SAFESTART® FORUM

FRANKLIN Tennessee OCTOBER 20–21 2026

The Human Side of Change: Integrating Human Factors into Management of Change

Pete Batrowny

The Human Side of Change: Achieving the Outcomes We Want



Pete Batrowny

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Independent Consultant / Advisor



- 30+ years Industry/EHS&S experience
- Advisory Board member for the Center of Visual Expertise (COVE)
- Bilingual speaker

"People don't resist change. They resist being changed."

Peter Senge



I don't think everybody dislikes change, I think people dislike being changed.

Peter Scholtes

management-quotes.net/10223

Curious Cat
Management and Leadership Quotes

MANAGEMENT OF CHANGE

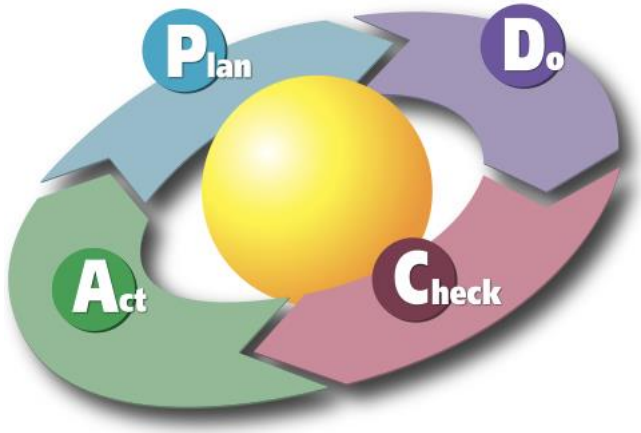
Plan

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Implement

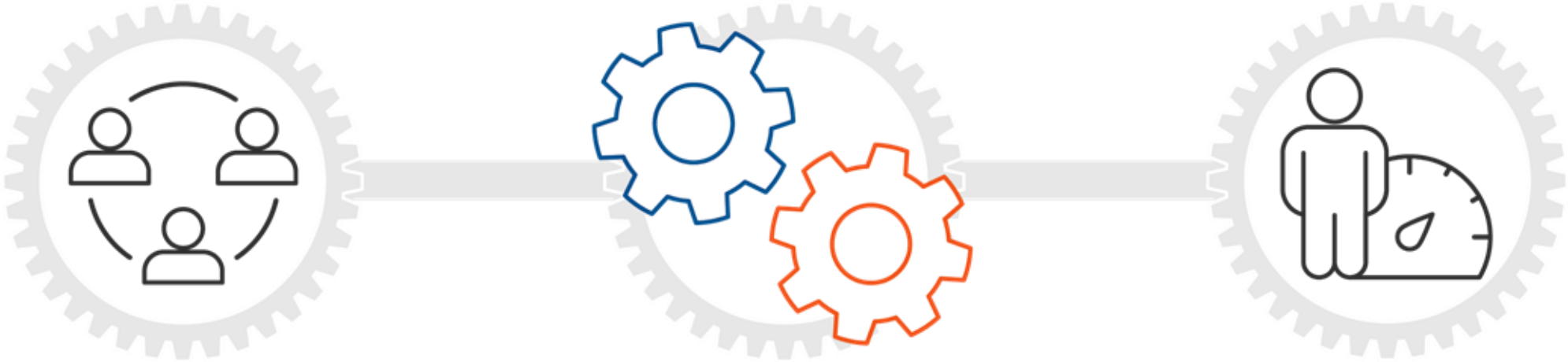
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Validate / Sustain



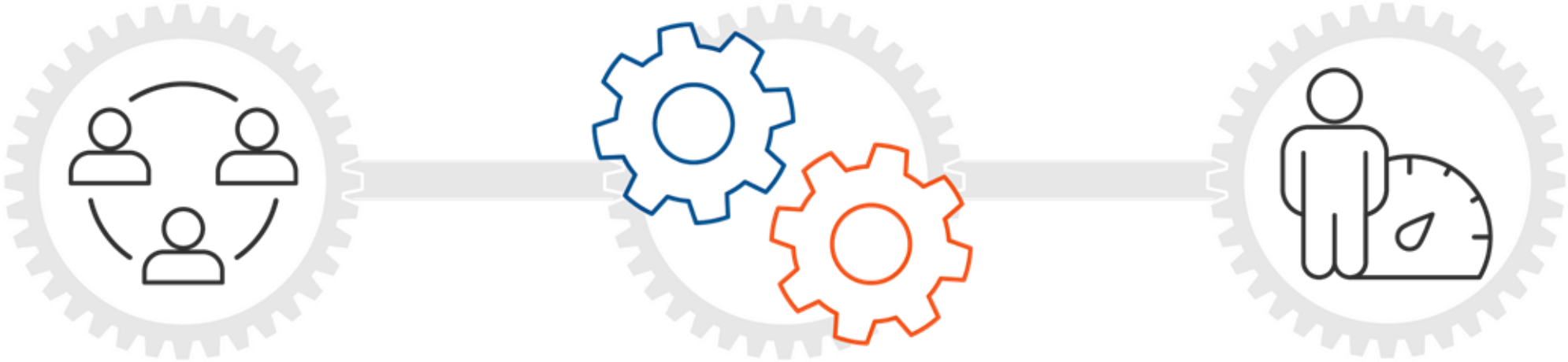
HUMAN FACTORS

HUMAN FACTORS ARE THE PEOPLE ELEMENTS OF SYSTEMS AND CONDITIONS THAT INFLUENCE PERFORMANCE AND RELIABILITY
(POSITIVELY OR NEGATIVELY)



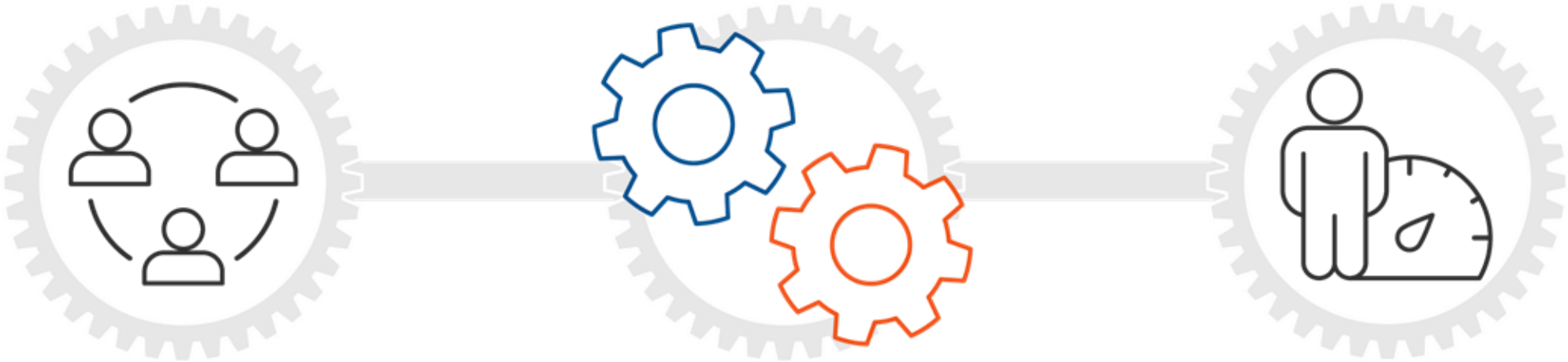
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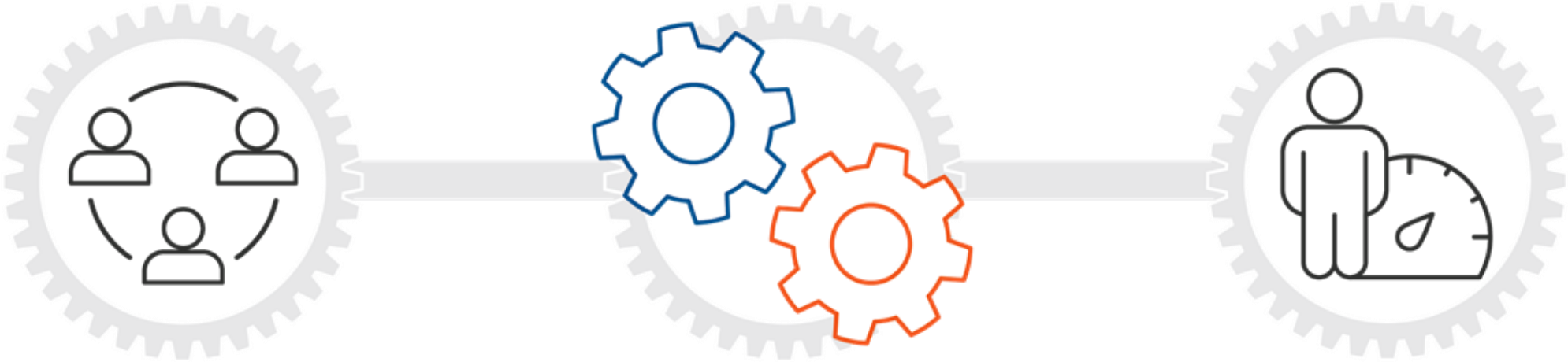
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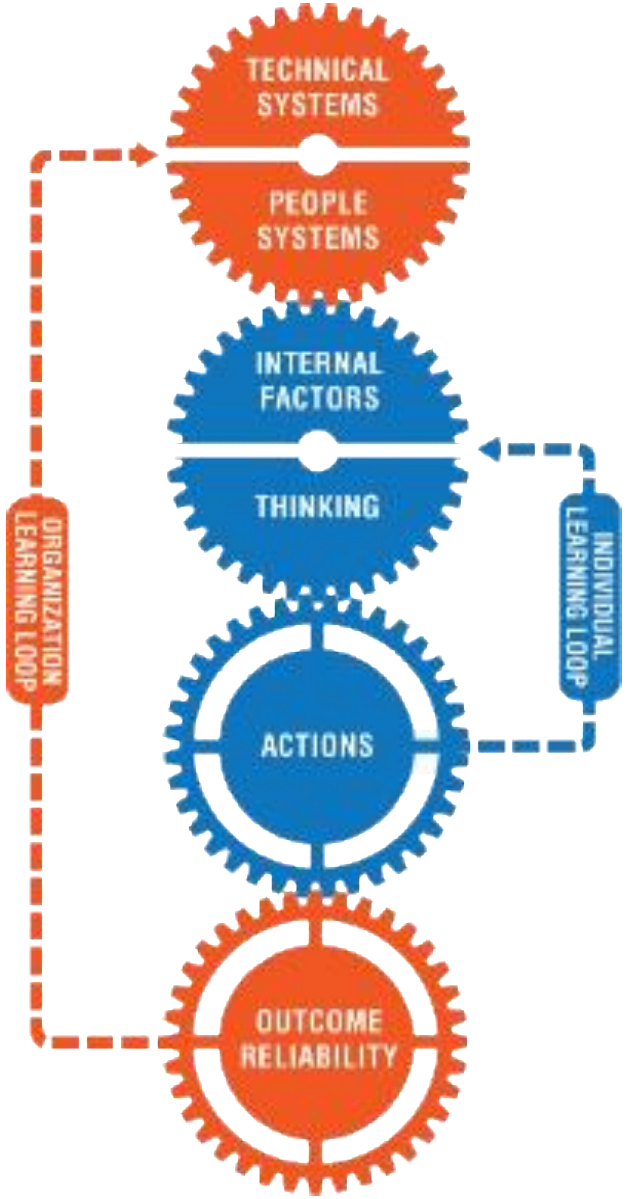


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HUMAN FACTORS FRAMEWORK AND CLIMATE



- No-Blame Mindset
- Trust & Engagement
- Fresh Eyes
- Personal Commitment
- Systems & Data
- Active Leadership

TWO COMPLEMENTARY SETS OF QUESTIONS

Preventing failure

What could go wrong?

What could undermine the change?

What weak signals should we recognize?

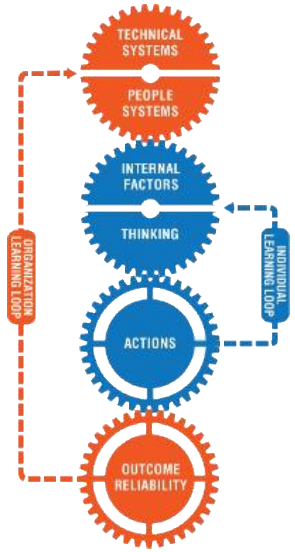


Enabling success

What does success look like?

What conditions make it more likely?

What can we deliberately strengthen?



THREE LEVELS TWO STAGES

	Implement	Validate / Sustain
Organization	Establish conditions for success	Reinforce and improve
Project/Team	Integrate change into work	Learn and adapt
Individual	Enable successful adoption	Support effective performance

CHANGE SCENARIO

- Your organization is introducing AI-enabled cameras to improve safety performance.
- The cameras will help identify PPE use and adherence to selected safety procedures.
- Leadership believes the technology can improve hazard awareness, reduce exposure to risk, and provide better information for continuous improvement.
- The technology has been evaluated, funding approved, and installation is scheduled.
- You are part of the team responsible for making this change successful.



If you were an associate hearing about this for the first time, what ONE word might describe your reaction?

SS forum 2026

Visual settings

Edit

Nobody has responded yet.

Loading...

Hang tight! Responses are coming in.

	Implement
Organization	What can organizational leadership do to create the conditions for success?
Project/Team	What would help teams successfully integrate this technology into daily operations?
Individual	What would help people understand, adopt, and effectively use the change?

What is one thing you would do to increase the likelihood that this change achieves its intended outcomes?



Nobody has responded yet.

Hang tight! Responses are coming in.

SIX MONTHS LATER……

- The cameras have been installed and are functioning as designed.
- Employees have completed the required training.
- The technology is generating information about PPE use and adherence to selected safety procedures.
- The project team has declared implementation complete.



Has the change been successful?

SIX MONTHS LATER…..



What additional information would you want

before deciding whether this change has achieved its intended outcomes?

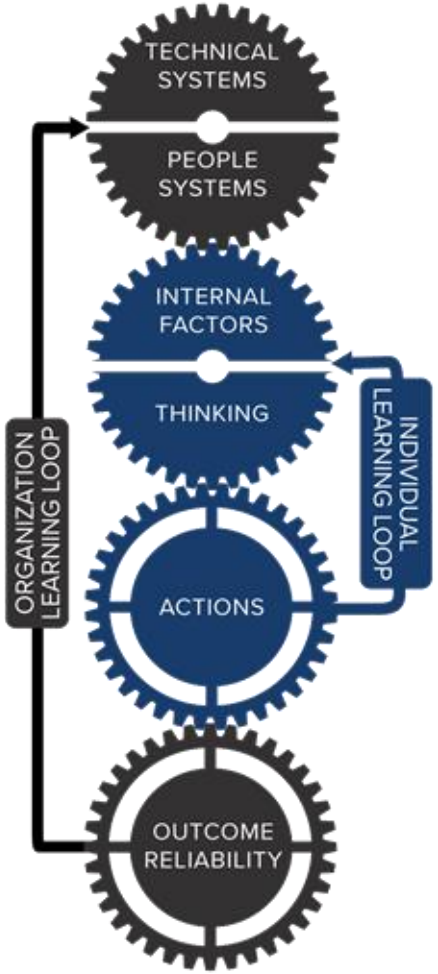
What is one action you would take now to strengthen and sustain the benefits of this change?

Nobody has responded yet.

Hang tight! Responses are coming in.

Procedural Justice

- Were people given a voice?
- Were relevant perspectives genuinely considered?
- Was the decision-making process consistent?
- Were people treated respectfully?
- Was the rationale explained?
- Do people trust the motives of those making the decision?



Procedural Justice

People experience a change twice: first through the process by which the decision is made, and then through the outcome of the decision itself. <u>Leaders have to manage both.</u>

Plan

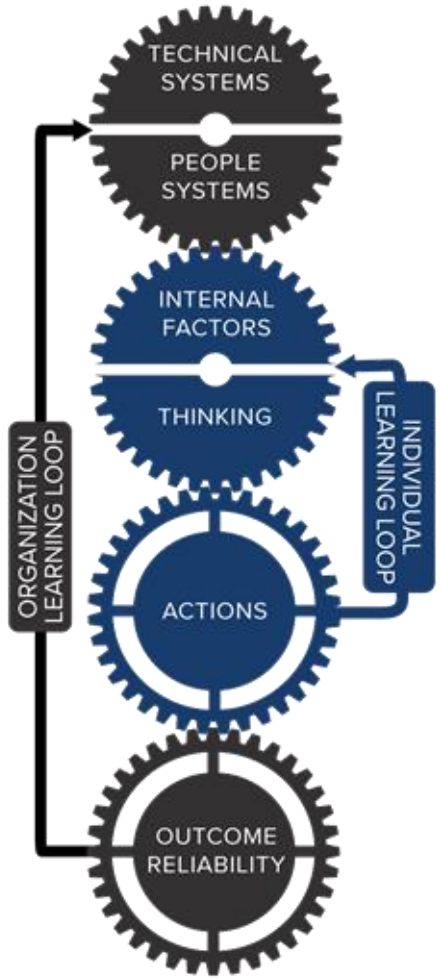
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Implement

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Validate / Sustain

	Implement	Validate / Sustain
Organization	?	?
Project/Team	?	?
Individual	?	?



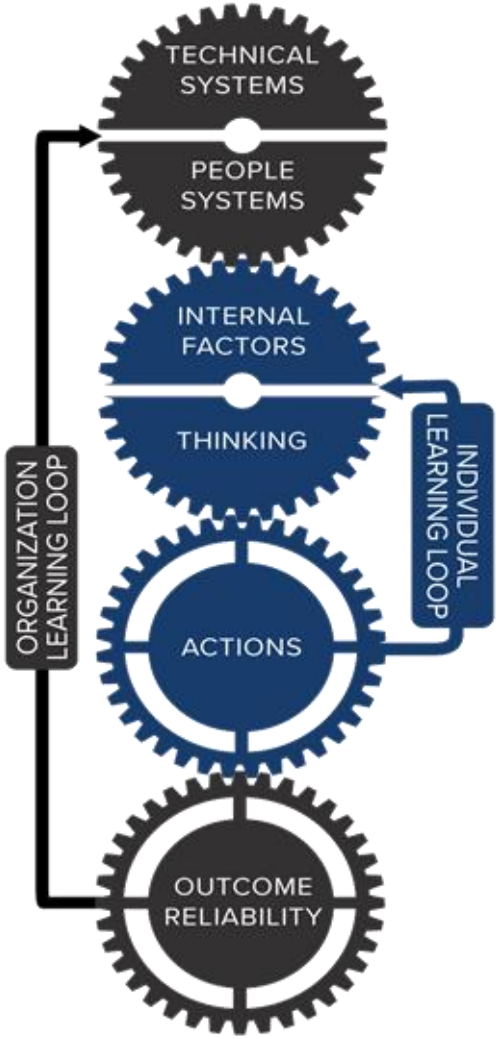
HUMAN FACTORS IN TURNAROUND PLANNING



HUMAN FACTORS IN TURNAROUND PLANNING

Planning decision	Human Factors considerations
Contractor selection	Supervisory capability Communication Learning practices Workforce experience
Work sequencing	Simultaneous operations Changing conditions Congestion
Shift schedules	Scheduling considerations: Fatigue Handover communications
Overtime	Workload and fatigue How will we recognize when adjustments are necessary?
High-risk work	When are people most prepared to perform critical tasks? How will we account for fatigue, readiness, and changing conditions?
Supervision	Do supervisors have sufficient capacity to coach, coordinate, and respond to emerging conditions?

USING THE HFF DURING TURNAROUND PLANNING



People and Technical systems
Contractor qualification, scheduling, staffing, work sequencing, communication, procedures, and supervision.

Conditions influencing individual performance
Workload, fatigue, experience, competing demands, risk perception, and situational awareness.

Thinking and actions
How people interpret information, make decisions, coordinate, and execute work.

Outcome reliability
Safe execution, quality, schedule performance, equipment reliability, and successful startup.

FINAL QUESTION

Think about a change you're currently planning. What is one decision that could benefit from a Human Factors perspective before it's finalized?

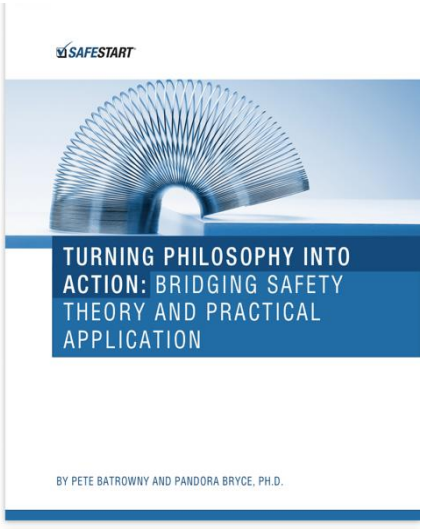
	Implementation	Sustainment
Organization	?	?
Project/Team	?	?
Individual	?	?

FINAL THOUGHT

Human Factors shouldn't be something we investigate after performance falls short. They should be something we deliberately consider when designing for success.



safestart.com/guides/safety-climate-white-paper







Resources

Turning_Philosophy_Into_Action.pdf

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Senior Safety Consultant
SafeStart

SAFESTART® FORUM

FRANKLIN Tennessee
OCTOBER 20–21
2026



THANK YOU FOR ATTENDING!

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