

MARK'S TOP 10 PICTURES

TOP 10 MAKE YOU THINK

A picture is worth a thousand words. And, as Rod Stewart sang: "Every picture tells a story, don't it?" So here are my top 10 pictures and the reasons for them. I'll post this on the Root Cause Blog when this goes to press so that you can download them. Send me your top 10 pictures (and reasons) and I'll post them too!

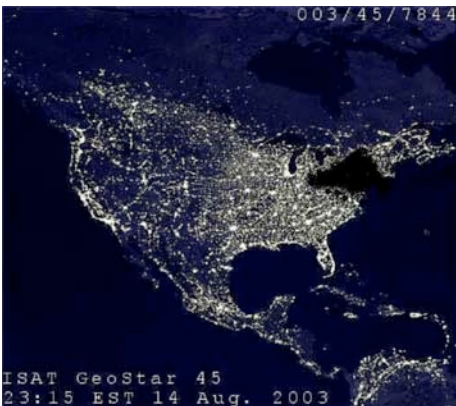
#10 - A DUMB IDEA



Everyone wants to get jobs done quickly. But some ideas are just dumb! This picture is representative of the hundreds of "dumb idea" photos that I have. But it's a classic. I especially like the

safety glasses (I'm safe!).

#9 - LITTLE MISTAKES



The picture is a fake, but it reminds me that small things can cause colossal incidents – like a major blackout on the East Coast. Saving money on tree trimming didn't pay off. Is this a lesson for today?

#8 - LABELS IT!

I took this one at a NASA facility. I couldn't help thinking... someone wrote a corrective action to "label the valve."



#7 - OPERATOR'S CHALLENGE



Don't forget the people who keep the plant operating. They work hard in unforgiving environments. They get blamed when things go wrong even if the system is to blame. This picture reminds me of the challenges.

#6 - MILITARY TRIBUTE



This is an Air Force accident. But as a Navy vet, I know all the services have them. And root cause analysis needs to be applied everywhere – not just industry.

#5 - MAINTENANCE ERROR

Maintenance folks face challenges too. This is a reminder that they need root cause analysis and Equifactor® too!



#4 - CONSTRUCTION SAFETY



I took this too. No fall protection, working with their backs to a 10 story drop, & no rail. I called the safety manager. Never got a call back. No one died that day.

#3 - BAD IDEA APPROVED



Approval (like this fly-by) doesn't mean it's a good idea.

#2 - WHAT WAS THE IDEA?



Sometimes people forget the objective.

#1 - HAVE TIMES CHANGED?



Times have changes since 1927. Straw hardhats are out. But could you still find workers making a precision adjustment with a cheater bar? Maybe times haven't changed that much after all.

SEND ME YOUR TOP 10

Send your pictures to info@taproot.com. See these at www.taproot.com/blog ■

NO IMPROVEMENT ... ACCEPTABLE?

Many companies have cut discretionary training and travel budgets for 2009. These across-the-board cuts could make one ask this question:

"If we don't spend any money on improvement, is it OK if we don't improve in 2010?"

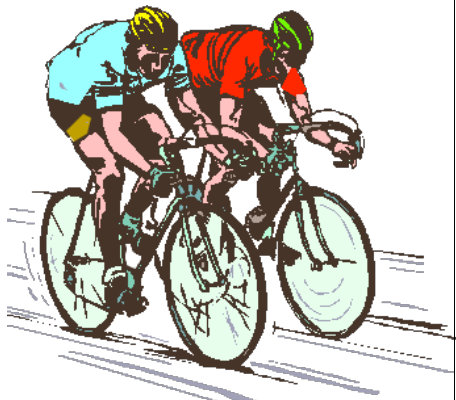
Is it OK to continue to have:

- Process upsets?
- Lost time injuries and fatalities?
- Equipment unreliability?
- Quality issues?
- Hospital sentinel events?

More of the same ... that's what you get when you fail to invest in improvement.

But that prognosis might be optimistic. United States Navy Captain William J. Rodriguez said:

"If your not peddling, you're going downhill."



You have to try to improve or your will start to regress.

How can you learn to improve economically? Here are three ideas...

1. **Read books/articles** about performance improvement. Start with the newest (2008) *TapRoot® Book*. Look for books at your local library. Don't forget this newsletter and the monthly TapRoot® Friends/Experts e-Newsletter for more good ideas.
2. Start an **e-mail benchmarking group** with other facilities at your company. Share success stories & lessons learned.
3. **Attend the TapRoot® Summit** (Oct 7-9, Nashville). If improved performance is critical to your facility's success, then spending on a guaranteed learning experience is an economical sure-fire investment. Sign up at:

www.taproot.com/summit

CULTURE THAT PROMOTES SUPER-PERFORMANCE

I just attended sessions at the 2009 Process Plant Safety Symposium. The topic was "culture." The talks, including mine were interesting and the discussion was informative. Some interesting quotes from the session includes:

"Leaders shape culture by what they pay attention to."

"Why would management allow a cultural problem to exist?"

"Leadership and culture has the strongest relationship with safety performance."

"If BP *didn't* buy Amoco, would Amoco have prevented the accident at Texas City?"

From the sessions, it is obvious that culture improvement is a hot topic in the chemical and petrochemical industry.

Are you interested in culture improvement? Attend the TapRoot® Summit. Why? Because you will hear from someone who not only studied high reliability organizations and has worked in a high-reliability organization, but also, someone who BUILT a super-performance organization at TODCO - VP Mike Kelley. He'll share his lessons learned in a Keynote talk and discuss Super-Performance in detail in a breakout session.

So, if you are interested in improving the culture at your company, register for the Summit at:

www.taproot.com/summit

PERSONAL ACCOUNTABILITY

When people mention "accountability," they frequently think about someone else. Why didn't *they* do their job? When will *management* do something? Why didn't *the operator* follow the procedure? *Who* is responsible for this problem? When will *they* fix it?

But John Miller, personal accountability expert and best selling author of *QBQ!*, sheds a whole new light on accountability. His blame resistant, action oriented teaching helps people stop bellyaching and start making effective improvements. Interested? Hear John's lessons at the TapRoot® Summit.

WHERE DID TAPROOT® COME FROM?

BY MARK PARADIES

People often ask me the basis for TapRoot® ... Where did it come from? So let me give credit to the pioneers who started building TapRoot®'s foundation before TapRoot® existed.

Dr. William Haddon, a medical doctor, thought that accidents could be studied like diseases. This led him to the idea that the consequence of auto accidents could be reduced by controlling energy. **William Trost** and **Bob Nertney** used that idea to create the Energy-Barrier-Trace model (the basis for the accident model in the *TapRoot® Book*).

What about the source of TapRoot®'s main techniques: SnapCharT® and the Root Cause Tree®?

SnapCharT®'s history starts with flow charts & **Ludwig Benner**'s NTSB work (where he developed Multi-Linear Event Sequencing). The System Safety Development Center at EG&G Idaho then created Events & Causal Factors Charting (which I learned from Duke Power). **Linda Unger**, modified E&CF to create SnapCharT® (the backbone of a TapRoot® investigation). It helps investigators understand what happened before they start analyzing why it happened.

The Root Cause Tree® came from human factors and equipment reliability research that I had studied. Development started when my boss at Du Pont, **Rod Satterfield**, asked me to trend incident causes. I looked at hundreds of incidents using human factors and engineering knowledge to categorize each one. Within 12 months, and with the help of **David Busch** and others, I started building a system that would go far beyond categorization. Others who helped included **Lew Patrick**, from Du Pont headquarters, who contributed the idea of using a tree format to organize the categorization. Also, **Linda Unger**, **Ann Ramey-Smith**, & **Dr. Paul Haas**, convinced me that investigators needed the "15 Questions" (an expert system). With that, the Root Cause Tree® could lead people beyond their current knowledge to find true root causes.

But there's more. For a complete TapRoot® history, read the new, 2008 *TapRoot® Book*.



TAPROOT® Summit 2009

OCTOBER 7-9 • NASHVILLE



IMPROVEMENT NEEDED NOW MORE THAN EVER!

Good times hide waste, losses, inefficiencies, & injuries in growth related euphoria. Difficult times need new strategies to improve production, maintenance, quality, and safety to **save jobs & lives**. That's why **2009 is an extremely important year** to attend the Summit and invest in improvement by learning the newest improvement best practices. Then use the Planning & Mentoring Session to develop a **custom plan to revolutionize performance at your facility**.

You need allies in your improvement revolution. Recruit an **improvement team** and **sign them up for the TapRoot® Summit!** Who holds the keys to improvement? Identify those needed from each department. Convince them to attend the Summit. A team can make an improvement revolution happen - even in difficult times!

Summit Schedule

Monday-Tuesday (Oct 5-6)

Pre-Summit Courses (see list on right)

Wednesday-Friday (Oct 7-9)

Keynote Speakers, Breakouts, Networking, Advisory Board Meeting, and Reception with Book Signing (E.D. Hill, Fox News)

Friday PM (October 9)

Golf Tournament & Night Out

Learn Best Practices

Interested in learning BEST PRACTICES? These Best Practice Breakout Session tracks will help...

- Safety / Process Safety / Risk Management
- Safety Mgmt Systems/Measure Performance
- Investigation / Root Cause Analysis
- Human Error / Changing Behavior
- Maintenance / Equipment Reliability
- TapRoot® Software Super-User / Admin
- TapRoot® Instructor Certification
- Operations Excellence
- Corrective Action Program
- Eliminating Sentinel Events



Don't miss this Improvement Opportunity!
www.taproot.com/summit

KEYNOTE SPEAKERS

Share Secrets of Success and Lessons Learned

Who will you hear from?

- **Root Cause Analysis Changes Treatment & Return-to-Work Practices, Dr. Joel Fish, Brian Tink, & Jim Thompson**



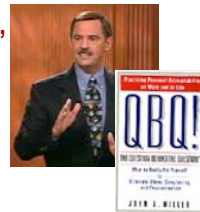
- **Lessons from Success, E.D. Hill, TV News**

- **Establishing a Culture that Promotes Super-Performance, Mike Kelley, Consultant and previous VP at TODCO**



- **Systematic Management of Improvement, Dave Prewitt, VP, RotorCraft, & Mark Paradies, System Improvements**

- **Personal Accountability, John Miller, Best Selling Author and Speaker**



Got Questions?
Call 865-539-2139
Or email info@taproot.com



Pre-Summit Courses

October 5-6 Nashville, TN
Mark Paradies handpicked 12 courses for the two days prior to the Summit:

- Risk Analysis & Risk Management
- How to Interview & Gather Evidence
- Innovation & Creative Solutions
- TapRoot® & FMEA for Healthcare
- Safety Culture Improvements
- Stopping Human Error
- Hazard Recognition Best Practices
- Advanced TapRoot® Techniques
- Advanced Trending Techniques
- Getting the Most from Your TapRoot® Software
- Equifactor® Equipment Troubleshooting & Root Cause Analysis
- TapRoot® Incident Investigation & Root Cause Analysis

Cost? Just \$1095. Register 3+ people at once & save \$100 each. **Save \$200 each by registering for pre-Summit course & Summit.**

TapRoot® Summit Reception . . .



Tennessee Hospitality!

Wednesday night from 5-9 pm

Dancing, Networking, Fun!

The Summit is famous for long days of best practice sharing and learning useful information. It's hard work. Maybe that's why so many participants are surprised by **how much FUN they have** – especially at the Summit Reception. The reception promotes informal networking, discussion with speakers, and a good time. **Meet E.D. Hill of Fox News** at the book signing. Visit exhibits of the latest performance improvement technology. *There's more ...* food, drinks, dancing to the 70s/soul/funk/disco music of *Entice*, and a **drawing to win an Apple iPhone**. Wear your best 70's outfit (or comfortable jeans). There are prizes (**iPod Shuffles**) for best costume and for the dance contest! The reception is **FREE** with your Summit attendance! Bring your spouse (no charge). Let's get this party started! Let the enthusiasm rekindle your spirit to take performance to the next level!



The Band Entice

Summit Fee \$995, Sign up 3 or more at once & SAVE \$100/per person.

Get registered at www.taproot.com/summit

**'09 TAPROOT® COURSES
USA AND CANADA**

Sign up 3 or more at once and SAVE \$100 per person! See the full TapRoot® Course schedule at www.taproot.com/courses.

**3-Day TapRoot® / Equifactor®
Equipment Troubleshooting &
Root Cause Analysis Course**

2.4 CEUs **\$1895 USD**

Includes TapRoot® Software!

CHICAGO	Sep 15-17
NASHVILLE (2-day – call for price)	Oct 5-6
CALGARY , Canada	Oct 14-16
HALIFAX , Canada	Nov 3-5
DALLAS	Nov 4-6
SALT LAKE CITY	Nov 10-12

**2-Day TapRoot®
Incident Investigation &
Root Cause Analysis Training**

1.6 CEUs 2 CIH CM Points **\$1095 USD**

LAKE TAHOE	Aug 6-7
BOSTON	Aug 11-12
AUSTIN	Aug 19-20
CHICAGO	Sep 15-16
PORT ARTHUR , TX	Sep 28-29
NASHVILLE	Oct 5-6
CLEVELAND	Oct 13-14
CALGARY , Canada	Oct 14-15
PHILADELPHIA	Nov 2-3
HALIFAX , Canada	Nov 3-4

**5-Day TapRoot®
Advanced Root Cause Analysis
Team Leader Training**

4 CEUs 5 CIH CM Points **\$2395 USD**

Includes TapRoot® Software!

Previous 2-Day course attendees *save \$500* when attending the 5-Day!

SEATTLE	Jul 27-31
EDMONTON , Canada	Sep 7-11
PHOENIX	Sep 14-18
PORTLAND	Sep 28 – Oct 2
SAN ANTONIO	Oct 19-23
LAKE CHARLES	Nov 9-13
HOUSTON	Dec 7-11



For TapRoot® Courses in Africa, Asia, Australia, Europe, Middle East, South America, see: www.taproot.com/courses

**MARK'S TOP 10
PICTURES**

(See Page 1)

**NO IMPROVEMENT ...
ACCEPTABLE?**

(See Page 2)



ROOT CAUSE NETWORK™ NEWSLETTER

SYSTEM IMPROVEMENTS, INC.

238 South Peters Road, Knoxville, TN 37923-5224 USA

Phone: 865-539-2139

Fax: 865-539-4335

e-mail: info@taproot.com

web: www.taproot.com

Post Office:

ADDRESS SERVICE REQUESTED

PRSR STD
U.S. POSTAGE
PAID
Aiken, SC
Permit No. 231

Issue 94 - July 2009 Single Issue Price: \$14.95

You Need This Now! ...

- ➔ **Mark's Top 10 Pictures** (Page 1)
- ➔ **No Improvement ... Acceptable?** (Page 2)
- ➔ **Personal Accountability** (Page 2)
- ➔ **Super-Performance** (Page 2)
- ➔ **Where Did TapRoot® Come From?** (P. 2)
- ➔ **Pre-Summit Special Courses** (Page 3)
- ➔ **Summit Keynote Speakers** (Page 3)
- ➔ **Summit Reception** (Page 3)

**Where's the Best Root Cause Analysis
Training in North America? See Below!**

