

Agenda

- **The Seeds of Change**
- **Thinking Fast and Slow**
- **The Error Rates of Every Kind of Human Activity**
- **Practice**

HPI Philosophy & Principles

Through continual learning, we constantly improve the defenses that protect us from the errors all of us can make

1

We all make errors – it's a matter of when, not if

2

These errors follow a recurring pattern, and are predictable and manageable

3

Curiosity drives us to examine our practices and learn from our errors

4

As employees, we are the solution, not the problem

5

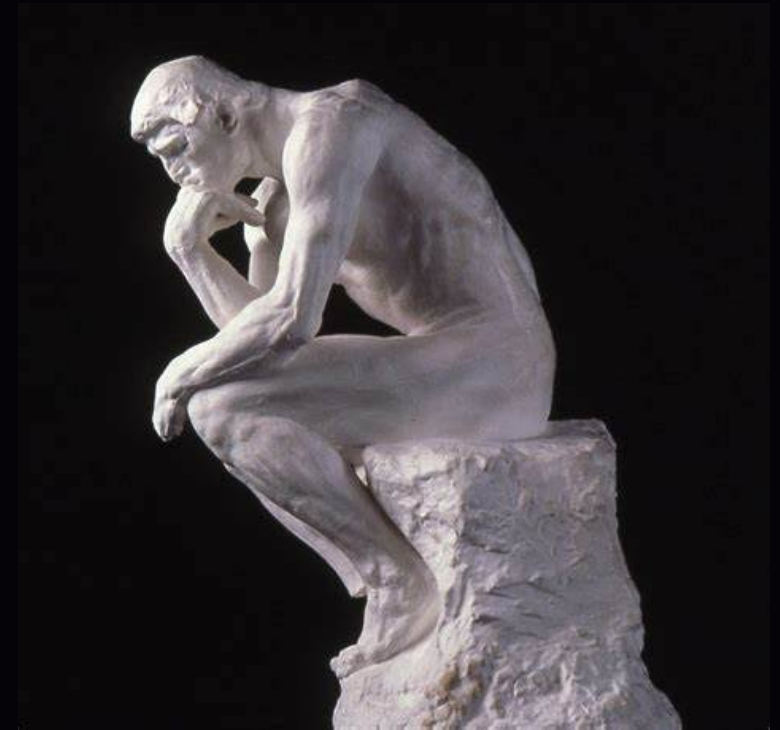
Excellence is not the absence of failure, but the presence of process and defenses

Science: You are Superman

The “Fast” Brain



The “Slow” Brain



The incredible genius of the human brain is the combination of the two – and it is also our greatest weakness. You don't get one without the other, so we must manage them.

THE 2 SYSTEMS

System 1 (Fast Thinking)

System 2 (Slow Thinking)



Continuously scans our environment.



Fast but error-prone



Works automatically & effortlessly via shortcuts, impulses and intuition.



Used for specific problems, **only if necessary**



Takes effort to analyze, reason, solve complex problems, **exercise self-control**



Slow but reliable



Overtaxed, stressed, tired or sick? You'll likely default to System 1.

Performance
Mode

Description

Long Term
Error Rate

Skill-based

Something I've practiced
to muscle memory

1 in 1000

Procedure-
based

Following a defined
process or procedure

1 in 100

Knowledge
-based

Everything else: the new,
the unproceduralized,
and the unmastered

1 in 2

The Miracle on the Hudson

