

# Presentations & Workshops from



**JMA Human Reliability Strategies**

[reliableorg.com](http://reliableorg.com)



**Reduce Errors. Improve Safety.  
Build Trust. Here's How.**



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Hi,

One day, an electrical engineer walked into a substation, flipped the wrong switch, and accidentally shut down a power plant. Because of that error, his company wound up paying about \$1,000,000 per day until it was fixed.

I help leaders like you prevent errors like that. Many people think of errors as defects. They try to eliminate all errors with detailed procedures, strict compliance, and zero tolerance.

Over many years, I saw how this mechanistic approach creates fear, rewards silence, and punishes innovative experts and truth-tellers.

So, I collected the most effective strategies and skills from:

- » My service as a firefighter, an EMT, and a military paratrooper
- » My Ph.D. research, and 20 years of experience teaching adults
- » 15+ years experience working with 250+ teams in industries like yours.

I realized that the safest and most reliable teams in the world use the same approach to errors that I've been using for over 20 years – **a Learning Based Approach.**

That's what you'll get from my:



**Presentations**



**Workshops**



**Event Reviews**

If you like what you see in this catalog, then contact me for a free, no-pressure, discovery call.

Talk soon,



*Jake*

Jake Mazulewicz, Director  
JMA Human Reliability Strategies, LLC  
1+ 804-301-2063

*...Even our most senior and experienced experts were impressed!... Several attendees told me that they've already begun applying these practical skills to improve safety and human reliability in our field teams around the world."*

**~ J.T. Lee, Senior HSE Advisor,  
Organizational Learning, Chevron**



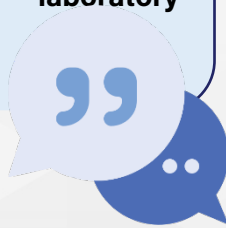
*"Your investigation and analysis was the most thorough and well-documented of any we have had to date... the interviews and investigation were not threatening in any way... we have already implemented some changes to our processes."*

**~ Manager of Electric Transmission System Operations  
in an electric power utility serving 1+ million customers**



*"Jake has played an integral role in re-shaping culture & behaviors around safety and work planning... The use of fail-safes, adaptive thinking, and peer checks are becoming part of the way we do things."*

**~ Work Planning & Control  
(WPC) Manager  
at a national scientific  
laboratory**



*"We got more practical ideas from Jake than from any other keynote we can remember. After dinner, we talked about Jake's presentation for more than TWO HOURS! That led to REAL change when we returned to the plant."*

**~ Maintenance & Reliability Leader at Xcelerate 2019**



*"This was the first session of my ASSP conference, and it was the most impactful session for me. The information presented was amazing and relatable to any situation, in my opinion. Jake kept the audience actively listening and fully engaged for the duration of his presentation. I can't wait to attend another session led by Jake in the future!"*

**~ Marcus Fitzgerald, Global QEHS Director at CETCO Energy**



*"We engaged Jake as a keynote speaker for our company-wide safety conference. Our leaders, from field foreman through executives, were unanimously impressed. Since Jake's presentation, our project managers and field foreman have told me that they are starting to experiment with many of the practical ideas that Jake taught us"*

**- Fred Barlow, Vice President & Chief Safety Officer,  
Reliance Electric, Inc.**



*"Jake walked through his step 6 process so efficiently I could confidently complete an event review tomorrow! He was also very well spoken. The overview he provided while still including applicable examples was a great balance."*

~ Safety Manager for a steel construction company



*"We invited Dr. Jake to guide and facilitate a workshop among our hiring managers... His facilitation process pulled the best information and ideas from our mixed-discipline group. We look forward to working with him on our next complex problem."*

~ John J. Kumm, P.E., VP of Field Services  
POWER Engineers



*From my initial reach out... to the follow through of our event, I have nothing but good things to say about my interactions with Jake. He was professional and organized, prompt with his communication and deliverables and engaged my audience in an intentional and thought provoking way Jake made my job easy AND our audience really enjoyed his sessions. That's what we call a win."*

~ Molly Nolan, Marketing & Program Manager at Nolan Consulting Group, Inc.





# Seven Practical Steps to Build a Culture of Safety & Human Performance / HOP



## Seven Steps



A 1-2 hour keynote, plenary, breakout, or 4-8 hour workshop

### Burning Questions

- How often do workplace errors happen?
- How much do unwanted errors cost us?
- Why can't we just eliminate errors?
- Why don't people just follow procedures?
- What do the world's safest and most reliable teams do?

### Seven Practical Answers

In this fast-paced presentation, you'll hear powerful stories – some funny, some dramatic -- and you'll learn seven concrete, practical skills you can apply immediately in your teams. These seven steps are used by: pilots, firefighters, military paratroopers, air traffic controllers, electric power utility system operators, and other high-reliability teams across the globe.

- 1) Take a Learning-Based Approach
- 2) Build Psychological Safety
- 3) Lead After Action Reviews (AARs)
- 4) Transform Investigations
- 5) Apply Classic Defenses
- 6) Improve Systems
- 7) Build Resilience



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~ Maintenance & Reliability Leader at Xcelerate 2019

# How to Build Trust & Expertise with After Action Reviews (AARs)



AARS

After Action Reviews (AARs) help save lives, build trust, and share priceless, unwritten expertise.

Safety-driven teams in the military, emergency fire & rescue services, and other high-hazard industries have used these psychologically safe, semi-structured, post job debriefs for over 40 years.



In this fast-paced presentation, you'll learn how to lead AARs for your team. And best of all, you'll actually DO a brief real-world After Action Review.

## You'll Learn:

1. How to ask the four key questions of an After Action Review (AAR)
2. How to avoid eight (8) common mistakes of leading AARs.
3. Why AARs have been called, *"One of the most successful organizational learning methods yet devised."*



[Watch the 45-second video here.](#)   [Download the 2-page PDF Handout here.](#)

## Ideal for:

- Front-line supervisors, managers & senior leaders in high-hazard industries
- Specialists in Safety, HSE, Human Performance / HOP, Investigation, and Event Analysis

## Formats:

- 60-90 minute on-site keynote, capstone, plenary, or breakout
- 60-90 minute webinar
- Part of half-day or full day workshop



***"Jake has played an integral role in re-shaping culture & behaviors around safety and work planning...The use of fail-safes, adaptive thinking, and peer checks are becoming part of the way we do things."***

~ Work Planning & Control (WPC) Manager  
at a national scientific laboratory



# Four Practical Ways to Build Psychological Safety in Your Team



## Psychological Safety

Many leaders believe that accountability will reduce errors. In reality, blaming people for errors often strangles communication, destroys trust, and creates more errors.

What's the alternative? Increase engagement, communication, and learning by building Psychological Safety. In this fast-paced presentation, you'll learn what Psychological Safety is, and discover four practical ways to build it in your team immediately.



### You'll Learn:

1. Five (5) common blame-based phrases to avoid and 5 Psychologically Safer phrases to use instead
2. Four (4) specific questions to ask that build Psychological Safety
3. Practical tips on how to write an "Assurance Statement" you can use for the rest of your career



[Watch the 1-minute video here.](#)



[Download the 2-page PDF Handout here.](#)

### Ideal for:

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*...Even our most senior and experienced experts were impressed!... **Several attendees told me that they've already begun applying these practical skills to improve safety and human reliability in our field teams around the world.***

*~ J.T. Lee, Senior HSE Advisor,  
Organizational Learning, Chevron*

# Practical Decision Making

## Four Levels from Novice to Expert



Practical Decision Making

### Burning Questions:

- Why don't people just follow procedures?
- What creates the gap between Work-as-Imagined (WAI) and Work-as-Done (WAD)?
- How can we improve decision making quickly?
- What structure can we use to learn from both everyday work and unwanted incidents?
- How can we apply Sensemaking in complex, adaptive (VUCA) jobs?



### A Practical Solution:

In this fast-paced, 1-2 hour presentation or half-day workshop, you'll discover the four core decision making levels used by leaders and front-line teams in high-hazard industries across the globe.

	<b>1) Explicit procedures (WAI)</b>	<p>Watch the 90-second video</p>  
	<b>2) General Guidelines / Rules-of-Thumb</b>	
	<b>3) Universal Principles</b>	
	<b>4) Tacit Skill (WAD)</b>	

### You'll get:

- Dozens of real-world stories and examples from: aviation, military, emergency fire & rescue, healthcare, and electric power utilities.
- Key take-aways from 10+ years of research into High Reliability Organizations (HROs), and from thought leaders like Gary Klein.
- 5-7 practical tips that you and your teams can use to immediately improve decision making and Sensemaking in the jobs you do everyday.



*"Before this workshop, I thought, 'Procedures will protect the employee.' **Now I'm realizing that, while still important, not all incidents can be solved by procedures.**"*

*~ Deputy Division Director at a US DOE Research Lab*



## What Problems Can We Solve Together?

- Our electric utility field teams had five (5) similar near misses last year. We're not sure why. Traditional safety stand downs aren't helping. How can we fix this problem?
- We lost over \$240,000 last year. Why? Simple miscommunications led to lots of preventable, frustrating, expensive errors. How can we reduce similar errors this year?
- We created a Near Miss Library. But almost nobody uses it. We don't know why. How can we get our people to use it & share valuable lessons learned?



*"We invited Dr. Jake to guide and facilitate a workshop among our hiring managers... **His facilitation process pulled the best information and ideas from our mixed-discipline group.** We look forward to working with him on our next complex problem."*

*~ John J. Kumm, P.E., VP of Field Services  
POWER Engineers*



### Good Fit:

Fast-paced, problem-solving workshops are perfect for small groups of leaders & experts who want practical answers to their toughest problems in just a few hours.



### Process:

You pinpoint the toughest problem you face related to: workplace errors, trust, reliability, safety culture, or Human Performance / HOP. I lead your team of 3-9 leaders and front-line experts through a fast-paced, engaging (and often fascinating) discussion to resolve it.



### Results:

You get 3-7 practical, high-value, low-cost, low-risk, process improvement(s) to resolve your problem. They include the best ideas from your team, plus the most practical solutions I've collected from working with 250+ teams like yours in the past 15+ years, including:

- How I helped a team of 200 technicians reduce errors by 60%
- How to increase Situational Awareness with "Scan & Focus"
- How to: Apply Defenses, Improve Processes & Build Resilience
- Four levels of decision-making from novice to expert





An incident happened.

Miscommunication, misunderstanding, and other complex errors were involved. How do you learn from it to prevent similar events in the future?



Simple techniques like the "Five Whys" often fix the blame, but don't fix the problem. Root Cause Analyses (RCAs) are often too complex and expensive. Learning Teams are popular, but have some unique drawbacks, too.

Your best solution may be an **Event Review**.



***"Your analysis was the most thorough and well-documented of any we have had to date... the interviews were not threatening in any way... we have already implemented some changes to our processes."***

*~ Manager of Electric Transmission System Operations  
in an electric power utility serving 1+ million customers*



[Watch the 3-minute video here](#)



[Download the 2-page PDF comparison here](#)



### **An Event Review is Ideal if:**

Your incident / event involved miscommunication, misunderstanding, or other complex human or organizational errors like these:

- A Substation Engineer misunderstood a procedure and accidentally cut power to a business. Result? Two days of chaos that wasted \$74,000.
- An Electric System Operator allowed two field teams to work on the same circuit without knowing about each other. Risk? A potential fatality.
- An executive miscommunicated technical specs and accidentally ordered six new custom bucket trucks that were missing an essential feature. Cost? \$1,200,000.



## Process:

I lead your team of 3-9 leaders and front-line experts through this fast-paced, engaging (and often fascinating) six-step process.

	<p><b>1) Lead an After Action Review</b> Build trust &amp; share initial info with a process used for 40+ years</p>
	<p><b>2) Write Target Question</b> Focus on desired end state</p>
	<p><b>3) Create Timeline &amp; Find Anomalies</b> Reveal the 3-7 most important anomalies to explore</p>
	<p><b>4) Ask Six Levels of Questions</b> Identify systemic causes &amp; solutions for each anomaly</p>
	<p><b>5) Distill 3-7 Best Process Improvements</b> Choose the 3-7 highest value process improvements</p>
	<p><b>6) Share, Apply &amp; Follow Thru</b> Prepare final results, then share, apply &amp; follow through</p>



## Results:

You get 3-7 practical, high-value, low-cost, low-risk, process improvements to reduce the risk of similar incidents in the future. They include the best ideas I elicit from your team, plus the most practical solutions I've collected while working with 250+ teams like yours in the past 15+ years. For example:

- How I helped a team of 200 technicians reduce errors by 60%
- How to increase Situational Awareness with "Scan & Focus"
- 5 pre-job questions that help identify and avoid errors
- 4 levels of decision-making that experts use
- 3 strategies -- Apply Defenses, Improve Processes, Build Resilience

## Also Available as a:

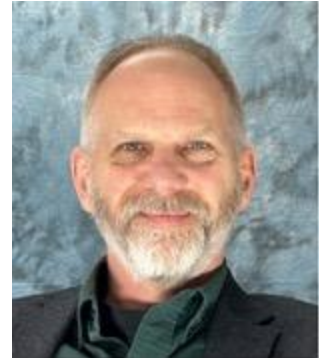
- 60-90 minute keynote or webinar
- Half-day or full day workshop



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Many people think of errors as defects. They try to eliminate all errors with detailed procedures, strict compliance, and zero tolerance. Over many years, I saw how this mechanistic approach creates fear, silences truth-tellers, and punishes innovative front-line experts.



So, when we work together, I give you a better approach drawn from the most practical strategies and skills I've gathered from 20+ years experience including:

- Service as a firefighter, an EMT, and a military paratrooper
- Earning a Ph.D. in Education, and learning how to teach adults effectively
- Leading all Human Performance / HOP initiatives for 3,600+ Lineworkers, Engineers, System Operators, Troubleshooters, Executives, and other experts in a large electric power utility
- Designing a Near Miss Library that received over 150 voluntary reports and was endorsed by both company executives and Union leaders
- Creating the Scan & Focus model of Situational Awareness
- Helping to analyze over 300 incidents
- Working with 250+ groups including: US Department of Energy, Fermilab, NERC, Chevron, Power Engineers, Southern Industrial Constructors, the Princeton Plasma Physics Lab, and Energy Safety Canada.



I've earned 99% positive feedback from 2,000+ leaders to date.  
[Scan or click for full details.](#)

To learn more, contact me anytime at 804-301-2063.





## TO LEARN MORE...

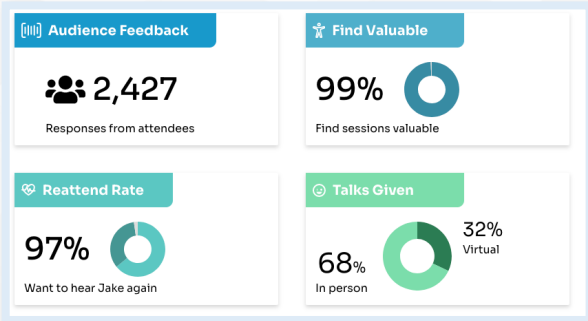
[Watch this 90-second video intro video.](#)



[Watch this 3-minute keynote demo reel.](#)



[See details on results like these.](#)



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