

# International Association of Drilling Contractors



**HSE&T Committee Meeting**  
IADC – Houston Office – Crown 1  
05 February 2024  
Hybrid Meeting  
9am – 12pm

## Attendance

*V = Virtual attendance, IP = In-Person attendance*

*In-Person Sign-in sheet is attached.*

In-Person Attendees					
Name	Company	A	Name	Company	A
Brooke Polk	IADC	IP	Vito Garcia	Relyon Nutec	IP
Ryan Smallwood	Patterson-UTI	IP	Kristin Ward	IADC	IP
Ricky Banks	Noble	IP	Miron Bertsch	Rig QA	IP
Marcelo Azeredo	Transocean	IP	Jason Jensen	Ensign	IP
Ryan D'Aunoy	Precision Drilling	IP	Nicolas Le Geouhinec	Valaris	IP
Shane Phipps	Wilbanks Trucking	IP	Richard Grayson	Nabors	IP
Alma Roberts	IADC	IP	Bill Krull	IADC	IP
Jim Shelton	OSHA	IP	Jorge Gomez	OSHA	IP
Russell Stewart	OGGN	IP	Jim Rocco	IADC	IP
Jessica Selvidge	Relyon Nutec	IP			
Zoom Attendees					
Name	Company	A	Name	Company	A
James Merlo	Knowledge Vine	V	Thad Dunham	IADC	V
Chidinma Obi Sedenu	My Freedom From Fear	V			

All meetings must have a written agenda that is circulated prior to the meeting. Attendees must strictly follow the agenda. Topics not on the agenda must be deferred until a later meeting. Meeting minutes will be posted on the Committee's website following endorsement by Committee leadership and meeting attendees. Attendees should be aware that: 1. There may be audio recordings of meetings, for purposes of facilitating capture of meeting minutes; and 2. The final published minutes will include a record of who attended the meeting. The audio recordings shall be destroyed immediately following endorsement of the minutes. IADC Committee activities are governed by IADC's Antitrust Policy and Guidelines. [Click here for information on the policy and guidelines.](#)

# International Association of Drilling Contractors

## Agenda

<b>9:00 – 9:10</b>	<b>Welcome &amp; Introductions</b> <i>Ryan Smallwood, Patterson-UTI Drilling Company LLC</i> <i>Ricky Banks, Noble Drilling</i>
<b>9:10 – 9:23</b>	<b>IADC Antitrust Policy</b> <i>Brooke Polk, IADC</i>  <b>Safety Moment</b> Ryan Smallwood: Removing Christmas lights with the help of his two teenage children. While he was up at the top of a tall ladder, the older of the two children was supposed to be holding the ladder; however, the older child was not paying attention to the task at hand. He caught the attention of his two children and was able to safely descend the ladder. Upon reaching the ground he asked the kids what could have happened, and they discussed the different possible outcomes. Takeaway: remember to take time to analyze/review possible outcomes when participating in any work activity.
<b>9:23 – 10:03</b>	<b>IADC Safety Alerts Survey Results</b> <i>Ryan Smallwood, Patterson-UTI Drilling Company LLC</i>  The survey results are attached below.  General overview of the results: <ul style="list-style-type: none"><li>-Good representation of small and large contractors.</li><li>-Safety Alerts adds value to the industry.</li><li>-Figure out how to provide system to encourage participation and eliminate roadblocks for participation.</li><li>-When safety alerts are more general, it loses some of its substance.</li><li>-Overwhelming agreeance with the use of the ISP to help put out a one-pager on trends.</li></ul> A question was posed if it is possible to put together a sub-committee to go through the information to analyze the data and develop a system?  Currently the process is: <ul style="list-style-type: none"><li>-Receive a link to an email with an open text field.</li><li>-Submit the information for IADC Safety Alert.</li><li>-The submission is reviewed by IADC and is scrubbed of information as needed.</li><li>-The reviewed text is then sent back to the original submitter for review and to verify</li></ul>

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	<p>that the redacted information is still accurate. -Safety Alert is then issued.</p> <p>Things to look at: -Will need basic information Onshore or Offshore Incident types -Is it possible to use the ISP system as a resource? -What about the NIOSH Fog Data?</p> <p>Brooke, IADC, suggests that instead of a sub-committee, we form a workgroup. Will need a Formal Proposal to present to the IADC EXCOMM at their June meeting. Any objections? No objections.</p> <p><b>Call to Action:</b> Call for Participation - Reach out to Ryan Smallwood or Ricky Banks to participate.</p> <p><b>OSHA Update</b> <i>Jim Shelton, OSHA</i></p> <p>-Trenching/Excavations: there were 33 cave-in deaths in 2023; 3 of which from Houston. -Oil &amp; Gas Industry: there were 25 fatalities and 205 hospitalizations/amputations in 2023. -In 2023 Texas had the highest rate of 578 with California coming in next at 502.</p>
<b>10:03-10:17</b>	<b>BREAK</b>
<b>10:17- 10:21</b>	<p><b>Mental Health Practical Handbook Draft Discussion</b> <i>Ryan Smallwood, Patterson-UTI Drilling Company LLC</i></p> <p><b>Call to Action:</b> Review and approve the sub-committee recommendation document.</p> <p>Contributors: -Adrian Wharam, RMI Global Solutions -Jarand Hindenes, International SOS -Liam Kirk, RMI Global Solutions -Manuel Lopez, International SOS -Marelize Sirgel, Seadrill</p>

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<p><b>10:21 – 10:52</b></p>	<p><b><i>Remedy – The Formula for an Evolving Human Performance Culture</i></b>  <i>James Merlo, PHD</i></p> <p>The presentation is attached below.</p> <ul style="list-style-type: none"> <li>-Bad things can happen.</li> <li>-How can Human Performance help? Through Safety, Quality, and Productivity.</li> <li>-Five Principles of Human Performance               <ol style="list-style-type: none"> <li>1. Humans will make mistakes.</li> <li>2. Implement strategies.</li> <li>3. Identify and correct.</li> <li>4. Use positive reinforcement.</li> <li>5. Review and learn.</li> </ol> </li> <li>-Remedy Matrix               <ul style="list-style-type: none"> <li>Reduce Errors + Manage Risk + Error Defenses = Yield</li> </ul> </li> <li>-Normalization of Deviation               <ul style="list-style-type: none"> <li>Fall below standards</li> <li>Hindsight – should have seen that coming</li> <li>Sensory adopted</li> <li>See drift through peer group</li> <li>“Power of Observation” where Observation is Interaction</li> <li>Constructive                   <ul style="list-style-type: none"> <li>Have a conversation, a “mini root cause”. Why did you choose not to follow the standard? This is the Divergent Behavior.</li> </ul> </li> </ul> </li> <li>-The “9 Whys” can be laid across the Remedy Matrix.</li> <li>-More information available during free monthly webinars; Human Performance Community of Practice.</li> <li>-2 Minute Drill Cards; one side is for use during job briefing and the other is for use at the job site.</li> </ul> <p>Question: Do they need to memorize the 13 questions that are on the Drill Card?          Answer: Carry it around with you because we don’t want the memorization since during high stress situations, memorization is less.</p>
<p><b>10:52-11:02</b></p>	<p><b>IOGP Fatality and Permanent Impairment (FPI) Definition Review</b></p> <ul style="list-style-type: none"> <li>-NAOP will look at the same document.</li> <li>-A digital copy will be sent out and will have a one-week timeframe for voting.               <ul style="list-style-type: none"> <li>If the vote passes, IADC will endorse the IOGP definition.</li> </ul> </li> </ul> <p><b>Call to Action:</b> Review and approve the IOGP Fatality and Permanent Impairment (FPI) definition.</p> <p><b>HR Subcommittee Discussion</b>  <i>Brooke Polk, IADC</i></p> <ul style="list-style-type: none"> <li>-Precision and Noble to run the HR sub-committee under the HSE&amp;T Committee.               <ul style="list-style-type: none"> <li>Ryan D’Aunoy agrees for the need of a HR sub-committee.</li> <li>Ryan Smallwood agrees for the need of a HR sub-committee</li> </ul> </li> </ul>

# International Association of Drilling Contractors

11:02 – 11:39	<b>IADC Updates</b> <ul style="list-style-type: none"> <li>• ISP Update – <i>Bill Krull, IADC</i></li> <li>• Rig Move Update – <i>Shane Phipps, Wilbanks Trucking</i></li> <li>• IADC Accreditation Update – <i>Brooke Polk, IADC</i></li> <li>• IADC Onshore/Offshore Update – <i>Jim Rocco, IADC</i></li> </ul>
	<b>Bill Krull</b> <a href="http://www.iadc.org/ISP">-www.iadc.org/ISP</a> -Annual document distribution -Recently updated guidelines -Updated system went live 22 January 2024. 72 users worldwide. 85% drilling related hours captured. -System overview was given. Reach out to Bill with any questions or requests for changes.
	<b>Shane Phipps</b> -Looking to reestablish the Houston chapter of STEPS (Service, Transmission, Exploration and Production Safety). If interested, please contact Shane.
	<b>Jim Rocco</b> Onshore EPA Methane Rule for Onshore Technology to reduce emissions. Offshore EPA Vessel Discharge Act Offshore Ballast Water concern. IMO: continue discussion around Underwater Radiated Noise.
	<b>Brooke Polk</b> H <sub>2</sub> S Safe 4 Providers approved under new program: 1 in India, 1 in Oman, and 2 in Saudi. 17 applications are in que 1 <sup>st</sup> US company looks to be RigQA as they are finalizing their application. MPD New program falls under the UBO/MPD Committee There are 3 levels: Introductory Operations Supervisory Well Servicing Revision of the curricula documents More focus on Pressure Control Reduction of course time
11:39 – 11:41	<b>Committee Focus for 2024/AOB</b> -Future committee dates can be found on the committee webpage. -Submit topic suggestions to Ryan and Ricky.
11:41 – 11:45	<b>AOB</b> -Safety Alert subgroup to set “thresholds” to give to Bill for ISP.
11:45	<b>Adjournment</b>

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## HSE&T Committee Meeting

05 February 2024

9:00am – 11:30am

IADC Office

Sign in Sheet

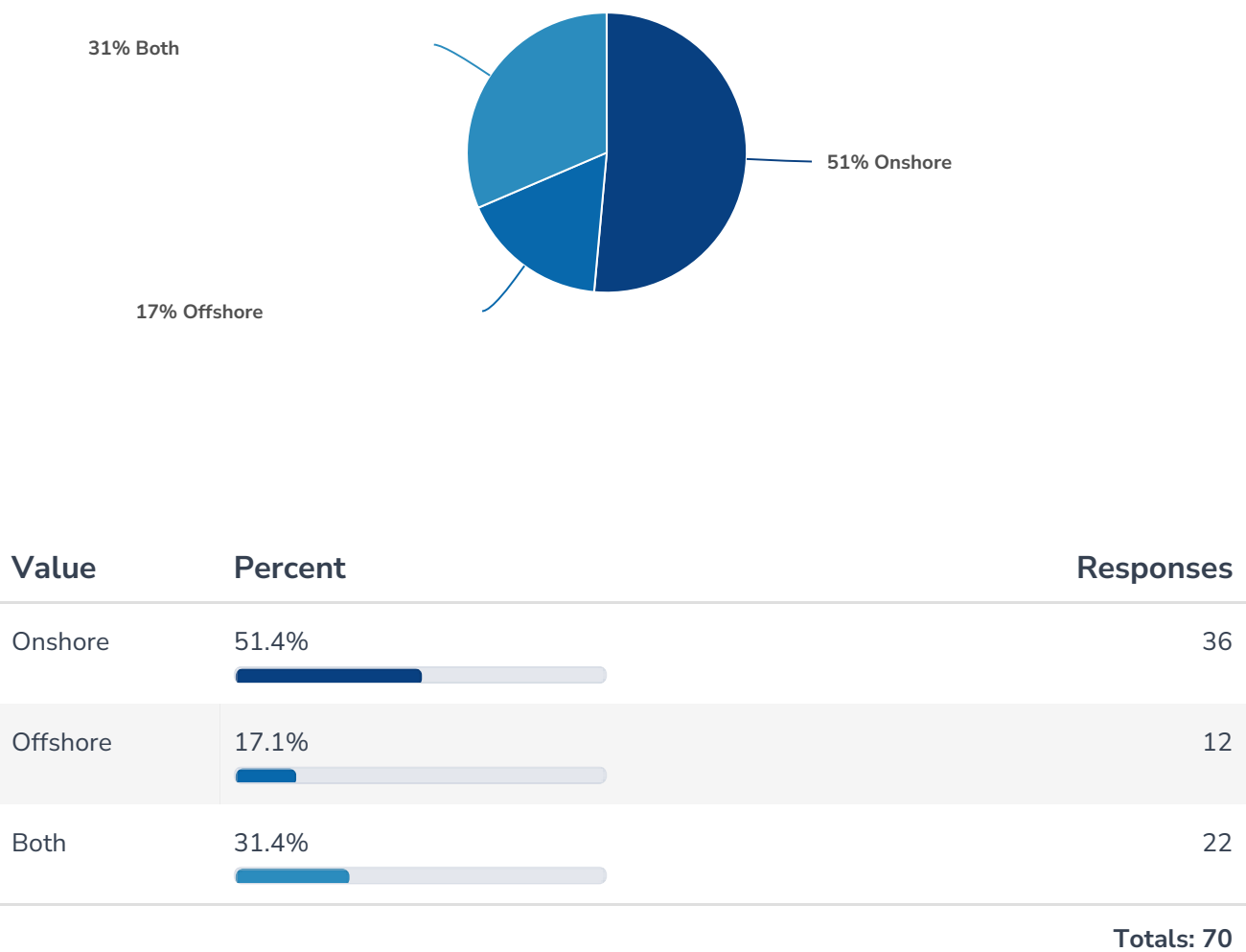
Name	Company	E-mail address
Bill Krull	IADC	bill.krull@iadc.org
MARCELO AZEREDO	IRAPISCOAN	MARCELO.AZEREDO@DEEPWATER.COM
Brooke Felt	IADC	
Ryan Smathers	PTEN	
Shane Phirps	Wilbanks	sphirps@wilbanks.us
Ryan Banks	Noble	Rbanks@noblecorp.com
Vito Garcia	Relyon Nutec	fg@us.relyonnutec.com
MIRON BERTSCH	Rig QA	MIRONB@RigQA.com
Ryan D'Aunoy	Precision Drilling	rd aunoy@precisiondrilling.com
Jason Jensen	Ensign	jason.jensen@ensignenergy.com
Nicolas LEGOUINIER	VALARIS	NICOLAS.LEGOUINIER@VALARIS.COM
RICHARD GRAYSON	NABORS	richard.grayson@nabors.com
Alma Roberts	IADC	alma.roberts@iadc.org
Jim Shelton	OSHA	shelton.james@dol.gov
Jorge Gomez	OSHA	Gomez.Jorge@DOL.GOV
Russell Stewart	OGGN	russell.stewart@oggw.com
Kristin Ward	IADC	

# Report for IADC Safety Alert Survey

## Response Counts

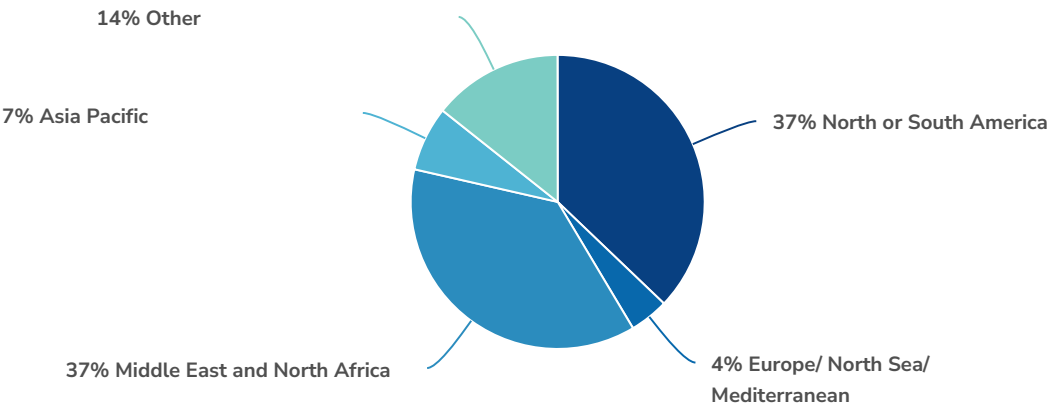


1. My organization operates primarily:



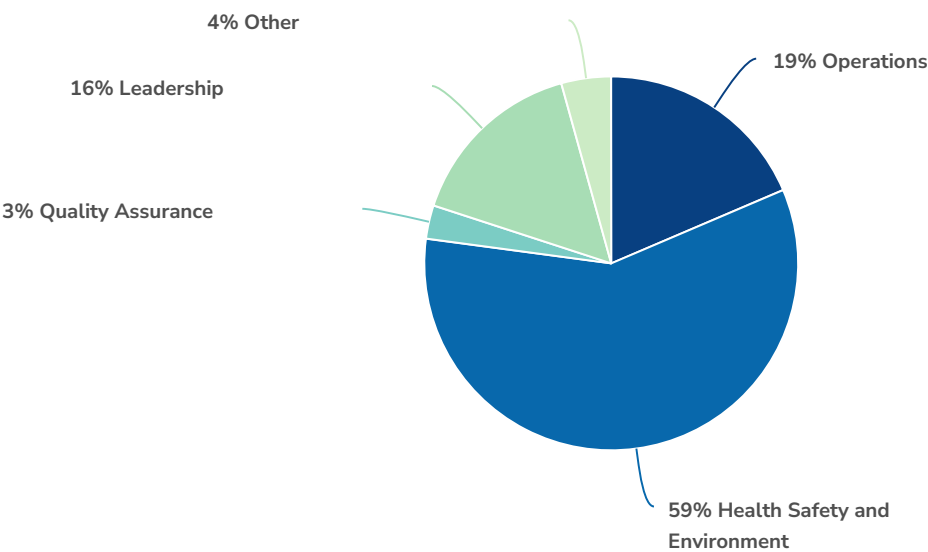


2. My organization operates primarily in:



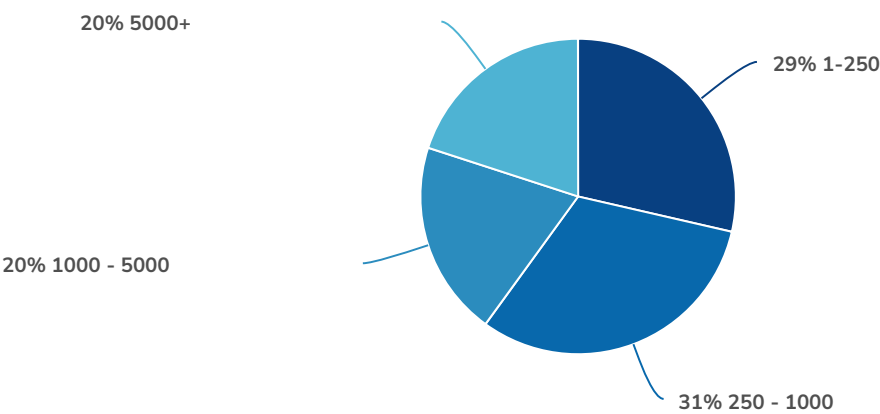
Value	Percent	Responses
North or South America	37.1% <div><div></div></div>	26
Europe/ North Sea/ Mediterranean	4.3% <div><div></div></div>	3
Middle East and North Africa	37.1% <div><div></div></div>	26
Asia Pacific	7.1% <div><div></div></div>	5
Other	14.3% <div><div></div></div>	10
		Totals: 70

3. My primary function in the organization is:



Value	Percent	Responses
Operations	18.6% <div><div></div></div>	13
Health Safety and Environment	58.6% <div><div></div></div>	41
Quality Assurance	2.9% <div><div></div></div>	2
Leadership	15.7% <div><div></div></div>	11
Other	4.3% <div><div></div></div>	3
		Totals: 70

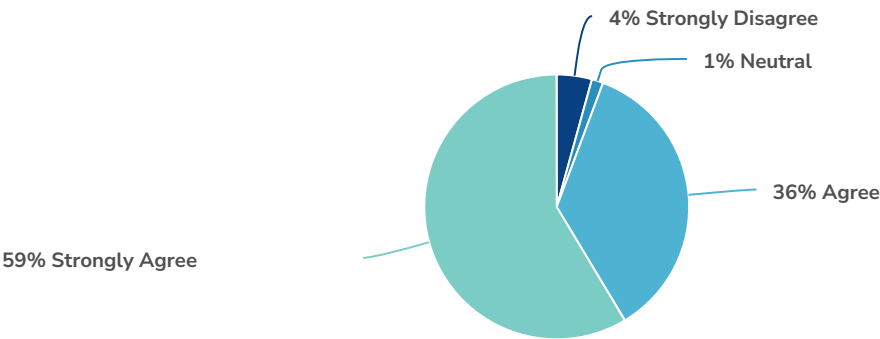
4. My companies estimated employee count is:



Value	Percent	Responses
1-250	28.6% <div><div></div></div>	20
250 - 1000	31.4% <div><div></div></div>	22
1000 - 5000	20.0% <div><div></div></div>	14
5000+	20.0% <div><div></div></div>	14

Totals: 70

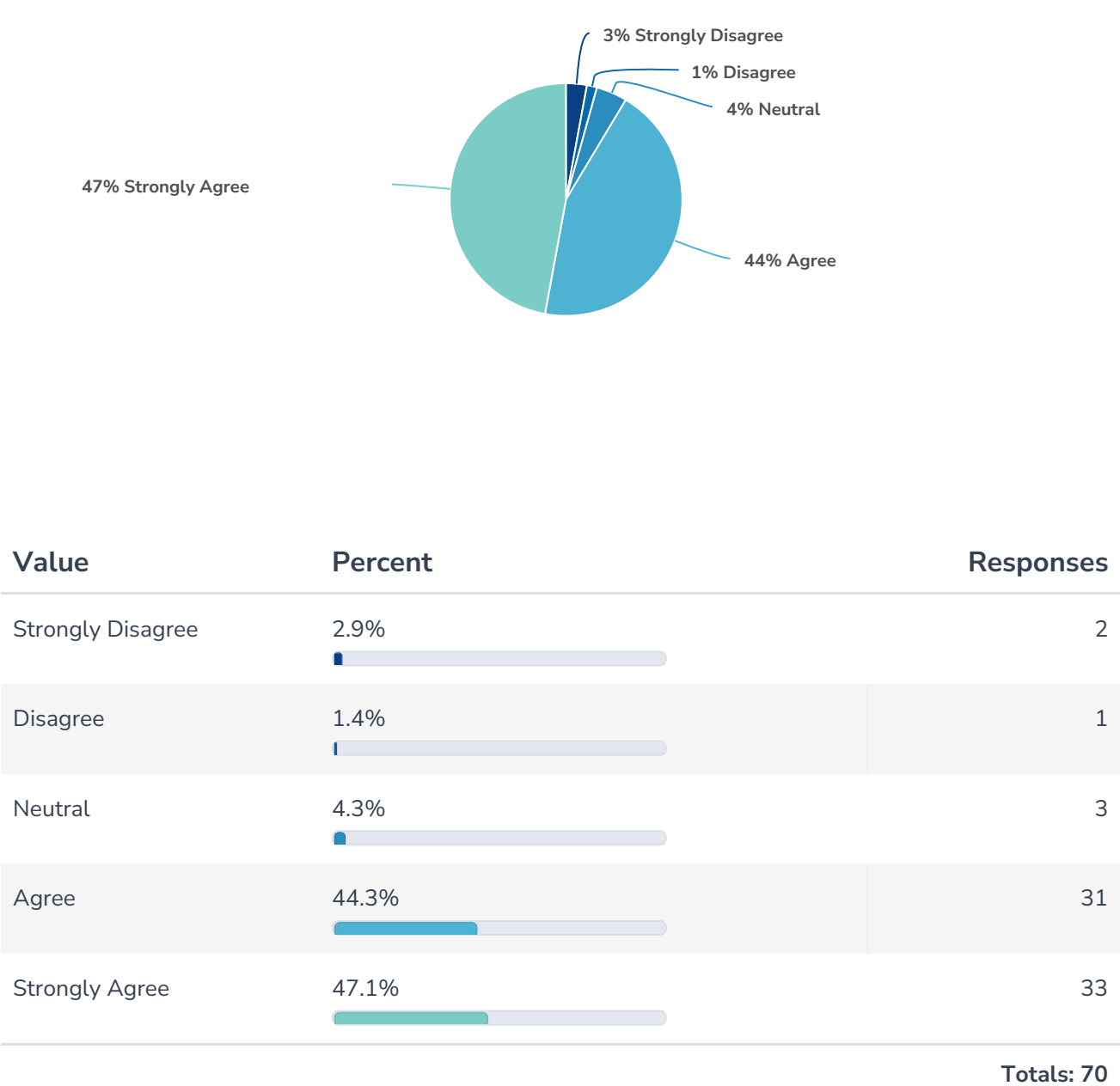
5. IADC Safety Alerts add value to the industry.



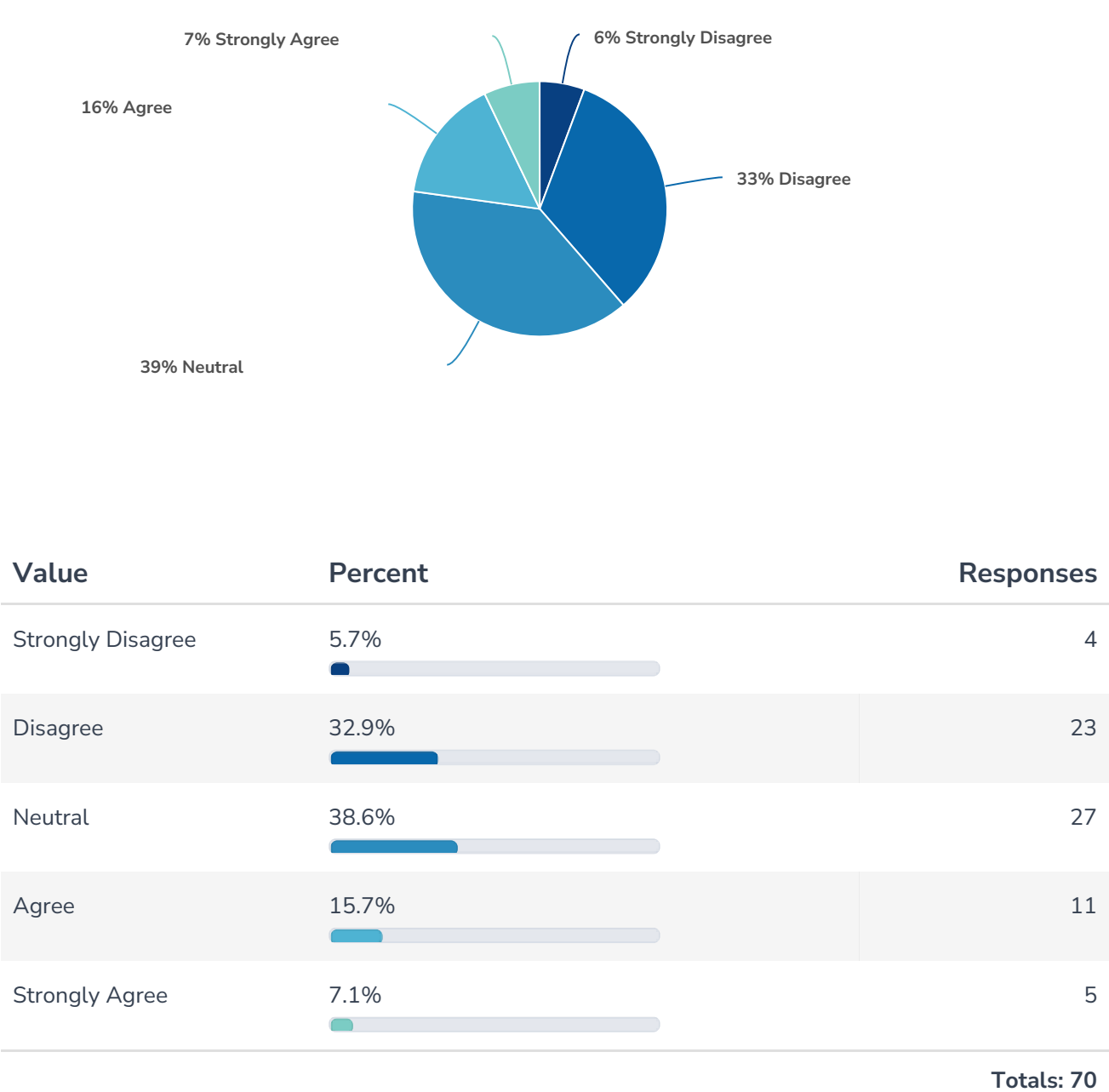
Value	Percent	Responses
Strongly Disagree	4.3% <div><div></div></div>	3
Neutral	1.4% <div><div></div></div>	1
Agree	35.7% <div><div></div></div>	25
Strongly Agree	58.6% <div><div></div></div>	41

Totals: 70

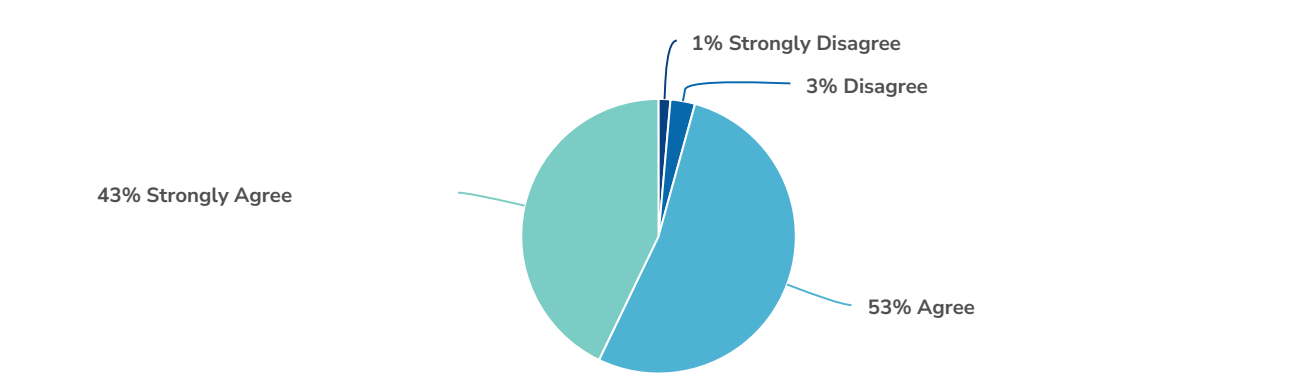
6. IADC Safety Alerts contain information that is applicable to my organization.



7. IADC Safety Alerts contain information that is too specific (onshore vs. offshore) and should be more general



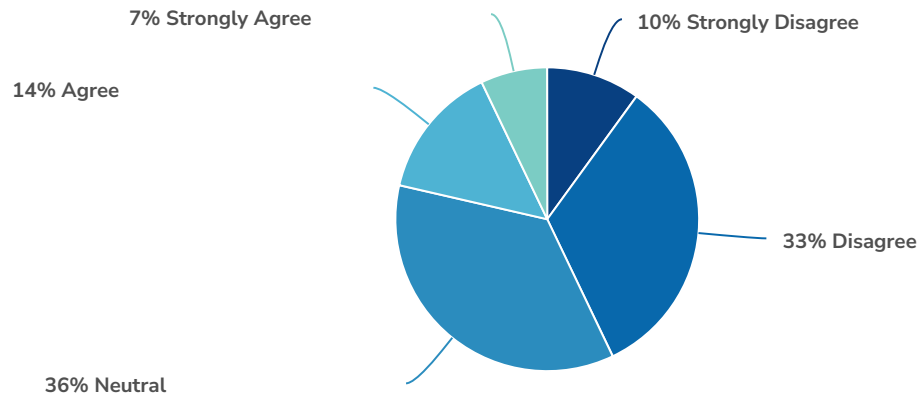
8. My organization reviews HSE Alerts when they are distributed by IADC.

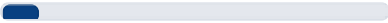
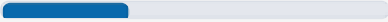
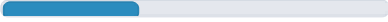
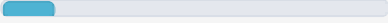



Value	Percent	Responses
Strongly Disagree	1.4% <div><div></div></div>	1
Disagree	2.9% <div><div></div></div>	2
Agree	52.9% <div><div></div></div>	37
Strongly Agree	42.9% <div><div></div></div>	30

Totals: 70

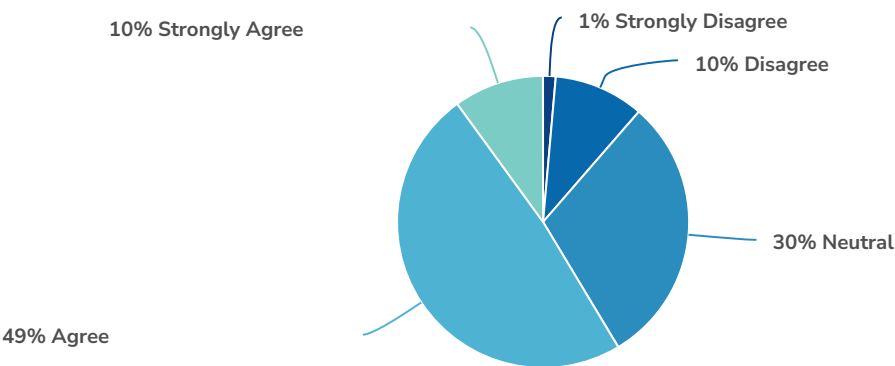
9. My organization has submitted an HSE Alert to IADC within the last 3 years.



Value	Percent	Responses
Strongly Disagree	10.0% 	7
Disagree	32.9% 	23
Neutral	35.7% 	25
Agree	14.3% 	10
Strongly Agree	7.1% 	5
		Totals: 70

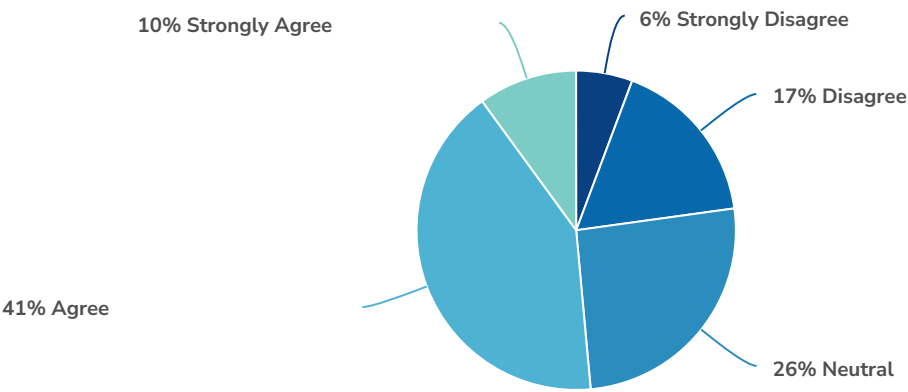


10. IADC Safety Alerts are published in a timely manner.



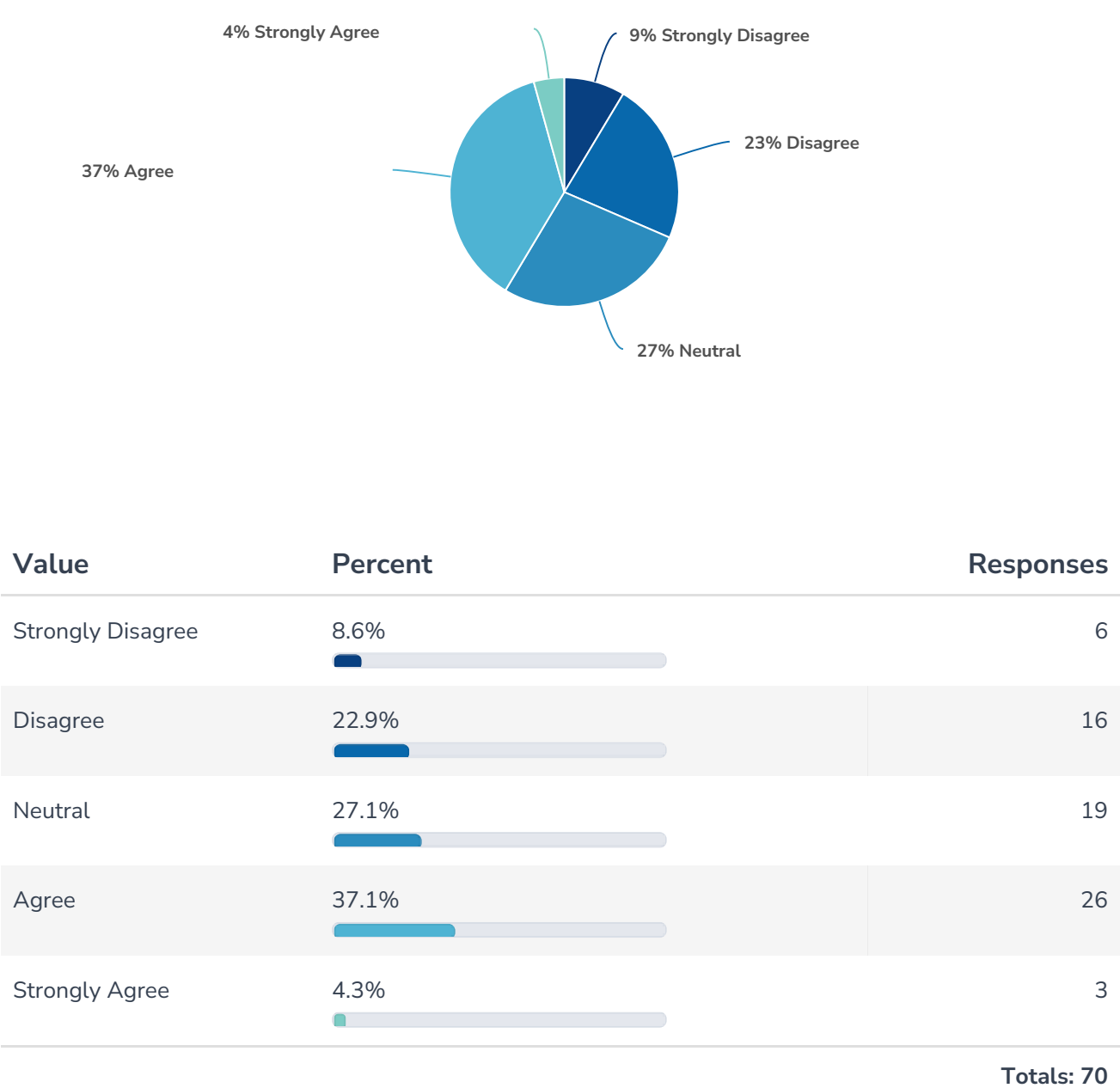
Value	Percent	Responses
Strongly Disagree	1.4%	1
Disagree	10.0%	7
Neutral	30.0%	21
Agree	48.6%	34
Strongly Agree	10.0%	7
		Totals: 70

11. I would like to participate in the Safety Alert Program but I don't know how.

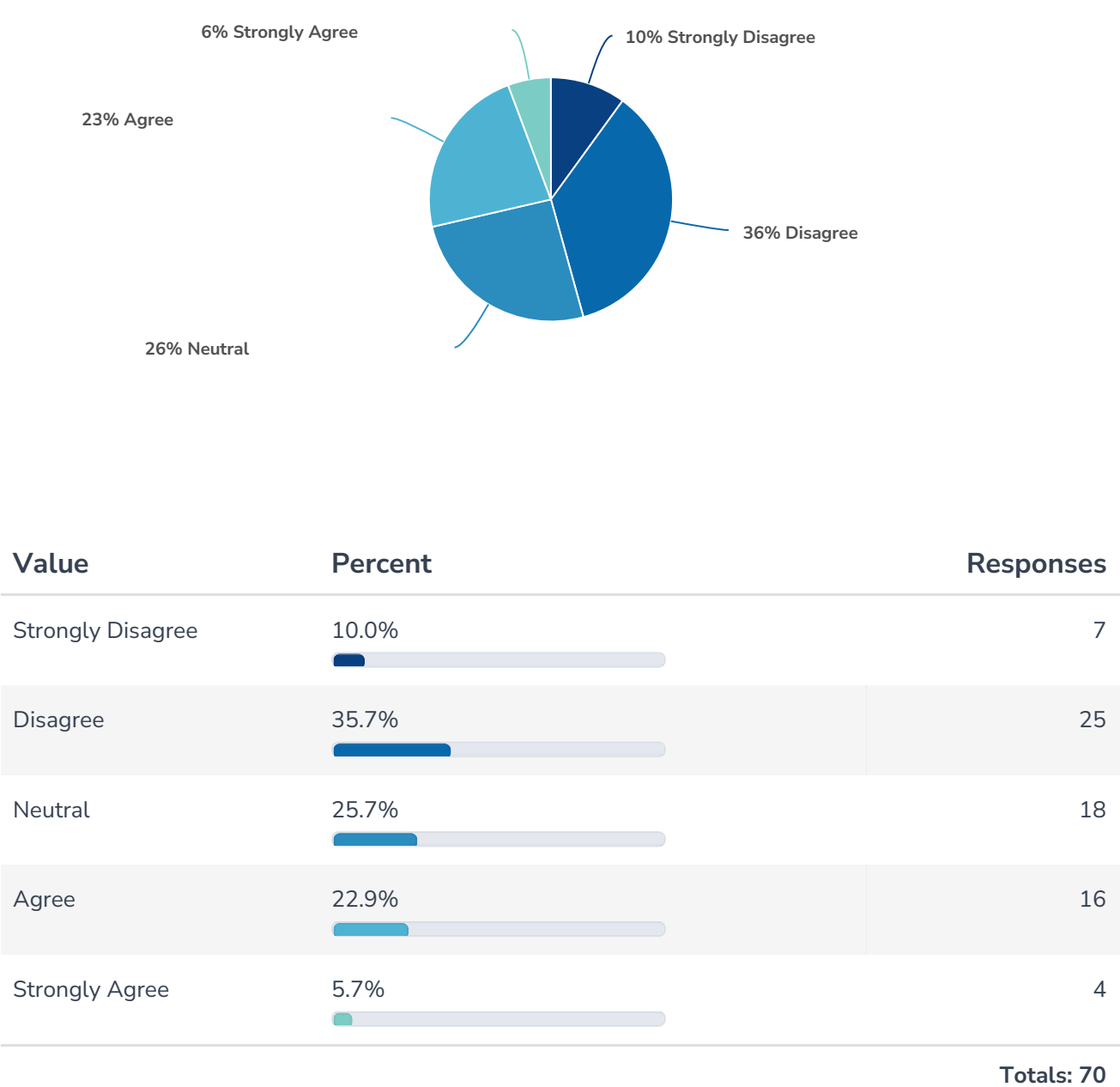


Value	Percent	Responses
Strongly Disagree	5.7% <div><div></div></div>	4
Disagree	17.1% <div><div></div></div>	12
Neutral	25.7% <div><div></div></div>	18
Agree	41.4% <div><div></div></div>	29
Strongly Agree	10.0% <div><div></div></div>	7
		Totals: 70

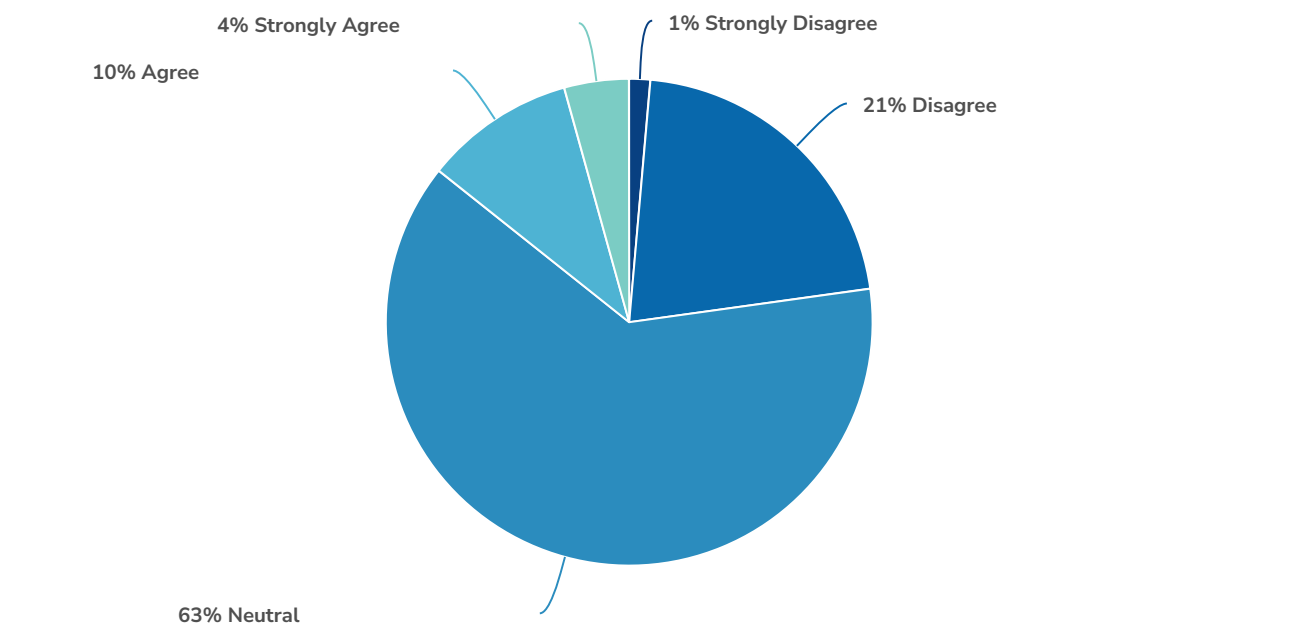
12. Not being familiar with the process prevents my organization from submitting HSE Alerts.



13. Not having enough resources (e.g. time, people) prevents my organization from submitting HSE Alerts.

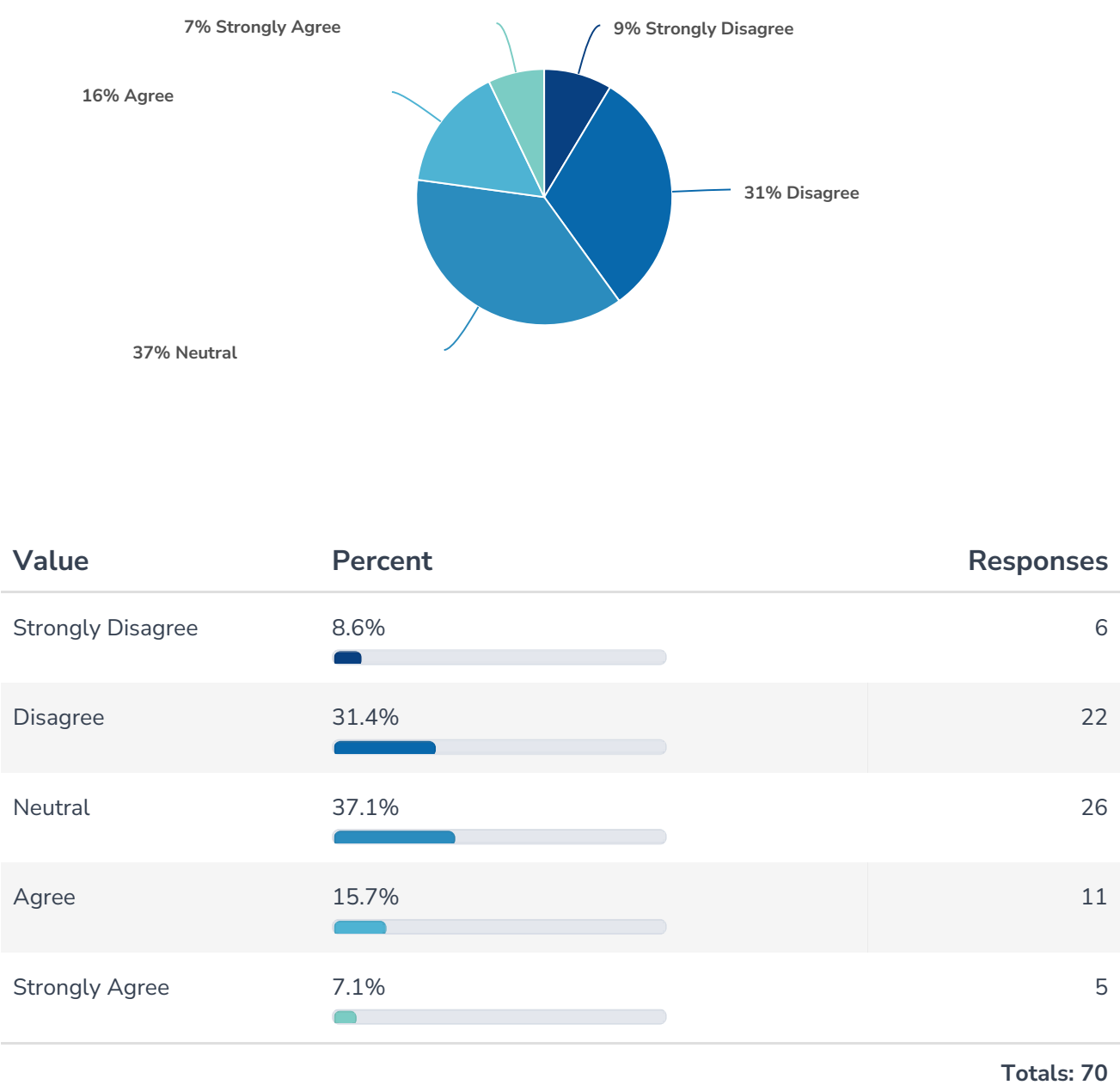


14. The review process from submission to publication takes too long.

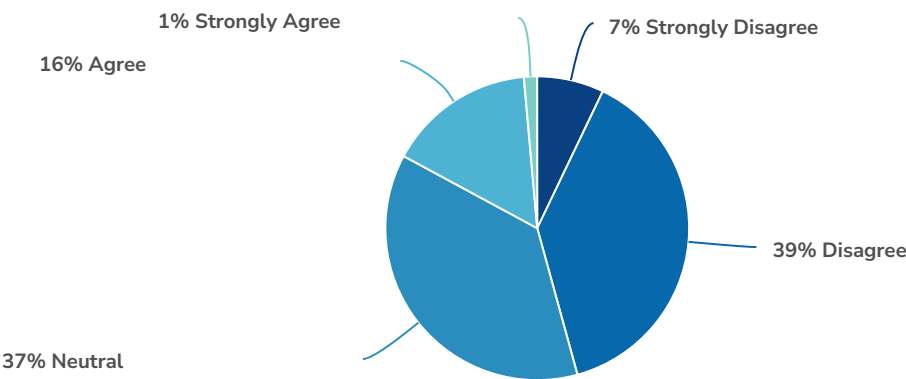


Value	Percent	Responses
Strongly Disagree	1.4%	1
Disagree	21.4%	15
Neutral	62.9%	44
Agree	10.0%	7
Strongly Agree	4.3%	3
Totals: 70		

15. Potential legal liability prevents my organization from submitting HSE Alerts.

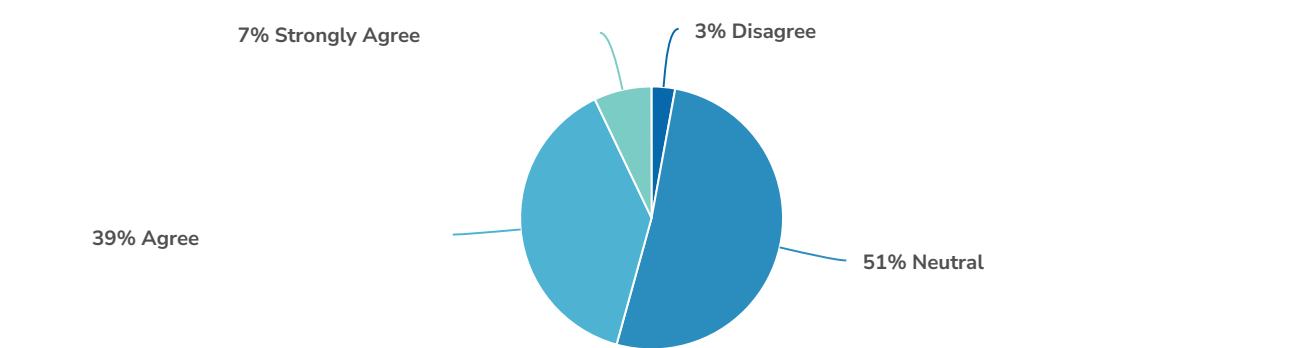


16. Not being able to maintain anonymity prevents my organization from submitting HSE Alerts.



Value	Percent	Responses
Strongly Disagree	7.1% <div><div></div></div>	5
Disagree	38.6% <div><div></div></div>	27
Neutral	37.1% <div><div></div></div>	26
Agree	15.7% <div><div></div></div>	11
Strongly Agree	1.4% <div><div></div></div>	1
		Totals: 70

17. The IADC Safety Alert submittal process needs to be modernized.

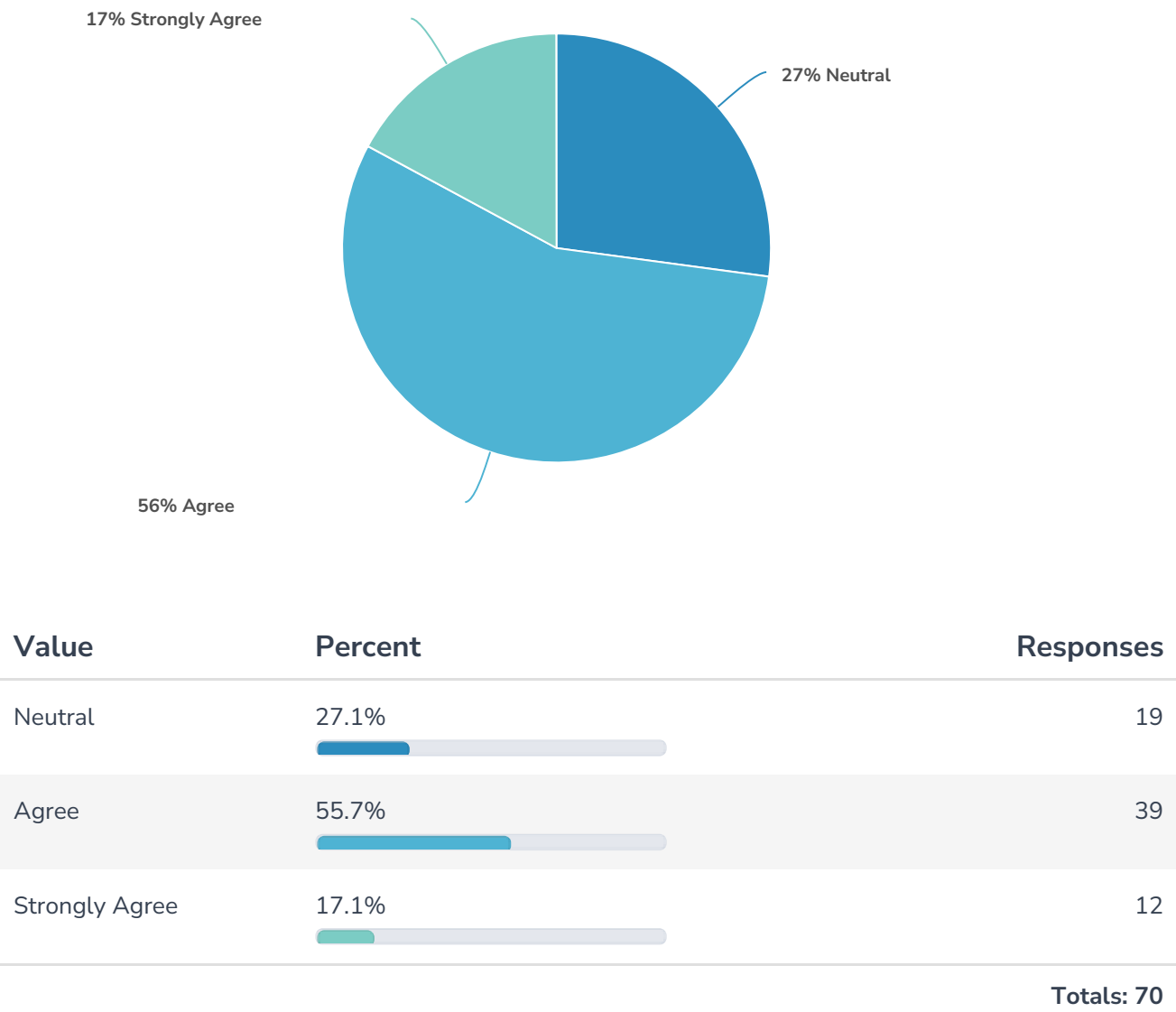


Value	Percent	Responses
Disagree	2.9%	2
Neutral	51.4%	36
Agree	38.6%	27
Strongly Agree	7.1%	5

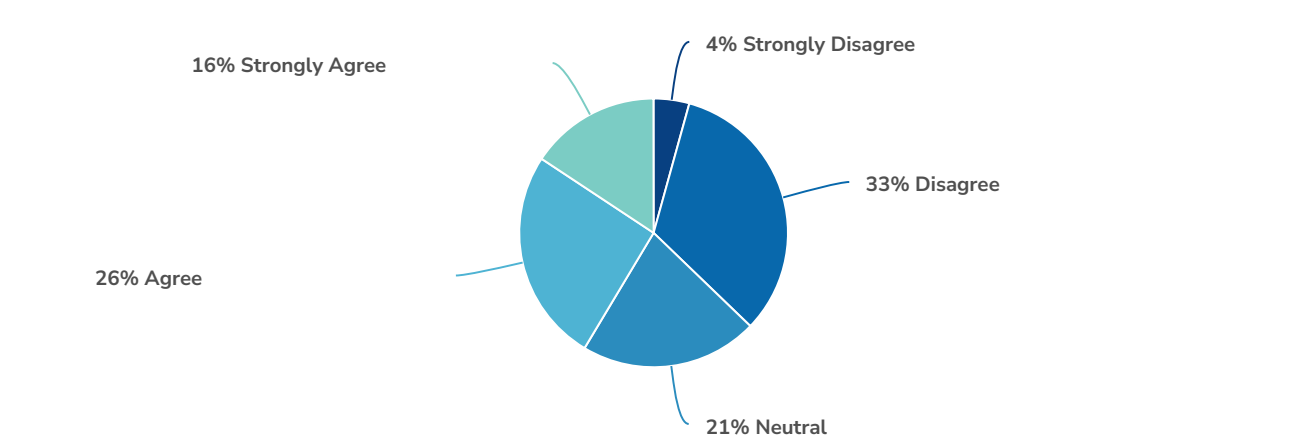
Totals: 70



18. An automated system or digital form would be a convenience for the submission of HSE Alerts.

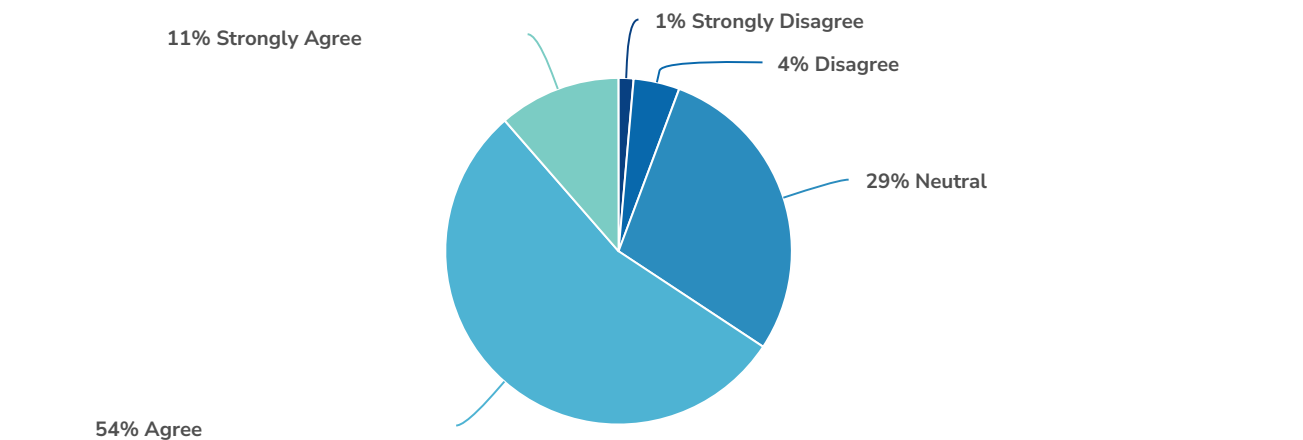


19. IADC Safety Alerts should be more like bulletins with general information rather than traditional alerts with a Root Cause and Corrective Actions.



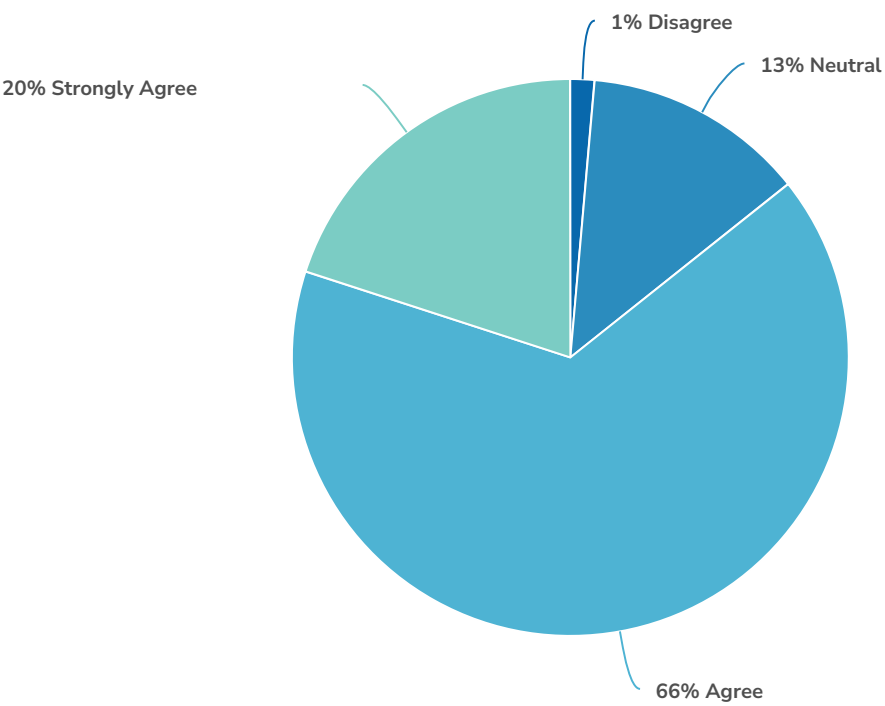
Value	Percent	Responses
Strongly Disagree	4.3% <div><div></div></div>	3
Disagree	32.9% <div><div></div></div>	23
Neutral	21.4% <div><div></div></div>	15
Agree	25.7% <div><div></div></div>	18
Strongly Agree	15.7% <div><div></div></div>	11
Totals: 70		

20. The IADC Incident Statistics Program should be used to solicit participation in the HSE Alert program.



Value	Percent	Responses
Strongly Disagree	1.4%	1
Disagree	4.3%	3
Neutral	28.6%	20
Agree	54.3%	38
Strongly Agree	11.4%	8
		Totals: 70

21. The IADC Incident Statistics Program should be used to issue industry trends and safety bulletins.



Value	Percent	Responses
Disagree	1.4%	1
Neutral	12.9%	9
Agree	65.7%	46
Strongly Agree	20.0%	14

Totals: 70

## 22. Please provide any additional comments here:

ResponseID	Response
16	N/A
19	Good job and we look forward to seeing the new and improved program
20	I support the IADC issuance of safety alerts and believe that they do add value.
21	Question 2 - We work in all the areas listed. Question 3 - We have input for Operations and Health Safety and Environment improvement.
23	We need more participation from the members
24	I don't agree with generalizing the information provided to communicate industry incidents. I believe businesses get the full benefit when we are specific in terms of the activities that are contributing to industry incidents. Information that specifically describes the decisions and behaviors that contribute to the harm of our people, the environment or our equipment are what is needed to ensure we don't start generalizing our problems.
25	Some improvement and more attractive documents needed
29	IADC can do a separate bulletin on repetitive incidents to get attention of stakeholders.
30	These alerts are eye opener for the young generations which will give more insight in to safety avoid avoid incidents.
35	N/A
37	Great service provided for the industry
38	No additional comments.
45	Need to reach more people across service industry too
48	No comments
55	The comments marked as Neutral indicates Not Applicable for our Organization.
56	The above neutral indicates are not applicable.
60	IADC Safety Alerts providing better information to share with our employees, for improve their safe work activities.
63	NA

ResponseID	Response
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70	Although I have a very small company, IADC has been of great benefit over the years. Your tireless work and input for our industry is much appreciated'
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83	NA
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# REMEDY

## THE FORMULA FOR AN EVOLVING HUMAN PERFORMANCE CULTURE

HSE&T Committee Meeting  
05 February 2024





# BAD THINGS CAN HAPPEN





**TOUCHING WIRES CAUSES  
INSTANT DEATH**



**\$200 FINE**



**Newcastle Tramway Authority**

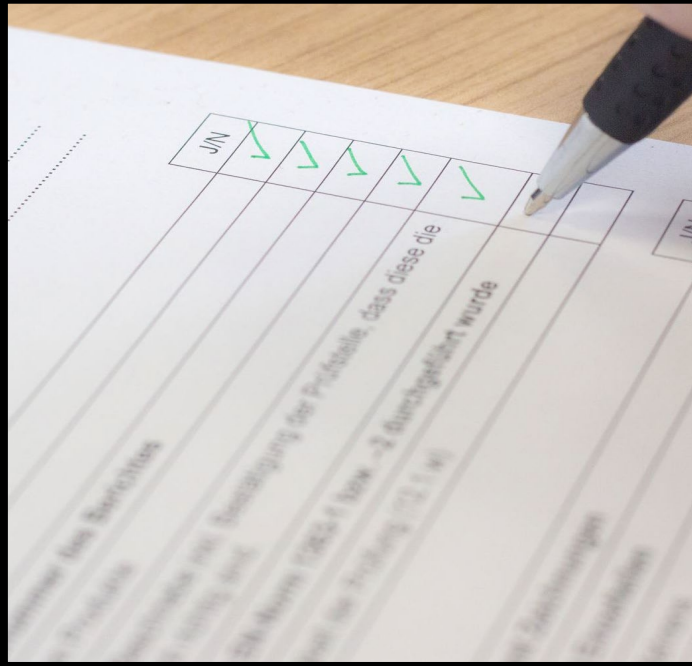
ODDLYSPECIFIC.COM







**Safety**



**Quality**



**Productivity**

**How can Human Performance help?**





# *Five Principles of Human Performance*

1

Humans will always make mistakes; strive to reduce the frequency and lower the severity of errors.

2

Implement strategies to predict, prevent, and manage error-likely situations.

3

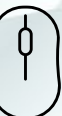
Identify and correct organizational weaknesses which are a contributing factor in most errors.

4

Use positive reinforcement to achieve higher levels of performance.

5

Review and learn from past experiences to improve future performance.



# ***WHAT IS HUMAN PERFORMANCE?***

Everyone makes mistakes

Errors are predictable and preventable

Errors are often organizational in nature

Use positive reinforcement

Learn from your mistakes



# REMEDY® MATRIX

RE Reduce Errors + M Manage Risk + ED Error Defenses = Y Yield

**Set  
Expectations**

**Inspect What  
You Expect**

**Strengthen  
Defenses**

**Informed Executives**  
A learning organization, with a culture of trust, where information flows between all levels.

**Lead by  
Example**

**Provide  
Coaching**

**Identify and  
Correct LOWs**

**Empowered Leaders**  
A strengthened leadership team committed to continuous improvement and entrusted with the authority to take action.

**Follow  
Expectations**

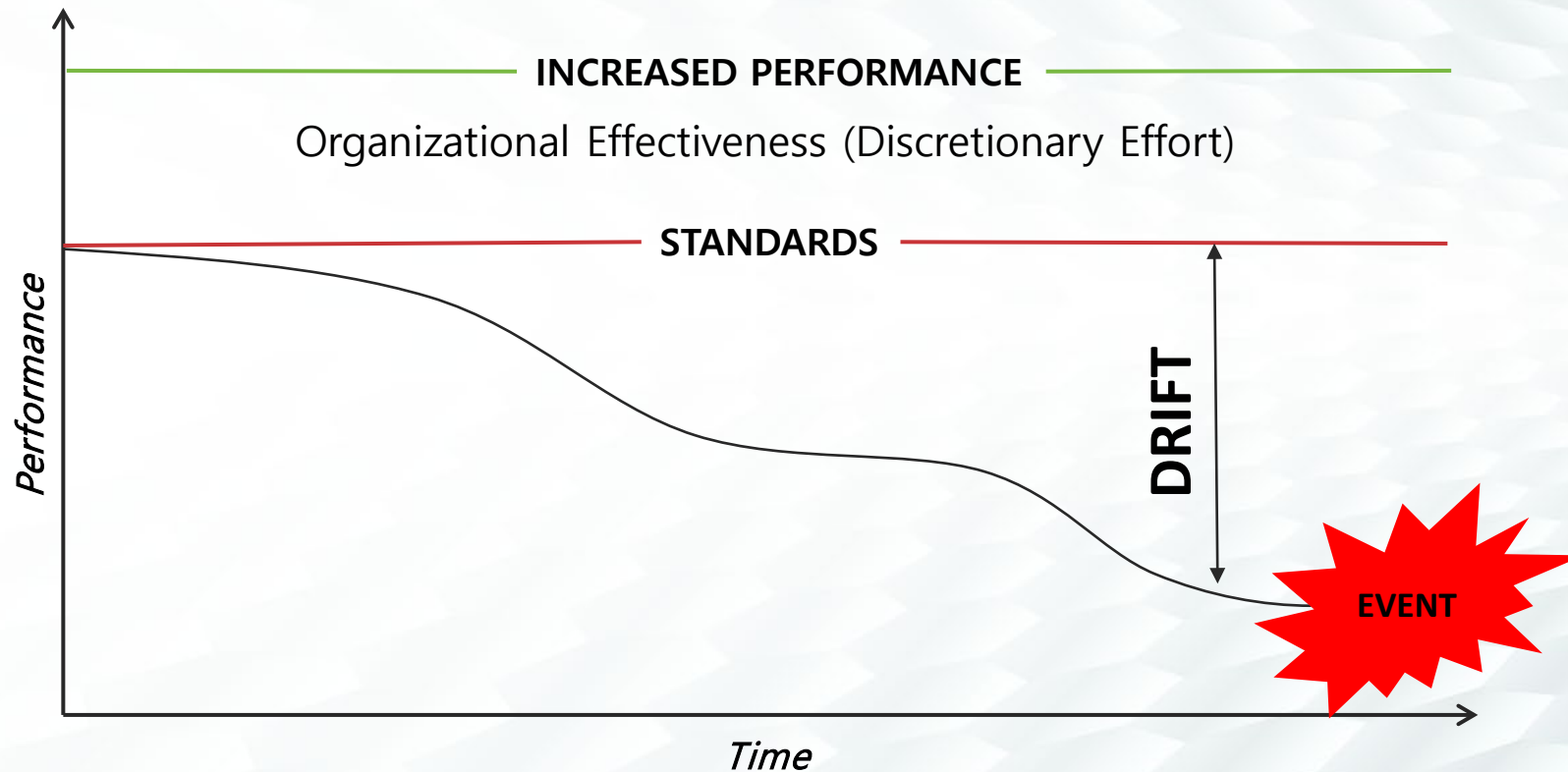
**Identify and  
Reduce Risk**

**Communicate  
Concerns**

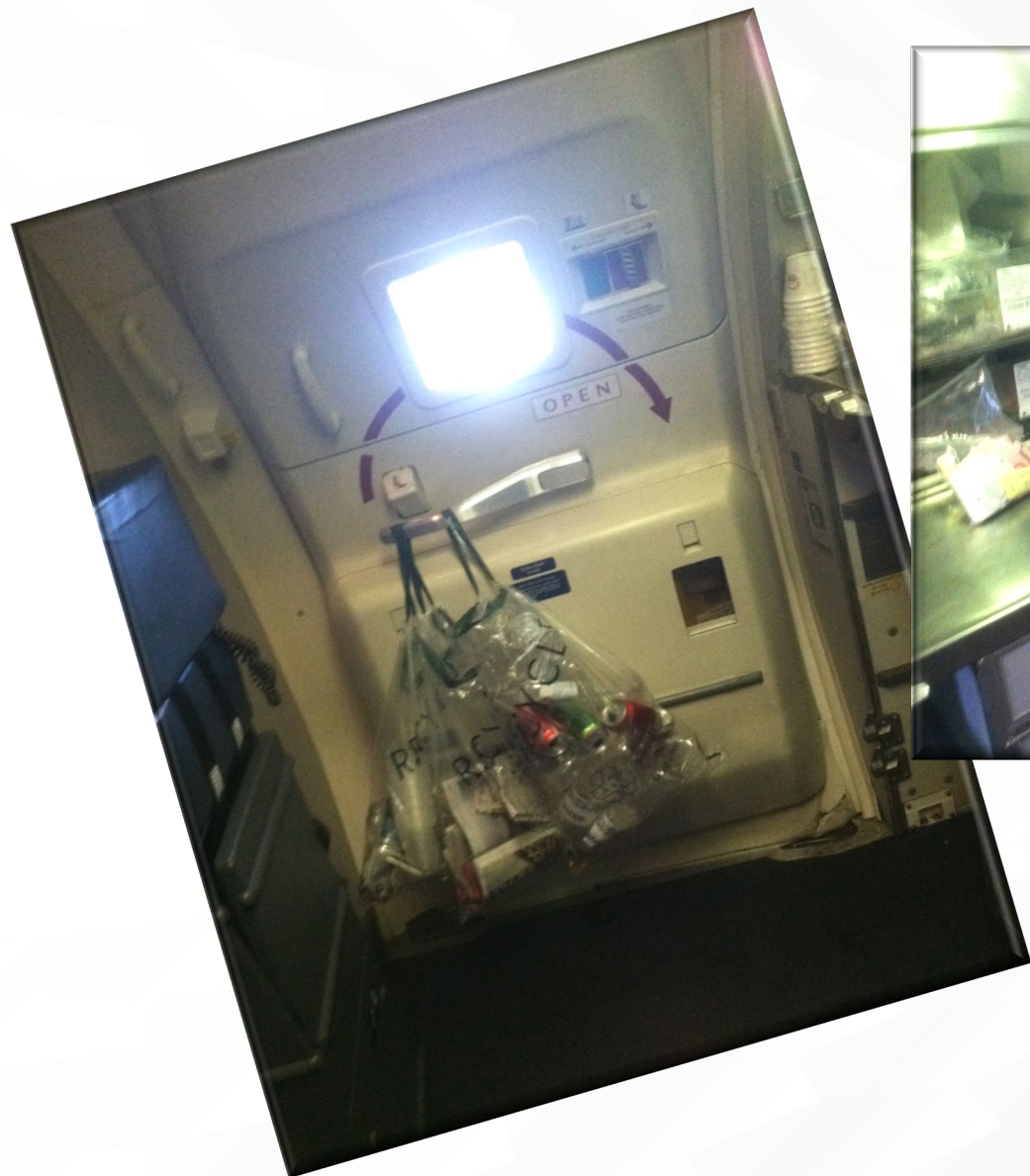
**Engaged Employees**  
A knowledgeable workforce that contributes to the organization's success by making conservative decisions and sharing the challenges of their work.



# Normalization of Deviation



## Example of Drift





Coach employees to close gap

Fix the system

Standards

Behaviors

Constructive  
Coaching

Positive  
Reinforcement

Interactions

Trends

Engage

2-Minute Drill  
Human Performance  
Standards

Proactions

Didn't Know I Should	Not Important	Didn't Know Why
Wasn't Accountable	Didn't Know How	Can't
Forgot	Didn't See Risk	Didn't Stop

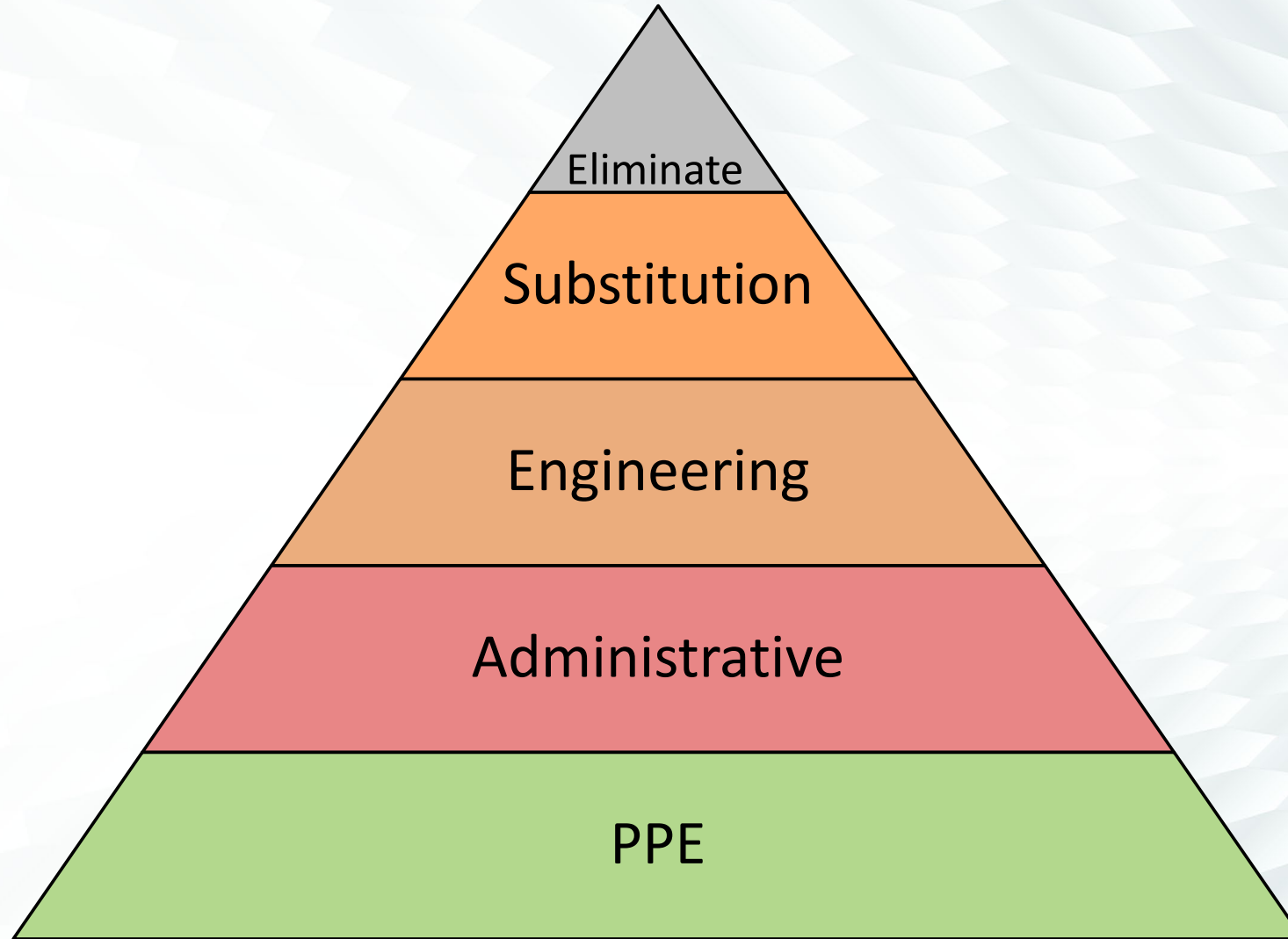
Vague Guidance

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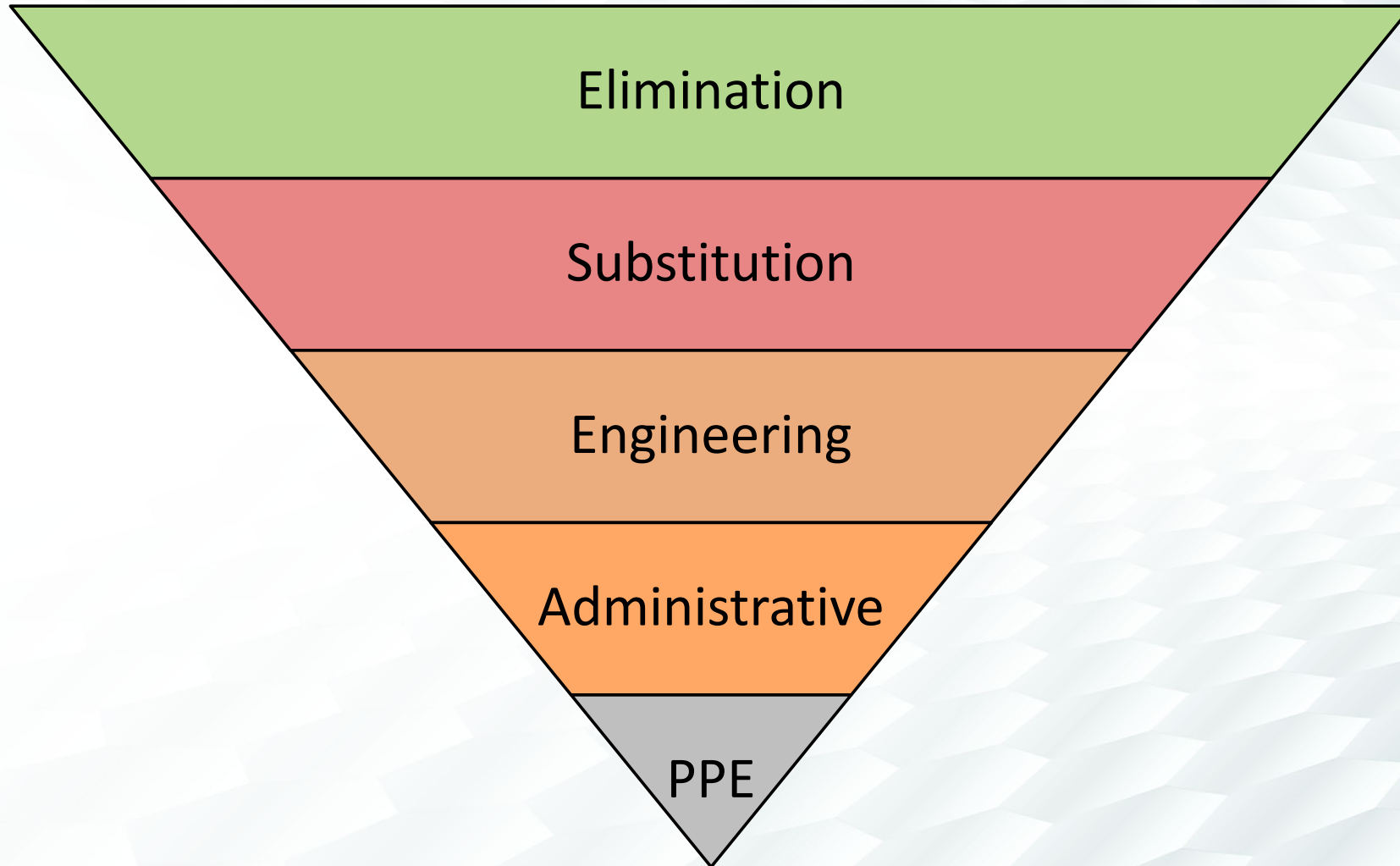


# This is what we do



# Error Defenses

## Hierarchy of Controls



This is what we should do

# REMEDY® MATRIX

RE Reduce Errors + M Manage Risk + ED Error Defenses = Y Yield

**Set  
Expectations**

**Inspect What  
You Expect**

**Strengthen  
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## **Informed Executives**

A learning organization, with a culture of trust, where information flows between all levels.

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**Communicate  
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## **Engaged Employees**

A knowledgeable workforce that contributes to the organization's success by making conservative decisions and sharing the challenges of their work.

# THE KNOWLEDGEVINE REMEDY MODEL

$RE + M + ED = Y$



## REMEDY™ Matrix

RE Reduce Errors	+ M Manage Change	+ ED Error Defenses	= Y Yield
Set Expectations	Inspect What You Expect	Be a Learning Organization	<b>Informed Executives</b> Executives encourage a culture of trust which allows information to flow between all levels.
Lead by Example	Provide Coaching	Identify and correct LOWs	<b>Empowered Leaders</b> Leaders strengthen relationships to encourage worker feedback and are entrusted with the authority to act upon it.
Follow Expectations	Identify & Reduce Risk	Communicate Concerns	<b>Engaged Employees</b> Employees contribute their experiences, skills, and abilities to help the organization succeed.

# THE KNOWLEDGEVINE REMEDY MODEL

RE + M + ED = Y



## REMEDY™ Matrix

RE Reduce Errors	+ M Manage Change	+ ED Error Defenses	= Y Yield
Set Expectations <i>Didn't know I should</i>	Inspect What You Expect <i>Not important</i>	Be a Learning Organization <i>Didn't know why</i>	<b>Informed Executives</b> Executives encourage a culture of trust which allows information to flow between all levels.
Lead by Example <i>Wasn't accountable</i>	Provide Coaching <i>Didn't know how</i>	Identify and correct LOWs <i>Can't</i>	<b>Empowered Leaders</b> Leaders strengthen relationships to encourage worker feedback and are entrusted with the authority to act upon it.
Follow Expectations <i>Forgot</i>	Identify & Reduce Risk <i>Didn't see Risk</i>	Communicate Concerns <i>Didn't stop</i>	<b>Engaged Employees</b> Employees contribute their experiences, skills, and abilities to help the organization succeed.





# Documenting Observations



## Why document?

- Allows us to see trends
- Helps us measure true performance
  - “Behaviors + Results”
- Helps us proactively find/fix LOWs
- Improves our training program
- Informs executives of the challenges we face in the field



# Looking for more?

- Join the Human Performance Community of Practice
  - 1-hour webinars, meet the third Thursdays of the month at 4 ET
  - Hosted by Dr. James Merlo and Dr. Mike Legatt
  - It's free!



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- <https://mailchi.mp/e4274b7f9e84/hpcop>

[humanperformanceinaction.com](https://humanperformanceinaction.com)

***SAVE THE DATE!***

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**HPAC**

*Human Performance in Action Conference*

**2024**

**April 15<sup>th</sup> - 17<sup>th</sup>**

Harrah's  
New Orleans  
Hotel





# REMEDY

## THE FORMULA FOR AN EVOLVING HUMAN PERFORMANCE CULTURE

HSE&T Committee Meeting  
05 February 2024

# Guide for Aligning with Standards

## 2-Minute Drill: Plan the Work

*During your job briefing, ask these questions:*

- ✓ What is my role for this task?
- ✓ How will I safely get to and from job sites?
- ✓ Do I have clear instructions and permissions?
- ✓ Am I qualified and equipped to do this work?
- ✓ What conditions will cause me to stop the work?
- ✓ Who could I contact for help?

### Tools

Self-Check  
Questioning Attitude  
Effective Communication  
Peer Check



### Traps

Time Pressure  
Overconfidence  
Distractions  
Vague Guidance

## 2-Minute Drill: Work the Plan

*At the job site, ask these questions:*

- ✓ Am I at the proper location/equipment?
- ✓ Have I looked around the work area 360°?
- ✓ What Traps are present? What Tools will I use?
- ✓ Are conditions as expected and as briefed?
- ✓ Are hazards and housekeeping issues mitigated?
- ✓ Are energy sources identified and controlled?
- ✓ What is the best body positioning for the task?
- ✓ Are required flagging and barriers in place?

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# Tools and Traps Review

## Tools



**Self-Check**



**Questioning  
Attitude**



**Effective  
Communication**



**Peer  
Check**

## Traps

**Time Pressure**



**Overconfidence**



**Distractions**



**Vague Guidance**

