

The next accident is already taking shape:

Understanding & changing the human behaviours
that predict serious incidents

August 2026

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Indicators?



Habituation

"Growing accustomed to a situation or stimulus" APA



Do the measures requested create the response anticipated?

Goodhart's Law: When a measure becomes a target, it fails to become a good measure – People may game the system instead of genuinely improve safety.

KPI

-  1 suggestion form – £10
-  Every department must nominate 2 safety committee members
-  100% PPE compliance
-  Every manager must complete one weekly inspection
-  100% of employees to be briefed on new safety policy
-  Zero accident target



Results

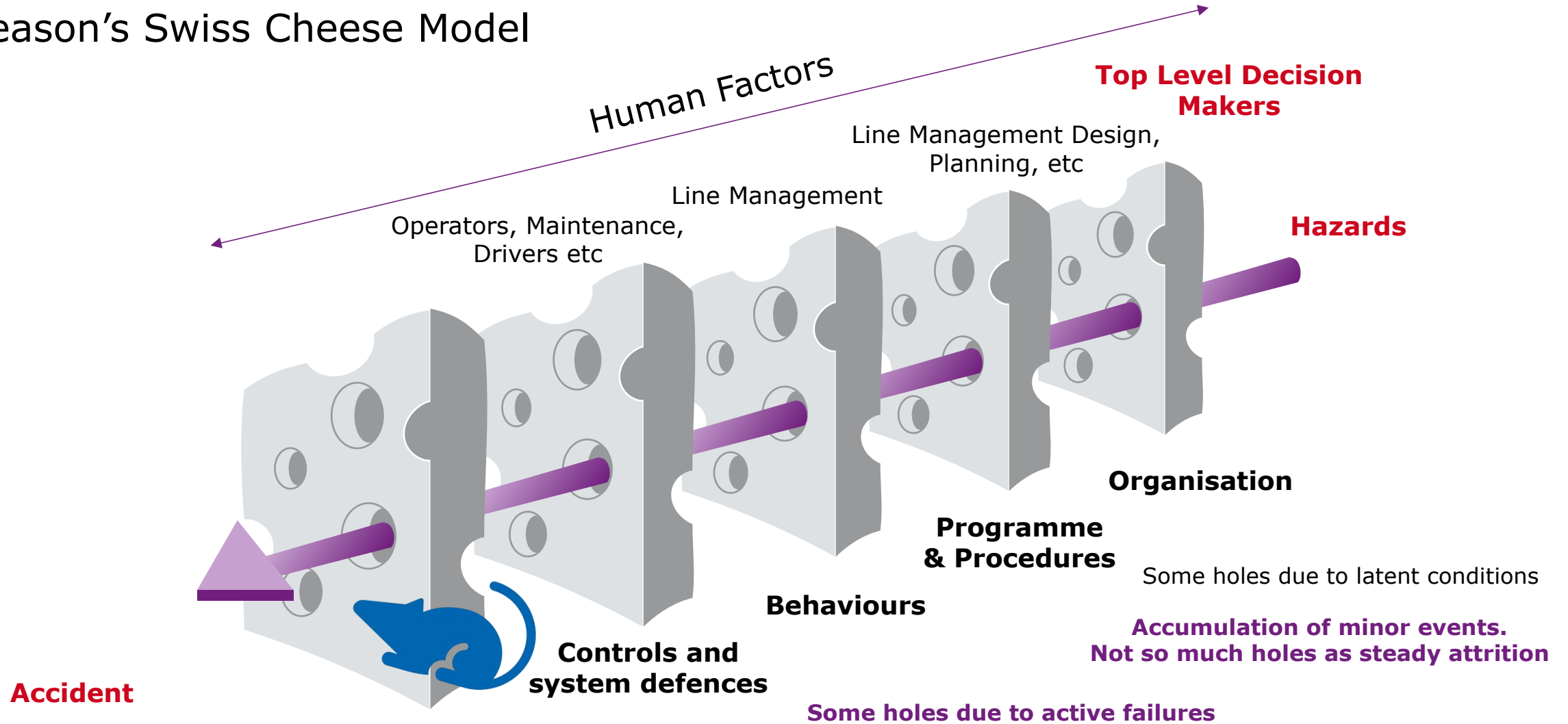
-  Numerous poor-quality forms submitted
-  'Statues' inside meeting room
-  Alert! Inspector coming
-  Inspection done in 15 minutes
-  Supervisor focuses on getting employees sign on briefing sheet
-  Under-reporting



When metrics become just targets, they lose their values as indicators.

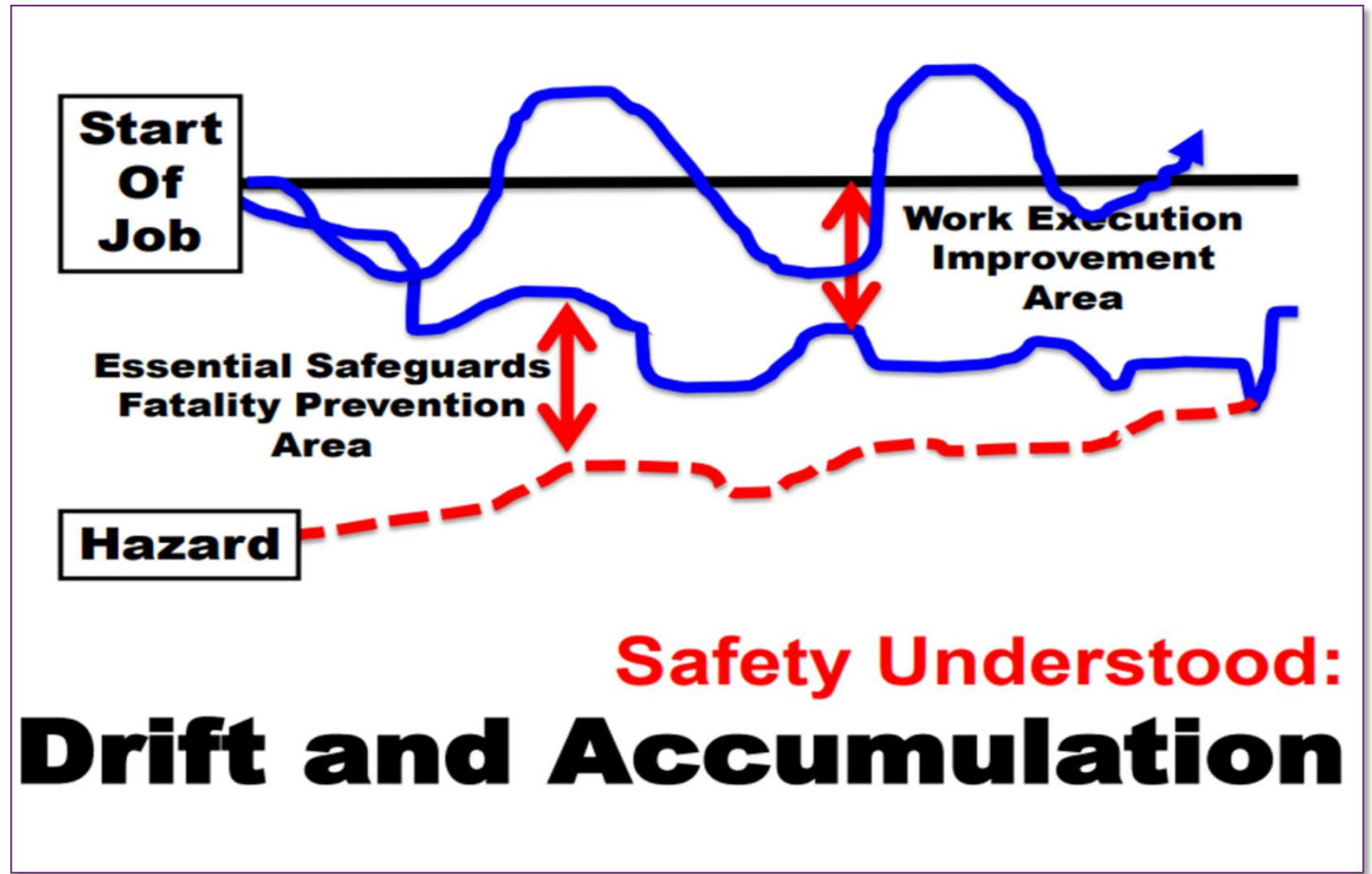
Root causes

Reason's Swiss Cheese Model

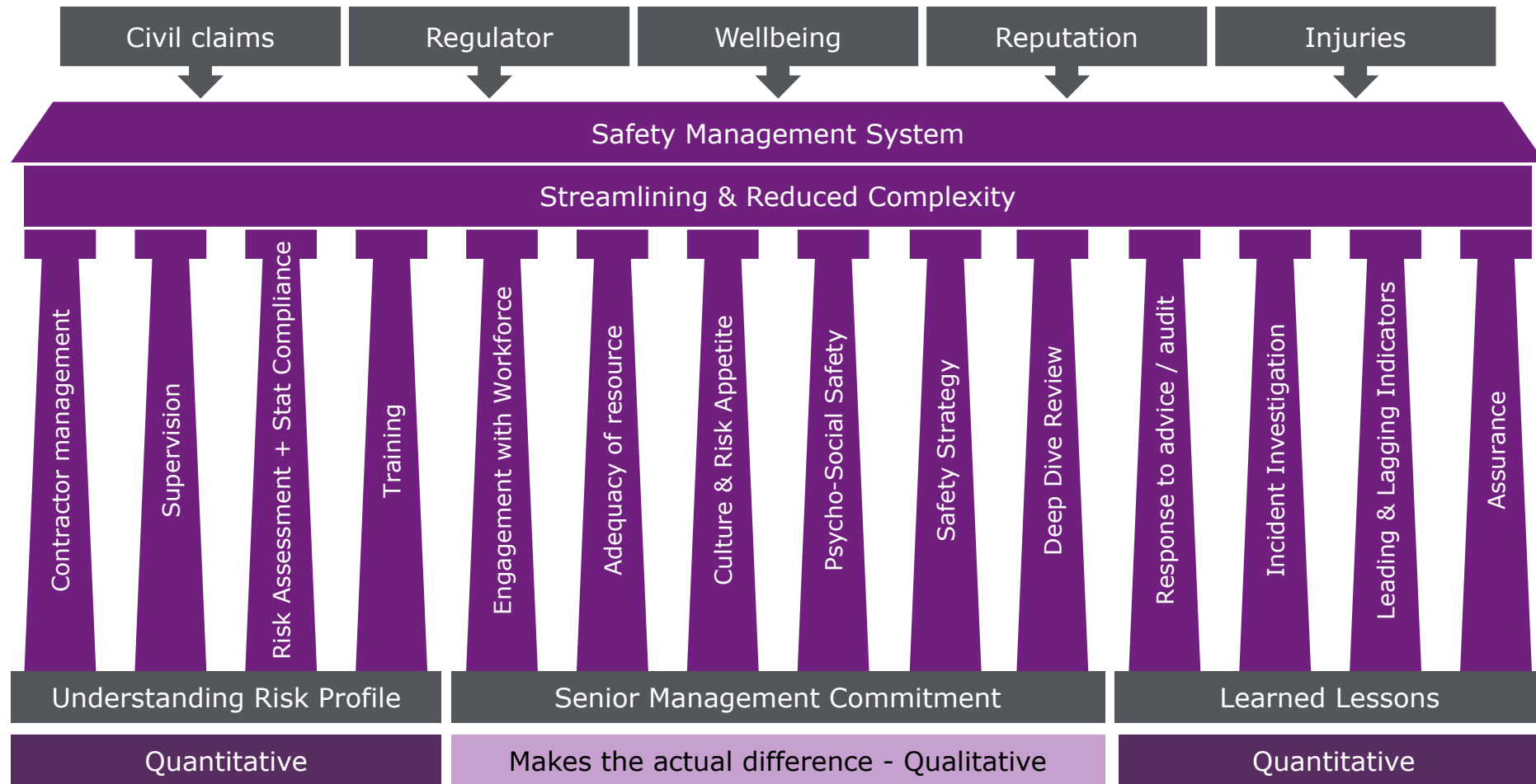


Gap analysis

- What do workers say is:
 - Hard?
 - “allowed”?
 - the way we do things?
- Opportunity for psycho-social risk analysis – quantitative



Safety law translated into the safety management system



Speed of change

James Lancaster, lemons



"When playing Russian roulette, the fact that the first shot got off safely is little comfort for the next."

Feynman, 1986



Paul works between London, Hong Kong,
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Please reach out to discuss accident investigation, safety
system redesign, behaviour change and training



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