SAFETY

BUILDING AN INCIDENT FREE SAFETY CULTURE

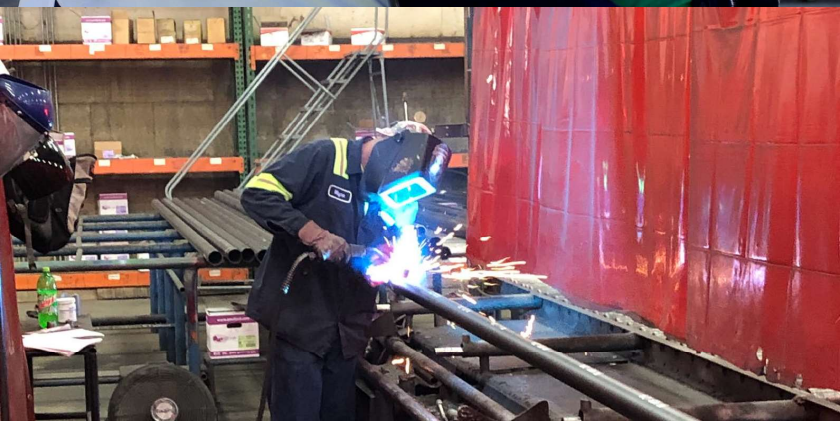Becoming a Leader in Safety

What We Will Cover

INSIGHTFUL TRUTHS
INTO LEADERSHIP

CULTURE BASICS

BUILDING AN INCIDENT
FREE CULTURE

Why Do We Need An Incident Free Culture?

INSIGHTFUL TRUTHS INTO LEADERSHIP

Leadership

"Leadership is the art of accomplishing more than the science of management says is possible."

General Colin Powell

Chairman (Ret), Joint Chiefs of Staff

Leadership Truths

EVERYTHING rises and fall on LEADERSHIP!

Leadership starts with **SELF** and then moves to....

YOUR ability to lead is crucial to your personal and professional success

Leaders connect and build relationships

Leadership is not about position

Leadership is influence, nothing more, nothing less

Leadership Premises

Most people don't go further or deeper than their team takes them.

A group or organization is either enabled or limited by their leadership.

Think of influence as……….

What is Influence

3 OUTCOMES OF INFLUENCE

The position of a leader in an organization and the power it gives are not enough to motivate or inspire people

Commitment

Influencing skills can achieve buy-in, a change in thoughts and ultimately a change in associate behavior. Influencing then results in commitment, which means voluntary support.

Compliance

If your influencing is less effective, people become compliant. Their attitude and mindset do not change.

Consent can lead to higher productivity for well-defined tasks…… but does not unleash the full potential of engagement and creativity of the worker.

Resistance

If the influencing is not effective, the result is resistance; either by
- obstructing or sabotaging,
- by asking a higher level to overrule
- attempting to persuade to change idea
- looking for excuses
- false compliance (pretending)
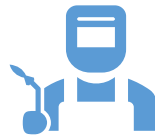
Building An Incident Free Culture

INTRODUCTION

On average 16 fathers, mothers, sons and daughters won't make it home today!

Organizations that make safety #1, or simply create more policies and procedures, continue to be in-effective!

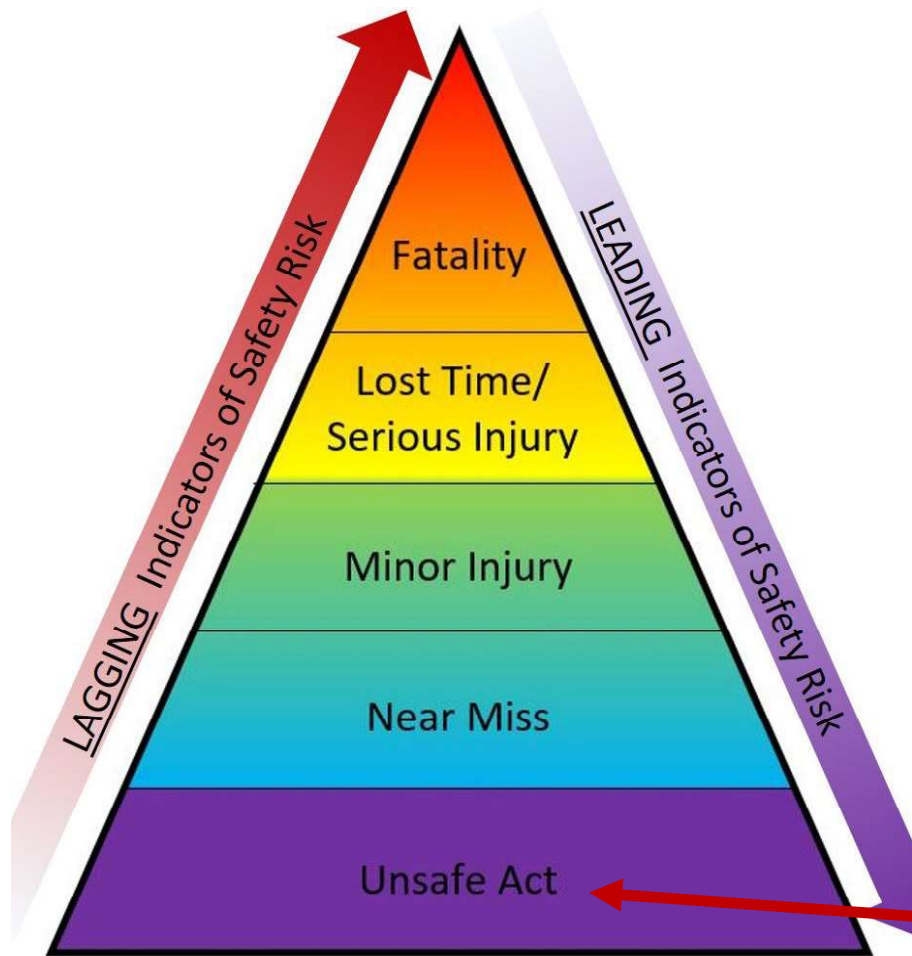# The Characteristics of an Incident Free Safety Culture

Safety is held as a **value** by all associates

Each associate feels a sense of **responsibility** for the safety of their co-worker as well as themselves

Each associate realizes their **responsibility to speak- up** when a fellow employee is at risk

Safety risk pyramid (bottom to top): Unsafe Act, Near Miss, Minor Injury, Lost Time/Serious Injury, Fatality.

LAGGING Indicators of Safety Risk

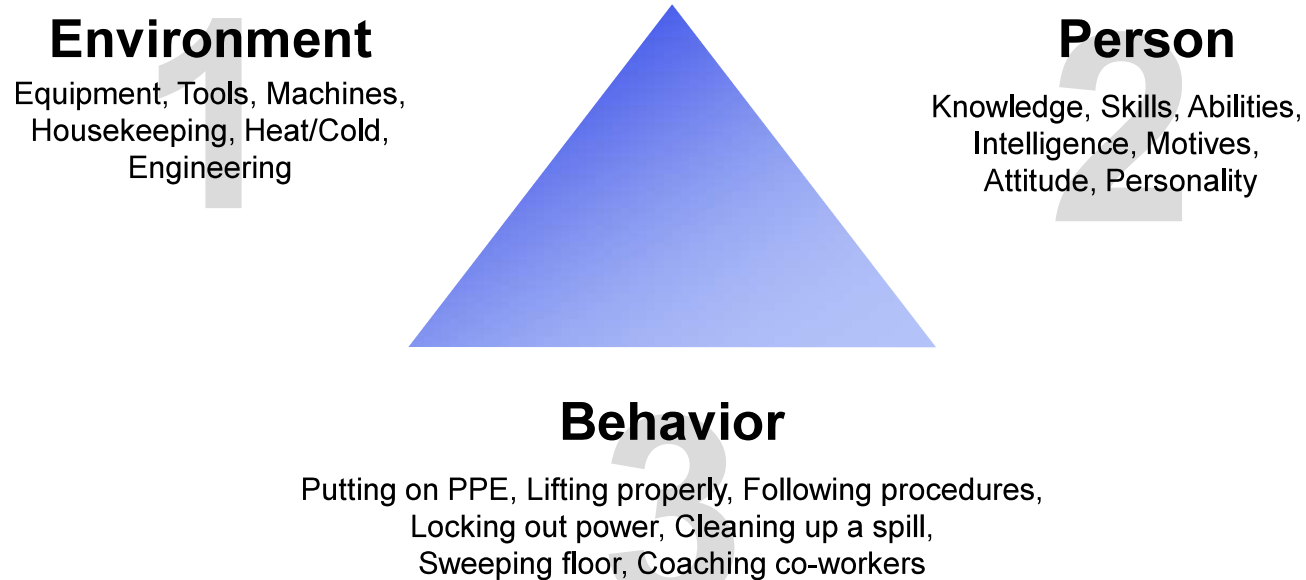LEADING Indicators of Safety Risk

Control is at the base

Essential Concepts

Our expectations are at the core of building a culture of safety and improving performance.

People will work to the level of safety that is expected

Safety Culture Triangle

Environment

Equipment, Tools, Machines,
Housekeeping, Heat/Cold,
Engineering

1

Person

Knowledge, Skills, Abilities,
Intelligence, Motives,
Attitude, Personality

2

Behavior

Putting on PPE, Lifting properly, Following procedures,
Locking out power, Cleaning up a spill,
Sweeping floor, Coaching co-workers

3

Culture

A Culture is a **"way of working"** within the company that influences behavior.

↓

A Culture consists of shared beliefs, practices and attitudes. We share a belief on how the organization should work or function.

↓

Culture is the atmosphere created. It is an invisible force that **shapes our behavior**.

Culture (continued)

If a culture is stable, shared assumptions are created and passed on to new personnel and are continuously reinforced.

Shared assumptions lead to shared values. Values in turn, result in visible practices that affect behavior.

Safety Culture is the result of:

- Attitude
- Realistic Policies and Procedures
- Responsibility and Accountability
- *Addressing unsafe behaviors*
- Motivation
- Buy-in

Safety Culture

In trying to improve safety, much focus is given to changing practices.

If the underlying assumptions and values **do not** change, changes in practices will not take effect and/or may not be long lasting enough to prevent injuries.

Shared values and assumptions may differ by level, department, or workgroup.

Safety Culture

Some organizations have a history of holding safety hostage and using it as a bargaining chip.

It is important not to let safety be affected by disagreements in which safety is not the central issue.

Holding safety hostage can occur from the top down as well as from the bottom up.
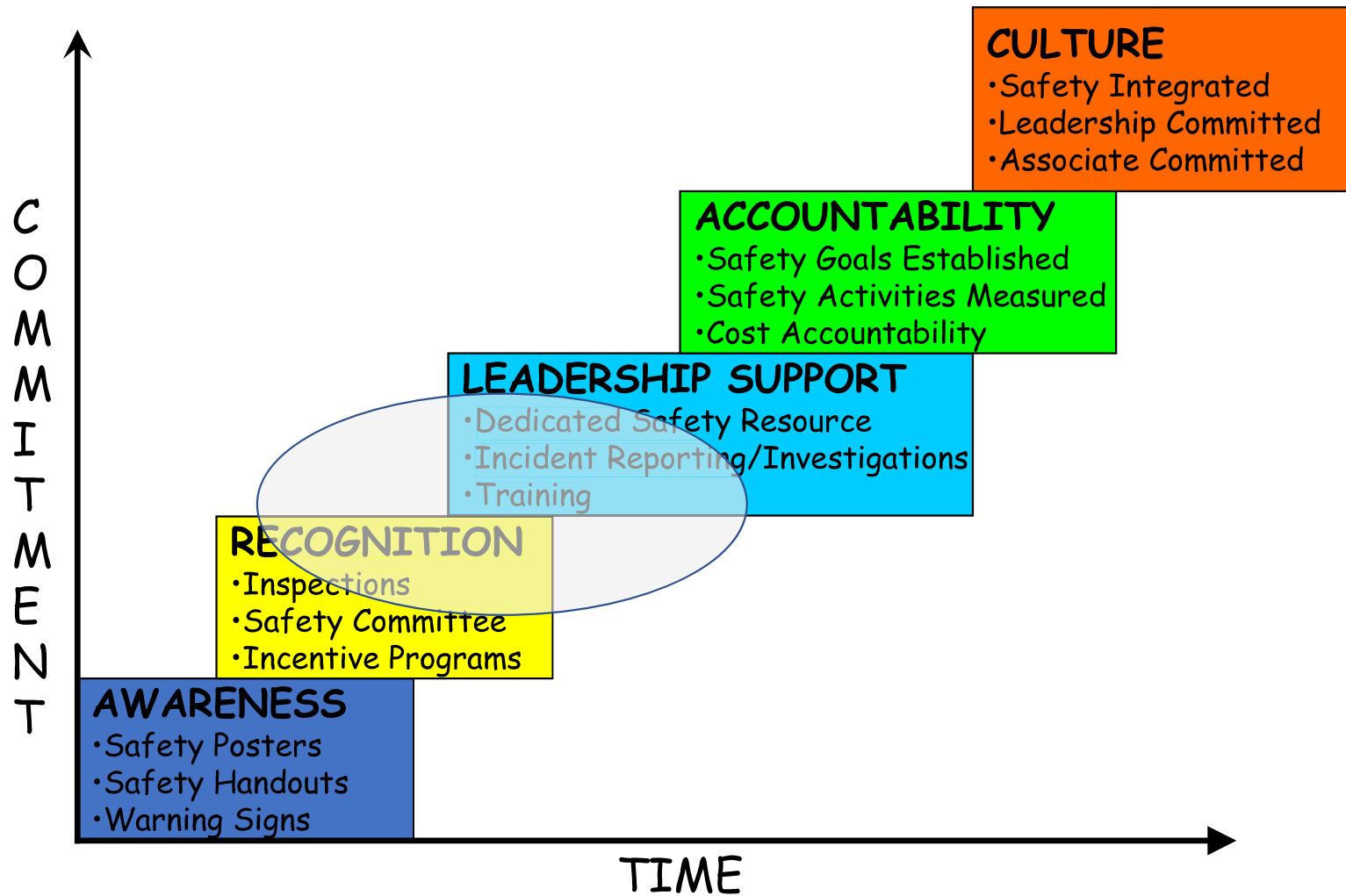
Steps to a Safety Culture

BEHAVIORS, Drive
the Desired Results!
THE KEY TO A STRONG SAFETY CULTURE

Attitudes vs. Behaviors

**Attitude** – a mental position with regard to a fact or state, a feeling or emotion toward a fact or state

Behavior - the manner of conducting oneself , the way in which something functions or operates

A persons attitude has a direct influence on their behavior!

Two basic causes of Incidents:

Unsafe Acts (95%) - A person did or failed to do something that caused the incident. This could be not wearing PPE, following procedure, etc.

Unsafe Conditions (3%) - A condition existed that caused the incident or injury (broken or exposed wires, slippery floor, etc.)
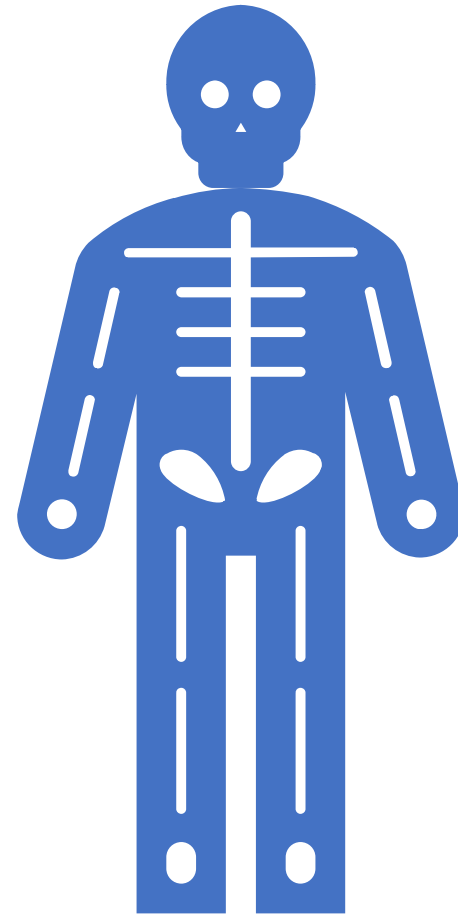
Behavior Based Safety

Behavior Based Safety

98% of All Injuries Result from Unsafe Acts

Our Behaviors can Cause Great Pain!

Behavior Safety

Behavior – any act that can be observed and measured.

What is Behavioral Safety?

INFLUENCING BEHAVIORS PROACTIVELY!

Too many companies take a reactive approach to safety.

Behavioral Safety looks at things that are occurring every day and encourages actions to correct immediately
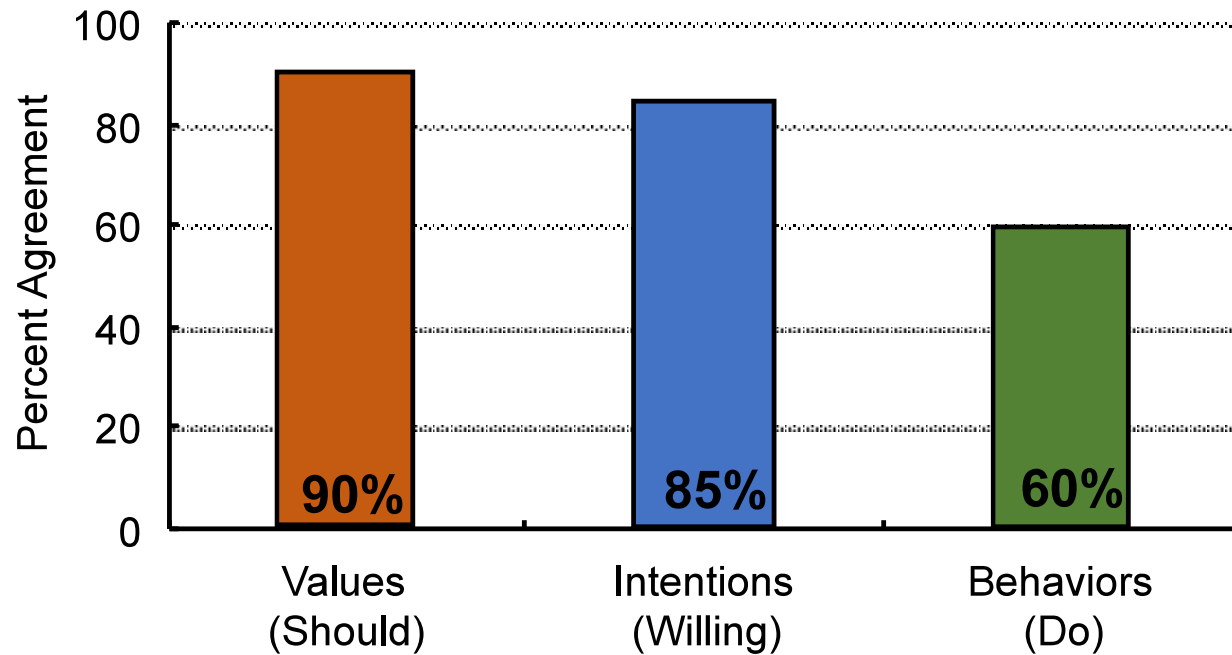
Behavior Based Safety

So how do we manage the systems and create a safe culture?

1. We must focus our efforts, and influence the upstream safety related behaviors.

   - This allows **step-changes to occur, thus improving performance through changed behaviors**.

2. Must be **constant, consistent, and persistent**

3. We must embrace change, **even if we don't agree with it**

Behavioral Results

Percent Agreement

100
80
60
40
20
0

Values (Should) — 90%
Intentions (Willing) — 85%
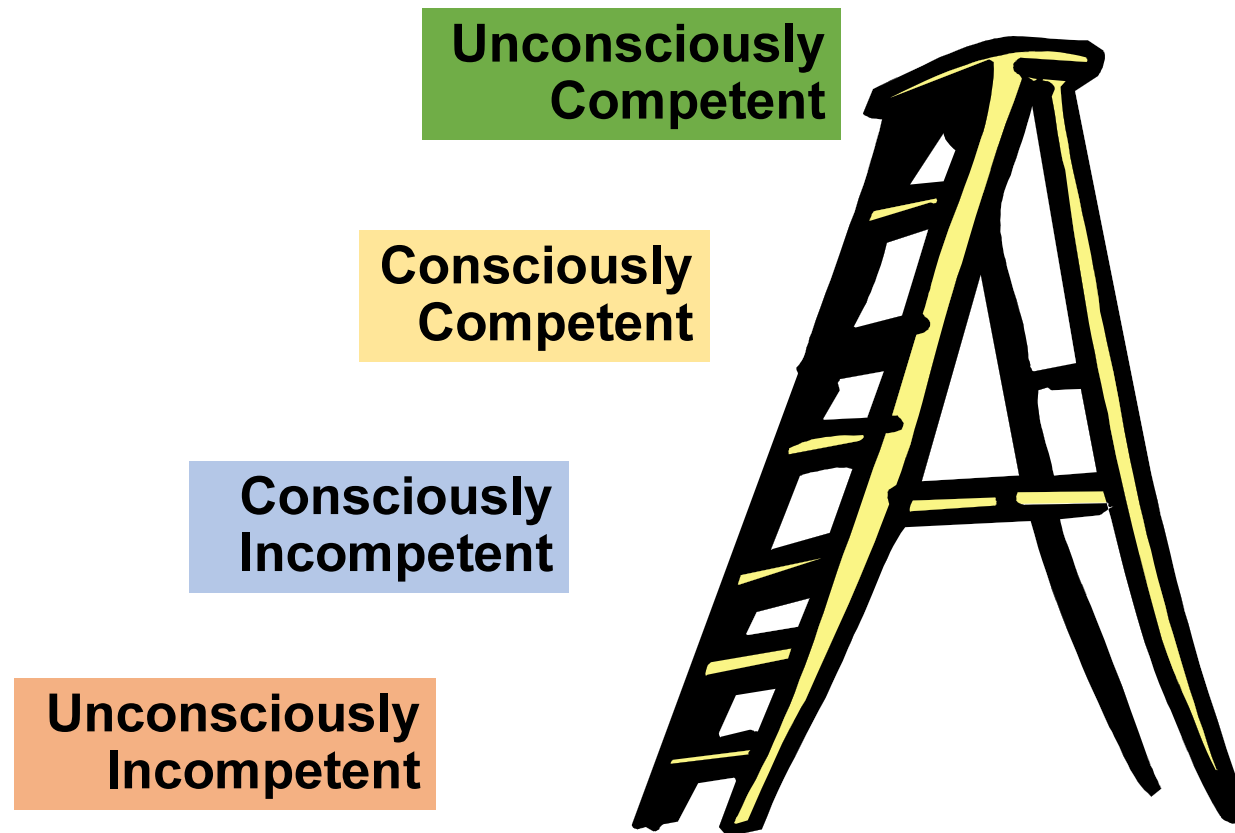Behaviors (Do) — 60%

"associates should ...
"I am willing to ...
" I do ...

Building an Incident Free Culture

The Climb to an Incident Free Culture

Essential Concepts

Everything we do carries an element of risk

We create our culture by what we demonstrate personally and by what we reward and tolerate in others.

A strong safety culture begins when <u>we</u> start making safety a habit

Creating a safe work environment is a personal issue, as well as a corporate one.

Level 4
Believe for my family and teammates

Level 3
Believe for me and my family

Level 2
Believe when I have to

Level 1
Comply when it's convenient

The question simply becomes;

"which level do we demonstrate the most?"

6 INSIGHTS INTO AN INCIDENT FREE CULTURE

1. For **REAL** change to occur, **OUR BEHAVIOR** has to change.

2. To maintain a clear vision of safety, each of us has to mentally practice identifying our own at-risk behaviors.

3. Most injuries and incidents are the result of people's natural risk tolerance

4. People get hurt because they *don't make conscious choices how* **not** *to get hurt*!

5. Managing safety starts by **consciously** recognizing the hazards......and realizing everything has the potential to contribute to an incident.

6. In a strong safety culture, **everyone** is accountable for speaking up when they observe a person performing an at-risk behavior.

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The Observation

The Conversation
The Basis of a Safe Culture

There are five steps to an effective safety conversation (observation). They are:

STEP 1: *OBSERVE* – being more aware of people's behaviors, what they are doing safely and what they are doing that puts them, or someone else, at risk.

STEP 2: *ACCENTUATE THE POSITIVE* – to lower people's natural defensiveness and to reinforce those safe behaviors we want them to keep doing.

STEP 3: *EXPLORE* – allows people to figure out what they did safely or at-risk, which helps them begin to take *ownership* of their behaviors.

STEP 4: *EMPHASIZE* – the consequences of their actions to help people understand the impact an incident could have on them, as well as other people.

STEP 5: *AGREE* – on future actions confirms people understand they are accountable for their behaviors and responsible for their safety, as well as the safety of those around them.

GIVING FEEDBACK

Effective feedback is based upon a sincere desire to help someone improve.

Ultimately everyone is responsible for their own behavior, BUT we still need to ask ourselves, "Have I provided them feedback in a manner that motivates them to change their behaviors?

If people understand you genuinely care about their safety, they will be more willing to listen to feedback.

TRUST is essential in a safe culture.

We shouldn't expect associate behaviors to change, just because we want them to. We have to get them to understand why.

Giving and Feedback

The consequences of not offering feedback can be devastating………………*IT CAN LITERALLY BE THE DIFFERENCE BETWEEN LIFE AND DEATH!*

It's important for people to receive feedback on an ongoing basis, but the majority of it should be about things they're doing right.

There is always the question, once honest feedback is given: ***Will the person choose to change his behaviors?***

KEY ELEMENTS TO FEEDBACK

POSITIVE – use positive approach, is always well received.

Should be a pleasant experience.	Keep constructive, diagnostic and specific

IMMEDIATE – Should be immediate following any type of observation. Best way to have fresh in mind and discuss the observation.

FREQUENT – The more often discussions are held with associates, the more proactive and less "at-risk" we are.

SPECIFIC – The feedback should always be directed toward a behavior that can be recognized or needs to be corrected.

The Foundation – Management's Buy-In

To change a culture, focus on people's behavior.....consciously rewarding safe behaviors and not tolerating at-risk behaviors.

Everyone, **even the most senior person who *tolerates at-risk behaviors*,** will eventually have to change their perspective

....***or the new safety culture will squeeze them out.***

Maintaining the Momentum

- To build a strong culture, we must consciously think about what our actions demonstrate, reward and tolerate.

- To build a safety culture, you are asking people to change their habits. Expect the old culture to fight back at every opportunity.

- Team up with the **"supporters"** of change, they will help the **"fence sitters"** get on board.

- STRONG LEADERS WILL LEAD THE CHARGE!

- When people honestly say, *"I believe in safety for myself and actively encourage other associates to believe in safety"*, their passion for safety comes from their heart, not just their head.

Keeping it Real

When changing a culture:

- Don't expect to be popular
- Recruit help
- Educate and train
- Champion change at every opportunity
- Measure and reward results
- *Have the courage to stick with it.*

Achieving an injury free workplace is an achievable goal because incidents are preventable.

It takes someone willing to speak up and a person's willingness to listen.

Safety happens by choice and so do incidents!

In a strong safety culture, safety is elevated to be a core value in the organization.

PRIORITIES CHANGE, CORE VALUES DO NOT!!

Closing the Loop

Set the Example

Set the Expectation

Follow Up & Follow Through

 BE **CONSISTENT**

PERSISTENCE – This is what establishes and changes the culture and behaviors

You have the ability to have and maintain a safe work site

Everyone is watching you

Remember: *Associates will ONLY work to the l*evel of safety **YOU** expect of them

Ultimately, the behaviors exhibited will attest to your leadership abilities