

# Seven Steps & Principles to Build Reliability, Safety & Trust



Nearly all my work is based on these seven practical steps.  
Supporting each step is a more universal principle.  
Principles don't tell you what to do, or how to do it.  
Principles just tell you a time-tested truth about how part of the world works.  
Experts use principles and practical steps together.



## 1. Take a Learning-Based Approach

Errors are signals, not failures.



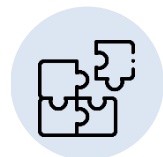
## 2. Build Psychological Safety

You can't fix a secret. (Clive Lloyd)



## 3. Lead After Action Reviews

Experts learn consistently from jobs that go well,  
not just occasionally from jobs that go wrong.



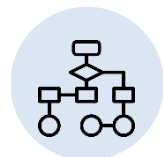
## 4. Transform Investigations

Blame is an addiction. Learning is the cure.



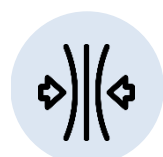
## 5. Apply Classic Defenses

We can't change the human condition.  
But we can change the conditions under which humans work.  
(James Reason)



## 6. Improve Systems

We don't rise to the level of our goals.  
We fall to the level of our systems.  
(James Clear)



## 7. Build Resilience

The most reliable teams don't try to eliminate every error.  
They make it so that errors don't disable them.  
(Weick & Sutcliffe)