

Organisational Change Management Definitions

Active Exposure: Unsafe acts or immediate conditions occurring directly during operations, often manifesting as confusion or error during a "hybrid" transition phase.

Bow-Tie Analysis: A risk methodology visualizing the relationship between threats, barriers, and consequences to identify where latent failures or weak controls might exist.

Business Area Owner: The manager responsible for a specific department (e.g., Maintenance Manager) who approves the resources required for risk mitigation.

Business Triggers: Commercial factors, such as restructuring or cost-cutting, identified as hazard sources that must be managed alongside technical risks.

Change Proposer: The individual who initiates the MoC form, defines the scope of the change, and identifies the critical "Transition Period".

Clay Layer: A metaphor for middle management where information is suppressed or lost between strategic leadership and the operational frontline.

Cognitive Load: The mental effort required for a task; often increases during changes (e.g., new software), leading to higher error rates.

Cross-Functional Team: A group of diverse subject matter experts (e.g., Ops, Engineering, IT) formed to co-design changes and conduct the Safety Case.

Economic Reality: The acknowledgment that financial pressures (e.g., budget cuts) are distinct hazards that can lead to reduced training or resources.

Fishbone (Ishikawa): A root cause analysis tool used to drill down from operational problems to underlying causes, such as business decisions.

Future State: The operational goal or condition achieved after a change is fully implemented, distinguishing it from the volatile transition period.

Hazard Identification: The process of drilling down to specific risks, particularly Human Factors, rather than listing generic safety statements.

KPI (Key Performance Indicator): Metrics used to measure business performance; competing KPIs between departments can create silos that hinder MoC communication.

Latent Exposure: Dormant systemic defects, such as cultural issues or poor management decisions, that lie hidden until triggered by an event.

Leading Indicators: Data points (e.g., spikes in fatigue reports) that signal "unplanned change" or stress in the system before an incident occurs.

Level 1 MoC (Simple Change): A simplified process for minor changes with low impact (e.g., form updates), requiring basic checks and logging.

Level 2 MoC (Complex Change): A comprehensive process for significant changes requiring a full Safety Risk Assessment and cross-functional review.

Management of Change (MoC): A systematic approach to ensure that safety hazards introduced by organizational changes are identified and mitigated before implementation.

Mitigation: Specific controls defined before implementation (e.g., hiring temp staff) to reduce the risk profile of a change.

Parallel Running: A transition strategy where old and new systems operate simultaneously; often a source of high cognitive load and fatigue.

PIR (Post-Implementation Review): A formal verification conducted after a change is stable (typically 3 months) to confirm safety and success.

Pre-Mortem: A technique where the team assumes a change has already failed to uncover risks that standard assessments miss.

Pulse Checks: Short, anonymous surveys sent to staff during a transition to verify understanding and identify immediate issues

Risk Profiling: A structured investigation into the safety implications of business decisions, serving as a bridge between business reality and safety obligations.

Safety Case: A formal analysis for significant changes arguing whether risks are acceptable and defining necessary controls.

Siloed Information: A condition where departments fail to share data, causing changes in one area to create unrecognized risks in another.

Simple Change: Minor changes with low impact that require less rigorous assessment than complex changes.

SPI (Safety Performance Indicator): Specific metrics developed to measure the progress and safety performance of a change.

Stop & Think Trigger: A mental checklist for staff to identify change by asking if a situation is different or affects procedures.

Three Pillars: The three specific areas assessed for change impact: Resources, Management Direction, and Management Control.

Tick the Box Culture: A failure mode where forms are completed solely for compliance, creating an illusion of safety while hazards remain unmanaged.

Transition Period: The high-risk interval between the cessation of the "Old State" and the full implementation of the "New State".

Verification: The process of checking if the "Future State" design and mitigations function effectively in the real world.

WIIFM (What's In It For Me?): A communication strategy that tailors messages to address the specific anxieties and priorities of different stakeholder groups.