What is Latent Cause Analysis?

C. Robert (Bob) Nelms
Founder, Failsafe Network, Inc.

Latent Cause Analysis

What You Can Learn from Things that Go Wrong,

Latent Cause Analysis

What You Can Learn from Things that Go Wrong,

Without BLAMING People in the Process!

Latent Cause Analysis

What You Can Learn from Things that Go Wrong,

By Asking People to Look at THEMSELVES
Instead of focusing on Other People and Things.

What is Latent Cause Analysis?

It is NOT the same as
“Root Cause Analysis!”

2007

A problem exists with Root Cause Analysis

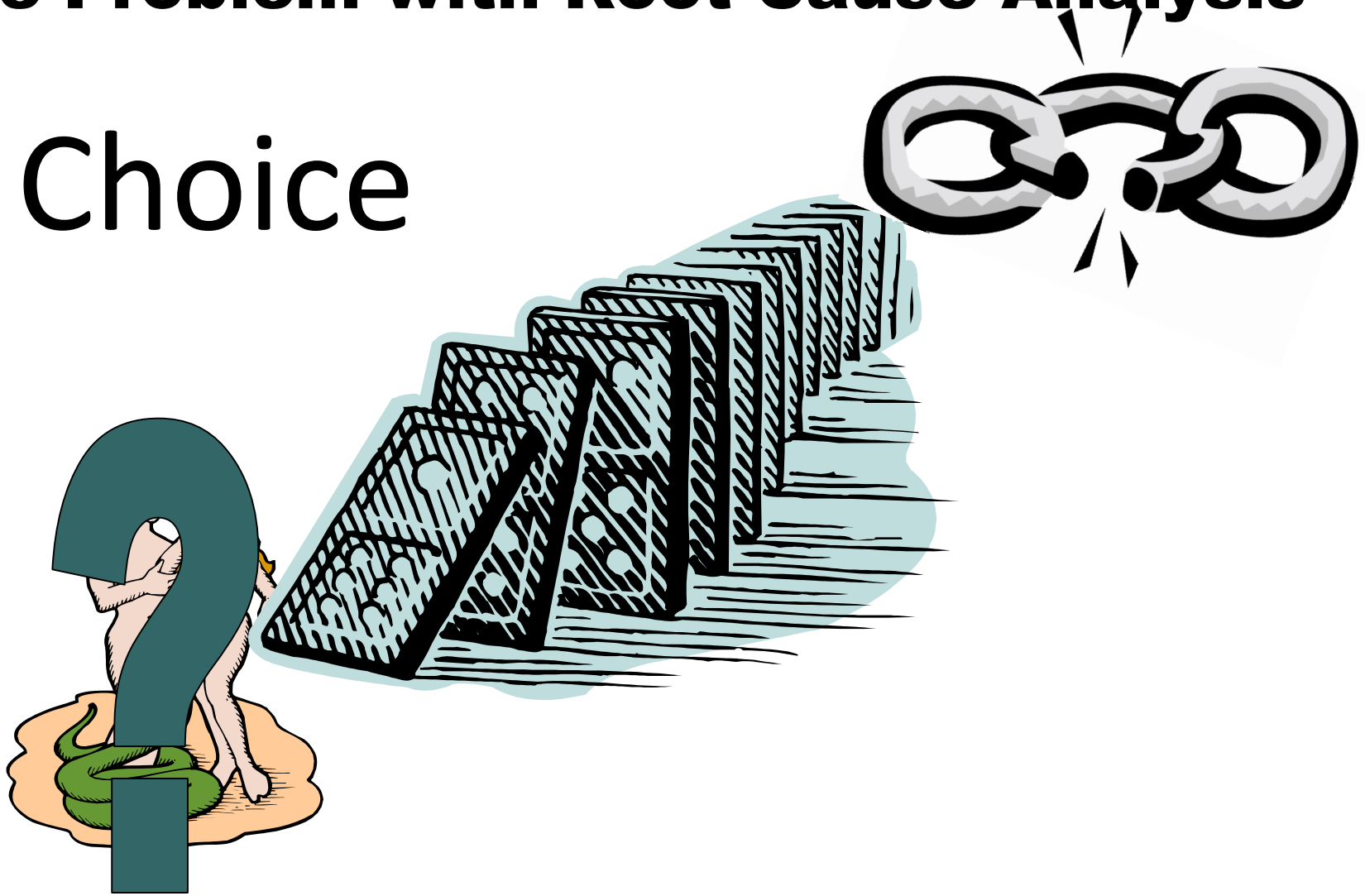
Root Cause Analysis has become ANYTHING people WANT it to be!

Everyone seems to have their own definition of Root Cause Analysis!

This is not good!

The Problem with Root Cause Analysis

Choice

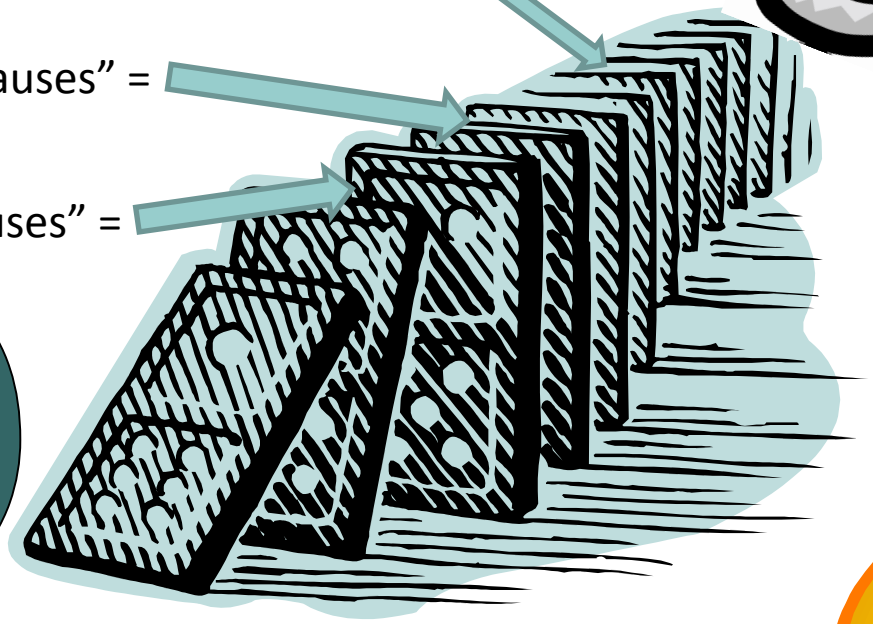


The Problem with Root Cause Analysis

Method X: "Root Causes" =

Method Y: "Root Causes" =

Method Z: "Root Causes" =



The Problem with Root Cause Analysis

People have made

"Root Cause Analysis"

into whatever they ***want*** it to be!

The Problem with Root Cause Analysis

"The root cause of the aircraft disaster was pilot error."

"The root cause of the explosion was metal fatigue."

"The root cause was a procedural flaw."

"The root cause was a negligent operator."

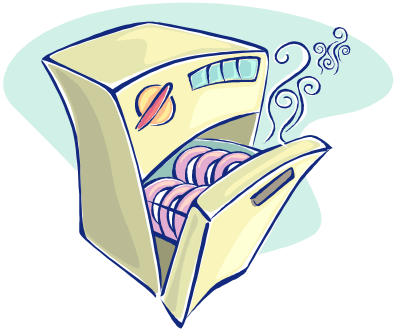
How deep are people willing to dig?

The Problem with Root Cause Analysis

We, as human beings, will look for anything or anyone except ourselves as causes of our problems,

and

we will do it as fast as possible.



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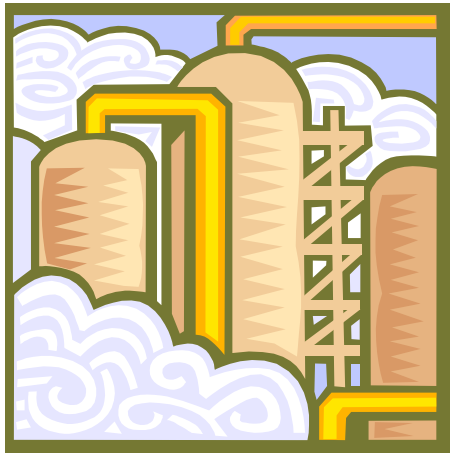
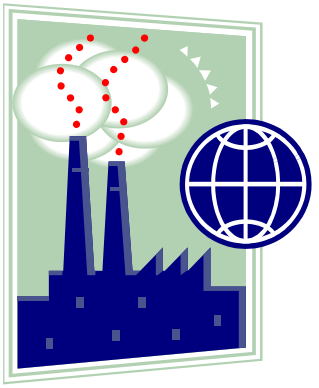




Our desire to ACT overpowers our need to UNDERSTAND

The Merry Go Round Phenomena

Introducing…..

Latent Cause Analysis

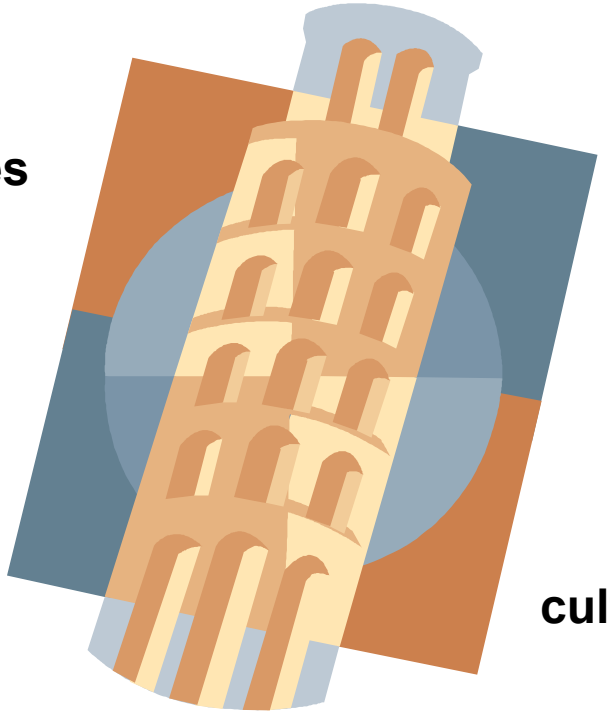
Latent Cause Analysis is Failsafe's "brand" of Root Cause Analysis

Latent Cause Analysis…

is an attempt to make the Merry-Go-Round VISIBLE

Latent Cause Analysis

attitudes



culture

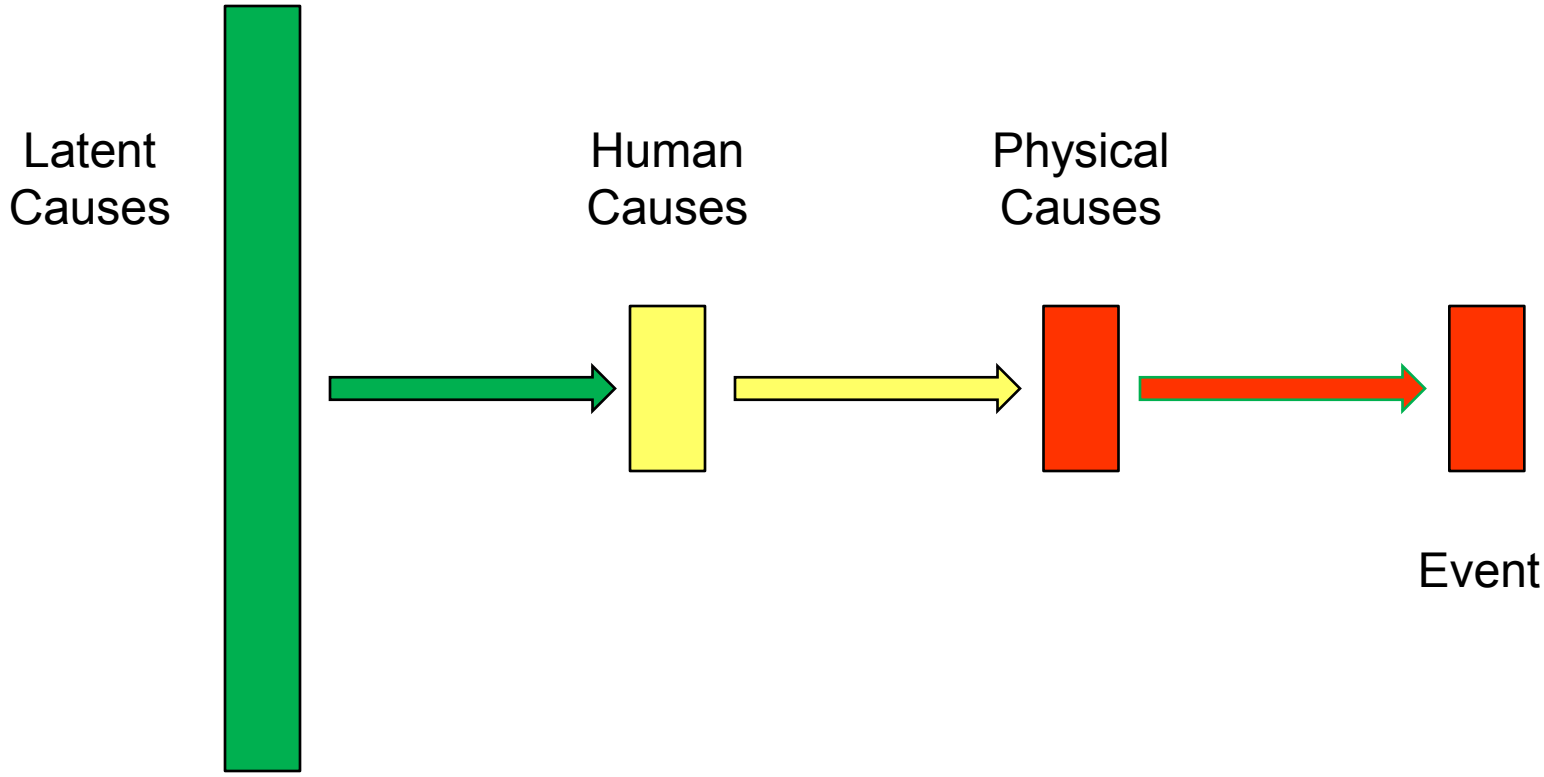
beliefs

assumptions

What is it about **the way we are** that contributes to our problems?

What is it about **the way I am** that contributes to our problems?

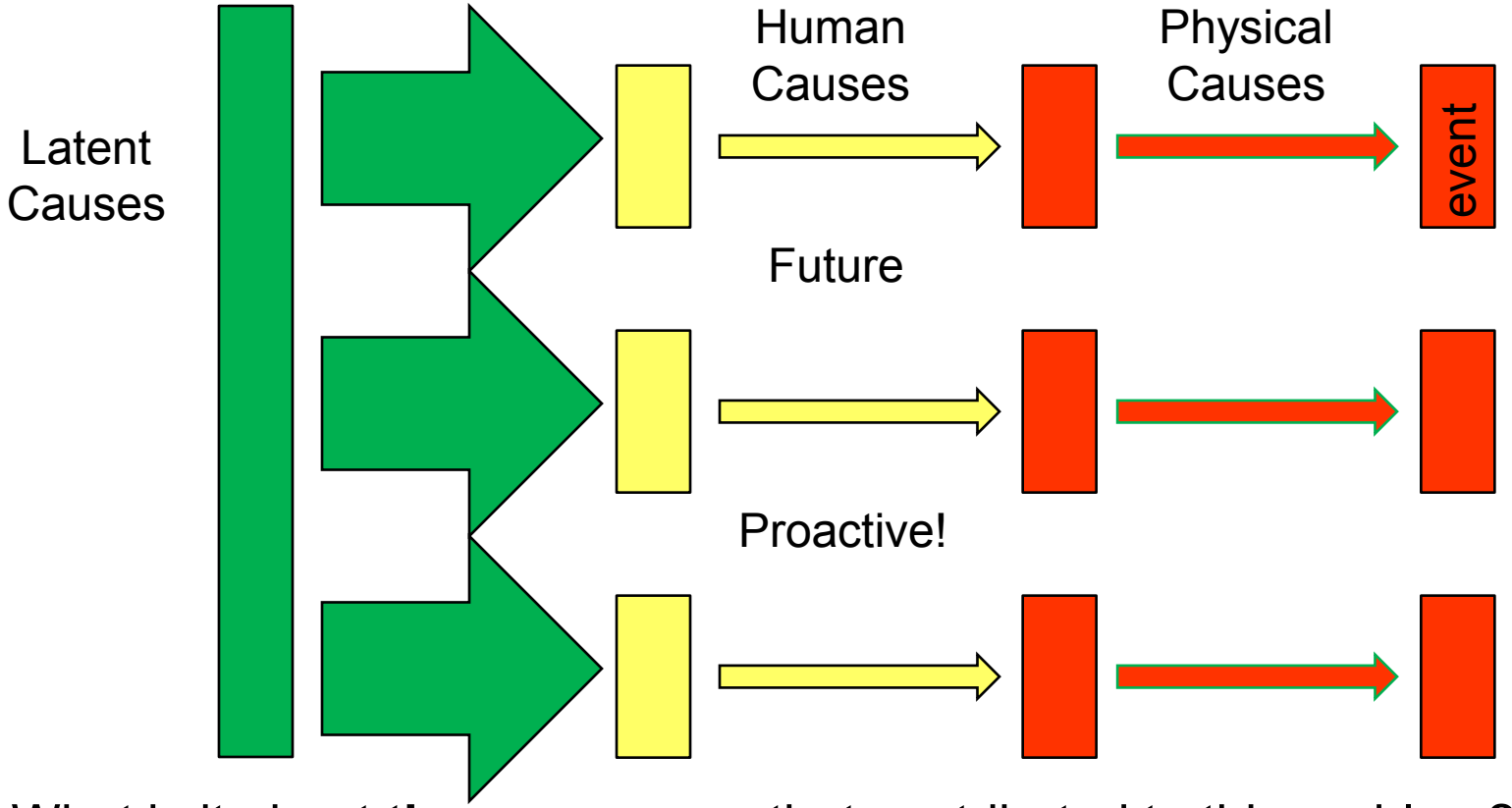
Latent Cause Analysis Summary



What is it about **the way we are** that contributed to this problem?

What is it about **the way I am** that contributed to this problem?

Latent Cause Analysis Summary

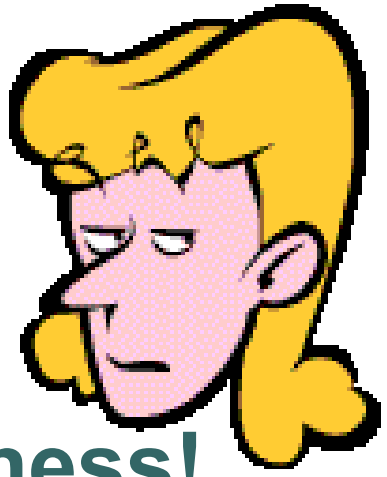


What is it about **the way we are** that contributed to this problem?

What is it about **the way I am** that contributed to this problem?

Latent Cause Analysis

Emotion!



Will result in…..

Defensiveness!

Shock!

Because Latent Cause Analysis is Contrary to Human Nature!

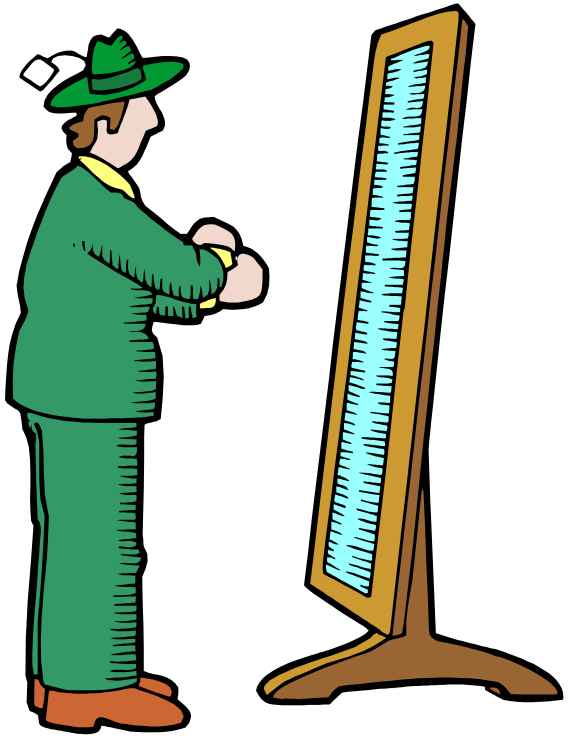
Human Nature

- It's not me, it's you.
- It's not us, it's them.
- It's not people that cause our problems:
  - it's our equipment.
  - it's our systems.

Human Beings LOVE to BLAME!

But Latent Cause Analysis REQUIRES people to look at themselves,

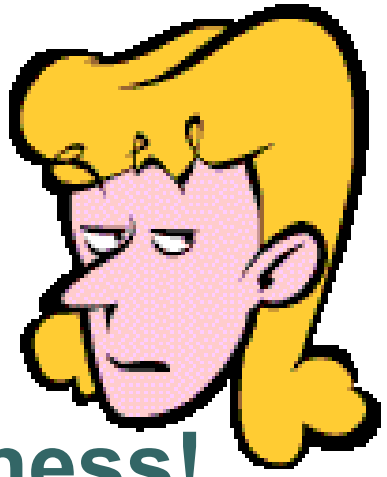
- What is it about the way WE ARE that contributed to this event?
- **What is it about the way I AM that contributed to this event?**



instead of pointing fingers at other people and things.

Latent Cause Analysis

Emotion!

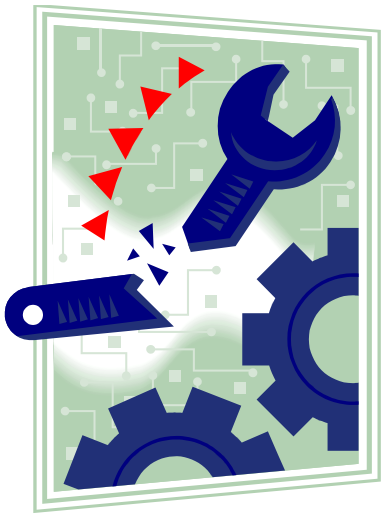


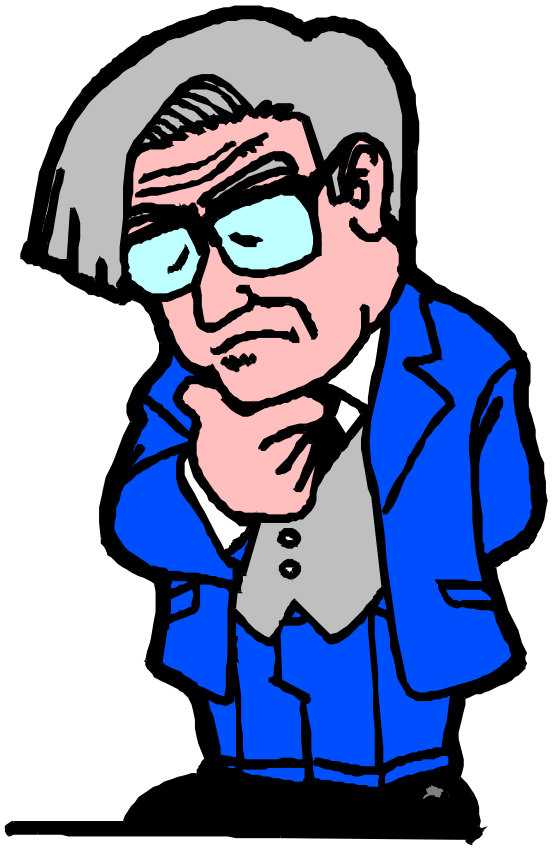
Will result in…..

Defensiveness!

Shock!

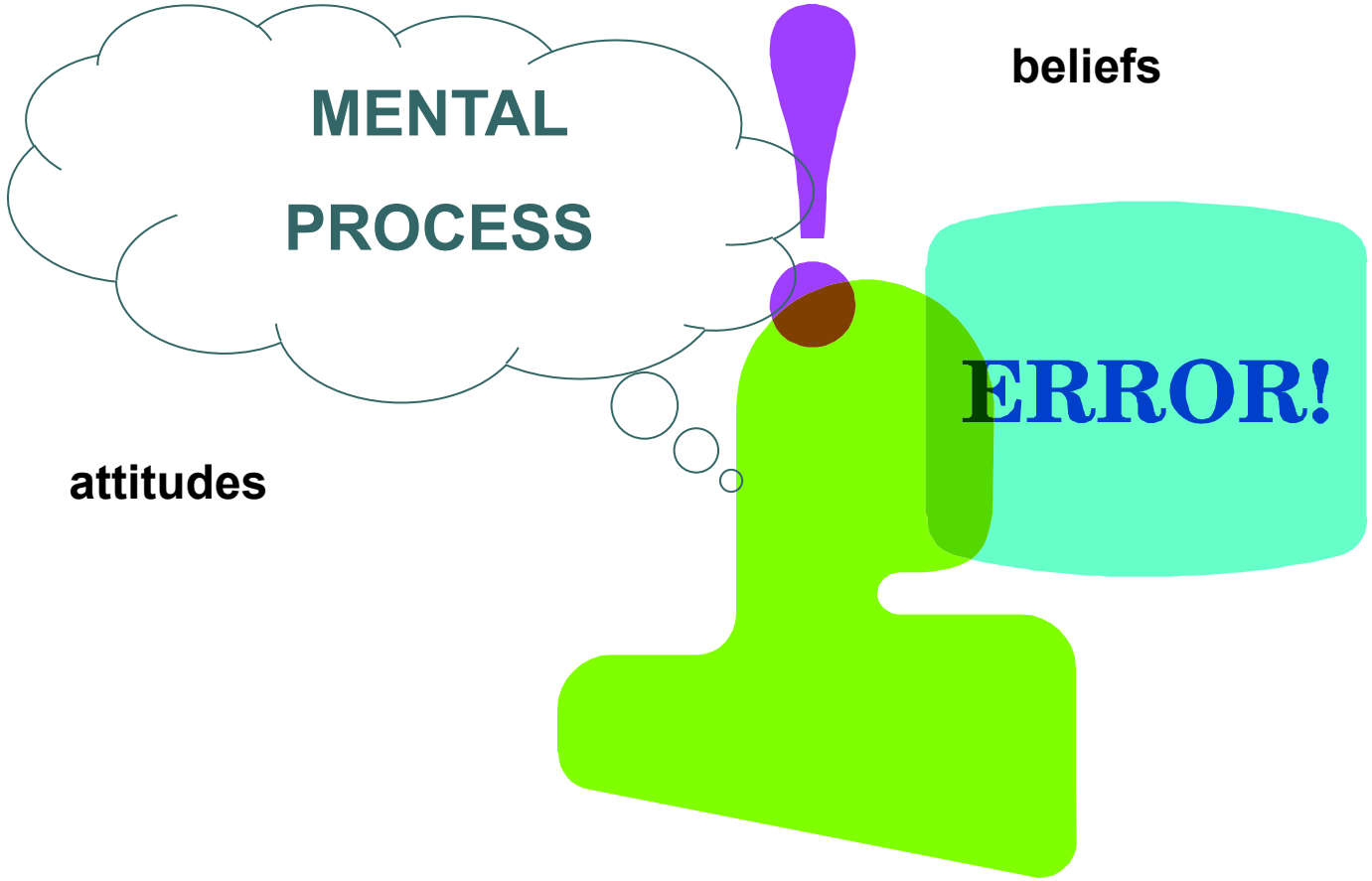
Because the Objective of LCA IS…





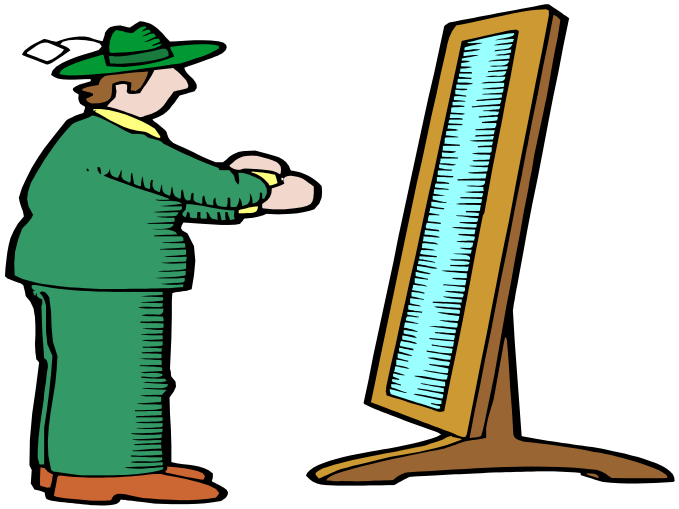
to change the way people THINK.

The Objective of LCA IS...



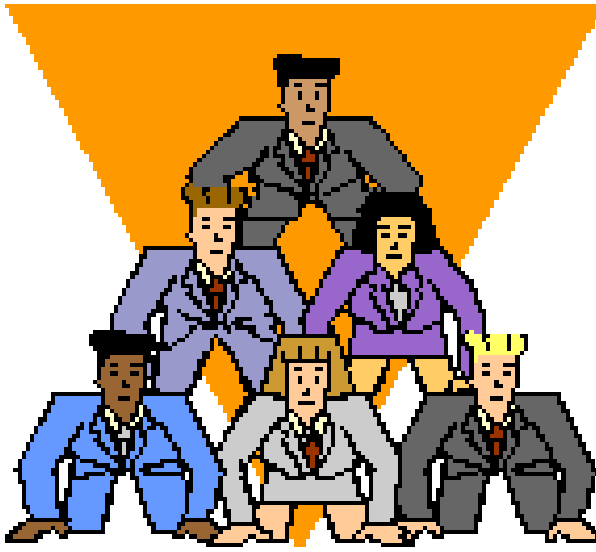
to change the way people THINK.

I am here to help us change the way we think!



In order to change the way people think, they have to see <u>themselves</u> as <u>part</u> of the problem.

This is true for ALL levels of an organization.

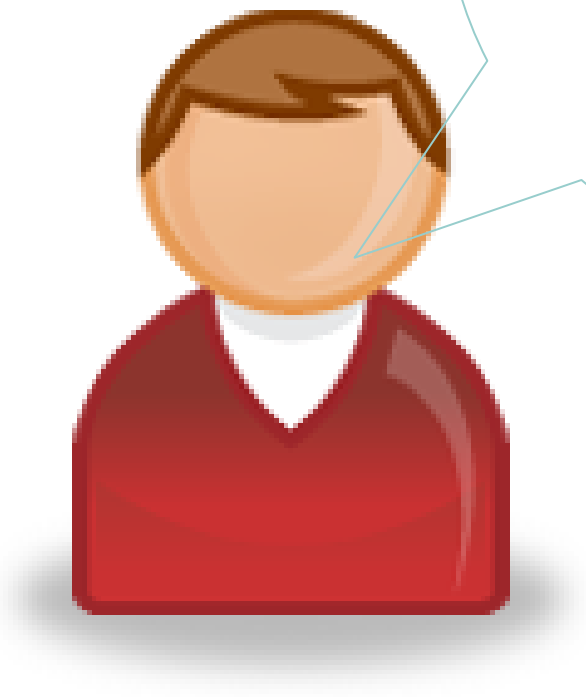


management

engineering

contractor

labor



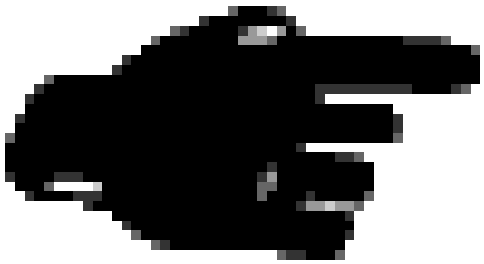
Until <u>we</u> see ourselves as part of our problems, <u>they'll</u> never change.

office staff

Golden Rule of a Latent Cause Analysis

We must try to understand to such an extent that we're convinced we'd have done the same thing.

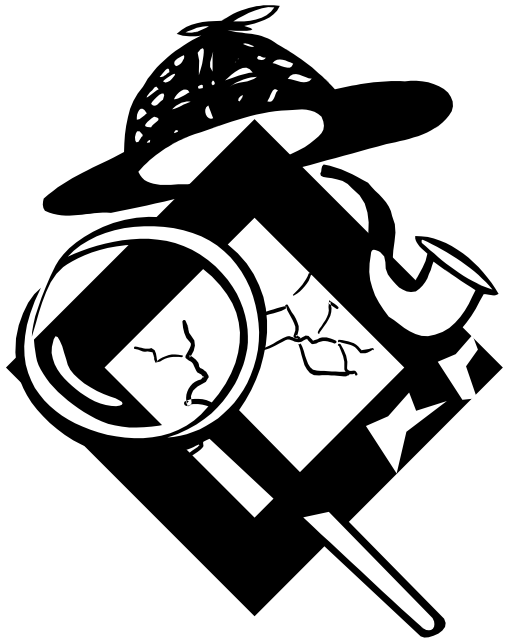
This is true for ALL levels of an organization.



NO FINGER-POINTING!

Overview of the Latent Cause Analysis Process

1. Three forms of evidence are gathered by an unbiased group of people:
   - People Evidence
   - Physical Evidence
   - Paper Evidence



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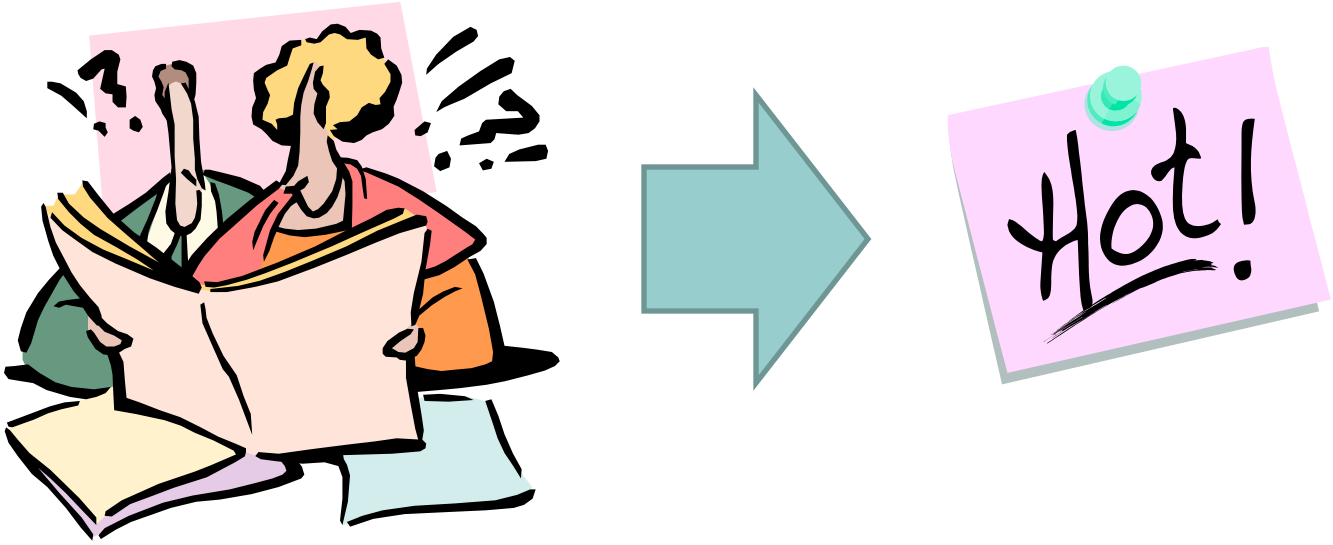
Overview of the Latent Cause Analysis Process

2. The gathered evidence is summarized by this unbiased group.



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Overview of the Latent Cause Analysis Process

3. Once summarized, the unbiased group asks themselves:
   - Who needs to see this evidence?
   - The above people are considered "Stakeholders."
4. The Stakeholders are invited to a meeting.

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Overview of the Latent Cause Analysis Process

5. The summarized evidence is presented to the Stakeholders.
6. **After reviewing the evidence, the Stakeholders are asked to identify the causes of the incident.**

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Overview of the Latent Cause Analysis Process

7. **Finally, the Stakeholders are asked to state what they intend to do about the causes of the incident.**
8. This process is facilitated by the Principal Investigator of the incident.

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Overview of the Latent Cause Analysis Process

LCA

(latent cause analysis)

leads to

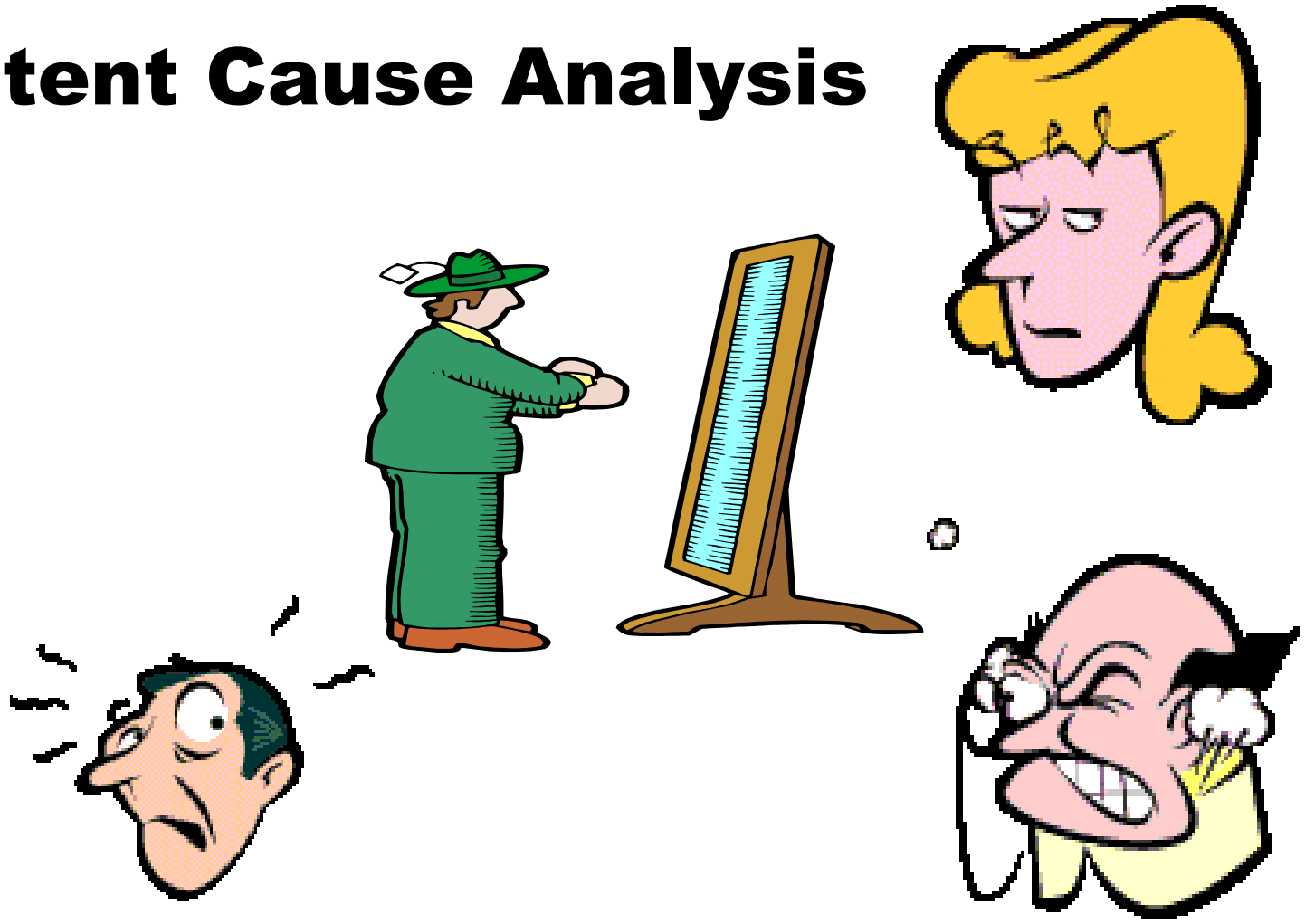
LCD

(latent cause discovery)

which

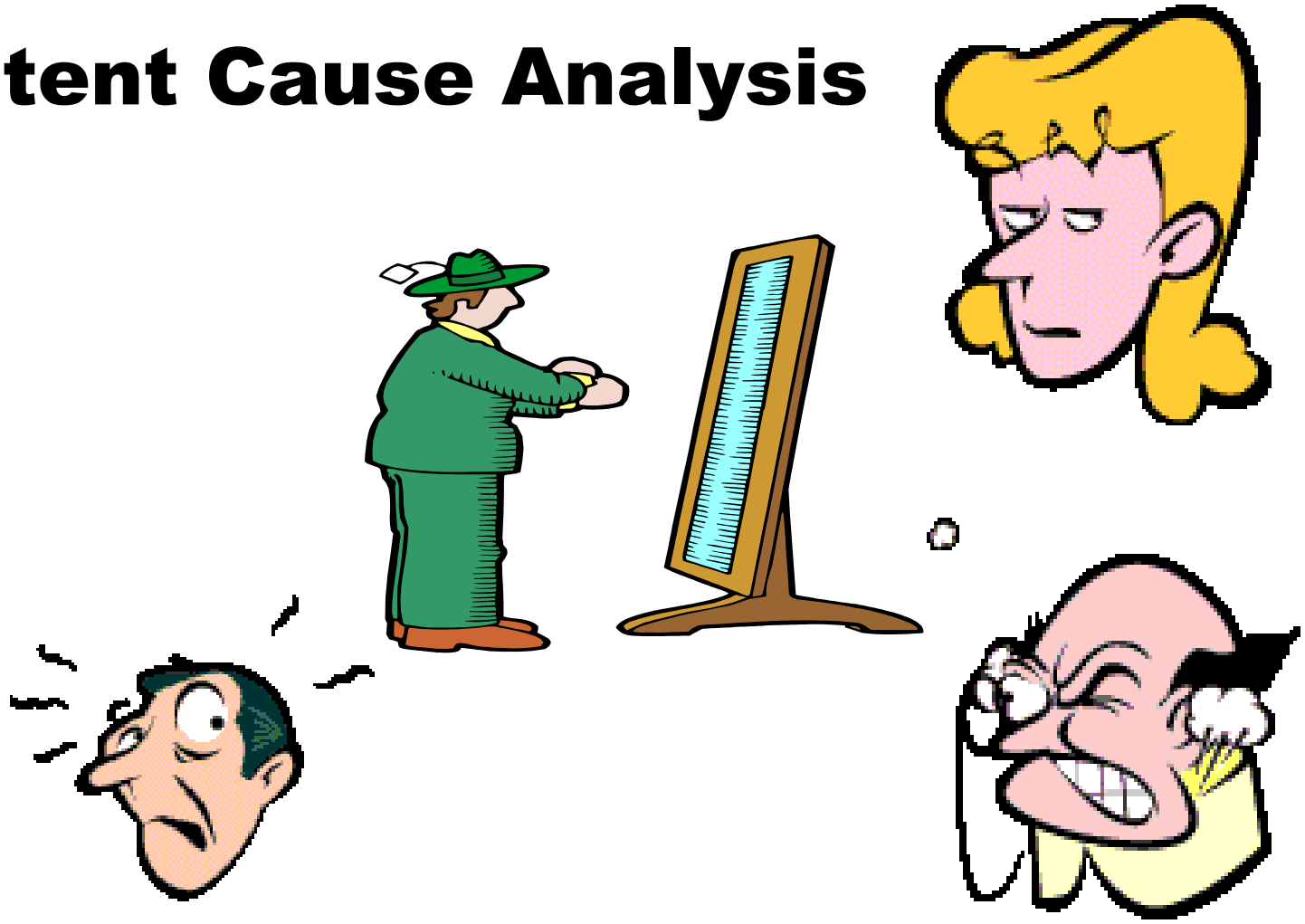
changes the way people THINK.

Latent Cause Analysis



An attempt to change PEOPLE!

Latent Cause Analysis



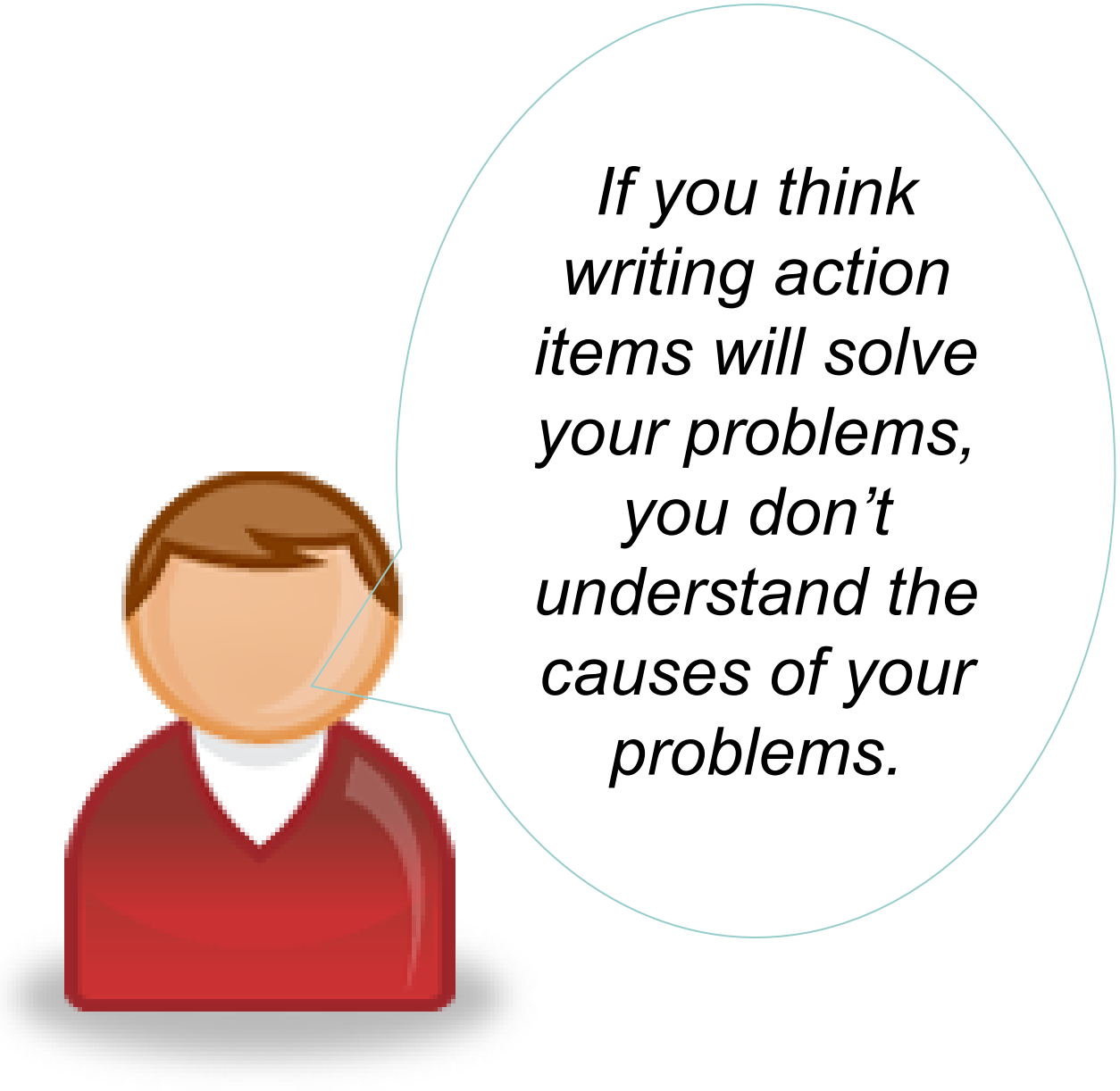
because when PEOPLE change, everything else will change.

Latent Cause Analysis

Not just another form to complete!

Latent Cause Analysis

Nor another effort that aims to generate more action items!


If you think writing action items will solve your problems, you don't understand the causes of your problems.

Change people, or
change people.

What is Latent Cause Analysis?

C. Robert (Bob) Nelms
Founder, Failsafe Network, Inc.

Latent Cause Analysis

- Please answer one of these questions, in writing:
  - What is the most significant thing you have heard in this presentation?
  - What concerns you the most about this presentation?

Individually, 2 minutes, at your seats