

'Facilitated Learning Analysis'

Reinforcing High Reliability by Taking a Hard Look at Near Miss

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The intent of a Facilitated Learning Analysis (FLA) is to improve performance by capitalizing on the shared experiences of participants. Blaming (spilt milk) is replaced by learning (Recognition Primed Decision Making), posturing for success on future events. By conducting FLAs, the organization learns from "weak signals" of error, instead of waiting for difficult and complex reactions to serious accident or tragedy. We revisit recent performance, to improve future performance

An FLA helps fill the gap between a routine After Action Review and a Serious Accident Investigation. Documentation will be available through the Lessons Learned Center.

FLA comes during a time when the wildland fire community has been accomplishing important systemic change. Initiatives including Doctrine, Leadership, Lessons Learned, High Reliability Organizing, and others, are well served by FLA. One principle common to all those programs is 'Respectful Communications'. Another is 'Learning'. Mindfulness, situational awareness, mental engagement, avoiding complacency, nuanced understanding- all reinforce the alert firefighter paying close attention in dynamic situations.

FLA models 'doctrine on the ground' focusing on 'principles and experience', to gain 'knowledge and skill'.

An FLA generally includes one facilitator and adapts to the audience, the event, the organization, and the facilitator. Significant events and lesser errors are seen as learning opportunities. Significant events can be positive, or negative. They may or may not have injury or property damage. They are willingly conducted at a wide range of organizational levels, with products or results that may or may

not be shared. Respectful contemplative dialog is paramount. Whenever possible, initiatives and corrective actions are generated from within the group.

This presentation provides theory, process, questions and answers, and ten examples where this strategy has been used, or activities that helped shape FLA. Reference material is listed in a related paper.

