



# TapRoot®

Changing the way the world solves problems

## Influencing the Right Root Cause Changes without Authority (14)



**pathways to  
new missions**

**DOE 2010 ISM CHAMPIONS WORKSHOP**

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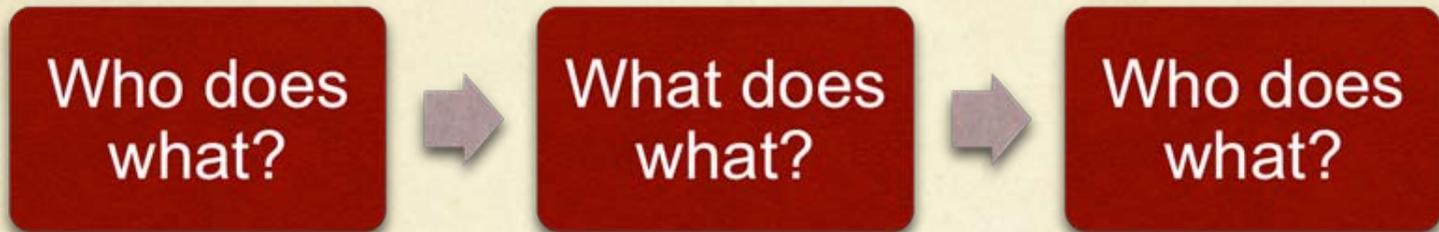
# The Curse of the Motivated Broke-Fixer!

- Motivated to fix the problem...
- Takes Charge (no one else would)...
- Recognized as the “fire fighter”...
- Fix is short lived or things get worse...
- Boss yells at you....
- No more motivation to broke-fix or fix anything...

# Robust Root Causes/ Absent Best Practices (Assumptions and “Best Guesses Need Not Apply)

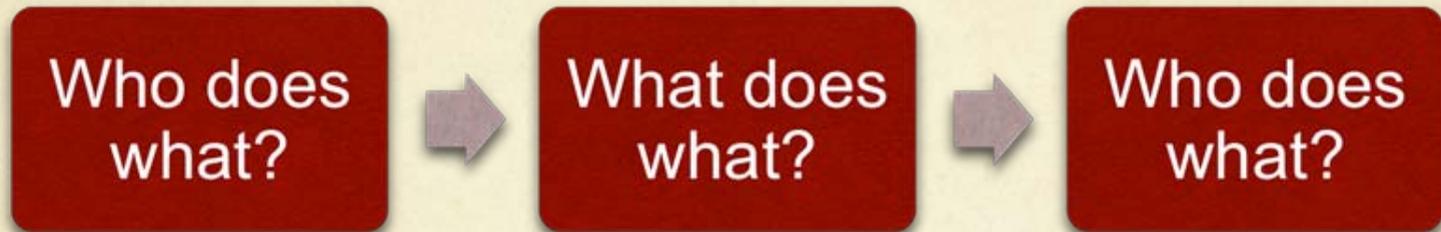
- Who are the best problem solvers in the world?
- As problem solvers get more experience they filter out what type of evidence to get to the true problem?
- What happens when we brainstorm based on our experience and frame of reference only (been to the doctor lately)?
- What would help you today to remove some of the guessing in problem solving.....

# Step 1: Go Out And Look



Map out the task or process that needs to be analyzed (Reactively or better yet, Proactively before an Incident!)

## Step 2: Indentify People and Equipment Behaviors



Good, bad or ugly certain behaviors have to come together to allow an Incident to occur or to increase the probability of one to occur.... This ARE NOT ROOT CAUSES!

# Step 3: Determine Root Causes

- We recommend a process that has seven experts sitting next to you while analyzing the Person or Equipment Behaviors.
  1. Human Engineering Expert
  2. Procedures Expert
  3. Quality Control Expert
  4. Training Expert
  5. Work Direction Expert
  6. Communication Expert
  7. Management System Expert

Caution: Root Causes must be selected if a fact whether or not management agrees to change it.

# Step 3: Root Cause Analysis Alternative

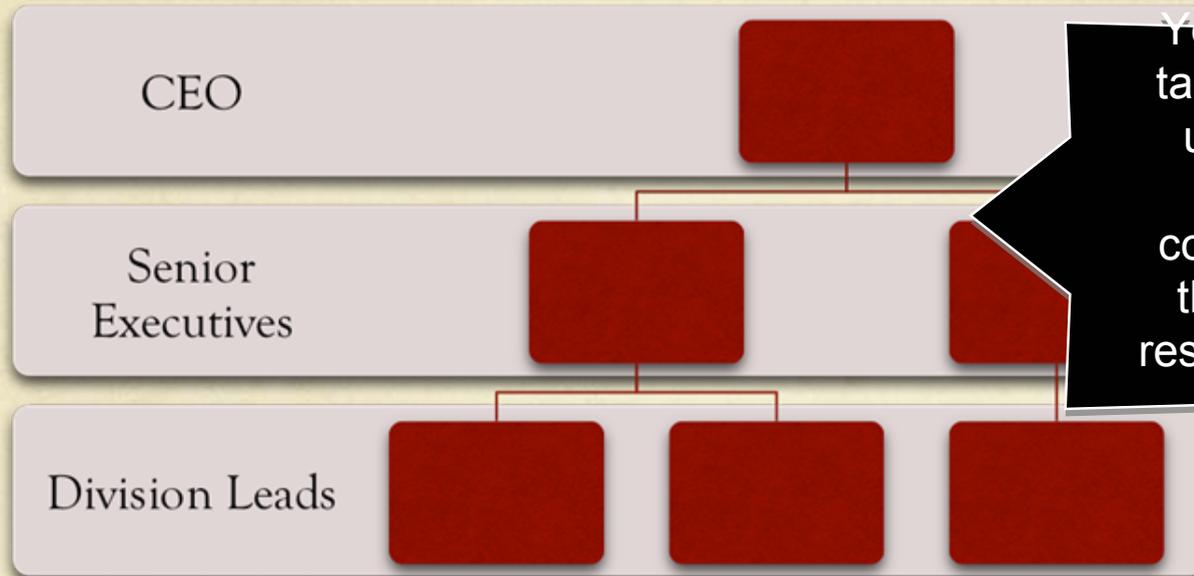
Spin 'till  
you get it  
right or  
the boss  
is happy!



## Step 4: Develop Corrective Actions

- Corrective Actions must be developed based on the root causes and equipment/ person behaviors.
- Management or Management's "Influencer" and the operator effected must be involved in the process.
- Now comes the fun part.... Management know there is an issue and know that there is a solution but refuse to commit to the change!

# Leading Change When not the Decision Maker (The How)



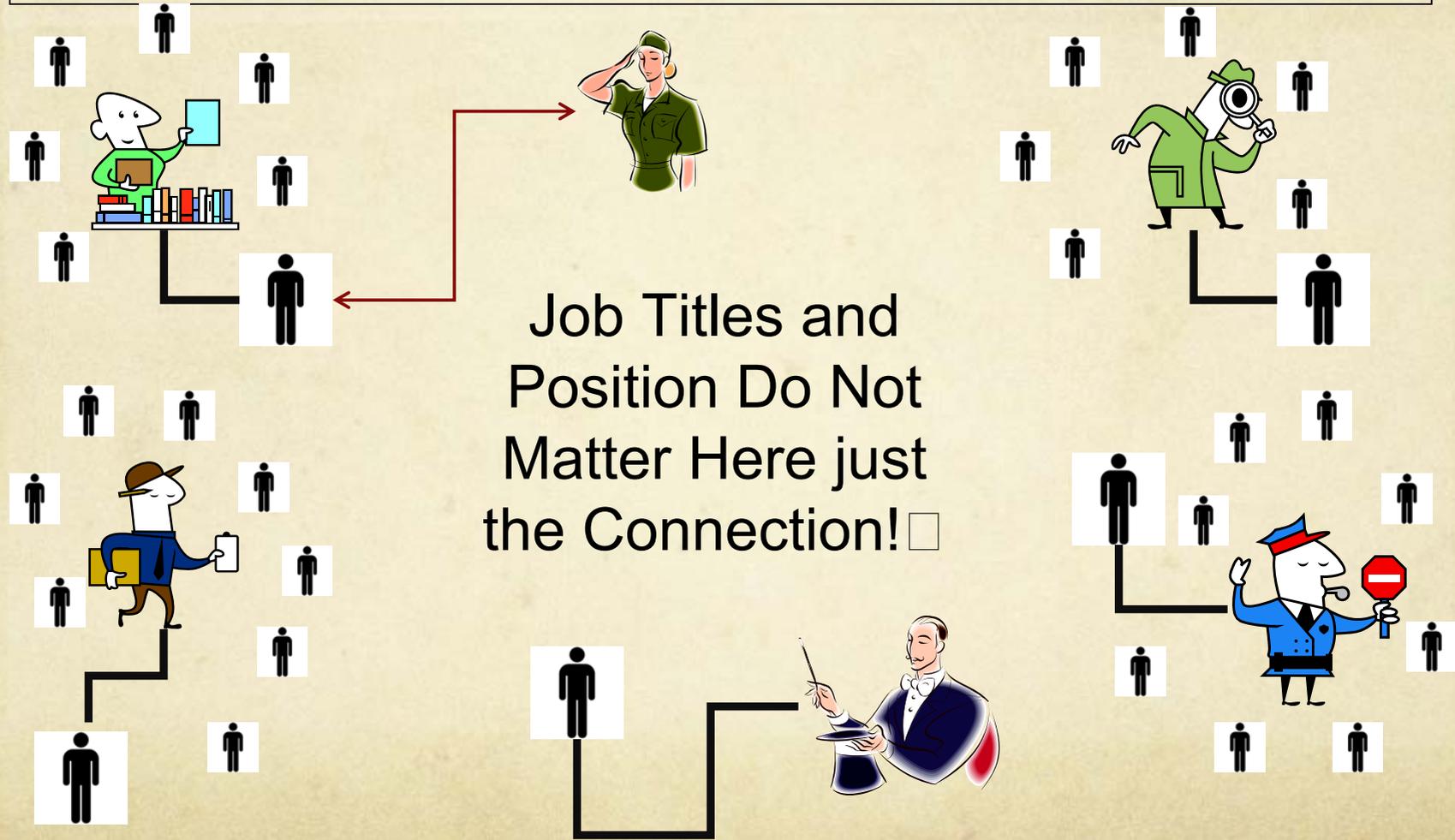
Yes! You can take the issue up the next chain of command but this is a last resort and used sparingly.

Step 1: Understand that the Organizational Chart is not Everything you need to know when it comes to change.

## Step 2: “Informal Stakeholder Analysis (Where the Support and Control is...)”

Who/Position	Decision Maker	Controls Funds	Support	Barrier	Neutral
Operations Director	Yes	Yes			X
Safety Director	Yes	No	X		
Foreman	No	No		X	

Step 3: You Know at least ONE “Go To Person” in a time of Need! This is an “Influencer”



## Step 4: Putting it all together!

- Convince the Foreman's Influencer why the root cause based change should occur
- The Foreman's Influencer speaks for you and has the trust of the Foreman
- The Foreman becomes a Support Person and requests funds from the Neutral Operations Director with additional backing by the Safety Director

# Step 5: Homework

- Make a list of your “go to people”
- Do an “Informal” Stakeholder Analysis
- Now you have the platform to “Influence without Authority”