

Behaviour
incident analysis
information leaflet



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Behaviour incident analysis (BIA)

BIA is a technique that explores the circumstances around incidents and injuries to identify the influences of the local environment on the individuals within it.

It uses principles from behavioural science and other human sciences. BIA helps explore why people did what they did getting a result that they probably weren't expecting.

Two main premises are held in mind when exploring incidents in this way.

1 - They did not think they would get injured or cause damage to themselves or others. They did not come to work that morning to get injured or malign.

2 - The incident was made likely because of the circumstances in the local environment. Which, in turn were made likely by the circumstances in the organisation and, the industry. It was almost designed to happen.

It is difficult to hold on to these concepts when faced with the emotion of an incident or injury. Our default is to blame the individual. We feel they acted 'on purpose', that they were irresponsible and reckless.

We are not that good at understanding what drives people to act but we are very good at taking the moral high ground. When we hear about someone acting in a way that has resulted in an incident or produced awful consequences, we hold them to our own (naturally very high) standards thinking that we would not have done the same in the same situation.

The reality is a lot more complicated.

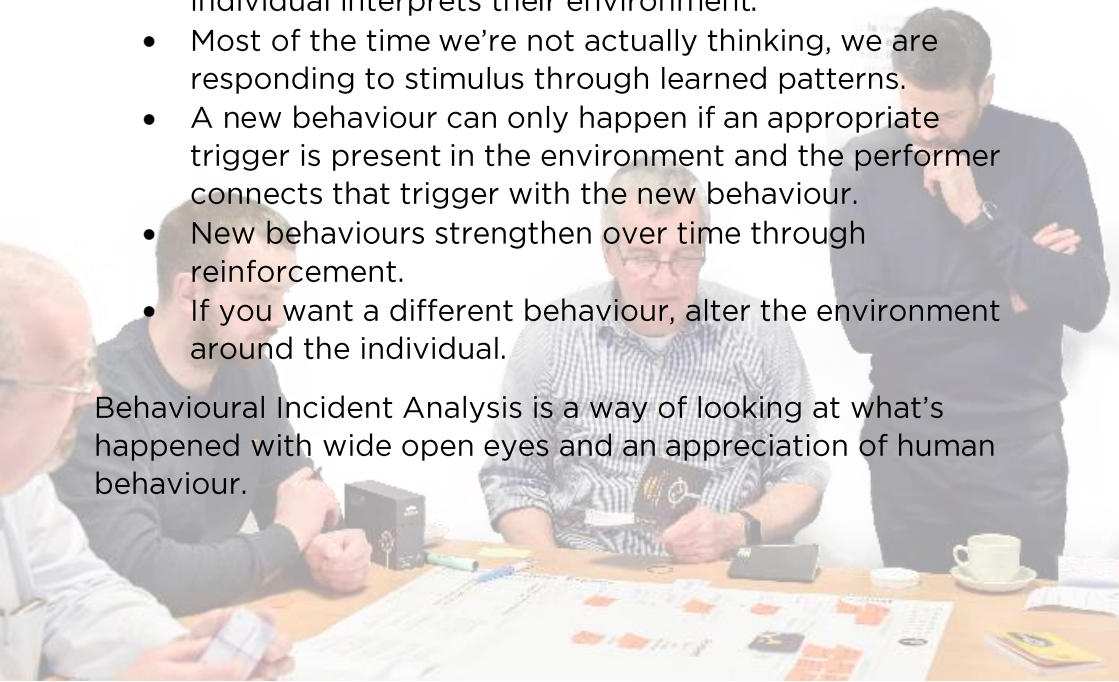
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Contrary to the story told in traditional 'accident investigation' there is very rarely a root cause. Instead, there are multiple causes, variables and conditions aligning, producing the perfect circumstance that led to the behaviour and the unwanted result.

When carrying out a Behavioural Analysis on an incident, we should always remember...

- Humans are driven by instant gratification.
- We are always trying to achieve something.
- We look for things in the environment to help us achieve our goals.
- These things in the environment, together with what we are trying to achieve at that moment in time, trigger our behaviour.
- Through our experiences we learn which behaviours are most appropriate for each situation we find ourselves in.
- The behaviour that occurred is the output of how the individual interprets their environment.
- Most of the time we're not actually thinking, we are responding to stimulus through learned patterns.
- A new behaviour can only happen if an appropriate trigger is present in the environment and the performer connects that trigger with the new behaviour.
- New behaviours strengthen over time through reinforcement.
- If you want a different behaviour, alter the environment around the individual.

Behavioural Incident Analysis is a way of looking at what's happened with wide open eyes and an appreciation of human behaviour.





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One of the hardest and most humble things to do is to explore the situational circumstances around a behaviour you find abhorrent, with genuine empathy towards the perpetrator.

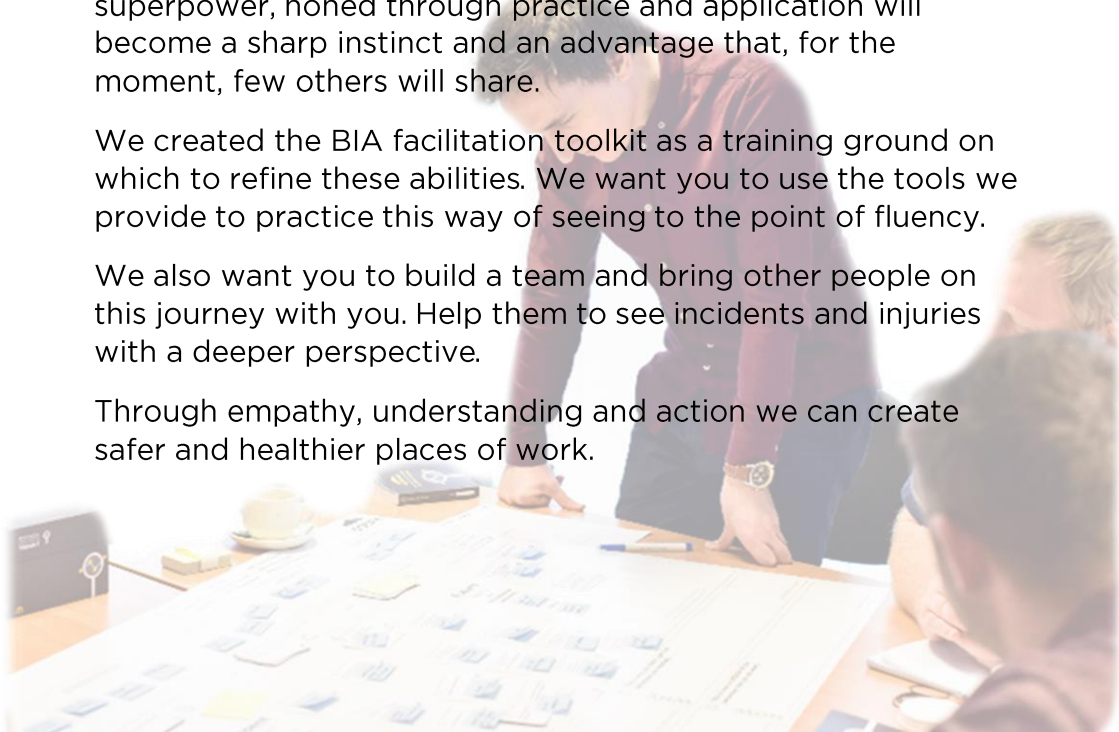
This exploration is skill to be learned, not an inbuilt process. It's a path you have to choose. Practice enough and you'll become attuned to the behavioural drivers in the environment seeing the performer's actions as inevitable. You begin to see the incident as a valuable data point, an output of the environment and that makes it very hard to take the low road of blame.

Like an astute police detective who can conjure themselves directly into a crime scene, almost witnessing the screams, the tussle and the killer blow, you will be able put yourself in the place of the performer and feel the time constraints or social pressures. When you understand how behaviours are motivated it is almost like having a super power. An ability to see the underlying truth of a situation. Your perceptive superpower, honed through practice and application will become a sharp instinct and an advantage that, for the moment, few others will share.

We created the BIA facilitation toolkit as a training ground on which to refine these abilities. We want you to use the tools we provide to practice this way of seeing to the point of fluency.

We also want you to build a team and bring other people on this journey with you. Help them to see incidents and injuries with a deeper perspective.

Through empathy, understanding and action we can create safer and healthier places of work.



Behaviour incident analysis (BIA)

There are five main components of a Behavioural Incident Analysis.

1. Review and summarise the existing incident report, taking note of the relevant information to help set context and identify the At-Risk and Reduced-Risk behaviours.
2. Analyse what made the At-Risk behaviour *more* likely
3. Design environmental changes to make the At-Risk behaviour *less* likely.
4. Analyse what made the reduced-risk behaviour less likely
5. Design environmental changes to make the Reduced-Risk behaviour more likely.

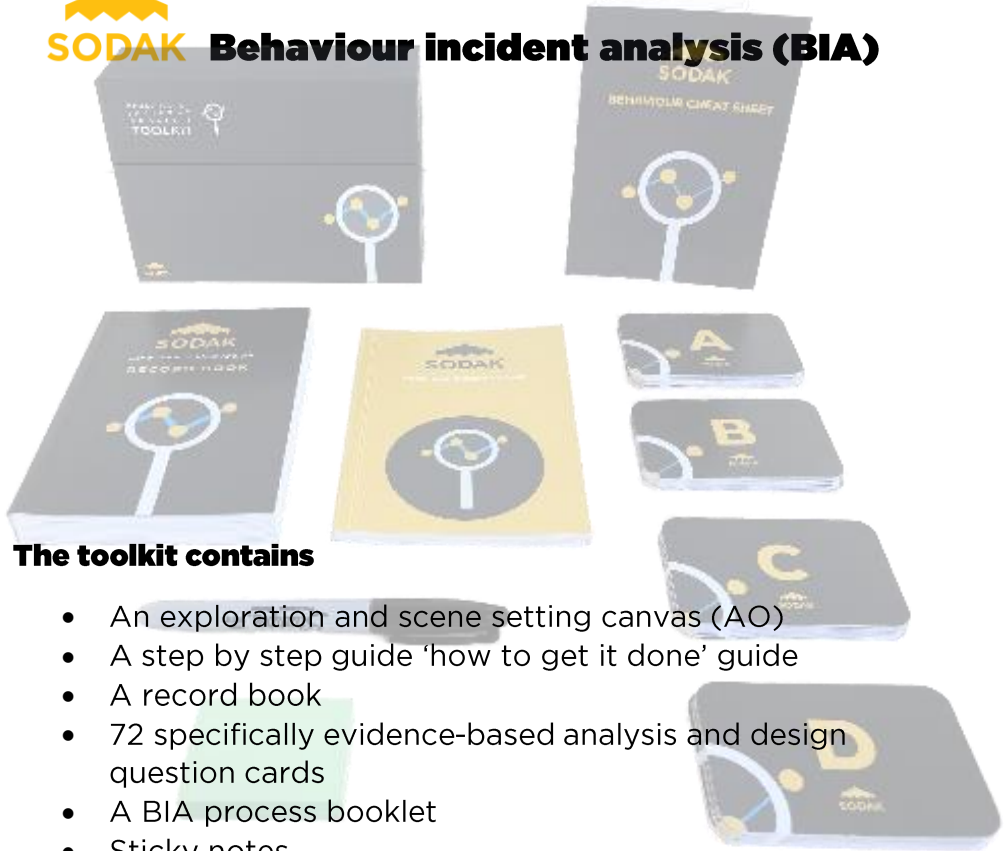
For each analysis and design stage we have developed 72 (18x4sets) prompt cards to help you explore the WHY the behaviour occurred or didn't and HOW you can effect the likelihood of the incident occurring in the future.

The prompts on the cards have been chosen specifically and represent the motivators and obstacles identified through examples from previous behavioural analysis and research from behavioural science. We haven't tried to cover everything, that wouldn't be possible and you'd need a much larger toolkit to try, but it is a good start and we encourage you to come up with more examples as you find them.





Behaviour incident analysis (BIA)



The toolkit contains

- An exploration and scene setting canvas (AO)
- A step by step guide 'how to get it done' guide
- A record book
- 72 specifically evidence-based analysis and design question cards
- A BIA process booklet
- Sticky notes
- Marker pen

Once you have your carried out the process, you should share your analysis and help the team implement the design to prevent reoccurrence.

As you accumulate more and more findings you can identify trends that will help build a picture of the situational culture your organisation is fostering and which is leading to the behaviours of the people who work there.

You can then start the next phase, redesigning your organisation.

For even more info, email info@sodak.co.uk or give us a call