# Safety Management System Problems and Failures Course

4 – 8 January 2027
Madrid

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Training Center

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**Ref:** 1388_202490 **Date:** 4 – 8 January 2027 **Location:** Madrid **Fees:** 5700 Euro

## Overview

Safety Management System Problems and Failures Course is a one-week advanced course for safety leaders, auditors, operations managers, investigators, and assurance teams who leave with a Safety System Failure Diagnostic Pack. Participants use governance breakdown analysis, control effectiveness testing, implementation gap mapping, weak signal review, assurance failure diagnosis, and corrective system redesign to distinguish paperwork conformity from working risk control. Agile Leaders Training Center presents safety system failure diagnosis as an organizational learning discipline.

## Who Should Attend

- Functions responsible for safety governance and management-system effectiveness
- Teams that audit, assure, or review operational risk controls
- Functions responsible for incident investigation and organizational learning
- Operations teams that implement safety controls and supervise field execution
- Leadership teams that review performance and corrective-action quality
- Improvement functions responsible for redesigning weak processes

The course assumes participants already work with safety management systems, audits, performance reviews, investigations, or operational controls and leaves out introductory hazard identification and certification-audit preparation.

## Departments and Industries

The course serves departments and industries that need to diagnose why safety arrangements fail in practice.

- Health, safety, risk, and assurance functions
- Energy, chemical, construction, and manufacturing operations
- Transport, logistics, healthcare, and public-service organizations
- Operations, maintenance, and contractor-management teams
- Internal audit, governance, and performance functions
- Incident investigation and organizational improvement teams

## Learning Objectives

By the end of this course, participants will be able to:

- Analyze safety governance and accountability breakdowns
- Evaluate control design and implementation effectiveness
- Diagnose weak signals and monitoring blind spots
- Compare audit evidence with field performance
- Prioritize systemic causes and corrective actions
- Build a safety system recovery and redesign plan

## Course Agenda

### Day 1: Failure Diagnosis Foundations

- Safety System Failure Boundary Map
- Governance and Accountability Breakdown Matrix
- Work-as-Imagined and Work-as-Done Comparison Method
- Documentation-to-Control Effectiveness Test
- Failure Symptom and System Cause Register

### Day 2: Control and Implementation Gaps

- Critical Control Design Adequacy Review
- Control Ownership and Field Execution Map
- Competence and Resource Constraint Analysis
- Worker Participation and Escalation Pathway Test
- Contractor Interface Failure Assessment

### Day 3: Signals, Monitoring, and Assurance

- Leading and Lagging Signal Portfolio Review
- Active and Reactive Monitoring Gap Map
- Audit Finding Quality and Coverage Test
- Management Review Decision Traceability Matrix
- Assurance Blind Spot and Normalization Register

### Day 4: Learning and System Redesign

- Incident Learning System Flow Analysis
- Systemic Cause and Contributing Factor Map
- Corrective Action Strength and Sustainability Test
- Safety Process Redesign Canvas
- Recovery Governance and Verification Plan

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## Day 5: Safety System Recovery Practice

- Exercise: Diagnose a Governance Breakdown
- Exercise: Test a Critical Control in the Field
- Exercise: Interpret Weak Signals and Assurance Gaps
- Exercise: Redesign a Failed Corrective-Action Process
- Capstone Exercise: Safety System Failure Diagnostic Pack

## Practical Exercises

The course uses energy, construction, healthcare, logistics, and manufacturing scenarios.

- Suggested activity: separate visible failure symptoms from governance, resource, behavior, and process causes.
- Suggested activity: compare written controls with ownership, field execution, worker feedback, and monitoring evidence.
- Suggested activity: test indicator quality, audit coverage, review decisions, and corrective-action sustainability.
- Suggested activity: integrate diagnosis, priorities, redesign decisions, verification, and ownership into a Safety System Failure Diagnostic Pack.

## FAQs

### Who suits safety management system failure diagnosis training, and what does it assume?

Safety management system failure diagnosis training suits professionals who already work with governance, audits, operational controls, performance reviews, investigations, assurance, or improvement.

### How does safety system failure diagnosis differ from general safety management training?

Safety system failure diagnosis examines why governance, controls, implementation, monitoring, assurance, learning, and corrective action break down rather than explaining how to establish a basic management system.

### What is an implementation gap in a safety management system?

An implementation gap exists when documented policy or procedure does not reliably shape ownership, resources, decisions, behavior, field controls, monitoring, or follow-up.

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## How do weak signals reveal safety management system problems?

Weak signals reveal emerging problems through recurring deviations, workarounds, overdue actions, conflicting indicators, worker concerns, control failures, or assurance blind spots before a larger breakdown becomes visible.

## What makes a corrective action strong enough to prevent repeated safety system failure?

A strong corrective action addresses the systemic cause, assigns ownership and resources, changes the control or process, defines verification evidence, and tests whether the change works in practice.

## Conclusion

The course integrates governance diagnosis, control testing, implementation evidence, weak signals, assurance, incident learning, and system redesign. Participants take back a Safety System Failure Diagnostic Pack that converts scattered symptoms into prioritized systemic action. The pack strengthens management review, field verification, corrective-action quality, and recovery accountability.