

**Human Dependability Workshop (HUDEP 2013)**  
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organized by DLR, ESA and CNES in association with ESA Conference Bureau

# Organizations, Human Factors and Decision Making

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**Hard and Soft Facts in Organizations  
and their Influences at Decisions**

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Good morning. My name is Sandra Klinkenberg  
and I am thankful for the opportunity to speak here at HUDEP.

I will talk about hard and soft facts and  
its influencers on decisions and organization.

Let us start:  
Which organizational influencers do you have?

# Organizational Influencers



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the known ones such as Framework, Infrastructure, Partner, Resources ...

all organizational influencers have impacts on structure, Management and each employee and in this way to the culture.

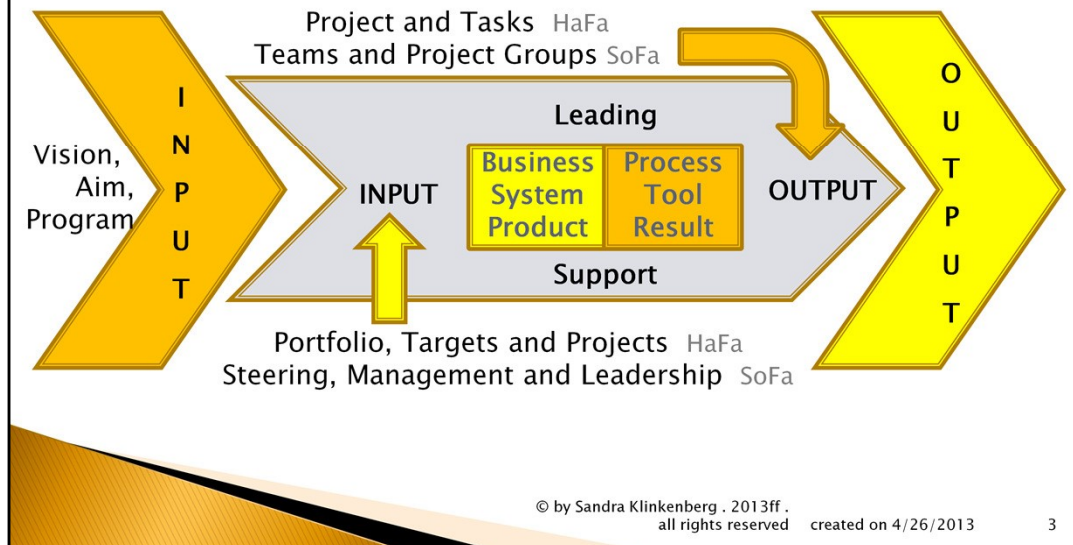
The human factor you can see best in point of management and employees

and the line of decisions and points of decision-making you will find in a straight way,

from the top of a company or Organization  
from the middle management  
through strategy, program and portfolio  
to the operational line of action  
with priorities, projects and tasks.

# Organizational Process – Project Environment

## ► Detail



Considering the point of projects and the organizational process in project environment you find two essential points of classification – hard facts and soft facts.

Hard facts – shown in yellow - are all parts which are quite close to organizational line of process.

Soft facts – shown in orange - are all parts which are quite close to the human factor with a high impact on processes.

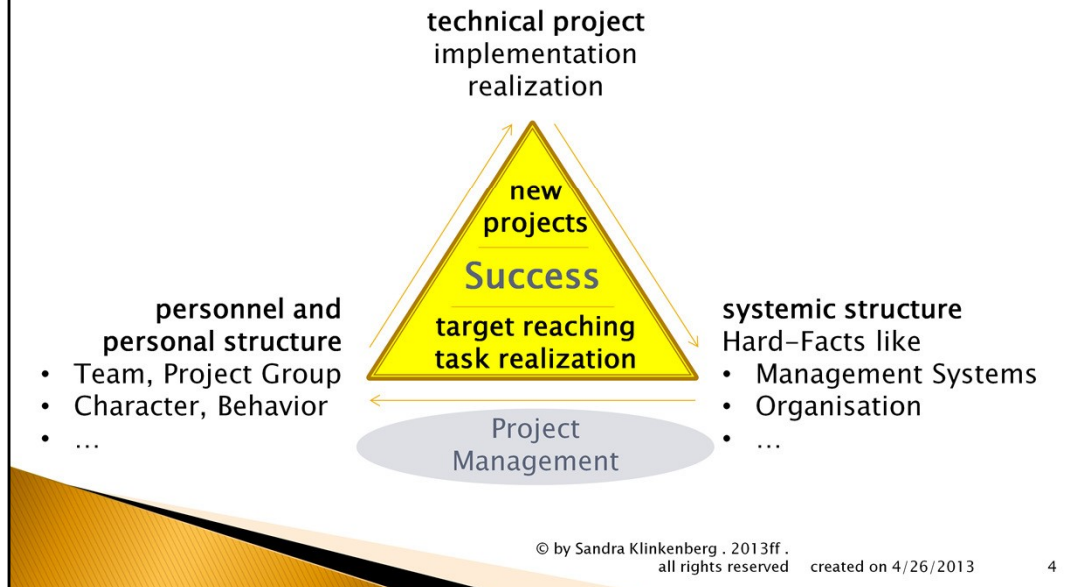
Both parts give a high impact on processes.  
HaFa and SoFa are Team-Partner in different points of process – anytime.  
The process is quite important, you see.

You have to know, that all hard facts having hard and soft facts inside.  
Now, we are looking at the hard facts!

And the soft facts?

We will start the HaFa – it will be easier.

# Inescapable Interacting Factors



In project management you have inescapable interacting factors such as system structure and personnel structure.

In order to realize more projects, you ought to realize your tasks and reach the targets in success.

>> *ins Chart gehen* <<

You see the base of a Project Environment  
- The systemic structure and the personnel structure

If you create a balanced structural base between  
Personnel and systemic structure at a technical project, for example

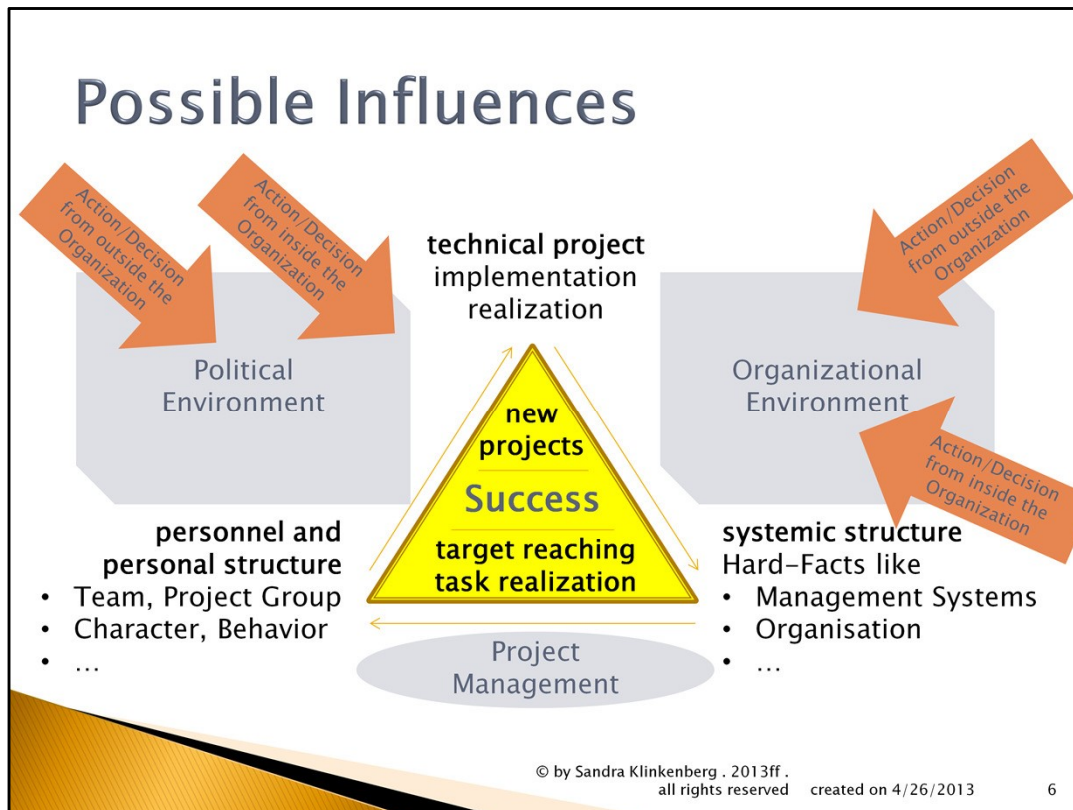
You create a stable basis to realize tasks and reaching targets in success  
To get more projects.

# Inescapable Interacting Factors



Nevertheless you ought to act with more influencers such as the political and organizational environment.

Inclusive Influencing Soft Facts – you have to act with in project



And the possible influencers use the easiest way at any time  
– the way through and over the soft-facts  
acting in an effective manner.

It is like a virus in medical field.

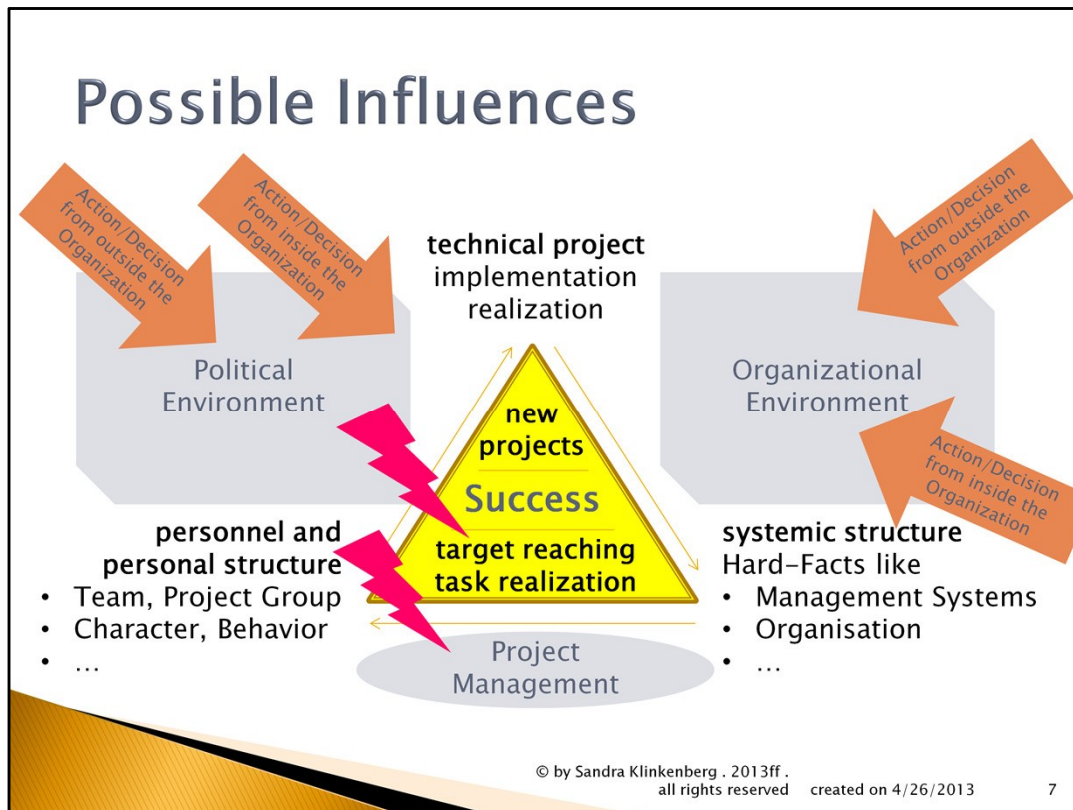
You can get influencers from inside and outside the organization  
– such as new laws and regulations, changings in buildings, a new group, a decision from the management or impacts from stakeholder or even a personal decision.

The organizational environment is part of the category HaFa.  
The political environment is a part of the category SoFa.

You can have different kinds of influencing facts  
Additional NORMAL-life-influencing facts and factors

Such as a Human Factor for example of misunderstanding  
Or an organizational factor such as non-coherent targets

AND the more and more shown personal structure  
You are looking at in your project field of HUDEP.



The SoFa environment is like a virus – a negative or a positive virus.

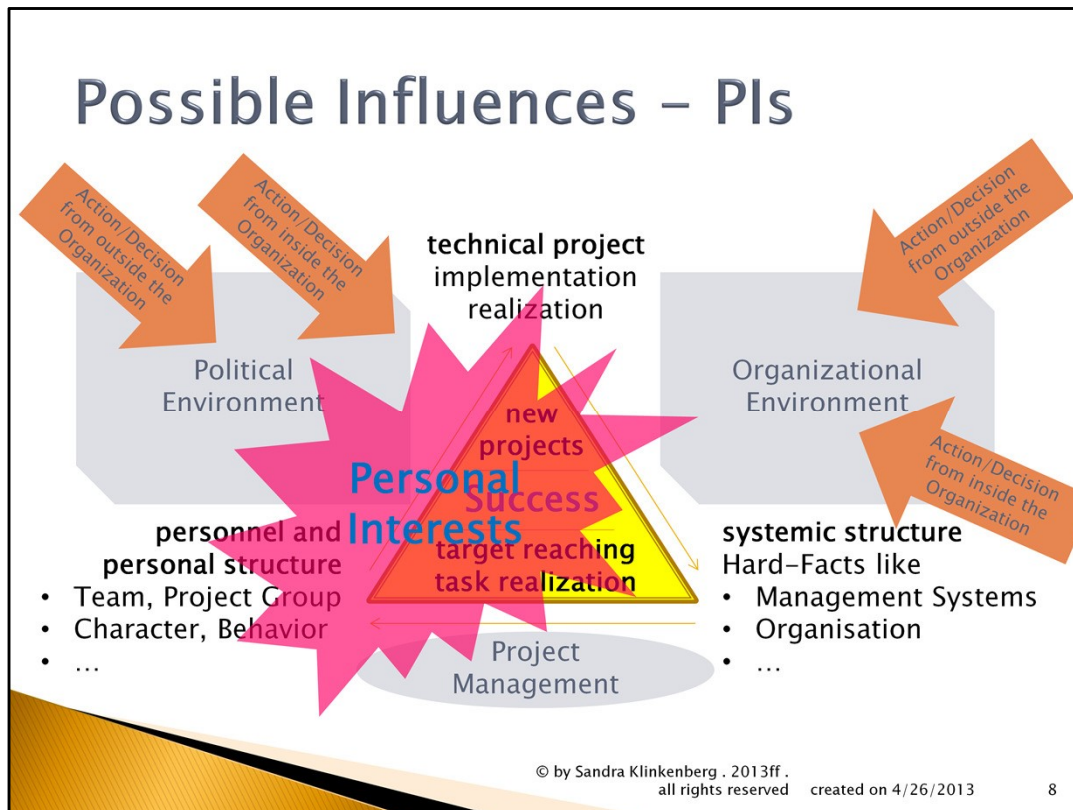
You all have the decision  
and you all could create a good or a bad one.

It is a personal and a collective decision of the members in category Soft-Facts  
That means the Human factor and its responsibility to decisions.

In the last time you can find more and more project-failures, damaged  
companies and so on  
– a vicious circle of quite negative results with highly impacts to culture and SoFa  
Environment –  
And the result >> the HaFa get damaged and broken and could not build up again  
sometimes  
and if you build it up again it is much more difficult and cost a lot of money.

and the decision-makers get damaged, too. (in normal way of life – of course)  
Those people have to build up a base again that means – you need a possibility,  
a chance, good health and a long breath to be alive again in a highly fighting  
environment mostly without any income.

And all those negative effects can be started by one single negative influencer.  
This influencer is >> inequality or discrepancy TARGETS.



And what for – what is the impact for this negative kind of developments?  
 >>> It is anytime Personal interest.

You can see the wide range of effects, if a personal interest is a negative one.  
 The picture is nearly the same, if you have a group-based negative personal interest only  
 the effect is much bigger – it multiplies the power and effect  
 and run into a growing loop.

You really do not want to have or create these developments.  
 Because, you are running into the wrong direction – into losses and broken structure.

Be careful and make the right decision to set positive targets!



# Human Factors positive influencing – PI

- ▶ **Saving Time and Costs  
and getting higher Quality  
through**

- Veracity / Truthfulness
- Reliability
- Bindingness

- ▶ **Target and Team oriented thinking and action**

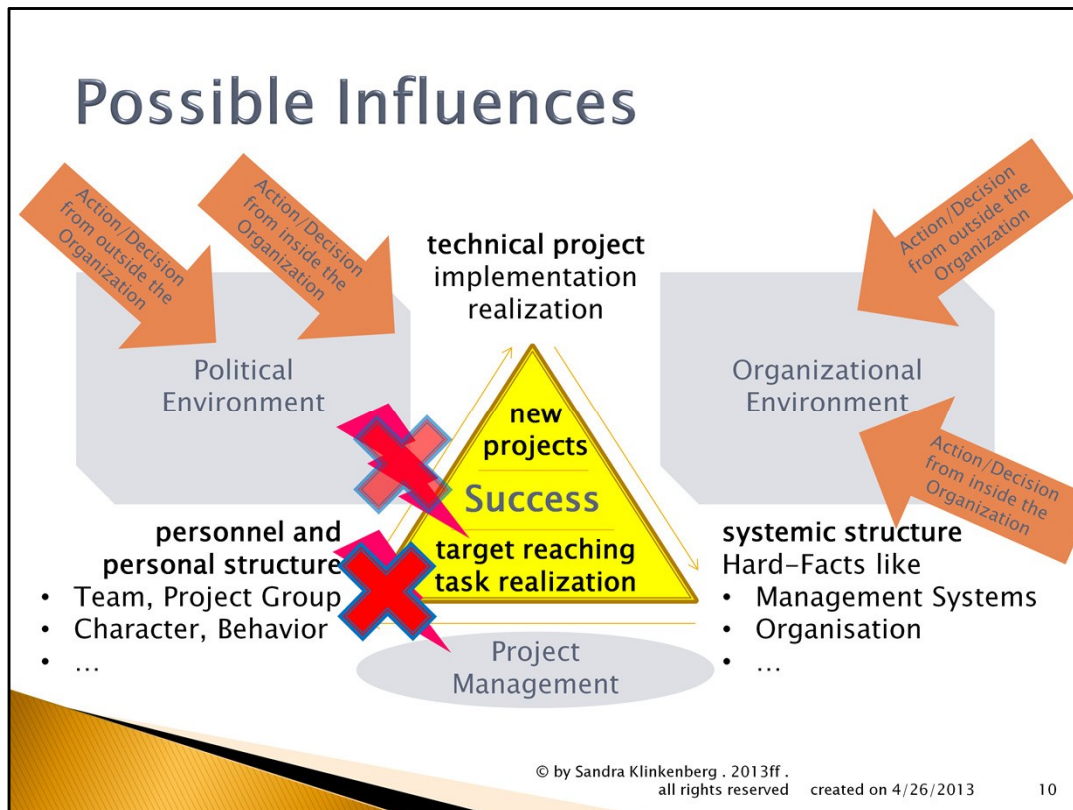
~~consumer mind set~~ > positive investment mind set

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The positive line of thinking and action – the positive virus - is acting like his brother, the negative one, with the power to multiply the effect in positive way inclusive the effect the decision is good for the decision-maker, the company, the group and the stakeholder not only in short-term periods – it is and will be the right way to get long-term success.

So, what can we do?



The negative personal interest and damaging influencers have to be found and reduced. Otherwise it is much more thinkable that the stone of negative action can be rolling through and over the company – with big losses; you have to spend more and more money in order to save the damaged structure up to structures breaking into pieces.

By the way – positive influencers are influencers in direction of life.

You can find a very good guideline you can follow

- the 10 Principles of the Global Compact for example.

And another positive effect on positive influencers is – it is easy to follow and build up positive structure.

**BUT any time ALL targets have to be coherent to the main target of the Organization, Company or Group!!!**

But - what you could do, if a target was running into the wrong direction?

You would have to find a way to make it clear, you would have to speak about it and you would have to show - how to make it right.

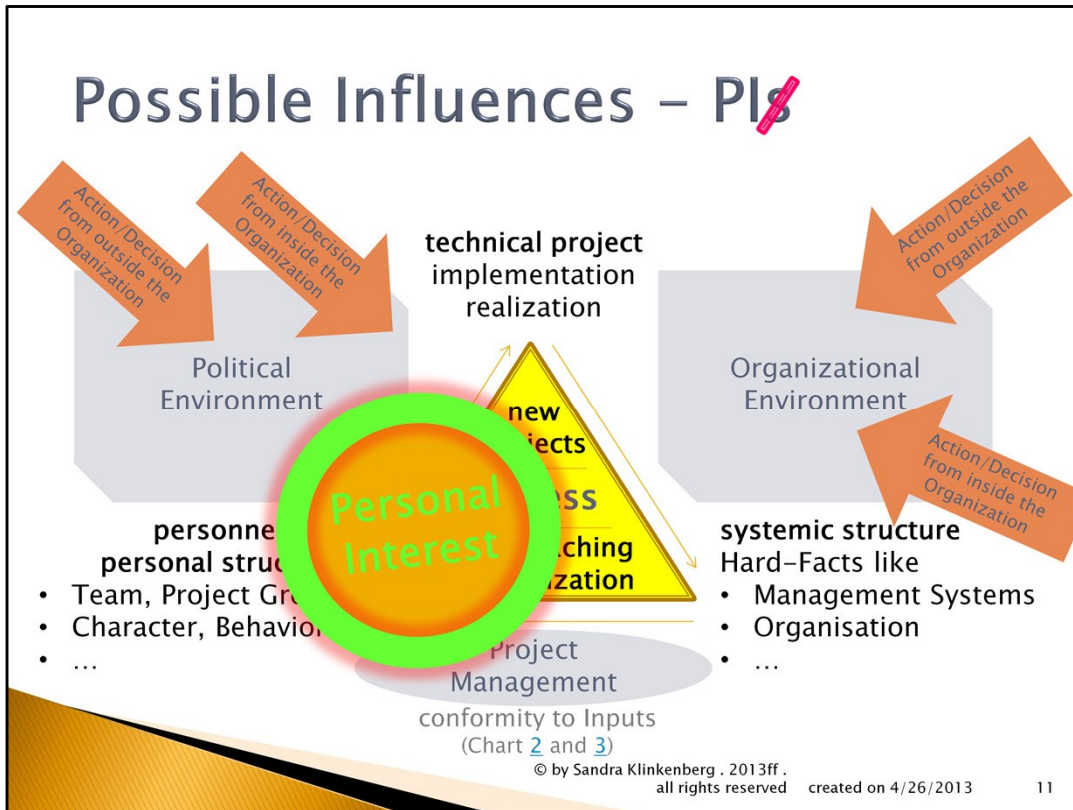
And at this point you get the next big influencer – the human factor.

Please note: thinking about anything is not a valid information and any information is not knowing the truth.

So, you have to validate information - in positive manner – in order to get knowledge

> The base for right and good decisions

Let us go back to presentation.



The negative personal interests should be changed into a positive personal interest – in order to get a base of growth and success in high quality.



The HaFa and the SoFa are partners.

Without HaFa no SoFa will be and could exist  
AND without SoFa no HaFa will be created.

It is a never-ending circle of being real partners between HaFa and SoFa.

In a positive-culture designed organization you will get  
much better quality much more easily.

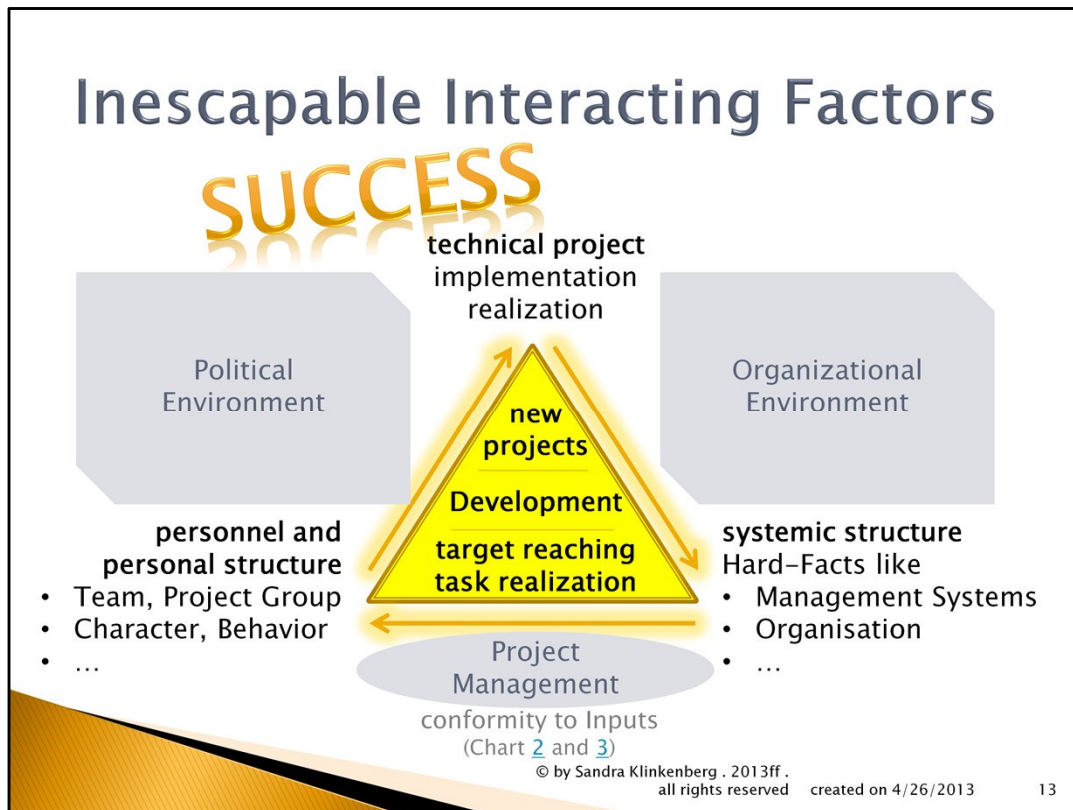
It can or could be start by one single person – but remember  
> In negative and positive way <  
– like a virus in medical field.

Now, you understand  
WHY a personal decision is a fairly important decision.

Make your decision into the right direction  
– the direction of life and functional long-term success.

Do not ignore the wrong direction, make it transparent and talk or show  
how to change it into the right one. It is good for all

- the company, the Group and the Environment
- and for you.



A project environment is strongly based at SoFa.

And a project environment – for example – is acting and only functional in a circle to

- Realize tasks
- Reach targets
- Have success
- and get new projects

How important do you think are SoFa?

Are SoFa one the most important factors of success?

By the way – the translation of SoFa in German means Couch – a place to relax 😊

It would be nice if the SoFa could be like a place to relax, it would be make all much easier for all.

## SoFa – a place to relax?

- ▶ SoFa = Soft Facts in Organizations
  - Vision, Mission, Aim, Process, Tool, Result
  - Steering, Management and Leadership
  - Teams and Project Groups, every Employee
  - Human Factors in Organizations and their Decisions
  
- ❖ **An Organization exists through coherent designed Hard and Soft Facts and a clear Aim by acting conform to the Inputs** (Chart 2 and 3)
  
- ▶ More information about STRUCTURE and Development at <http://www.sandra-klinkenberg.de>

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You looked at the different kind of influencers

- Organizational Environment
- Political Environment
- Hard Facts
- Soft Facts
- the Human factor

And at all the TARGETS – setting by people, the decision-maker a human factor.  
And the process.

I hope, our trip into the interaction of Hard and Soft Facts has been interesting for you and has given some impulse to think about or change something and become a part of your daily action.

Thank you very much for your attention.

Now, there's little time for your questions.  
Do you have any question?

Thank you very much and have a great time at HUDEP.