High reliability in a constrained environment

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Research Questions

- What are the constraints faced by Highly Reliable Teams? How do these constraints develop?

- How do these constraints affect how HRTs operate?
Motivation

- Constraints, at times, may restrain a team’s ability to operate in the most efficient manner.

- A deeper understanding of how individuals and groups interact with regulations can improve policy design.
Methodology

● Qualitative investigation through ethnographic techniques to identify patterns and data.

● Develop a taxonomy that organizes the continuum of constraints.
Highly Reliable Teams (HRT)

- Furthered the previous work on reliability, such as Weick and Sutcliffe (2007), to conceptualize Highly Reliable Teams which share many attributes of Highly Reliable Organizations.

- Not just a fixed subset of an organization, but rather a flexible unit that draws from a pool of qualified members to respond to missions.
HRT’s Cont.

- Positive outcomes are expected and failure is high consequence.

- HRTs solve complex problems through a 3-step process: Problem anticipation, response, review.

- Examples: Surgical teams, search and rescue, air traffic control, ship navigation, etc.
Complex Problems

- Complex problems are characterized by unfamiliarity, dynamic conditions, and high consequences in the case of failure.
- Requires a sequence of decisions and each decision may provide potentially useful information for subsequent decisions in a dynamic environment (Edwards, 1962).
- “Decisions have to be made in real time” (Brehmer, 1992).
Problem Solving Process

Step 1
Problem Anticipation
Based on previous experiences, teams forecast the likely circumstances of future missions and prepare accordingly.

Step 2
Response
A team is assembled and deployed. Leadership determines how predetermined operating procedures will be employed.

Step 3
After-action Review
What went well? How can we improve?
Formal Constraints

- Developed by teams and regulators in the problem anticipation stage.

- Designed to lower the risks of HRT operation, which include physical harm and legal liability.
Formal Constraints Cont.

- Limited by ability to foresee the circumstances of future missions -- Cannot prescribe a course of action for all possible circumstances.

- Constructed and enforced through deliberate processes.
Informal Constraints

- Are not limited by problem anticipation and thus complement formal constraints by guiding team decision making in any situation.

- Enforced by social sanctions and pressures.
Constraints

- Explicit
  - Formal
    - Public Policy
    - Regulation
    - Law
    - Hierarchy
    - Goal
    - SOP
    - Order

- Implicit
  - Internal
    - Value
    - Norm
    - Culture
    - Hypernorm
  - Informal
Risk Mitigation and Operational Success

- Formal constraints incorporate the lessons learned from previous missions to provide structure that increases efficiency and safety.

- Informal constraints, such as values and social norms, provide criteria for decision making, especially to balance taking risks and operating safely.
Innovation in HRT operations

- Constructive deviance and after-action reviews lead to improvements of formal constraints.
- There is some resistance to new technology and techniques (Duemmel, 2017)
Conclusions and Future Applications

● Constraints are essential to HRT success, though regulators and team leadership should be cautious of implementing formal constraints that impede teams.

● Highly Reliable Team training and development. Encourage mission reviews and feedback cycle.