Lead with Vulnerability to Prevent Catastrophic Incidents

Leaders can transform their workplace into a High Reliability Organization by encouraging a sense of chronic unease. It takes courage, but it is worth the effort!

1. **“Tell me more.”**
   - Listen, so you can identify organizational blind spots and to anticipate points of failure.

2. **“How can it happen here?”**
   - Challenge teams to learn from other organization’s catastrophic incidents.

3. **“I want to talk to an Expert.”**
   - Recognize many managers are not experts, and catastrophic incidents happen when details are overlooked.

4. **“We need to step up.”**
   - Take accountability rather than assigning blame.

5. **“Show me.”**
   - Ask to see evidence that controls are in place for the organization’s highest hazards (don’t assume!)

6. **“Thank you for sharing.”**
   - Reward curiosity and those that report problems.

7. **“No. Prove to me it is safe.”**
   - Prevent activities that do not have adequate design basis or risk assessment.

8. **“We made a mistake, what can we learn from it?”**
   - Admit errors and share lessons learned to avoid mistakes in the future.

9. **“Who did we miss?”**
   - Recognize that every person matters, and it takes effort to prevent organizational silos from forming.

10. **“What does the data say?”**
    - Avoid leaping to a solution space, use data to gauge performance.

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