

# The Latent Cause Experience

Helping people learn from things that go wrong, through introspection rather than blame.



## Course Facilitator:

**C. Robert (Bob) Nelms**  
Founder and President  
**Failsafe Network, Inc.**

Originator of the ROOTS™ investigative process, as well as the WHY Tree™, the 5 Items™, the Situation-Filter-Outcome Model™, and most recently the RCA-related method called “Latent Cause Analysis™.”



Author of over 30 articles, including:

- What can we learn from the terrorist attacks?
- The revelations of Asphalialah
- The Blame Virus, and its Antidote

Author of 3 books (one no longer in print):

- What You Can Learn from Things that Go Wrong: A Guidebook to the Root Causes of Failure
- The Dynamics of Inculcating the Root Cause Mentality

Originator and moderator of the 1,000 member “root cause conference” Yahoo Group:

## Testimonials from past attendees:

*The way I judge any industrial training is to ask myself if I can use any of it at home. Heck, ALL of it can be used at home. This was one of the best..... Refinery Engineer*

*I liked the change in emphasis from focusing on equipment and systems to focusing on people. I agree that people cause problems, not systems.... Root cause analysis leader in chemical industry*

*This is the most people-focused investigative process I've ever seen. I like it! It focuses on people in a constructive and compassionate manner. This could change our organization.... Natural Gas Health, Safety, and Environmental Supervisor*

*This is much more than a tool. It is a way of thinking that I will use wherever I work, as well as at home. I came into the class thinking one way, and left thinking another. I wish everyone in our organization could experience this class.... Maintenance mechanic on Alaska's North Slope*

*I wish management would attend these classes. They do not know the potential of this. If they knew, they'd embrace it... most, if not all attendees give this feedback!*

## Attendees will:

- **SEE** that Latent Cause Analysis™ is Failsafe Network's “brand” of Root Cause Analysis
- **DISCOVER** the latest, life-changing trends in Root Cause Analysis
- **KNOW HOW TO** initiate a Latent Cause Analysis with **The 5 Items™**
- **UNDERSTAND** the difference between a **Maxi, Midi, and Mini-LCA**
- Understand how to **PERFORM** all the types of Latent Cause Analyses
- **LEARN** the **ROOTS™** investigative process
- **ANALYZE** the **3 Ps** of Evidence
- **KNOW** how to use the **Situation-Filter-Outcome Model™** to reveal Latent Causes
- **COMPREHEND** the problems and pitfalls of most Root Cause Analysis efforts
- **UNDERSTAND** how to overcome these problems and pitfalls
- Be **IMMERSED** in some high-profile incidents. You will be put in their shoes, understand what went wrong, and relate it to your own worlds
- Hear how **OTHER** organizations are doing Latent Cause Analysis
- **DEBATE, DISCUSS, and GET INVOLVED** with others in the class
- Most importantly, **LEARN** the value of the following question: **“What is it about the way I am that contributes to our problems, and what am I willing to do about it?”**



Failsafe Network, Inc. is a unique affiliation between C. Robert (Bob) Nelms, and [5 especially talented people](#) who share the same vision about learning from things that go wrong.

[www.failsafe-network.com](http://www.failsafe-network.com)

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# Overview of the “experience.”

Unexpected, unplanned pain is arguably the most valuable phenomena of life, yet most people run from it as fast as possible. This experience will change your attitude towards “failure” and its causes. It will challenge you and your organization to **learn from smaller and smaller problems**, instead of waiting for “the big one” to occur. You will be taught how to do a most effective Root (Latent) Cause Analysis. You will feel like you are present in actual cases studies that will be presented. You will also learn how to set-up your organizations for learning the most from things that go wrong.

Throughout this 4-day experience, breakout sessions and examples will be used to help you **discover** essential concepts, providing realistic scenarios to encourage discussion. **But most importantly**, you will discover the truth about things that go wrong: It’s not our equipment that causes our problems. It’s not even our systems that cause our problems. It’s something that is totally within our control: It’s us. All of us.

## Agenda

Day 1	Day 3
Introductions. <i>Breakout sessions, drawing an “aladnam.”</i>	<b>Overnight thoughts and review.</b> <i>Round-robin views are great. They give everyone a chance to share.</i>
What is <b>Latent Cause Analysis</b> ? <i>It is not what you think.</i>	What to do with Evidence after it has been gathered. <i>How to summarize evidence, and what to do with it after it’s been summarized.</i>
Case Study: The Lessons of the <b>Challenger Explosion</b> . <i>You will feel like you were there, because you will put yourself in their shoes.</i>	The <b>Stakeholder Concept™</b> , and why it makes ALL the difference. <i>Don’t tell people the causes of their problems. Instead, ask them to tell you – after you show them the evidence.</i>
Latent Cause Analysis is for Everyone via the <b>Maxi, Midi, and Mini-LCA™</b> . <i>LCA can be used at HOME.</i>	How to Identify Stakeholders, and how to help them see themselves as part of their problems. <i>Stakeholders are people with “skin in the game” – people that need to change as a result of the incident.</i>
Day 2	Day 4
Overnight thoughts and review. <i>Breakout session.</i>	The <b>WHY Tree™</b> , it’s use and abuse. <i>What is a WHY Tree, when should it be used, and when should it NOT be used.</i>
Introducing the <b>ROOTS™</b> Investigative Process . <i>Explaining the acronym.</i>	Using the <b>Situation-Filter-Outcome Model™</b> to reveal Latent Causes. <i>The SFO Model is the most practical way to consistently reveal Latent Causes.</i>
Beginning all investigations with The <b>5 Items™</b> . <i>The standard investigative starting point.</i>	<b>Translating</b> your findings in a way that will cause behavior change. <i>How can you get other people to learn what you have learned?</i>
The <b>3 Ps of Evidence</b> . <i>People, Physical, and Paper Evidence, and how to let the evidence guide you.</i>	How to <b>Sustain</b> the entire LCA effort so that it does not decay over time. <i>Failsafe embraces the Mother-Source concept – a dedicated group of people who are keepers of the process.</i>
The <b>Vector Approach™</b> to Evidence Gathering. <i>The 3 Ps offer a 3-pronged, independent view into the causes of a problem.</i>	A closing practice session to remember. <i>Skits, fun, and judging for best team, best actor, and best actress.</i>
Practicing the Vector Approach. <i>You might loose sleep over this one. It’s intriguing!</i>	Review and sharing. <i>Round – robin sharing.</i>

## Even More

Many, many practice sessions, you’ll be in different groups every day, video clips to emphasize points, role playing, skits, debate, plenty of breaks, laughs, tears, templates, techniques, stories, wonders, cartoons, suggestions, but most of all **an experience you will not forget.**

## Who Should Attend?

In short, anyone and everyone!

Past attendees have included:

Presidents  
Executive Vice Presidents  
Plant Managers  
**Operations, Maintenance, and Technology Managers**  
**Union officials**  
**Union members**  
**Maintenance personnel**  
**Operations personnel**  
**Technical personnel**  
**Quality Personnel**  
**Contractors**  
**Quality leaders**  
**Root Cause Analysis drivers**  
High school and college students  
Housewives, husbands

**Bolded** personnel have been the most common attendees

## About Your Course Facilitator

C. Robert (Bob) Nelms is one of the most sought-after public speakers and consultants' in the field of Root Cause analysis in the USA. He stays busy teaching and speaking about RCA approximately 30 weeks a year. In this spare time, he moderates 3 Root Cause Analysis web-based forms, including the 1,000 member "**Root Cause Conference.**" He has authored 3 books, written over 30 articles, and is a routine speaker at many international conferences. He is the **originator of the ROOTS™ investigative process**, as well as the WHY Tree™, the 5 Items™, the Situation-Filter-Outcome-Model™, and most recently the RCA-related technique called Latent Cause Analysis™.

Nelms is a degreed **Aerospace Engineer**, graduating from **Texas A&M University** in 1970. His employee-related work experience includes 4 years as an aerodynamic loads specialist within Aerospace, and then 10 years as a **Reliability Engineer** in various Chemical Plants. In 1985, Nelms formed Failsafe Network, Inc. to focus on "**helping people learn from things that go wrong,**" his corporate motto. Today, he works with **5 Licensed Affiliates** to help organizations, world-wide, in related endeavors.

## Why should you attend?

You will walk out of this class with a different attitude about things that go wrong. You will be **armed with tools** and **energized with a conviction** that you can make a substantial and **positive difference** within your organization. Most importantly, you will learn to **lead by example** by stepping-out and **seeing yourself** as part of your problems instead of blaming them on other people and things.

The demand for his work has taken him to most all 50 states in the USA, as well as Indonesia, Thailand, Malaysia, Spain, England, Ireland, the Netherlands, Venezuela, and Canada.

Nelms has assisted companies from numerous industries and sectors such as:

## Additional Instructors

At times, one or two of Failsafe's Licensed Affiliates helps to facilitate the class. These affiliates are experienced practitioners of the ROOTS investigative method, and always bring a greater perspective to the teaching. These affiliates can be seen at:

<http://failsafe-network.com/Root-Cause-Analysis-Services-and-More/Root-Cause-Analysis-Consultants/Root-Cause-Analysis-Consultants.htm>

## Included takeaways:

**more**

Workbook with **all presentation slides, 2 textbooks, mouse pad** with **LCA jargon, pen, wallet reminder card** with all **essential LCA** information, **LCA templates**, access to **Failsafe's GoPage**, **many memories, many new contacts**

ConocoPhillips  
British Petroleum  
Mobil Chemical  
Shell  
DuPont  
ALOCA  
Syncrude Canada  
Eastman Chemical Company  
Suncor  
Sunoco  
Motiva  
ConocoPhillips, Indonesia  
TRW  
Alabama Power Company  
Petrozuata  
Terra Industries

Bridgestone Firestone  
Epsilon Products  
Thai Cogeneration Co., Ltd.  
US Dept. of Defense  
NASA  
Citgo  
Energy Northwest  
Entergy Services  
GLOW  
Greywolf Drilling  
Lubrizol  
Ontario Power Generation  
Southern Company  
Altura Energy  
Thiokol  
Penn Maritime  
Trinidad Drilling