



# A BIT ABOUT HOP

## An Editorial

When I am asked what HOP is, I often define it as a cross between system design and psychology (full stop). But that just isn't enough words to define it...

HOP (also called the "New View" in some circles) is a global movement towards using psychology to better understand how to design resilience into systems.

To all those out there that feel most comfortable with data and analytics, let me try to frame the concept with some engineering language: humans fail (make errors and break rules) with a **known** frequency that is affected by **known** influencing factors. If we take those data inputs as a given, we design better systems – including better rules, and better methods of discipline.

For those that prefer to communicate using soft skills language, let me describe it a bit differently: we have biases that lead us to judge others' decisions more harshly than our own. We believe others have complete access to all necessary information and have full autonomy while making a decision...but they

don't. This misunderstanding is magnified by the fact that we are living with the ghosts of a global industrial culture that undervalues its workers. Combined, these factors have created a gap that is only bridged by the best of the best leaders across industries.

The New View gives us the terminology, the tone (the language) and the platform to disrupt the paradigms that hinder our ability to be transformational leaders. The choices we make today about how we ask questions, how we create rules, how we react to failure (how we treat people) will directly impact our business performance in the future.

But we cannot manage what we don't understand...

- What influences people to break rules? (it's probably not what you think)
- What is wrong with the concept of root cause? (How have we misunderstood causality?)
- Why can't a perfect procedure exist?
- Why will one set of corrective actions work for some people and not for others?
- Is complacency a choice?

Understanding the truth behind questions like these is crucial to good leadership. We shouldn't need to sell ourselves on the benefits of good leadership – the tangible (financial) benefit of leadership is well documented – but we should ask how learning HOP principles is any different from the plethora of leadership training on the market.

The success of the HOP movement is in part a "stickiness" that comes from highlighting important aspects of human psychology, which explain the science behind why even the most well intentioned people routinely make large leadership blunders (indeed, the first step to change is acknowledging there is a need for it). The HOP movement aims to affect a person's **belief** system. Meaning, when successful, a person does not simply "portray new behaviors" or "create new habits," but rather their beliefs (about human nature) are altered in a lasting way. Individuals that have taken the time to wrestle with the principles report that the concepts "**change how they see the world**" and they "**couldn't go back to their old**

**way of thinking if they tried.**" These individuals become change agents, working to create a positive movement of operational intelligence (understanding the reality of day to day work from the eyes of the worker), compassion, respect and recognition of human strength and limitation that translates into more resilient processes that can recover (quickly) from predicted and unpredicted upsets.

As more and more people adopt this mindset, we have the opportunity to incorporate HOP principles into our system design, our procedures, and our policies - weaving the ideas into a corporation's culture.

I look forward to the day we no longer need "HOP Experts" - the day when the term HOP is long gone because the principles have simply become "what we do."

Want to be part of the movement? Come join.

-Andrea Baker