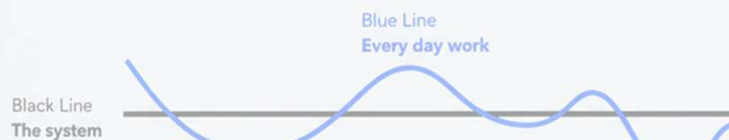


TOP FRICTION POINTS

- Manual reconciliations
- Duplicate data entry
- Multiple system logins
- Approval bottlenecks
- Reporting delays

UNDERSTANDING THE GAP

WORK AS IMAGINED VS WORK AS DONE



4Ds: IDENTIFYING FRICTION



IMPROVEMENT IDEAS

- Automate reconciliations
- Simplify approvals
- Standardize processes
- Better system integration
- Real-time dashboards
- Reduce hand-offs
- More training & support

Process <> Practice

Developing operational learning.

THE FIVE PRINCIPLES

HUMAN AND ORGANISATIONAL PERFORMANCE



PEOPLE MAKE MISTAKES

CONTEXT DRIVES BEHAVIOUR

LEARNING IS VITAL

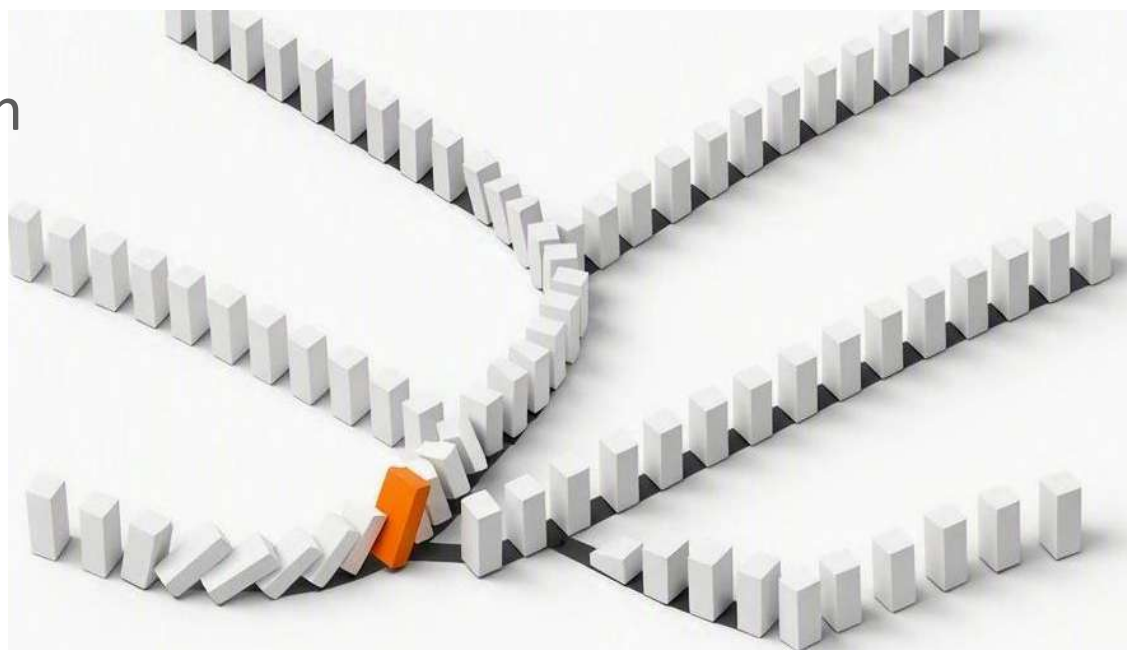
BLAME FIXES NOTHING

RESPONSE MATTERS

ERROR IS NORMAL

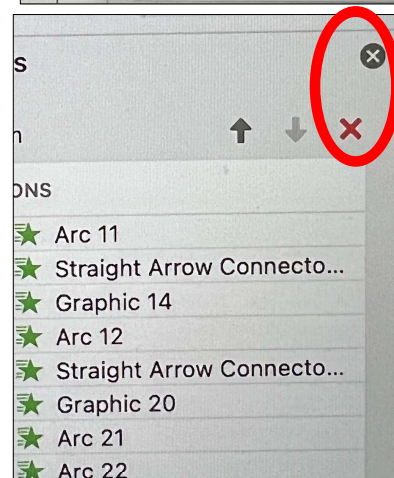
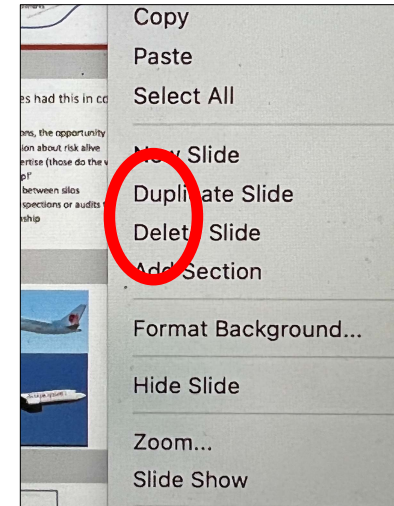
Question: Is error an Action or an Outcome?

Question: Is error a Cause or a Consequence?



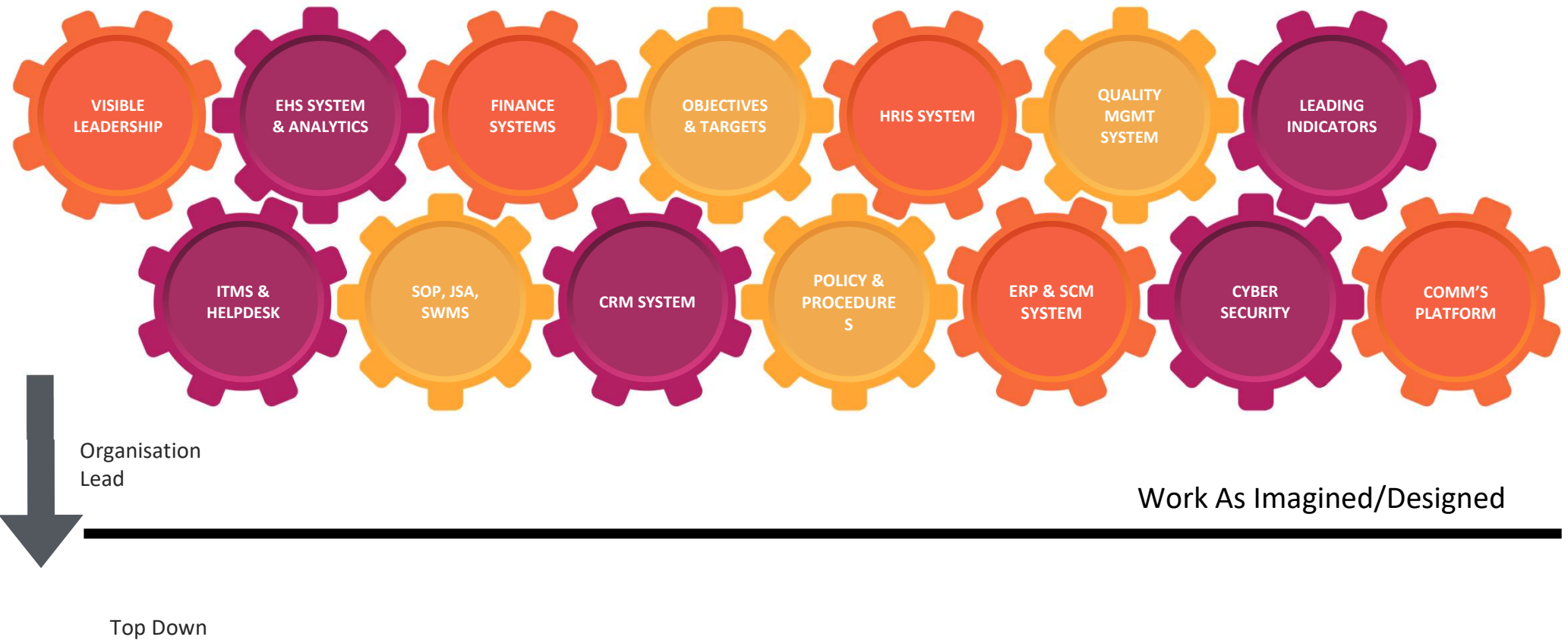
INDICATORS

ERROR TRAPS



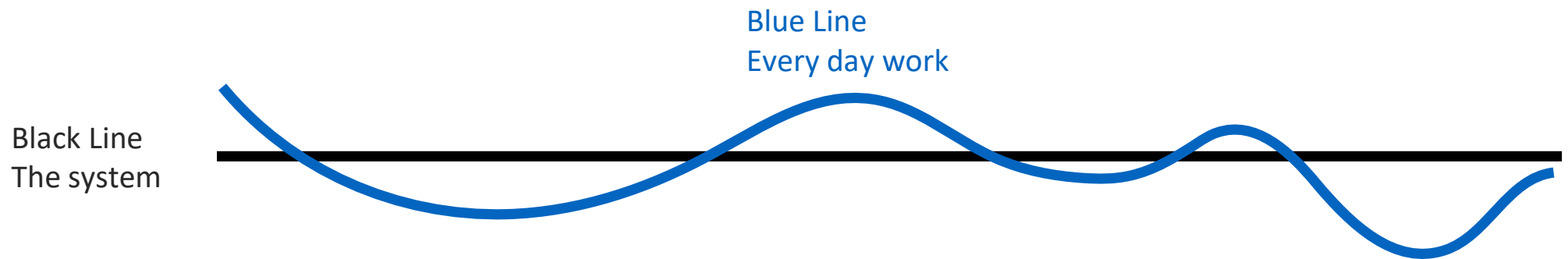
COMPLEXITY

OUR SYSTEMS



UNDERSTANDING THE GAP

WORK AS IMAGINED/DESIGNED VS WORK AS DONE



When Systems Multiply, Frontline Work Gets Harder

Complexity can create friction, ambiguity, frustration and risk — forcing teams to adapt work-as-done away from work-as-designed.

ORGANISATIONAL SYSTEM COMPLEXITY

Many systems.
Many handoffs.
Many rules.

Hard to see.
Hard to change.
Hard to get right.

COMPLEXITY CREATES CONSEQUENCES

Systems may be designed well, but together they create drag and risk.

FRONTLINE WORK IN THE REAL WORLD

Teams are capable and committed. They adapt constantly to get the work done safely and on time.

They solve problems.
Every day.

QUARRY
"I make it safe and keep it moving, even when systems slow me down."

LOGISTICS
"I juggle schedules and updates so deliveries stay on track."

MANUFACTURING
"I adapt and problem-solve to meet quality and production goals."

OFFICE / FINANCE
"I reconcile data and reports so decisions can be trusted."



HOP helps organisations learn from the gap and redesign work for better safety, efficiency and operational excellence.

See the real work

Understand the gap

Improve systems and work

Achieve better outcomes



DEVELOPING CAPACITY

WEAK SIGNALS



THE REALITY

WORK AS IMAGINED VS WORK AS DONE

We look for shortcuts. One persons
shortcut is another's innovation.



LEARNING AND IMPROVING

4DS FOR INSIGHTS & CONTEXT

DUMB

What does not make sense or frustrates you?

DANGEROUS

What is risky or challenging?

DIFFICULT

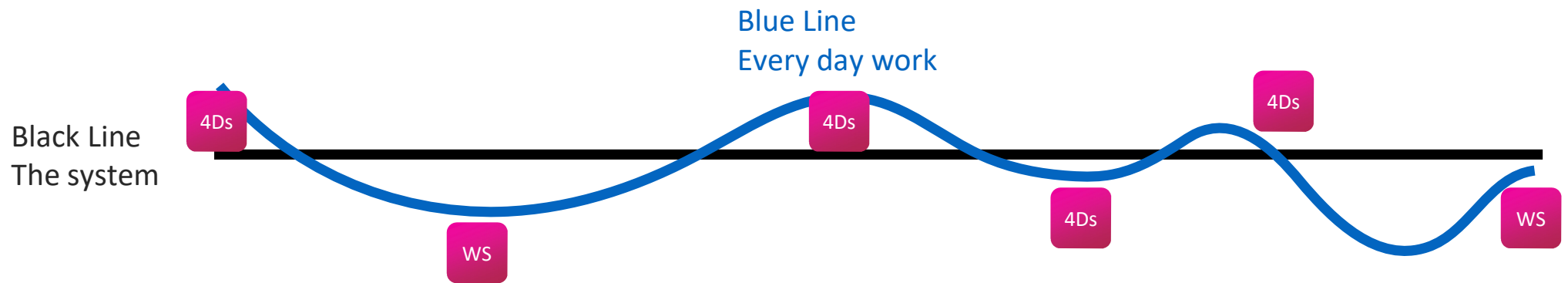
What makes it difficult or demanding?

DIFFERENT

What is changing or surprising?

UNDERSTANDING THE GAP

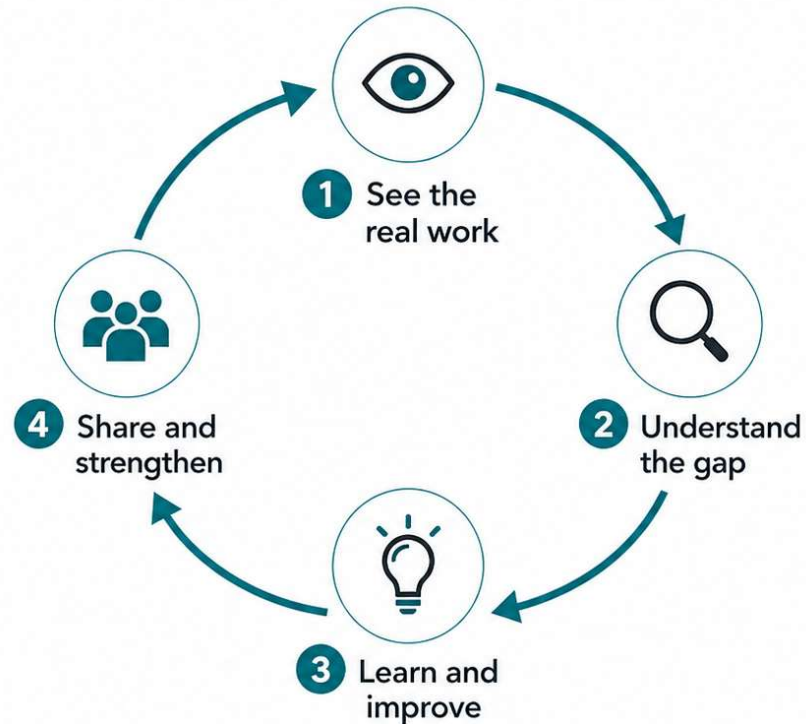
WORK AS IMAGINED **VS** WORK AS DONE





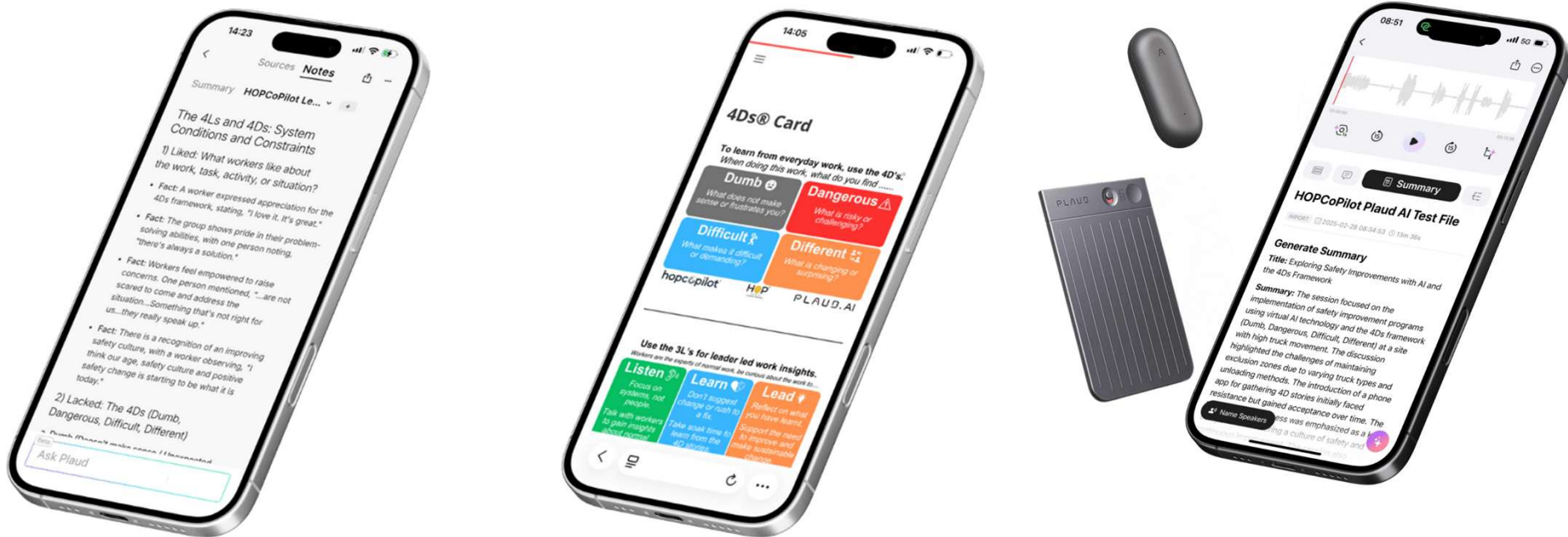
OPERATIONAL LEARNING

Understanding real work to drive better outcomes.



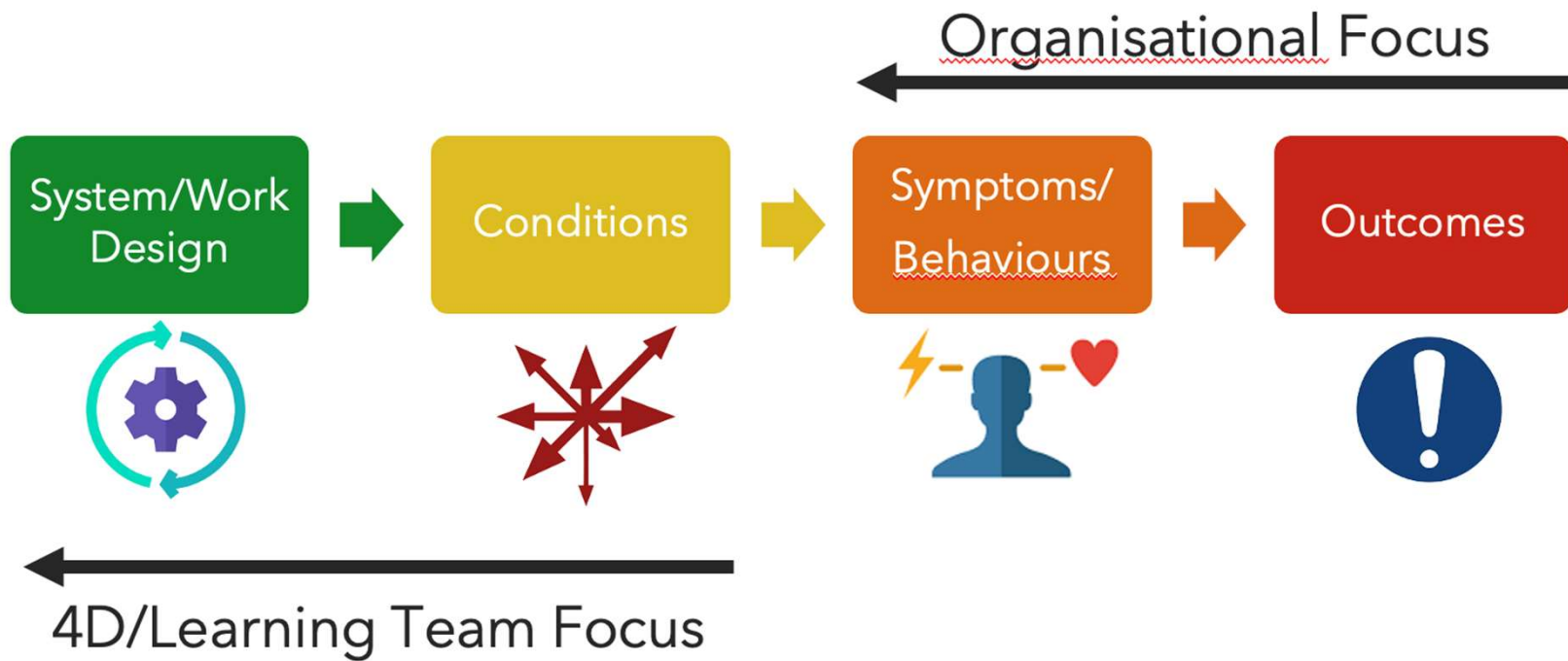
Continuous learning closes the gap
between what we imagine and what we actually do.

USING AI TO SCALE OPERATIONAL LEARNING



MOVING TO BETTER WORK DESIGN

DIFFERING FOCUS



ERROR TRAPS

Field Decision
Making required

Vague/Unclear guidance

Multiple Action required

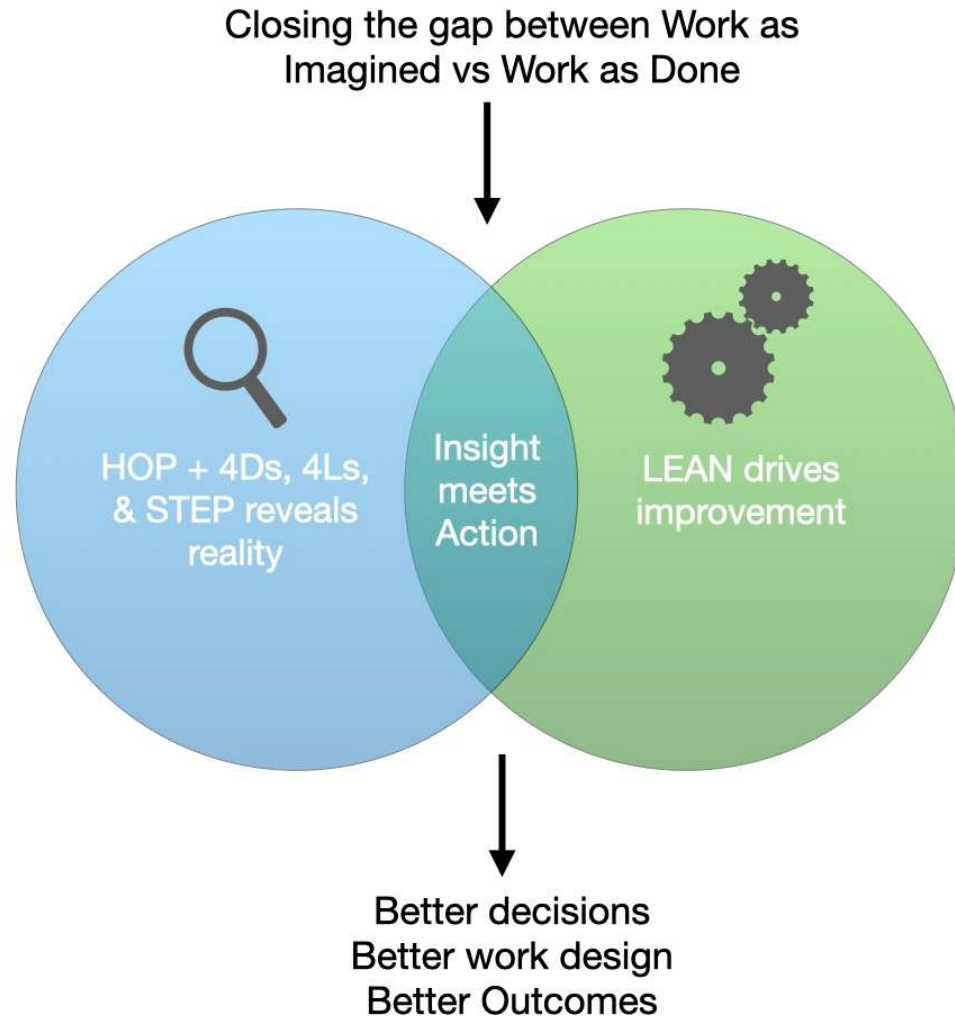
Misleading information

Critical information missing

Conflicting information
or data

BETTER WORK DESIGN

DEPLOYMENT



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LEARNING FROM EVERYDAY WORK

Building the cake

Outcome

Operational Learning



Tools

Learning Teams and SPIN

4D's

4L's

STEP

Principles &
knowledge

Performance modes

Human and Organisational Performance (HOP)