



NORTHWEST LEADERSHIP SEMINAR

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2024 Seminar



Gordon Graham | *Creating and Maintaining the High Reliability Organization*

Join us for an exclusive opportunity to witness Gordon Graham live! In this dynamic three-hour presentation, Mr. Graham will unlock the secrets to "Creating and Maintaining the High-Reliability Organization."

After a brief primer on the meaning of "risk" in your organization, this dynamic presentation delves into Admiral Hyman Rickover, the "Father of the Nuclear Navy." The Nuclear Navy has a reputation for excellence as well as a phenomenal safety and reliability record. Admiral Rickover developed some "rules for success" in dealing with the risks he faced in working with nuclear power. Mr. Graham will show how these rules also apply to you in your organization. You will not be sorry you spent the morning with Gordon Graham!



Meagan Johnson | Generational Expert, Co-Author of *Generations Inc: From Boomers to Linkster-Managing the Friction between Generations at Work*



Paul LeSage | *Risk Intelligence, Rules, and High Reliability – A Leader's Guide to Changing Culture in the Dynamic Workplace.*

In high-risk domains, people regularly use highly technical skills they have learned through formal training, work experience, and collaboration with peers. In these environments, we train hard so employees can operate relatively autonomously, without having to continually refer to a policy manual. Front line operators and teams are commonly *trading decision accuracy for speed*.

During these events, our employees and our teams will make choices – both good and bad – that can lead to undesired outcomes. In order to improve safety, these decisions must be evaluated in the proper context. For example, when are employees justified in not following a policy? Under what conditions do we expect teams to operate autonomously, and when should they follow prescriptive rules? What type of training are we giving our teams to assist them in *evaluating* the decisions that they make? Do minimum “KSA’s” equal “Proficiency?”

More importantly, there are attributes to high reliability and teamwork that are regularly expressed in print, but few know how to actually “operationalize” the concepts. The term “High Reliability Organization” has become ubiquitous, and few really know what it means. For example, in high fidelity teams, we are supposed to *speak up when we see something that we believe presents a risk* – this is a foundational aspect of CRM. However, no one tells us how to manage the inevitable “negative warnings” that will occur – when team members speak up, operations are halted, and it turns out there is no risk. If you do that two or three times within your team, what happens to the culture? How do other team members respond?

This course will introduce the concepts of ***Risk Tolerance***, ***Risk Intelligence***, and ***Situational Awareness*** at both personal and team levels. You will also learn how to carefully tend your culture to ensure it is able to support good teamwork.

Using actual case examples, the presentation will cover:

- The concept of *Seeing and Understanding Risk*, and how this is different for everyone.
- Discussion around *Effective and Resilient Systems* – there’s a difference, and how to look at the System First when analyzing risk.
- Strategies for managing Human Risk – in particular, *Human Performance* and *Human Behavioral Choice*, which should be managed differently.
- Key strategies on leadership, teams, and followership.



Charlie Plumb and Josh Goldberg | *Leadership When the Heat's On*

It seems we live in a culture where mental health professionals have a diagnosis for every ailment, and those who are struggling often believe that they are destined to live diminished lives. What if there was another way?

Captain Charlie Plumb knows from first-hand experience that “struggle is a terrible thing to waste.” Captain Plumb spent 2,103 days as a Prisoner of War in the Hanoi Hilton, enduring deprivation, and torture. He, like many of his comrades in captivity, returned home having transformed their struggle into strength and Posttraumatic Growth (PTG). He will share his remarkable story of how he turned pain into purpose, and trauma into triumph.

For more than seven years, Captain Plumb has served as an ambassador and Honorary Board member for the Boulder Crest Foundation, a national nonprofit that is the home of Posttraumatic Growth. Boulder Crest develops, delivers, studies, and scales PTG-based programs focused on the military, veteran, and first responder communities. Their mission is to use struggle as a catalyst to personal growth.

Captain Plumb’s partner in this seminar is Josh Goldberg, the CEO of the Boulder Crest Foundation, and co-author of *Struggle Well*. Captain Plumb and Josh will ensure you leave this discussion understanding the practices and principles of PTG and know how you can transform your struggle into strength and lifelong growth.



Sara Jahnke, PhD | Director and Senior Scientist with the Center for Fire, Rescue & EMS Health Research at the National Development & Research Institutes – USA

Dr. Jahnke’s work focuses on a range of health concerns including the health of women firefighters, behavioral health, risk of injury, cancer, cardiovascular risk factors, and substance use with funding from FEMA, the National Institutes of Health and other foundations.