Background

A state of Chronic Unease is achieved when leaders at all levels have created a culture where they are made aware of weak signals, and make effective and timely challenges and interventions on risk assessments and decision making.

In a Shell context; Chronic Unease is a pre-occupation with failure ...

From: “We haven’t had an incident, we are doing so well.”
To: “We haven’t had an incident, what are we overlooking and what else do we need to do?”

Purpose

This animation is designed to help facilitate a team discussion. It helps explain and demonstrate the importance of recognising and reporting weak signals and avoiding falling into mind traps (cognitive bias) which compromise risk assessments and decision making. The animation explains the concepts in simple language using an engaging animated style.

Instructions

After watching the video, teams should discuss what they have learned and ways to apply it to their work.

Questions teams should consider include:

- What are the weak signals in our workplace that would tell us that our barriers are not effective?
- How do we make the weak signals stronger, and how do we respond more effectively when we pick up weak signals?
- What are the mind traps that we typically fall into at work, e.g. risk normalisation; confirmation bias; plan continuation or commitment bias?
- When undertaking HSSE critical activities how can we recognise and avoid these mind traps?

Links to existing programmes

The animation links in to a number of our existing HSSE themes and programmes.

- **Goal Zero**: eliminating harm and leaks by picking up the precursors of more serious incidents (weak signals) and preventing errors
- **Barrier thinking**: making barriers stronger by recognising when barriers are failing and improving the effectiveness of our human barriers. For example understating how factors such as fatigue, distraction, poor task design can increase the potential for error
Learning from incidents: the animation is used in the “Learning from Incidents using Chronic Unease” reflective learning tool. After watching the animation, an incident case study is reviewed by a team. A set of team exercises in the tool then enables teams to reflect more deeply on the causes of incidents and how they can prevent occurrence at their sites. The tool can be downloaded here.

Translations
This animation is available in multiple languages.

Follow up actions
Promote the animation widely as a tool to help teams understand the concepts of chronic unease, and how to demonstrate it at work.
Use the concepts to challenge ourselves in risk analysis and decision making, are we missing anything?
Develop asset level examples of Chronic Unease mindset resulting in effective actions and interventions.

Further questions
- For general questions on the video, please contact your Business Representative on the HSSE&SP Behavioural Safety Global Discipline Team
- For application of the tool for learning from incidents, please contact your Business Representative on the LFI Network Core Team