



MINE»CHANGE

2026 SME ANNUAL CONFERENCE & EXPO

FEBRUARY 22-25, 2026

SALT LAKE CITY, UTAH

Performance Audits

From Checklist to Catalyst: The Audit Reimagined Through Positive Human Interactions



Humility, Empathy, Honesty, Courage, Love.

Too often, we subcontract audits, inside or outside the organization, with the illusion that they will improve us...

and the **quiet hope that they find nothing.**

Audits are consuming resources and generating frustration.
They often fail to trigger genuine managerial ownership.
They generate corrective actions. But not necessarily real change.

- Less than 10% show meaningful reduction in repeat incidents.
- We are solving symptoms, producing **organizational stress**.
- Focus in programs of controls and not always in MS tools.

What is a good MS audit?

Outcome performance

How we operate
Present and Legacy



Risk reduction



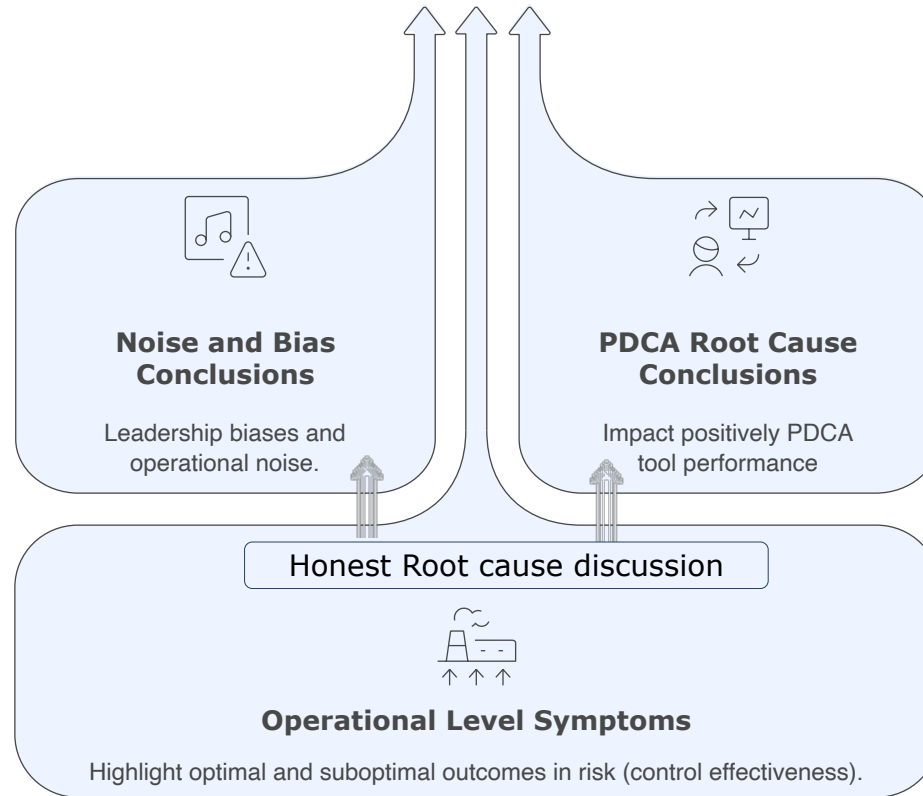
Impact reduction

Reliability of tools

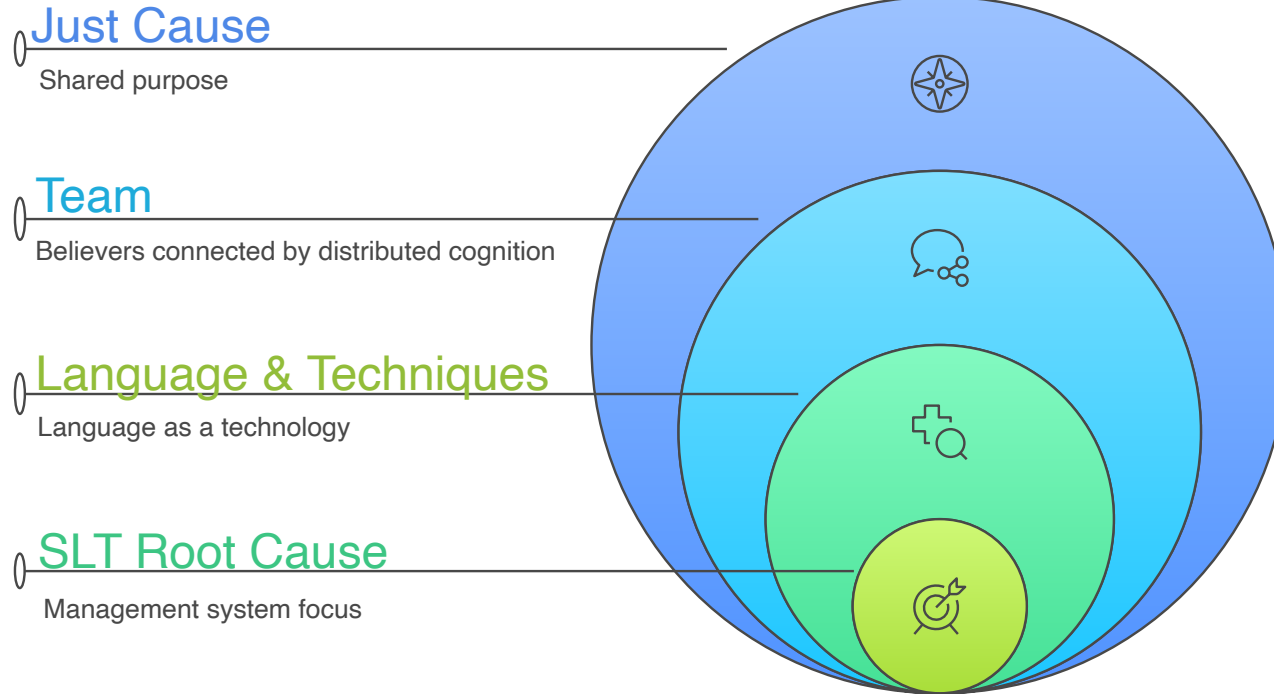


Just Cause

Driving Leadership Engagement



To produce change



Characteristics of a Just Cause





Just Cause



Team



Language



Techniques



Root Cause Analysis

Building a community forming Team

Team of believers

Build a team of believers, not "just" leaders.

Developing essential team skills

Social-emotional & leadership abilities are key!

Enhancing collective Intelligence

Distributed cognition and group thinking.

Brotherhood of committed communicators

Build community not "groupiness".



Language

Language as
technology



Control effectiveness,
NOT
Control presence



Abstract to
concrete, concrete
to abstract



Change language,
Change outcomes



Ask, do not tell!
Positive
interviewing



Highlight gaps using Socratic
method and negative
manifestation

Strategic Techniques



Just Cause

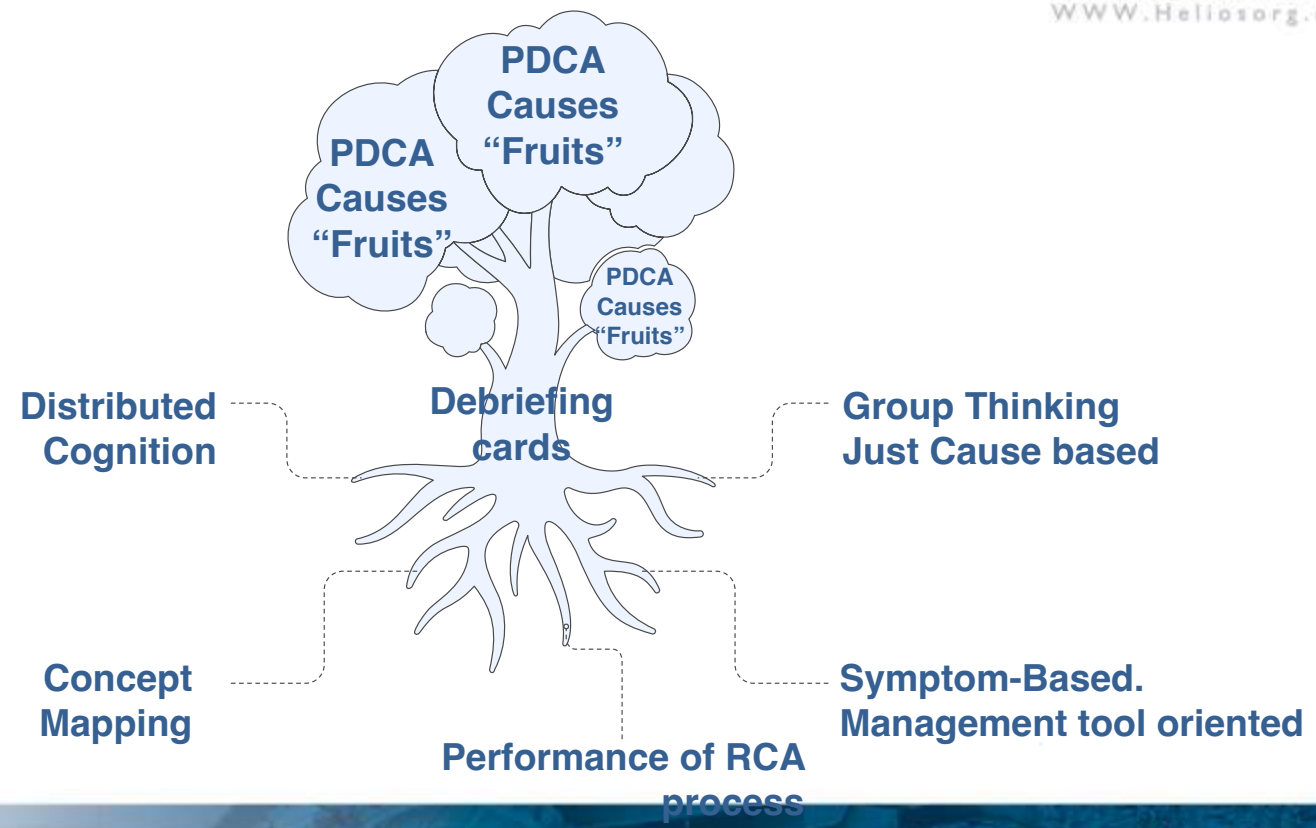
Team

Language

Techniques

Root Cause Analysis

Root Cause Analysis



Edu's House		365#		E	H	S			
Hazard	Program of Control	Symptoms							
		Engineering	Organizational	Mitigation					
Heights	Work at heights	No handrail	Not trained	No harness					
Machinery	LOTOTO	Not used	Not verification	-					
Description and Potential consequences: Personnel working on top of a conveyor belt at Heights observed not to have any fall protection, and not LOTOTO applied on equipment Serious injury, fatal event.		Pictures  							
Program level symptom: Apparently, it is a recurrent observation in this contractor. Supervision of contractor? Risk ranking contractor activities?		Your thought exactly / extra information:							

Just Cause

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Root Cause Analysis

Root cause Analysis

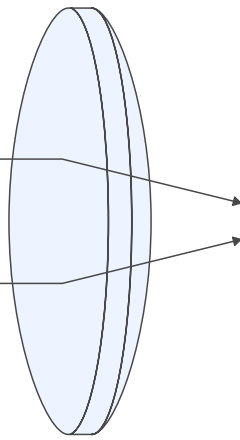
These events uses debriefing "cards" and increases coherence & cohesion in management teams.



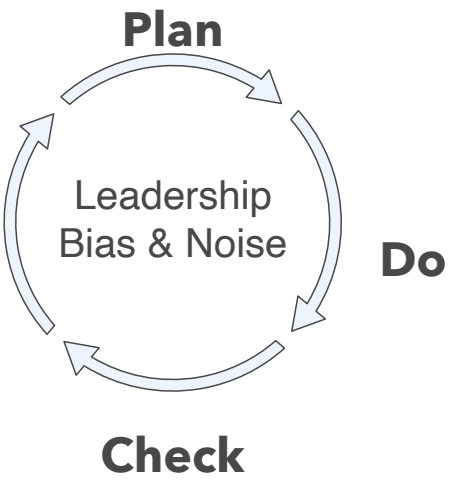
Group Thinking



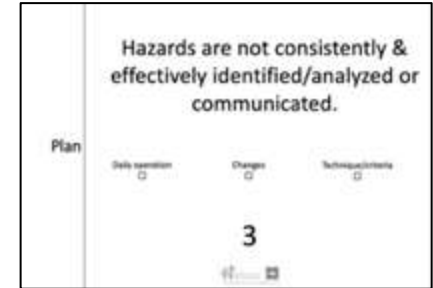
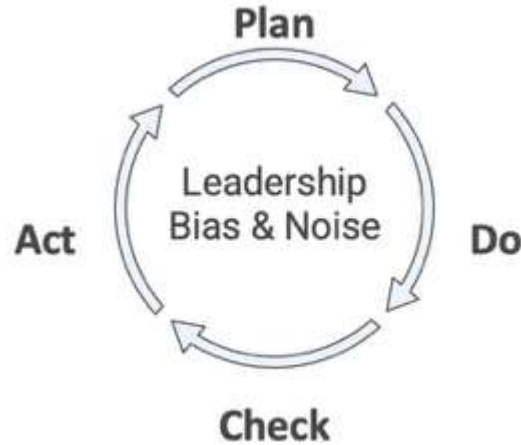
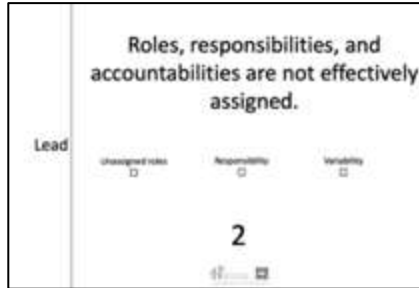
Concept Mapping



Act



Using concept mapping



Organizational bias and noise

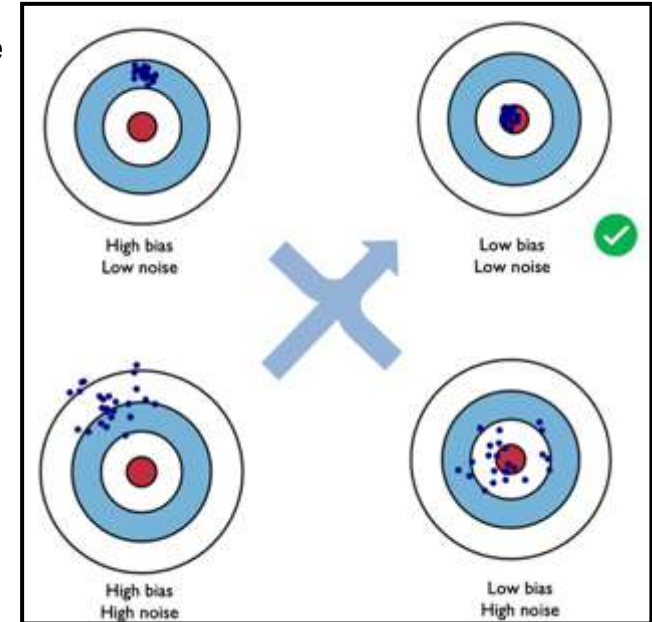
Bias:

- **Consistent deviations from established values or ultimate objectives.**
- Cognitive conflict in decision making.



Noise:

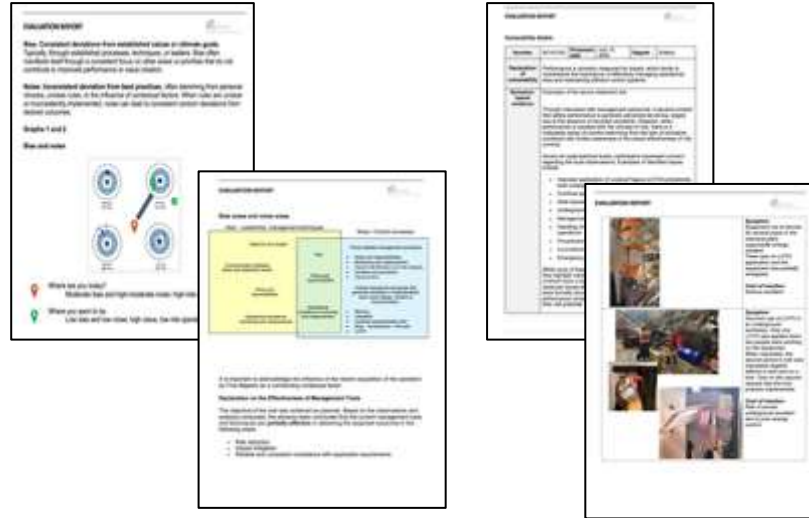
- **Inconsistent deviation from best practices,**
- Random (or semi-random) application of rules/controls.



- Just Cause
- Team
- Language
- Techniques
- Root Cause Analysis

Three outcomes

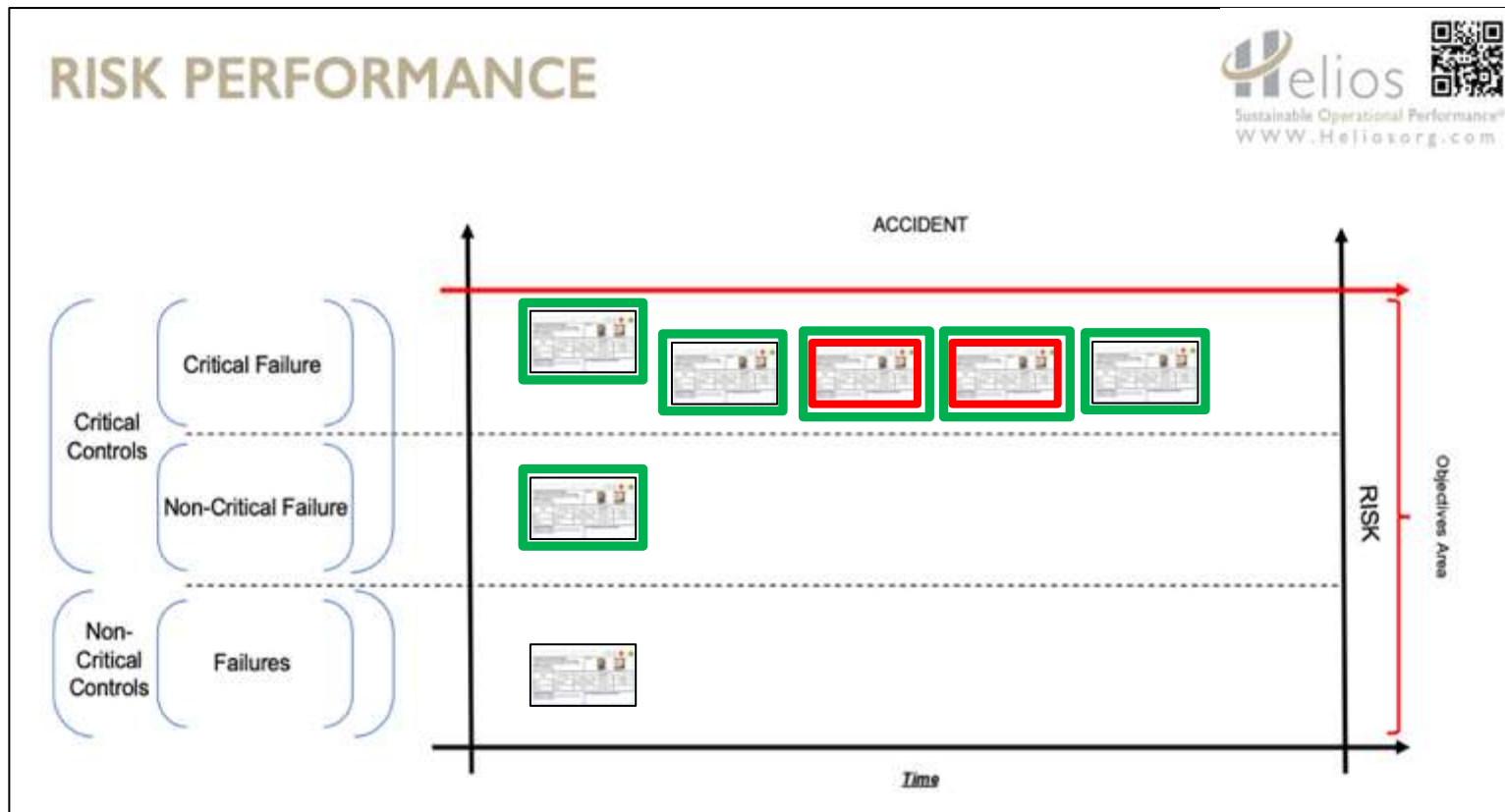
Report



Presentation



Amazing engagement from all organizational levels
driving risk reduction



Good Strength and Vulnerability assessments
ensure:

Consistency, Coherence and Cohesion increasing
trust and building an operational community.

A hand is shown from the bottom, palm up, reaching towards a bright sun at the top. A faint rainbow is visible in the background, arching over the hand. The overall scene is bathed in warm, golden light.

“Listen with curiosity.

Speak with honesty.

Act with integrity”

Live with intent.



A golden retriever is sitting on a mossy log in a forest. The sun is shining through the trees, creating a warm, golden light. The dog is looking towards the camera.

Numbers and data live in a specific moment.
They need help to be explained and are easily
forgotten...

Stories are different...
They preserve their strength, to be
released when needed, even after a long
time