



**School of Applied
Psychology**

Importance of shared information in High Reliability Organisations (HRO)

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Causes for lack of information



Responsibilities/ No reporting obligation



Familiarity/ «I thought this was clear»



«I thought this was irrelevant»/ Diffusion of responsibility



«No one asked me»/ Unawareness



No possibility for sharing information (e.g., shift end, time pressure, no sharing platform, no encounter)



Poor Briefing/ Debriefing



Fear of speaking up



Individual bias (e.g., confirmation bias, expectations)

Shared mental model

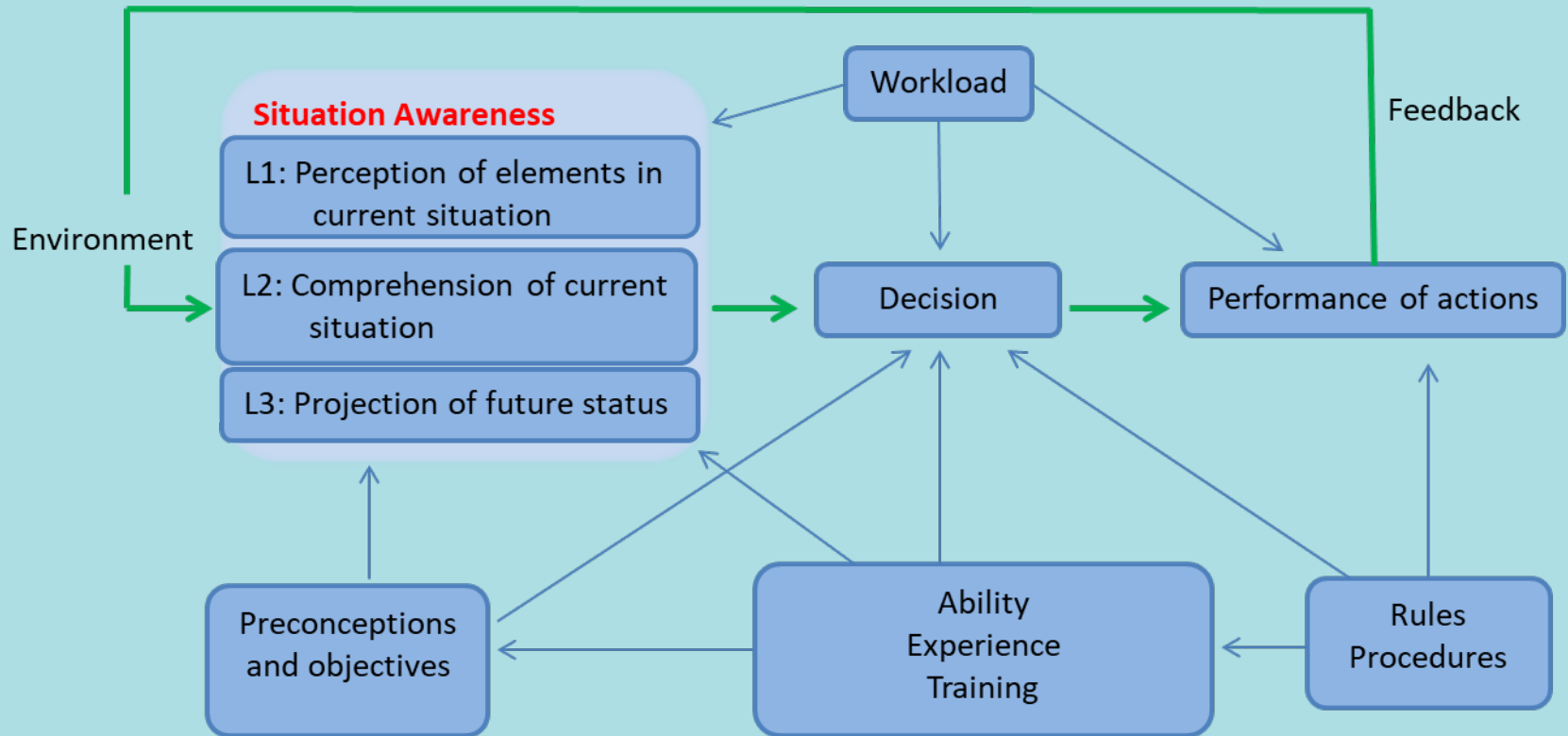
- Sharing information/ constructions of the reality is the most important general function of communication.
- Structured communication in a team fosters the establishment of a shared mental model (situation awareness) and helps to uncover safety risks.
- A shared mental model refers to a common representation of a current situation.
- For a successful collaboration, the development of a shared mental model is of central importance.



Shared mental model



Situation Awareness Model (Endsley, 1995)



A shared mental model means:

Common understanding of...

- goals to be achieved
- risk factors / environment
- technical aspects
- available resources and roles (responsibilities)
- procedures and regulations

Improving the exchange of information

Enable exchange of information

- Provide a platform
- Provide information
- Allow time for exchange
- Encourage exchange
- Just culture

Human Factors Training

- Briefing/debriefing
- 10 for 10 principle
- Speak up
- Individual bias
- Standard phraseology/ closed loop conversation



Conclusion

Poor communication and a lack of information can lead to inadequate actions and therefore to incidents and accidents in High Reliability Organisations (HRO).

For successful collaboration, the development of a shared mental model is of central importance.

In order to create and enhance safety, the organisation should focus on enabling a smooth operation by providing their employees with the information they need.

Improving the exchange of information can be realised by providing the platform, encourage the exchange and by human factors training.

Allow time to reflect, to learn, and to communicate.