

From “Chronic Unease” to Intentional Practice

CHS Laurel’s
Luck Runs Out.
as a Practical Expression of HOP

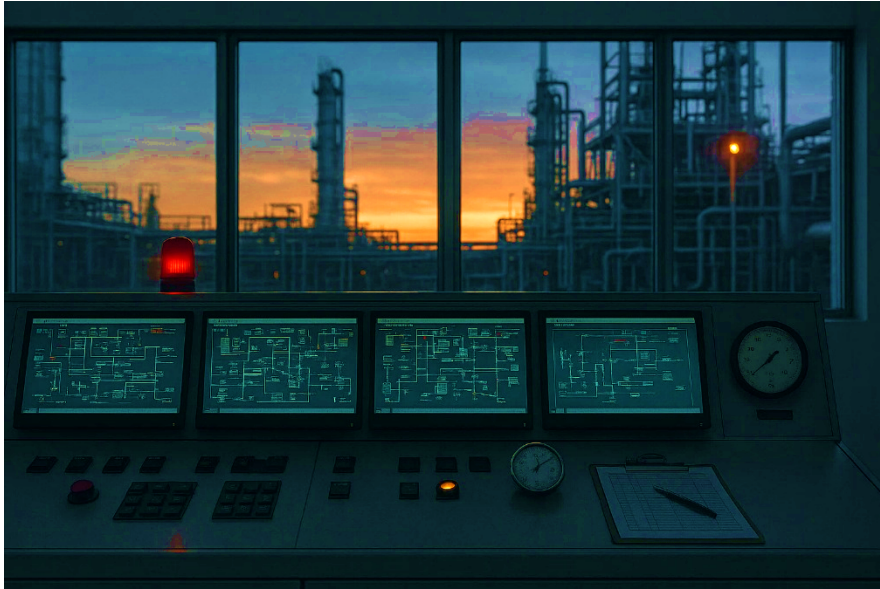
Jaxson O’Brien - CHS
Lark McDonald - MCS



A Lesson in Luck



CHS and Chronic Unease



- **No recent significant safety incidents.**
- **Plant safety performance shows measurable improvement.**
- **Safety programs in place and operational.**
- **The workforce is in transition, presenting both risk and opportunity.**
- **Past lessons were hard earned and underscore the need for continued vigilance.**

Leadership Challenge

- **How effective is leadership communication across all organizational levels, and where do breakdowns occur?**
- **What defines our operational culture, and who is responsible for shaping and sustaining it?**
- **How effective are our safety programs across all levels of the organization?**
- **How do we ensure lessons learned are not repeated?**
- **Do we have, or can we develop, a framework that aligns safety and communications?**



The “Frame”



A Broad Problem Set – An Elusive Solution

What kept showing up...

- **Unclear** decision rights
- **Inconsistent** leadership presence
- **Weak** discussions of risk
- **Uneven** application of standards
- **Poor** handoffs and coordination
- **Unpredictable** response to problems
- **Hesitancy** or drift in action
- **Fragmented** learning and adaptation

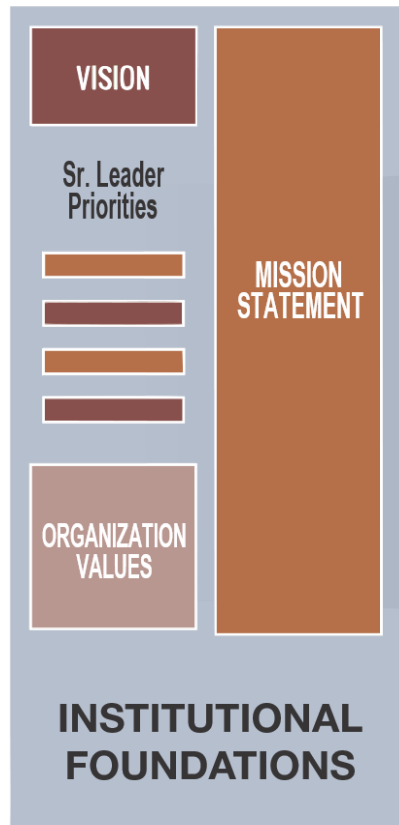


No single model was enough

- Different schools addressed different parts of the problem
- Most operated at different levels of the system
- The result was progress in pieces, but not full alignment

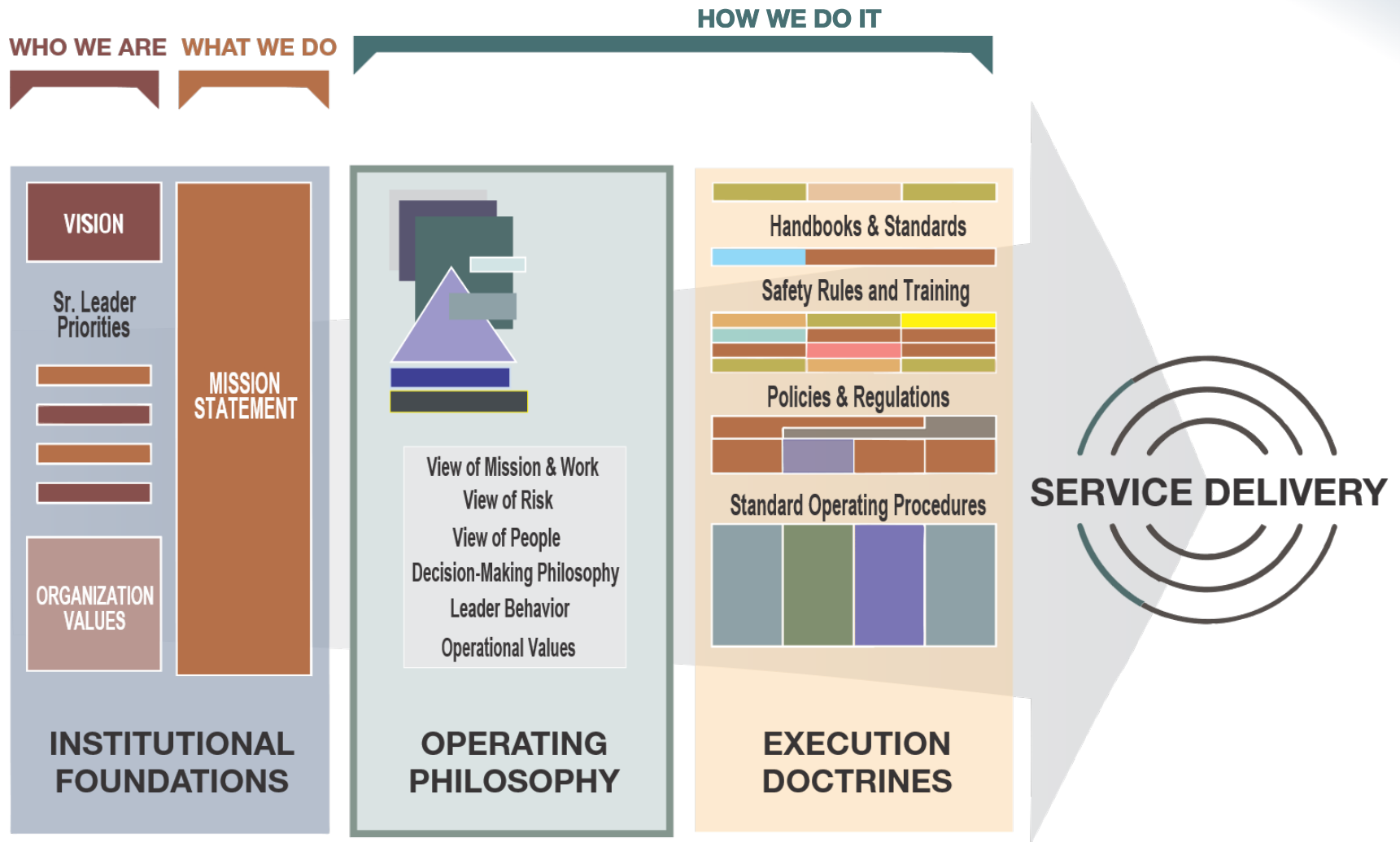
What Was Missing

WHO WE ARE WHAT WE DO



The screenshot shows the CHS website's "Our values" page. The top navigation bar includes the CHS logo and a hamburger menu icon. The main content area features a large image of people walking in a hallway, with a sign that reads "Our values" and "Integrity: We set high standards and hold ourselves accountable." Below the image, the text states: "Our CHS values are the foundation for everything we do as an organization. Whether on the road, in the fields or moving grain around the world, these are the values that guide our every decision:" followed by a list of values: Integrity, Safety, Inclusion, and Cooperative spirit. The page concludes with the statement: "We're proud to support a culture that empowers our people to truly live our values."

What Was Missing?



Principles of the Frame (MDC)

- **Embedded into Operations**

(not influencing from the side)

- **Leader-carried**

1st and 2nd line leaders own the working culture.

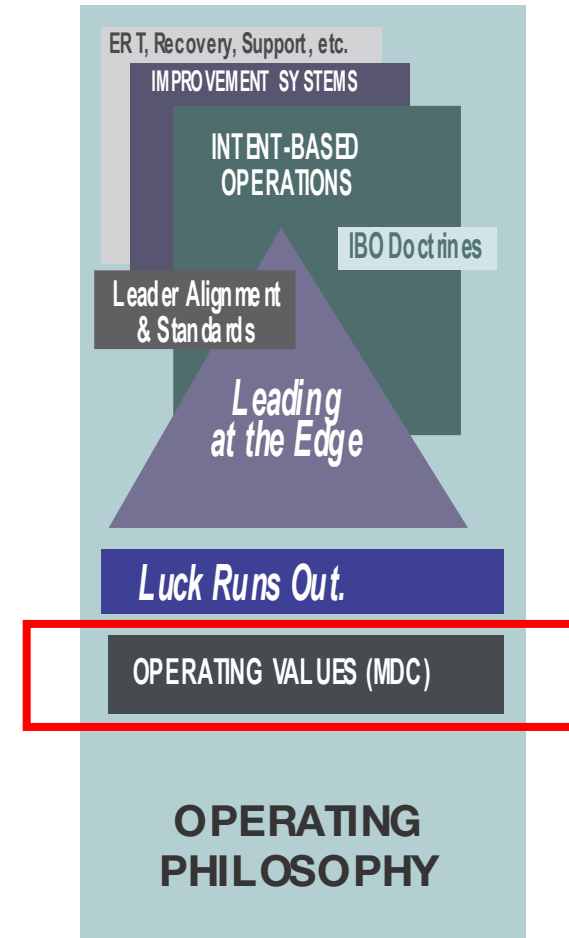
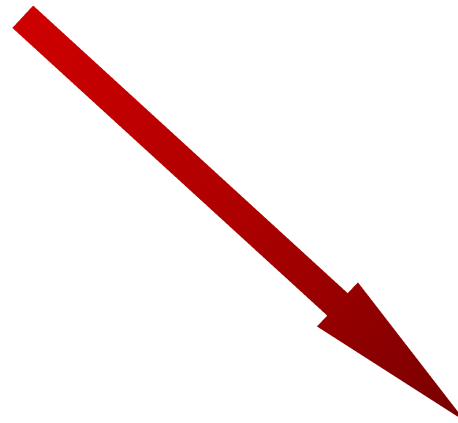
They:

- **Determine the standards** and set real priorities
- **Reinforce behavior** day-to-day
- **Model** “*what right looks like*”
- **Synchronize** upper and lower parts of operations
- Form the basis for **cohesion**



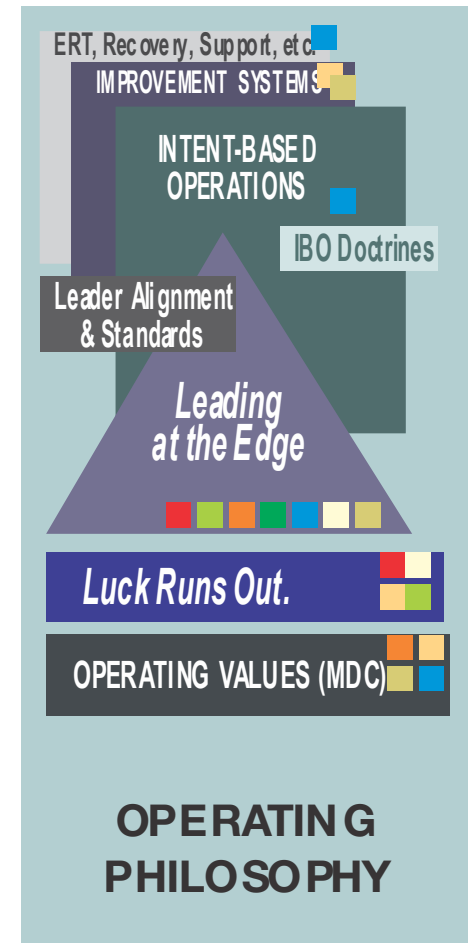
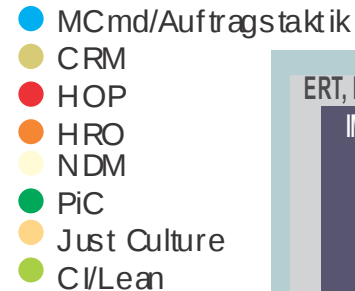
Principles of the Frame (MDC)

- **Rooted in a value set specific to operations**
(vs. organizational or personal values)



Principles of the Frame (MDC)

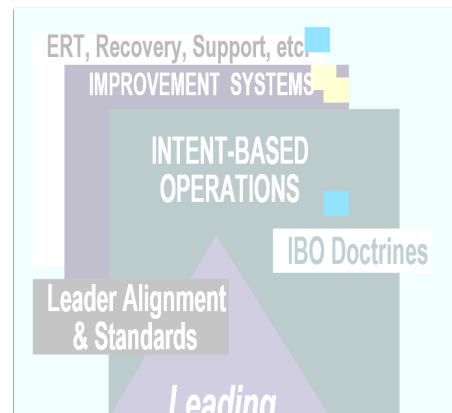
- Rooted in a value set specific to operations
(vs. organizational or personal values)
- **Leverages selected principles from human performance science** and operational leadership practice



Principles of the Frame (MDC)

- Rooted in a value set specific to operations
(vs. organizational or personal values)
- Leverages selected principles from human performance science and operational leadership practice
- **Is supported at an organizational level thorough:**
 - Visible senior **leader involvement**
 - Policy and **procedure alignment**
 - New **foundational doctrines & tools**
 - **Training integration** (team member)

- MCmd/Auftragstaktik
- CFM
- HOP
- HRO
- NDM
- PiC
- Just Culture
- CI/Lean



QUICK DEBRIEF CHS	
1 What was planned?	• Objective / Intent • Key steps • Assumptions
2 What actually happened?	• What changed? • Key events • Adjustments made
3 Why did it happen?	• What wasn't working? • What did you think was happening? • What did you expect? • What did we do and why?
4 What will we do next time?	• Fix / Adjust • Reinforce
<i>Don't just describe what happened—explain why it made sense at the time.</i>	

LEADER'S GUIDE					
Keep It: • Short & Focused • Specific • Non-Blaming					
Look For: • "We had to work around..." • "That doesn't work right..." • "We got lucky..."					
Balance Discussion: <table border="1"> <thead> <tr> <th>What was present:</th> <th>How it was understood:</th> </tr> </thead> <tbody> <tr> <td> • System / Env • Workload • Coordination </td> <td> • Perception • Expectations • Assumptions </td> </tr> </tbody> </table>		What was present:	How it was understood:	• System / Env • Workload • Coordination	• Perception • Expectations • Assumptions
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• System / Env • Workload • Coordination	• Perception • Expectations • Assumptions				
Watch Out: • "Everything was fine" • Rushing to solutions • No follow-up	Close the Loop: • Assign Actions • Follow Up				

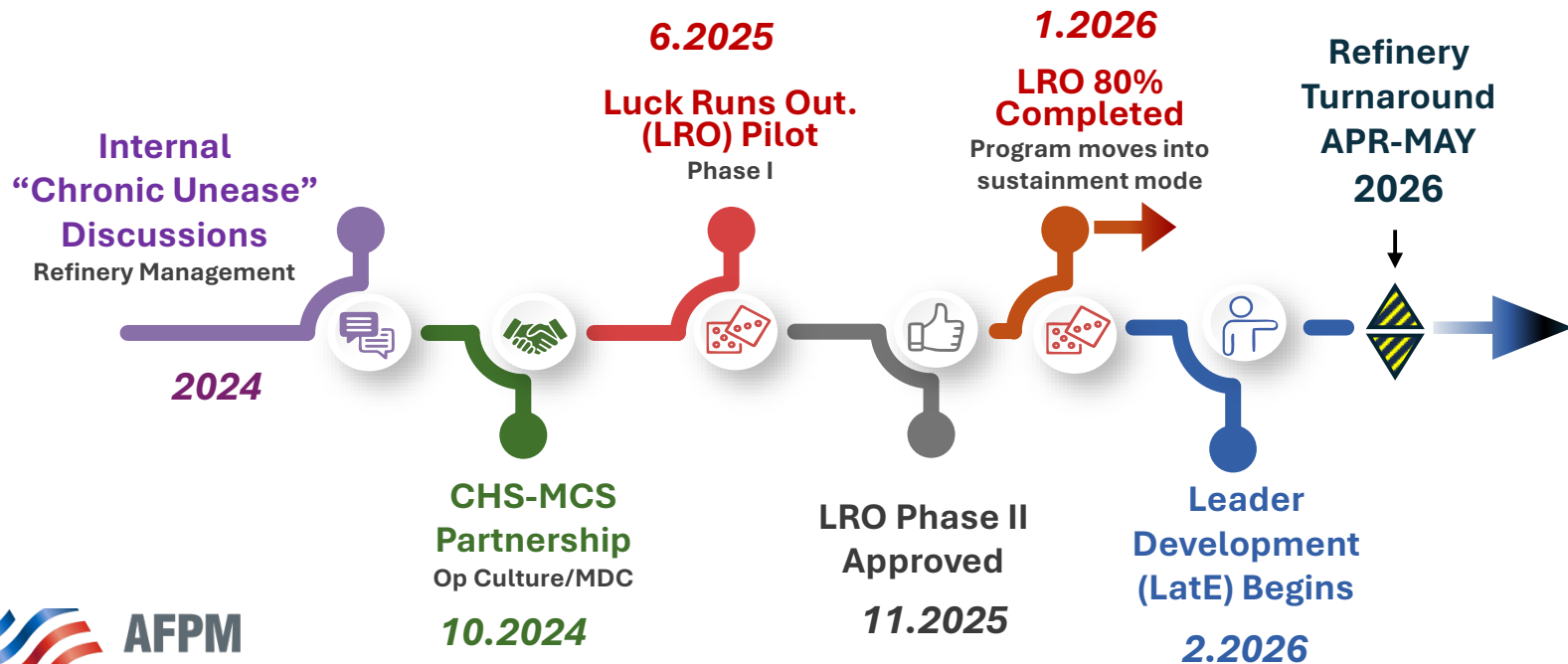
Implementation as a Phased Effort



Workforce Development Core:

Phase I – Human Performance & IBO Awareness

Phase II – Leader Alignment and Skill Acquisition



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Systems Reinforcement:

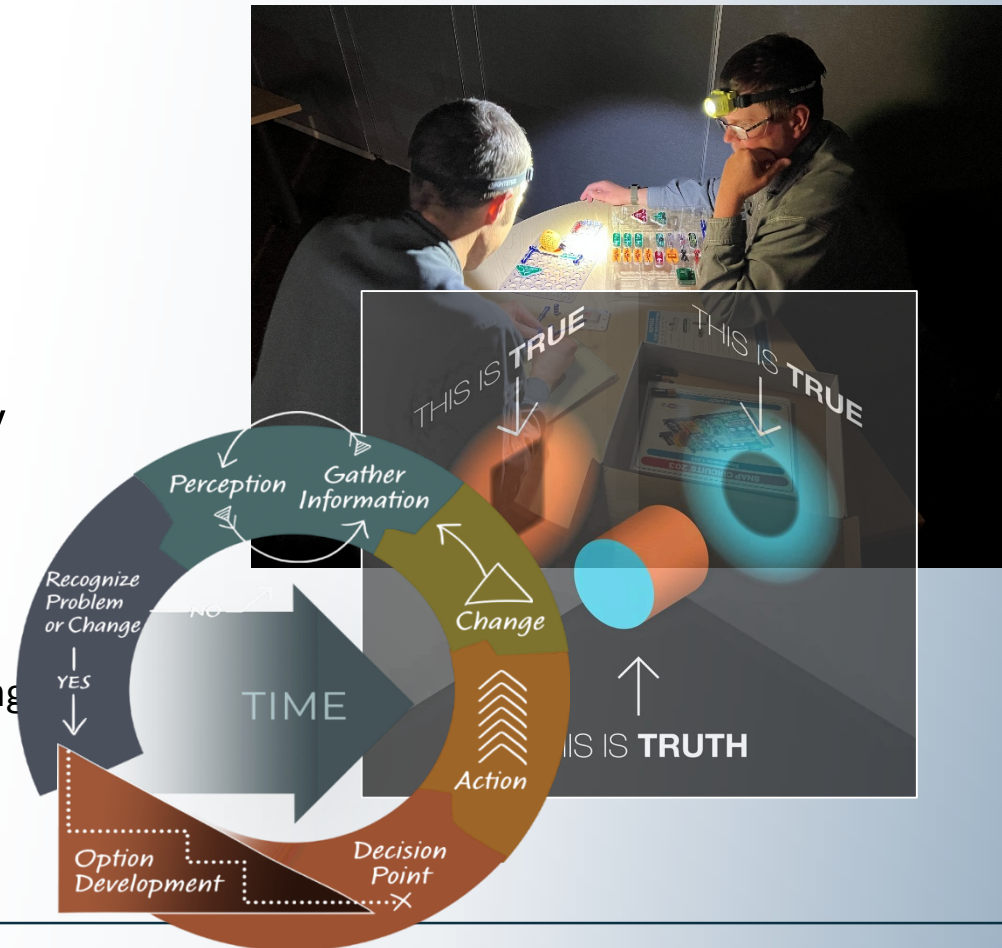
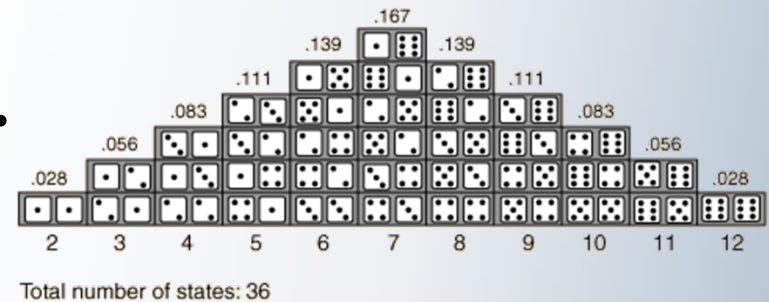
Phase III – Doctrinal & Systems Alignment
Started 1Q26

Phase IV – Sustainment & Growth Strategies
Est start 3Q26

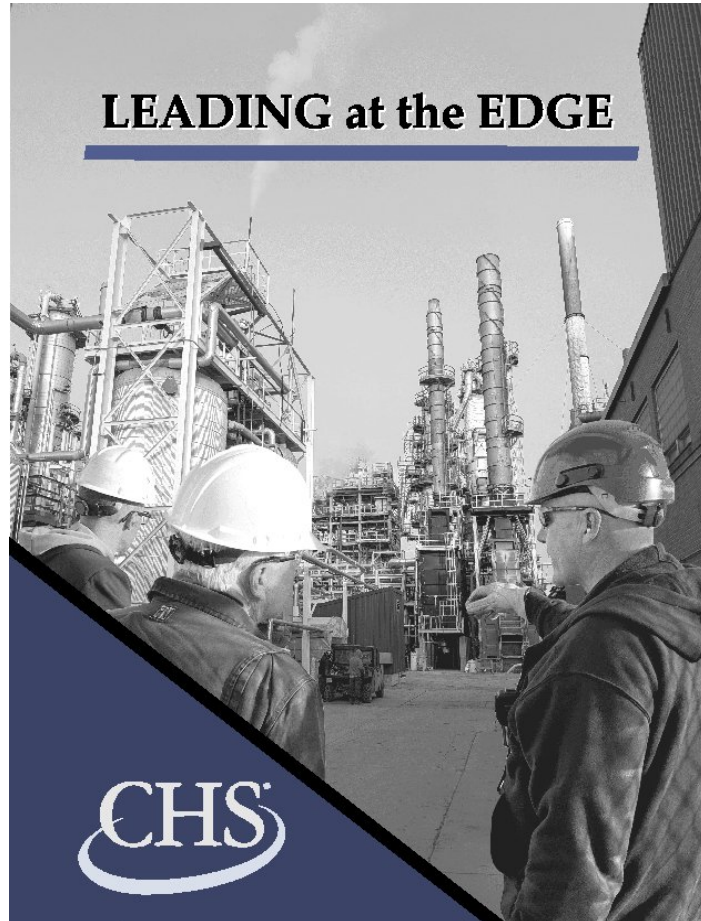


Phase I – Luck Runs Out.

- **Purpose:** Workforce cultural foundation
- **Who:** Open to all employees
- **How:** 1-day sessions, ~20 participants
- **Includes:** Shared vocabulary for:
 - Operational values
 - Risk awareness
 - Stress as operational risk
 - Perception and decision-making
 - Communication responsibilities



Phase II — Leading at the Edge (“LRO 2.0”)



- **Purpose:** Build front line capacity and alignment
- **Who:** Front-line supervision and future bench
- **How:** 10 1-Day sessions organized with small cohorts of 6
 - Uses High-risk, high-consequence problem sets
 - Uses more practiced execution than theory

Questions?

LRO Program Coordinator:

Jaxson O'Brien

(406) 628-5428

Jaxson.OBrien@chsinc.com

