MARSH

LEARNING FROM INCIDENTS

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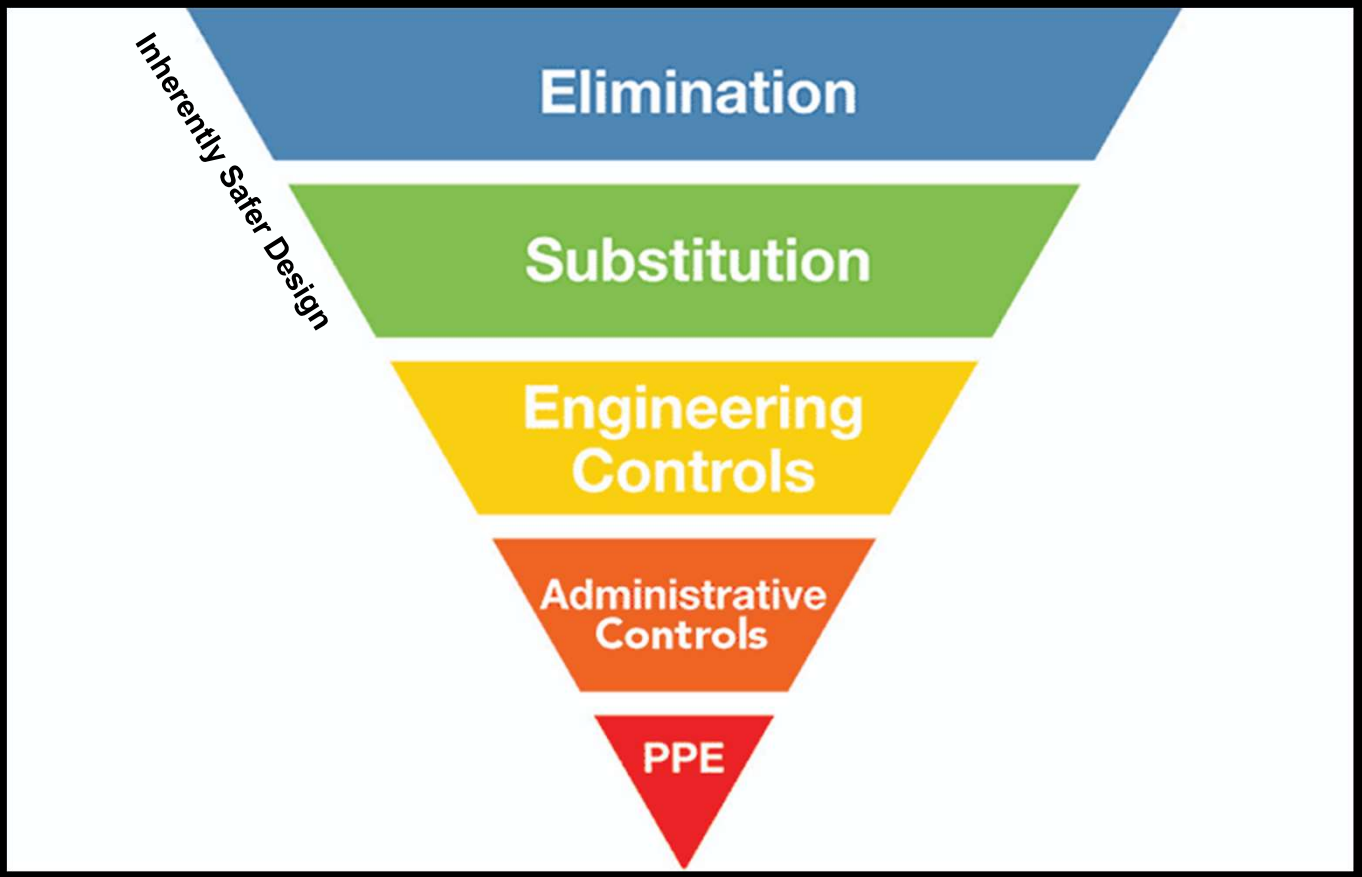
Laurence Pearlman
Sr. Vice President

Raleigh, NC
laurence.pearlman@marsh.com

MARSH & McLENNAN COMPANIES

Learning from everything is difficult
Focus on high potential (SIFp) events

Require solutions that are ‘high’ in the hierarchy



We must avoid the ‘blame and train’ game!

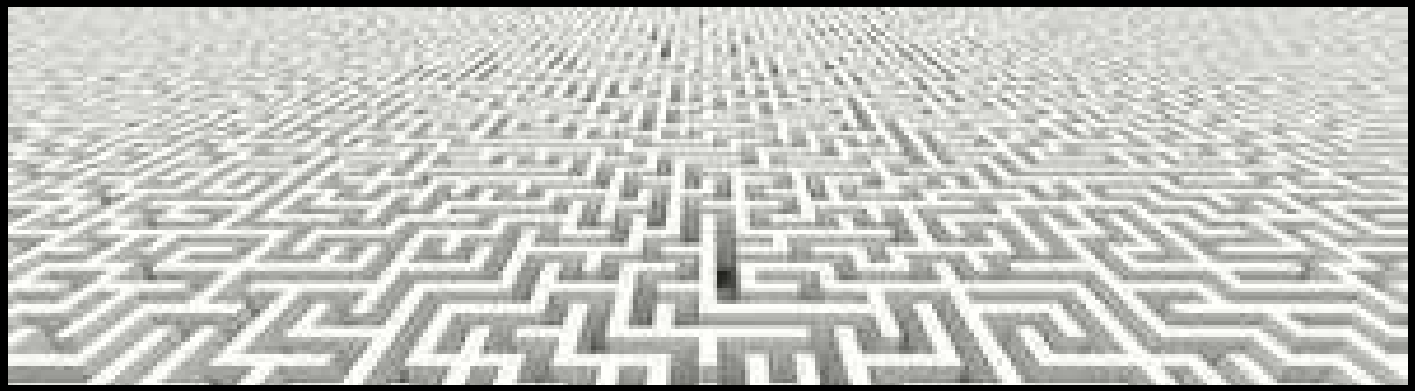
We need to ‘up the game’ on leadership involvement

Require leadership to sign off on investigations and the rigor of root cause analysis

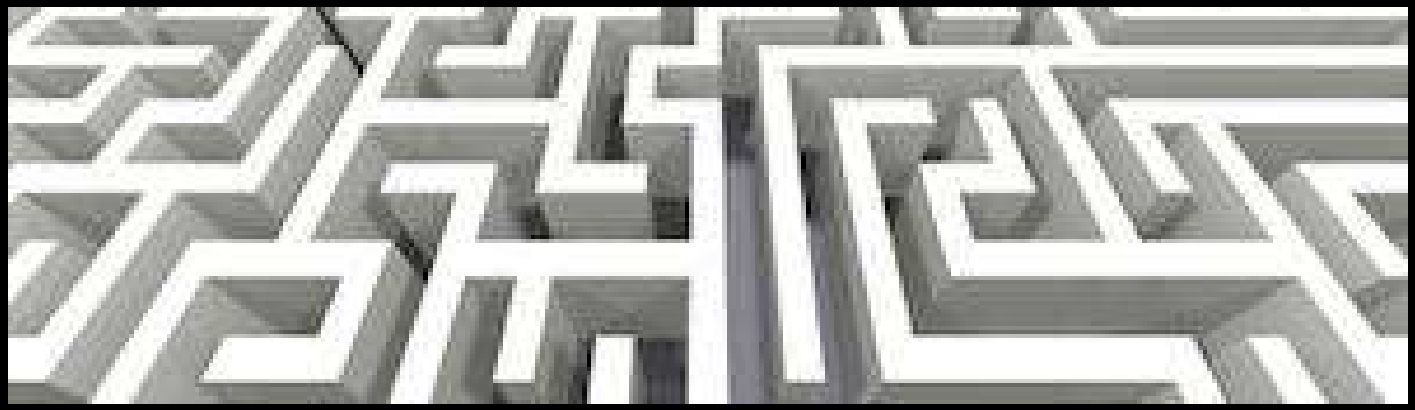
Be clear on new operating expectations

HOW AND WHAT WE COMMUNICATE

We often overcomplicate the message



4% of people can understand an average safety email



Source: You Know Safety But Admit It....You Don't Know Communication
Dr TJ Larkin & Sandar Larkin
Fixing Safety Communication in Oil Refineries

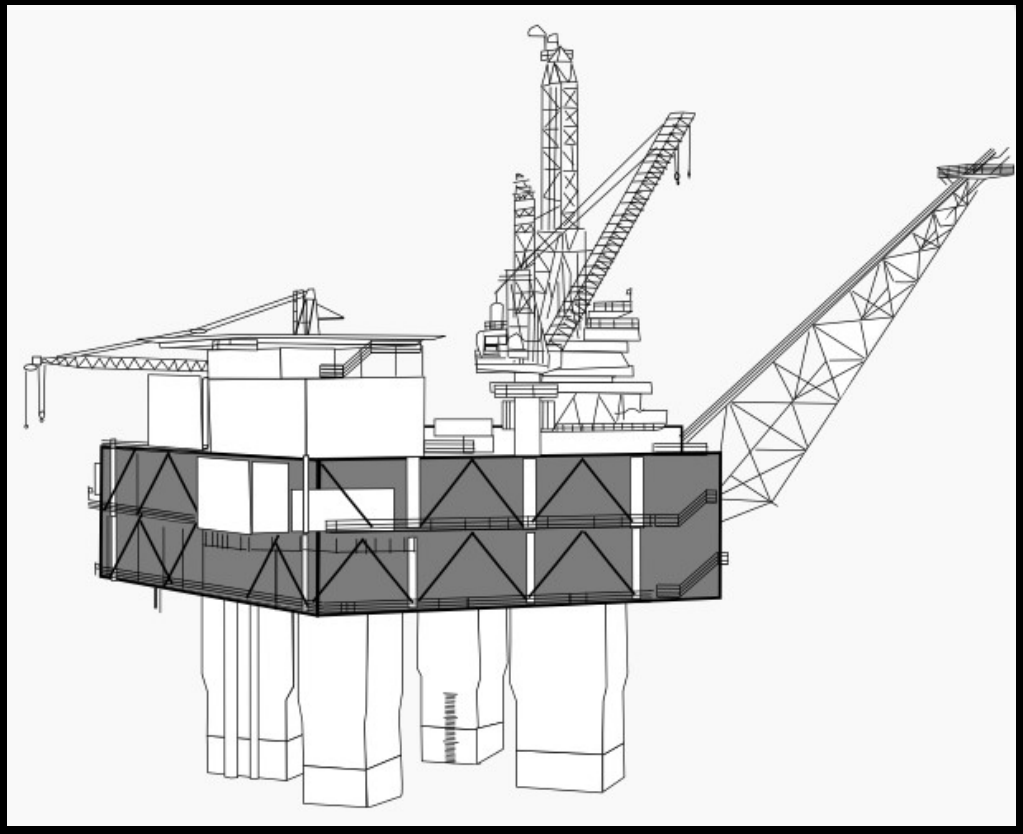
Most LFIs* Include irrelevant information
Focus on the real issues and be clear on the learning!

*Learning From Incidents

What's important to my boss fascinates me
If the leader doesn't care about LFIs, why should I?

WHAT FAILED & HOW WE MESSAGE IT

Did we know the rule and choose not to follow it?
Was there an engineering or design feature that needed to be changed?

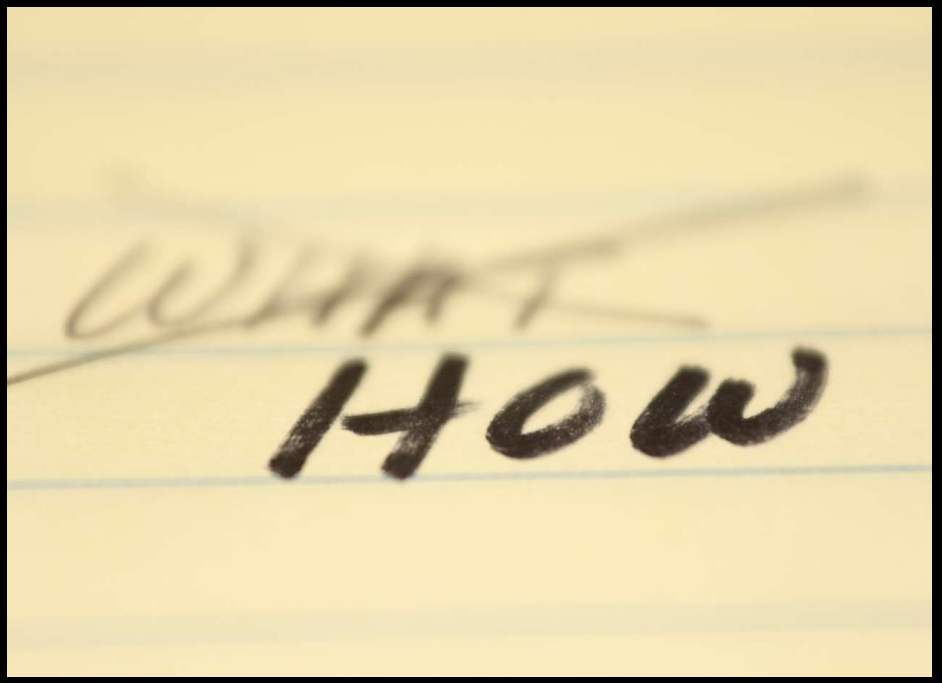


It’s easy to communicate the hardware failures
How do we convey messages about systems & culture?

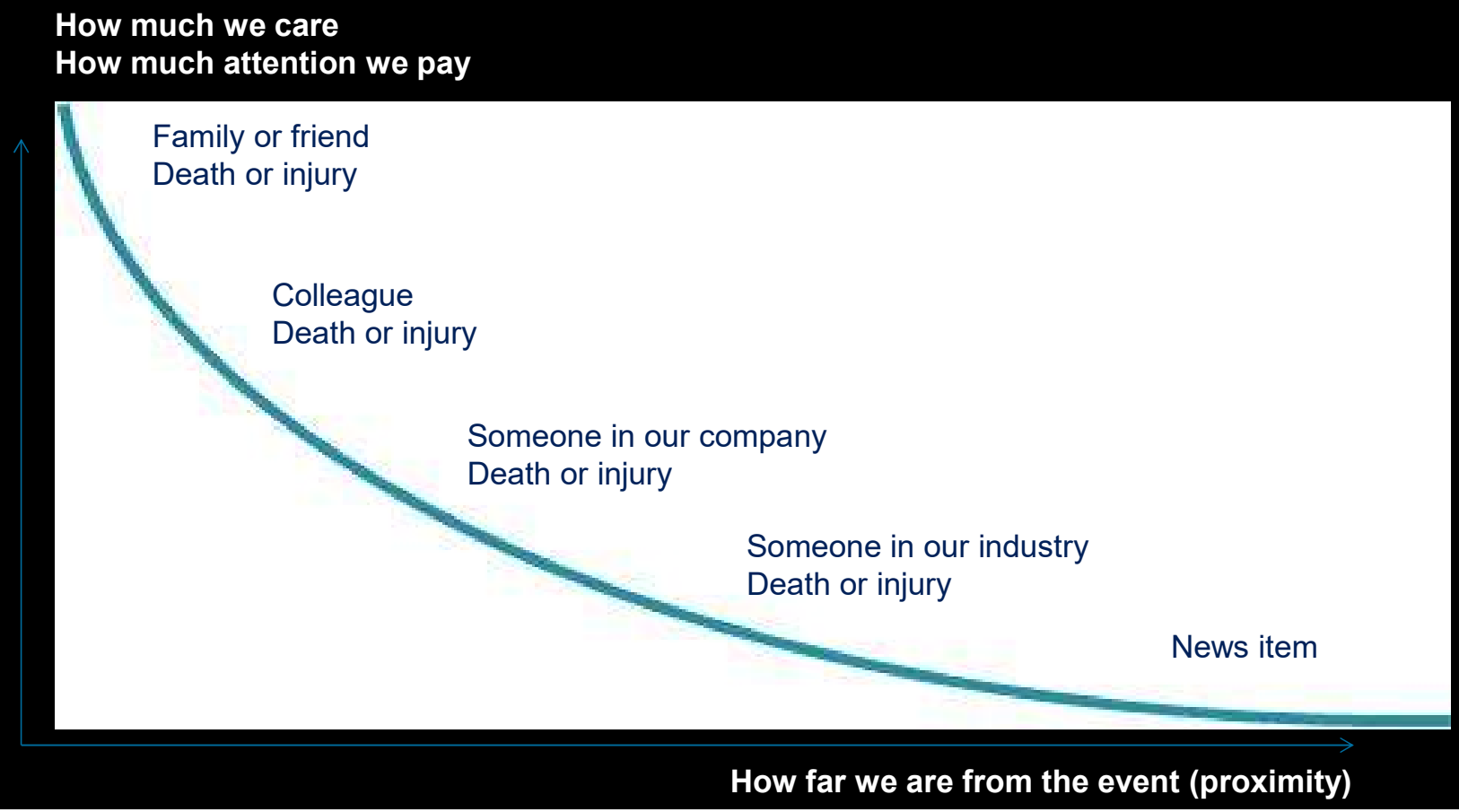
LEARNING IS NOT SHARING

Learning happens by engaging others

Discussion and asking ‘how can this happen here’ are critical to learning



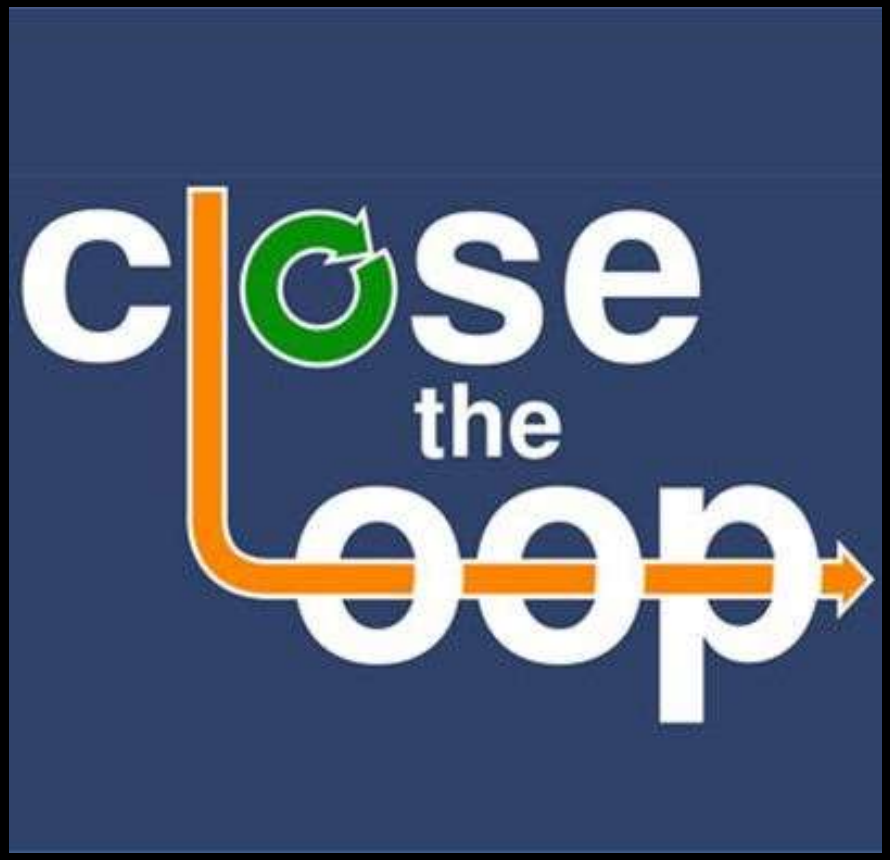
People react based on proximately to the incident
Effective storytelling makes messaging personal



We found the ‘root’ cause!
How come our work isn’t done yet?

- **Have procedures been updated?**
- **Have we performed the proper Management of Change**
- **How will existing employees find out about the change (and the ‘why’)?**
- **Have we made it easy for people to tell stories and share?**
- **Are you sure?**

Closing the loop on learning
Codifying your findings and updating audit protocols



Revised Processes & Documentation

Revised audit protocols

Industry needs a step change in sharing incidents
Aviation can serve as a model for our industries

SO WHAT?

- Move up the hierarchy of control
- Focus on high risk incidents
- Simplify safety communication
- Identify the ‘true’ root causes and make sure the ‘learning’ is clear
- Verify that standards, procedures and training are updated to incorporate learning
- Tell stories

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