathleen Sutcliffe & Paul Schulman
auditorium

17.00 gather
drinks & networking
foyer

18.00 refresh
dinner - foyer

19.00 speed dating
one-to-one expert sessions
foyer

Read the situation

Provide safe crossings



If only for a day, we now embark on a journey through the HRO landscape. All topics are related to each other in the way streets are connected in a city. You only need to cross the track from one topic to the other, from one workshop to the other. Sometimes you are by yourself, sometimes you are joined by others. Follow directions, choose short cuts, join people who go in the same direction.



The black and white zebra crossing is one of those international symbols that everybody is familiar with regardless of place of origin.

Car drivers know zebra crossings offer safe passage to people on foot. Pedestrians understand that is better to use zebra crossings when traffic is busy.

Zebra crossings...

Safe but no guarantee!



As a kid you have learnt the rule. Look left first, then look right and then left again. Check and double-check.



For the most complicated situations, zebra crossings offer a simple behavioural rule to manage risk. But do not let your guard down. The unexpected may happen. There may be reckless drivers. People may make mistakes.



So be alert. Trust your senses. Do not depend blindly on the rules of conduct implied by zebra crossings painted on the pavement. Zebra crossings may be safer, but they are no guarantee.



The universal use of zebra crossings across the world may very well be one of the most successful examples of HRO thinking.

Check and double-check!

Look left, look right

Create focus and direction

HRO Perspectives / Keynote I



- What are the hallmarks of mindful organizing?

- What lessons can we learn from aircraft carriers, wildland fire fighting or hospitals?

- What are examples for „mindful practices“?

- And what are challenges applying HRO?



Kathleen Sutcliffe

Professor of Business Administration and Management and Organizations, University of Michigan

Looking back on the latest research on high reliability organizing Kathleen is setting the stage for the conference.

Kathleen Sutcliffe is a renowned researcher in the areas of strategic management and organization theory. Her interests are broadly focused on organization adaptability, reliability, and resilience. One stream of her research examines top executive teams and team processes, specifically to understand how top executive teams influence firm performance. In a second stream

of research, Sutcliffe investigates how organizations can be designed to better sense, cope with, and respond to unexpected and changing demands, demands that if ignored, could result in errors that escalate into catastrophes. Sutcliffe has published her research widely in management and healthcare, and has presented her research nationally and internationally.

HRO Perspectives / Keynote II

• How to create reliability in high-hazard organizations?

• What are experiences in infrastructure organizations and networks?

• What are examples for „mindful practices“?

• And what are challenges applying HRO?



Paul Schulman

Professor of Government,
Mills College, Oakland

Paul will talk about his extensive research on large scale public policy undertakings and on organizations that attempt to design and manage large and complex technologies (NASA, nuclear power plants, air traffic control centres and the California Independent System Operator).

What can we learn from experiences in applying HRO?

Workshop Overview

10:45 am → 12:30 pm

HRO Reflection Workshops (WS 1-10)

Dive deep into HRO thinking and develop shared references with your peers.

13:30 pm → 15:45 pm

HRO Exploration Workshops (WS 11-20)

Explore the HRO field practices in different environments!

	ROOM 1	ROOM 2	ROOM 3	ROOM 4	ROOM 5	ROOM 6	ROOM 7
10:45 - 11:30	WS 1 What is HRO: its basic principles <small>in Dutch</small> van Dalen & de Bruine	WS 2 HRO change and intervention strategies Sutcliffe, Gebauer, Slagmolen & Arnold	WS 3 Strategic crisis management in HRO's Boin & Overdijk	WS 4 HRO and networks Schulman & de Bruijne	WS 5 HRO and mass events Otten	WS 6 (Re)creating HRO in organizations Denyer	WS 7 HRO, safety management and resilience Zwetsloot
11:30 - 11:45	Change to next workshop						
11:45 - 12:30	WS 1 What is HRO: its basic principles van Dalen	WS 2 HRO change and intervention strategies <small>English with Dutch moments</small> Sutcliffe, Gebauer, Slagmolen & Arnold	WS 8 HRO in military crisis situations <small>in Dutch</small> Kramer & de Bruine	WS 4 same workshop <small>English with Dutch moments</small> Schulman & de Bruijne	WS 9 HRO and use of multi-media techniques Otten	WS 10 Simulation techniques Vidal	WS 7 HRO, safety management and resilience <small>in Dutch</small> Zwetsloot
12:30 - 13:30	Refresh: Lunch and Energizer						
13:30	WS 11 Improving safety in the process industry	WS 12 Develop high performance: explore a filmset	WS 13 HRO and policing: context driven teams	WS 14 Patient safety	WS 15 Behavioral learning from failures <small>in Dutch</small> Deen & Swart	WS 16 Implementing HRO in an ICT company Weber & Drews	WS 17 HRO in the higher education sector <small>in Dutch</small> Holtman, Smeets & Diepeveen
14:30	<small>English with Dutch moments</small>		<small>English with Dutch moments</small>	<small>English with Dutch moments</small>	Change to next workshop		
14:45 - 15:45	Ernes & Uittenhout	Gebauer, Pawlowsky & Ziegenbalg	Smit & van Os	Moerkerken, Stoffor & de Graaf	WS 18 Creating HRO teams in the infra sector <small>in Dutch</small> Utberg & Taen	WS 19 Learning HRO in action van Stralen & Holbrook	WS 20 HRO and governance in oversight bodies <small>in Dutch</small> Noordhoek
15:45 - 16:15	Coffee-break: 30 min.						

Workshop WS1

10:45 → 11:30 Session I

11:45 → 12:30 Session II

2 sessions

What is HRO – Its basic principles

What do we mean by a High Reliability Organization and what are the basic principles these organizations adopt?

This workshop could also be named: HRO for Dummies. The workshop will provide you a short cut to the work of Weick and Sutcliffe on HRO (Weick and Sutcliffe are the authors of the book *Managing the unexpected. Resilient performance in an age of uncertainty.*)

In the workshop we talk about the basic principles of Mindful Organizing. We reflect on conditions for organizations seeking reliability by implementing HRO. We focus especially on the daily practices and discuss cases from various operations.



Bert van Dalen
Apollo13 consult

Bert works as a consultant and trainer for Apollo13. He has a lot of experience in change-processes in organisations. For the last few years he has focused his work on Mindful Organizing. Mindful organizing is about realizing conditions and behavior necessary to become a HRO. Bert is co-author of the book *Mindful Organizing*.



Herman de Bruine
Lecturer at the Hague University, Den Haag, Netherlands

Herman de Bruine is a lecturer on organization development and system thinking at the Hague University and does a PhD on high reliability organizing. One of his research projects is the police unit responsible for guarding Judicial Courts. This research aims to enhance mindful organizing within this unit.

Workshop WS2

10:45 → 11:30 Session I

11:45 → 12:30 Session II

2 sessions

Mindful Organizing – Change Strategies and Interventions

Using a concrete case from industry we will discuss how to move an organization, or a division, or column of safety experts, to a higher level of reliability.

Join an interactive session matching theory and praxis by using a real life example: What are change management strategies, what are useful interventions and which process design principles have to be considered? Participants will get to know state-of-the-art methodologies to observe and develop existing patterns of mindfulness and mindlessness and how to create roadmaps to make mindful organizing stick in the organization.



Kathleen Sutcliffe
Professor Organization and Mangement,
University Michigan

Kathleen is a renown researcher in the areas of strategic management and organization theory.



Annette Gebauer (PhD)
Owner of ICL Berlin

Annette is a senior systemic consultant. Her mission is to translate HRO thinking to classical industries. She supports companies like ThyssenKrupp or Commerzbank finding new ways of organizing.



Bert Slagmolen (PhD)
Apollo13 consult

Bert's work is involved in various projects in the field of High Reliability Organizing and Mindful Organizing both in the public and private sector.



Jörg Arnold (PhD)
Safety manager ThyssenKrupp

Jörg is a trained safety engineer with more than 14 years of professional experience in various industries in Germany and abroad. Since 2010, he is head of the corporate health & safety department of ThyssenKrupp.

Workshop WS3

10:45 → 11:30

Strategic crisis management in HROs

What is the role of HRO leaders in the response to crises and disasters?

Even HROs can and do experience crises. Much attention has been paid to shifting responsibilities to the operational level in HROs. HRO scholars pay less attention to strategic crisis management issues in HROs. This workshop will identify the core tasks and challenges of strategic crisis management. Furthermore, we will discuss ways of organizing for crisis management that fit the culture of HROs.



Arjen Boin
Professor at the Utrecht School of Governance

Arjen was the director of the Leiden University Crisis Research Center, a founding director of Crisisplan and the founding director of the Stephenson Disaster Management Institute at Louisiana State University. One of his most recent books are *The Politics of Crisis Management*, winner of APSA's Herbert A. Simon book award. Dr. Boin serves on the editorial board of *Risk Management* (Palgrave) and the *Journal of Contingencies and Crisis Management* (Blackwell). He is the Editor for *Public Administration*, a premier journal in the field.



Werner Overdijk (MPA)
Co-founder and director of Crisisplan BV

Werner has worked as an adviser in the field of crisis management since 1992. His areas of expertise include disaster relief, counter-terrorism, crisis communication, control of infectious diseases, animal health, food safety and protection of the national infrastructure. He specialises in developing scenarios, workshops, training courses and exercises for senior executives and cabinet ministers.

Workshop WS4

10:45 → 11:30 Session I

11:45 → 12:30 Session II

2 sessions

HRO and networks

How can lessons from HRO thinking be applied to enhance interorganizational relations and networks?

'High Reliability Theory' thinking has traditionally focused on processes inside organizations. In this session participants explore the consequences of interorganizational dependencies. What are the effects of services increasingly provided through 'value chains or networks'? What capabilities are needed for high reliability performance? How do organizations, many with competing and conflicting goals and interests provide highly reliable service in the absence of ongoing command and control and in the presence of rapidly changing task environments with highly consequential hazards?



Paul Schulman
Professor of Government, Mills College, Oakland (CA)

Paul has done extensive research on large scale organizations like NASA, nuclear power plants, air traffic control centres and the California Independent System Operator.



Mark de Bruijne
Assistant Professor in the School of Technology, Policy and Management, TU Delft

Marks research focuses on issues of security and reliability, critical infrastructure management, and the consequences of institutional fragmentation. His recent work explores the consequences of institutional fragmentation on security and the reliability of service provision in critical infrastructures for individuals and organizations.

Workshop WS 5

10:45 → 11:30

HRO and mass events

How is reliability created in temporary networks in the field of mass events which entail high safety and security risks?

Event safety and security are crucial conditions for any organizer of mass events and gatherings (sport, pop/cultural, summits and international gatherings). But offering a welcoming and enjoyable event while ensuring safety and security is a truly daunting task. Mass events are hosted in high-velocity environment(s) where small mistakes can have serious consequences. These events, with often several thousand participants on the move, basically constitute a complete city that exists for a short time. Mass events are pressure cookers where changes in the dynamics of crowds can suddenly escalate into serious safety and security threats. In this sector, we unlock the secret of organizing successful mass events from a high-reliability perspective. How is reliability created in such rapidly changing and highly ambiguous environments?



Marc H.P. Otten (PhD)
High Reliability Solutions Ltd.
Owner of ContainR Media Ltd., a production company for multi-media education and training

Marc developed a distance-learning platform for clubs and police in the 53 member countries that host UEFA competitions. This platform is based on HRO and principles of Mindful Organizing (MO) from its early conception in September 2003. He has produced and managed various multi-media conferences and workshops in the field of football e.g. the annual UEFA-EU security conference for Champions League and Europe League, EU police commanders training workshops and training of host organisers of UEFA EURO tournaments.

Workshop WS 6

10:45 → 11:30

(Re)creating High Reliability Organizations

Why is the (re)creation of High Reliability after a serious incident or crisis often blocked and what are success factors for change?

The session will address the vital but relatively neglected topic of crisis and change management in the public, private and voluntary sectors. Specifically, why the implementation of change to prevent recurrence of serious untoward incidents is often problematic. Following serious incidents and adverse events, it might be presumed that a sense of urgency would prevail, that management receptiveness to change would be high and that rapid organizational change would result. Paradoxically, this is often not the case. David will highlight some of the organizational factors and processes blocking, delaying or distorting change in such circumstances. He will also offer some case examples of the successful implementation of change and the (re)creation of high reliability organizations.



David Denyer
Professor of Organizational Change,
Cranfield University and Management Practices Fellow at The Advanced Institute of Management Research

David's research interests lie in the field of organizational change, high reliability organization, organizational resilience, risk management and safety leadership. David has worked on a large number of projects with a range of organizations in the public, private and voluntary sectors. Assignments have included high reliability planning and implementation and the design and delivery of safety leadership programmes. Recent clients have included Sellafield Ltd and Broadmoor Hospital.

Workshop WS7

10:45 → 11:30 Session I

11:45 → 12:30 Session II

2 sessions

HRO, safety management and resilience

Safety is often managed in a 'planned by the experts' way. This is effective for managing well-known and predictable risks. However, we live an era of turbulent organisational environments, regular reorganisations, new technologies, newly emerging risks, whereby workforces are more diverse, better educated, and older than ever before. These developments require other practices to deal with emergent safety risks and regular variation. HRO's lead the way to resilient practices whereby the capabilities for anticipation, monitoring, responding and learning are key functionalities. This requires mindfulness of managers and workers, as well as organizational learning processes.

**Gerard I.J.M. Zwetsloot**

Honorary Professor in Occupational Health and Safety Management at the Institute of Work Health and Organisations of Nottingham University (UK).

Gerard is a senior research scientist TNO Work and Employment in the Netherlands.

In the workshop we will discuss some dilemmas that many organizations struggle with:

- Traditional safety management versus coping with variability
- Rule compliance versus empowerment and local expertise
- How to manage emerging risks that we do not fully understand?
- Learning from incidents or from good practices?
- How can intangible (early) warnings be recognised as meaningful?

Workshop WS8

11:45 → 12:30

HRO in military crisis situations

HRO concepts, respectful interaction and heedful interrelating in Dutch defense operations in Afghanistan and within an police unit responsible for security in a Judicial Court.

This workshop examines two cases of groups with a constantly changing composition. Operational personnel of the Dutch rebuilding mission in Afghanistan were interviewed how operational rebuilding missions were conducted. Experiences of this personnel are compared with the experiences of a Dutch police unit responsible for the security of a Judicial Court. In the latter case the audits of Weick & Sutcliffe were used in an action research project within this unit. Common themes and differences between these groups are discussed in the light of HRO concepts and the related concepts of respectful interaction and heedful interrelating.

**Eric-Hans Kramer (PhD)**
Dutch Defense Academy**Herman de Bruine**

Lecturer at the Hague University, Den Haag, Netherlands

Herman de Bruine is a lecturer on organization development and system thinking at the Hague University and does a PhD on high reliability organizing. One of his research projects is the police unit responsible for guarding Judicial Courts. This research aims to enhance mindful organizing within this unit.

Workshop WS9

11:45 → 12:30

HRO and use of multi-media techniques

How may HRO culture change be supported by multi-media techniques?

High Reliability Organizing and Mindful Organizing in most settings require changing the set mind-sets and behavioural patterns in organisations. The focus of most intervention techniques is on verbal communication or intense behavioural training.

In this workshop we explore the impact and importance of the visual communication in the HRO change process. We argue that visual language is an integral part of the change process.



Marc H.P. Otten (PhD)
High Reliability Solutions Ltd.
Owner of ContainR Media Ltd., a production company for multi-media education and training

Marc has produced and managed various multi-media workshops and training exercises in the field of HRO. He also developed an extensive software package to support multi-media education and scenario-based exercises.

Workshop WS10

11:45 → 12:30

Training to HRO through simulation and serious games

In this session you are invited to participate in a HRO learning setting using computer simulation tools.

The goal of the workshop is to:

- show how virtual reality based simulation platforms and serious games can significantly enhance HRO training,
- share our experience in doing so with the US Forest Service and France's civil protection communities,
- sketch out promising ongoing developments.



Renaud Vidal
Research Engineer, University Aix-Marseille, France, and UC Berkeley CCRM affiliated expert

Renaud specializes in High Reliability Organizing research and consulting. He has been conducting a Franco-American research program on large scale fires management, applying HRO frameworks both in France, and US leading firefighting organizations. His recent research projects include the development of virtual reality based simulation platforms and serious games to operationalize HRO principles, enhancing HRO training.

Co-presenter:

Christophe Frerson
Expert in crisis management,
France's Civil Protection

Workshop WS 11

13:30 → 15:45

2 h 15 min session

Improving safety in the process industry

In this workshop you will actively participate in a safety assessment session developed by SABIC and Apollo13 using the Hearts and Minds model.

SABIC is driving a program in the area of environment, health and safety to bring European Manufacturing sites to a higher level safety culture. An assessment of the actual situation is part of the programme, already applied at various sites. The assessment program deploys in total 3 different methods in order to get a rich picture of the safety culture in a plant and the potential for change. Representatives from SABIC will introduce the programme and share their experiences during its implementation. Participants experience how a Hearts and Minds session works and what are first outcomes.



Wil Ernes
Director Manufacturing Polymers, SABIC Geleen, Netherlands.

Wil started in 1981 at DSM in Elastomers as Chemical Engineer. From 2002 onwards manager of the SABIC organization (after acquisition of DSM Petrochemicals by SABIC). In the 2002 - 2004 period he was QESH Manager SABIC Petrochemicals Europe.



Gerard Uittenhout
Occupational Safety Specialist, SABIC Europe, Netherlands.

Gerard started as Chemist in 1981 at the Central Research organisation of DSM in Geleen. In 1992 made the switch to Safety & Health. Worked as expatriate for 2 years in Germany and from 2003 specialized in the field of Human Factor in Safety, Behaviour Based Safety and EHS Culture enhancement.

Workshop WS 12

13:30 → 15:45

2 h 15 min session

Pathways to high performance: Explore collective mindfulness at a film set

Managers can learn a lot by exploring emergency rooms, cockpit teams, car racing or film productions. Given the trying conditions they have to cope with these “high performance seeking” organizations or teams developed distinctive patterns to manage uncertainty, stress, complexity. As aliens, managers are able to explore these contexts in an unbiased way.

This workshop offers participants to experience high performance practices using HRO/HPO as a lens: The director Oliver Ziegenbalg invites you to explore his way of managing the unexpected creating a film: What is his “grammar” of managing and organizing? What are conditions for mindful organizing and underlying assumptions? And how can you translate these experiences - for yourself and to develop your management and organization?



Dr. Annette Gebauer
Owner ICL Berlin

As a senior management consultant Annettes mission is to translate the concept of “mindfulness” to classical industries. She developed innovative learning architectures for top managers using HRO principles as a lens, i.e. for ThyssenKrupp.



Peter Pawlowsky
Professor for Personnel Management and Leadership Studies and Director at the Research Institute for Organizational Competence and Strategy (FOKUS), TU Chemnitz.

Peter did extensive research on High Performance Teams. He designed a series of simulations for managers to experience the characteristics of high performance teams. Peter is the founding member of the New Club of Paris.



Oliver Ziegenbalg
Film maker

Oliver is a German script writer and director. He wrote i.e. the screenplay for *Friendship*, the most successful German movie in 2010. Oliver recently directed *Russendisko* after the bestselling novel by Wladimir Kaminer. Oliver graduated in Economy, Computer Science and Mathematics. He lives in Berlin.

Workshop WS 13

13:30 → 15:45

2 h 15 min session

HRO and policing: context driven teams

Within the Dutch police experiments are conducted with so-called 'context driven' teams, as opposed to 'system driven' teams. Rather than reacting 'according to plan' teams are encouraged reacting 'to the situation at hand'.

In this workshop the concept of 'context driven' teams is highlighted and some practical examples illustrate the (im)possibilities of these teams in real life for the police officers involved. The workshop is designed as a dialogue of the national programme manager Community Policing, a middle manager and a top manager of the Rotterdam police force. They discuss their views on what can be accomplished using this approach. Together with participants the significance of HRO context and applicability are examined (within the police force and outside).



Annika Smit (PhD)
Strategy Consultant Dutch police
Annika is a scientist (PhD in psychophysiology) and works as a strategy consultant for the Dutch police.



Peter van Os
National Programme Manager Community Policing
Peter is a police commissioner. He is the national programme manager Community Policing.

Workshop WS 14

13:30 → 15:45

2 h 15 min session

Patient Safety: "Learning to crawl before you can run"

Two approaches in enhancing patient safety.

In this workshop you will be invited to join in experiencing how patient safety can be enhanced and which conditions are necessary for successful implementation.



Shirine Moerkerken
Strange, Rotterdam



Marije Stoffer
Erasmus University Medical Center, Rotterdam



Yolanda de Graaf
RIVAS zorggroep, Gorinchem

Workshop WS 15

13:30 → 14:30

Behavioral learning from failures

A High Reliability Organization is characterized by a deep belief that incidents are opportunities to learn from and identify systemic weaknesses. Most organizations have processes in place to investigate incidents and identify lessons learned. But what do organizations really learn? How are the behavioral aspects of an incident identified and how is this learning converted into changed behavior?

Erik Deen and Jurry Swart will share their experience based on a three year program with one of the leading Dutch oil and gas companies. In the workshop you will experience the power of assumptions and understand how these contribute to incidents and how organizational behavioral learning can be facilitated.



Erik Deen
Learning Consultant,
Kessels & Smit; The Learning Company

After his studies in sports and educational sciences Erik worked with the Dutch Railroads and Albert Heijn as staff development advisor. With Kessels & Smit his main activities are the development and support of learning and change programs with a variety of clients.



Jurry Swart MCM
Owner of Equitans BV

Jurry joined Shell International following his studies Chemical Technology. He has worked in The Netherlands, Oman, Brunei and Scotland in a variety of operational and managerial roles. As Change Manager he was involved in one of the largest SAP implementations in Shell Europe. The last couple of years he has focused on the behavioral side of working safely and especially how organizations learn from incidents. Jurry completed his Masters in Advanced Change Methodologies in 2008. After close to 26 years with Shell he started his own consultancy company Equitans in 2010.

Workshop WS 16

13:30 → 14:30

(Re)creating High Reliability Organization in the ICT sector

Learn how a fast growing international software company (focus logistics-industry) turns into an HRO company during a three years organizational development program.

This workshop provides real-time insight into a running three years OD-project describing the architecture and core methodology of becoming a HRO in three years time. During this period the company grew from 50 to 100 employees and opened branches in Asia and Latin-American. The workshop will be conducted by Aaron Drews, Manager for Organizational Excellence at inet-logistics and the consultant and HRO-specialist Dirk Weber.



Dirk Weber, MBA
Dipl.Psych., Berlin, GD of DWEC GROUP
Germany

Dirk is a senior OD consultant running a studio for executive coaching and organizational development in Berlin. Dirk is promoting and practicing HROs within the private and public sector, addressing the German Foreign Office, corporations and SME's in Europe and the Middle East. He is lecturer at the Alanus University of Arts and Social Science in Germany.



Aaron Drews, PhD (SPcM, ACQI)
Business Excellence Manager at inet-logistics Austria

Aaron earned his Ph.D. from the University of Edinburgh in 2004. During the past five years, he has focused on process and quality management and has earned certificates as Senior Process Manager and Quality Manager which he brings to inet-logistics as Business Excellence Manager.

Workshop WS 17

13:30 → 14:30

HRO in the higher education sector

Higher Education in the Netherlands has to deal with legislation and control mechanisms which have a great impact on these organizations.

In this interactive workshop we apply the retrospective approach (2007 - until now) in order to become aware of the development of one of the HAN-academies and the use of HRO. HRO serves as a lens. It focuses on the responsibility of teams and individuals in the academy. The high pressure on the educational system to meet governmental requirements makes it difficult to perform in the "core business" of educating. The tension between the system (including it's embedded conflicts) and the ambition to become an HRO is evident and almost visible in every day practices.



Eric Holtman
Managing Director of ICA
(one of the HAN academies)

Eric worked as a programmer and interactive visual designer for various broadcasters, organizations and governments before starting his career in education. He held positions at the School of the Arts in Utrecht and Universidad Nacional de Heredia. He established the institute for interactive design (ICAT).



Deny Smeets
Managing Director of ICA
(one of the HAN academies)



Ton Diepeveen
Partner Apollo13 consult

Interim manager and interim CEO applying HRO principles in organizations. Most of his customers are universities of applied sciences and governmental organizations. By leading by example he brings HRO from theory into practice. His motto: People are willing to change, but can hardly be changed by others.

Workshop WS 18

14:45 → 15:45

Creating multidisciplinary HRO teams in (infra) projects

Based on a real case you will learn and experience how an HRO project team can be developed in a context with many involved parties and dependencies.

We will share with you our experiences with HRO team development related to the project "4 track construction Amsterdam - Utrecht". Taking numerous unforeseen situations as a "wake-up call", a trained signaling engineer, the Project Director Xaf Utberg, decided that it was time to radically change the attitude and behavior of the people. Doing more of the same seemed to be a dead end strategy. Improving the competences of the people in the project (not limited to ProRail), has been key in the successful commissioning of the infra functionality.

In the workshop the case and the applied concepts of HRO team organizing will be shared. Participants are encouraged to raise questions, share own cases and experience what team alignment implies.



Xaf Utberg
Managing Director DHV Rail.

Before joining DHV Xaf was responsible for the realization of large, complex rail-network extensions in the Dutch national network. He has been the ProRail Project Director for the infrastructure modifications between Utrecht and Amsterdam and the project planning of the changes in Utrecht Central Station for more than 7 years.



Robert J.M. Taen (PhD)
Management Consultant, Apollo13 consult.

Robert has more than 20 years experience as a management consultant with a focus on High Performance/Reliability teams and organizations. Why do people are often 'invited' to put their hearts and minds on a shelf before going to work? His mission is to change these patterns. Robert is a member of the program committee of the proHRO conference.

Workshop WS 19

14:45 → 15:45

Learning HRO in action (school and practice)

Two experienced practitioners, HRO experts from the very first hour, will share their educational methods, practices and lessons learned in an interactive setting.

In this workshop participants will explore the educational methods, practices, and lessons to reach reliability seeking behaviors. Everyone, everywhere, can do this regardless of culture, country, or environment. The material we present can be used immediately and without preparation time. Both workshop leaders have their roots in the worlds of intensive care, ambulance work, firefighting, and emergency services.



Daved van Stralen, MD, FAAP
Assistant Professor of Pediatrics, Loma Linda University School of Medicine, California, and Principal, Strategic Reliability, US.

Daved van Stralen learned the methods now codified as HRO from experiences the past 40 years in mountaineering, fire department rescue ambulance service, and healthcare. Since 1989 he has used these methods to implement High Reliability and develop Reliability Seeking Behaviors in several healthcare and educational organizations. In association with Thomas A. Mercer, RAdm, US Navy (retired), he produces the annual International High Reliability Organizing conference.

www.High-Reliability.Org.



Jim Holbrook, EdD
Professor of Emergency Services, Crafton Hills College (Yucaipa, CA) and Adjunct Professor of Emergency Medical Care, School of Allied Health Professions, Loma Linda University, US.

Dr. Jim Holbrook studies methodologies of learning in the novice and experienced practitioner alike. His research is in decision-making under stress and use of brain-based behaviors in paramedic and firefighter education. Currently, he studies the application of brain-based learning to the implementation of High Reliability at the level of the individual and Reliability Seeking Behaviors into the organization.

Workshop WS 20

14:45 → 15:45

HRO Behavior, Compliance and Governance

This session looks into the connection between the principles of HRO and the way inspectorates and other oversight bodies aim for compliance. What can be the role of HRO-principles? Is it relevant to the oversight bodies themselves or mostly for their objects?

We present four levels of thinking in terms of risk, and contrast this with the actual way risks are assessed when it comes to compliance. We present the case of two schools in primary education. By contrasting the method of the Inspectorate for Education and the Vogus and Sutcliffe list of questions, we will raise questions about the role of behavior in inspectorate and oversight. Two representatives from the school board (Leo Wijker) and the Inspectorate (Gerry Reezicht) will give their view on this issue.



Peter Noordhoek
Consultant, Owner Northedge Consultancy

Peter Noordhoek is an expert in quality and organizational development. His latest book is called 'Sector wide quality. Improving the quality image of branches, sectors and professional organizations. (2011)'. He is a jury member of the European Public Sector Award, advisor to the International Journal for Public Services Management, and a co-founder of the Association for Inspectorate and Oversight Bodies in the Netherlands. Together with Herman de Bruine he has taken the initiative to introduce HRO within the public sector and has (co-) authored several articles on the topic.

Expert Speed Dating / HRO Sharing



Arrange your exclusive speed date appointment with the expert of your choice.

Hurry up, and get your slot! Or, just stroll around the tables, get inspired by listening to the discussions of others...



How does it work?

During the evening event, ten experts offer six 15-minute time slots to discuss your questions related to their area of expertise. You can either book a slot or you can walk around and just listen to the other conversations.



What to do?

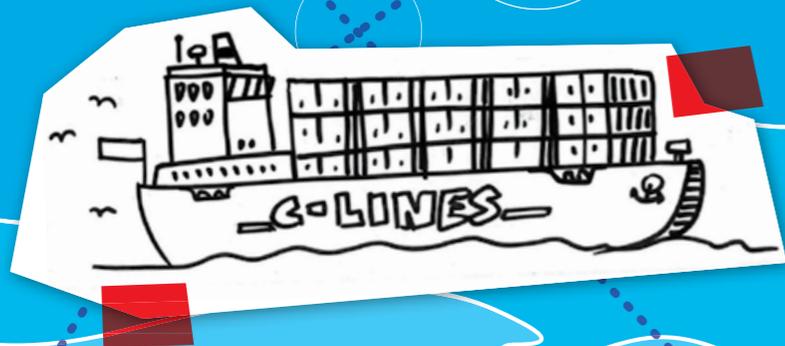
Obtain your appointment by signing in on the Speed-Date poster walls. Right before dinner. In the Foyer. Meet the expert at the Speed-Dating tables in the Foyer.

**And then?
Drive them up the wall
with your questions!**



proHRO Expert Workshop

Wednesday November 16, 2011



The proHRO Expert Workshop is upon invitation only and open to a smaller number of experienced HRO professionals from various industries. These professionals share the desire to further develop the practice of HRO in a new network of professionals in HRO (proHRO). The proHRO Expert Workshop will be facilitated by Annette Gebauer from ICL, Bert Slagmolen from Apollo13 and Marc Otten from ContainRmedia.

In the morning an in-depth exchange is scheduled with selected HRO experts in the fields. We have invited a number of renown scientists to exchange views in inspiring and lively settings, e.g. fish-bowl-discussions.

In the afternoon participants will discuss the future direction of the *professionals in HRO network* (proHRO). How can proHRO promote application driven, cross-sectoral learning in the area of HRO? How can cases, experiences, tools and techniques from different sectors and environments be shared across members?

Agenda proHRO Expert Workshop

- 8:30 Coffee & Networking
- 9:00 Opening and Expert Introduction
- 9:45 Sectorial Group Sessions
- 11:00 Result Discussion I
- 12:30 Lunch
- 13:30 Result Discussion II
- 15:00 Coffee and networking
- 15:30 proHRO: How to make the idea stick?
- 17:00 Planning the next steps
- 17:30 End of Expert Workshop



proHRO

Make proHRO stick!

ProHRO aims to be a network of proHRO professionals in Europe, financed by membership fees as well as sponsoring. So far, it is not much more as a promising initiative, driven by passionate HRO professionals. But you, the people participating in the conference, have already made the first, very important step: you devoted precious time and energy to HRO. The final destination of your individual trips is, hopefully, that you want to follow-up on the first expedition and become members of HRO communities in Europe. proHRO wants to stimulate the dialogue between professionals on HRO. Help us make this idea stick!

You want to learn more or you are interested becoming a member?

Contact your national proHRO network partner!

proHRO Netherlands:

Dr. Bert Slagmolen slagmolen@prohro.com

Dr. Marc Otten otten@prohro.com

proHRO Germany:

Dr. Annette Gebauer gebauer@prohro.com

Mission

The mission of proHRO is to find new approaches for reliable performance using practice and research based evidence of High Reliability Organizing. proHRO aims to further integrate the existing research, practical experience and professional disciplines. At the same, time it aims to further develop HRO theory and research and HRO leading edge pilots by using an interdisciplinary, integrative approach.

International network

proHRO provides a platform for all professionals that share an interest in High Reliability Organizing to learn from concrete examples and practical tools that have proven their value. proHRO forms a worldwide network of professionals that share an interest in High Reliability Organizing.

proHRO is an European initiative. We work closely together with our colleagues and friends in the US who already organized several conferences and workshops on HRO.

Cross-sectoral learning

A wide variety of scientists, managers, professionals, staff-experts, consultants and trainers in various sectors are working on reliability issues. They may not label their ambitions as HRO although the principles, methods, tools in use are contributing to a higher level of reliability. The platform promotes cross-sector and cross-functional learning between all kind of organizations and disciplines.



THANK YOU!!

People who made it happen

Initiators	Herman de Bruine (HHS), Mark de Bruijne (TU Delft), Annette Gebauer (ICL), Marc Otten (ContainRmedia), Robert Taen (Apollo 13), Bert Slagmolen (Apollo 13),
Hosts	Apollo13, The Hague University
Programme design	Robert Taen (Apollo13), Herman de Bruine (HHS)
Communication strategy	Annette Gebauer (ICL), Marc Otten (ContainRMedia)
Organisation	Inge Schats (promesa), Ton Diepeveen and Bert van Dalen (Apollo13), Anja de Plugge (HHS)
Illustration and Design	Martin Baaske / martinbaaske.de

Participating Organizations

0/24 Research & Organization
Development
365/KeurCompany
Addax Petroleum Development
Nigeria IIMITED
Advies Coaching en Begeleiding
Aircraft Fuel Supply B.V.
Alfred Kärcher GmbH & Co. KG
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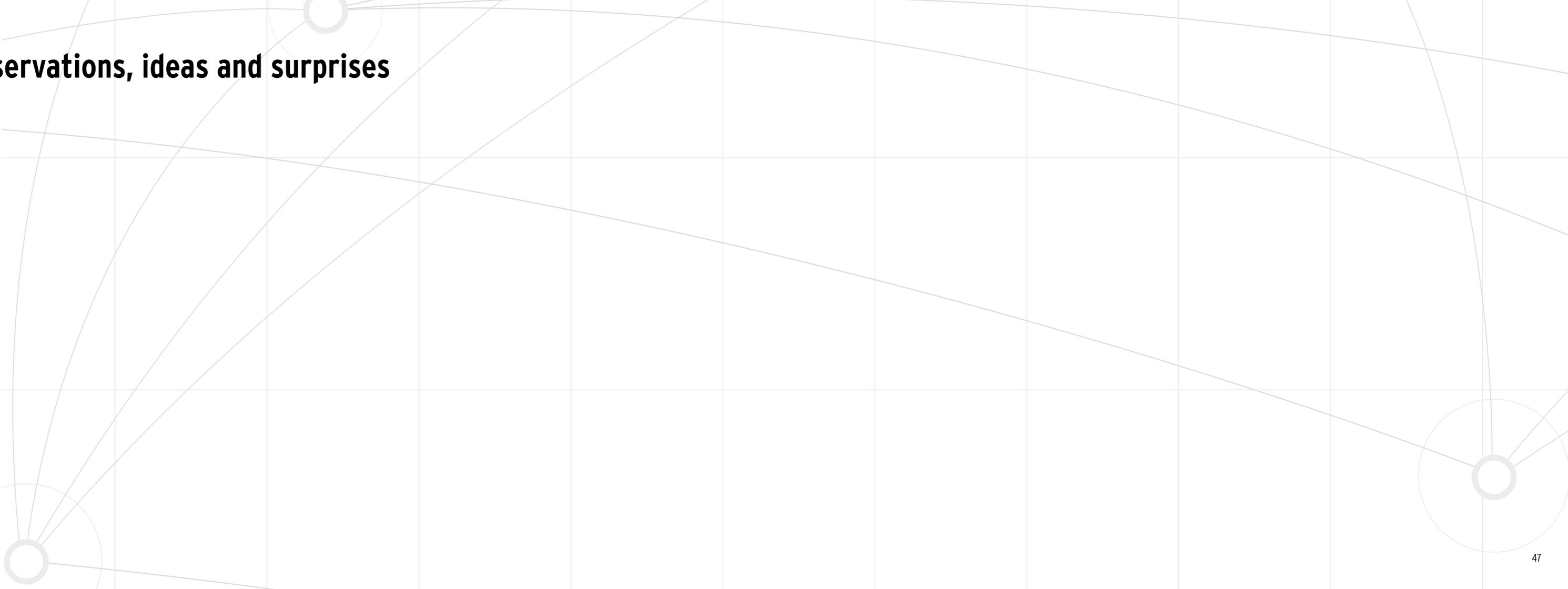
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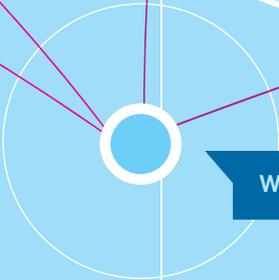
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