



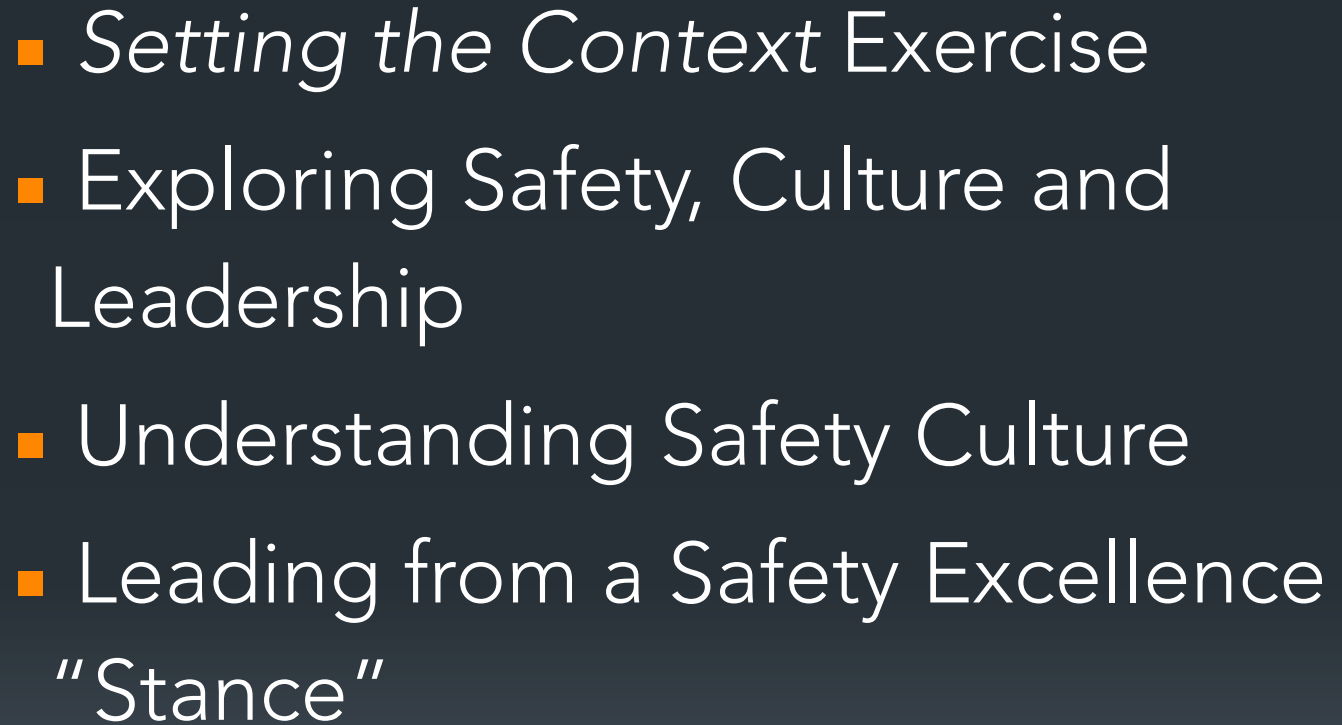
Leading from a Safety Excellence *S t a n c e*:

From a "nice to" to a "must have"

2015 BC Municipal Occupational Health & Safety Conference

Dr. Rick Thomas

June 15, 2015



Setting Context

"ONE WORD"



- In groups of 4 . . .
- Think of "the one word" that describes *safety culture* for you and discuss in your small group
- Share "the one word" – large group
- Explore these questions in your group:
 - How is this culture consistent across buildings, units, departments?
 - Is this the culture you want to have in your organization?
 - How does this culture support the accomplishment of the environment you desire for employees?
- Debrief

... Safety ?

Safety is the state of being "safe" (from French *sauf*), the condition of being protected against physical, social, spiritual, financial, political, emotional, occupational, psychological, educational or other types or consequences of failure, damage, error, accidents, harm or any other event which could be considered non-desirable.

Safety can also be defined to be the control of recognized hazards to achieve an acceptable level of risk. This can take the form of being protected from the event or from exposure to something that causes health or economical losses. It can include protection of people or of possessions

... Safety ?

Safety is the state of being "safe" (from French sauf), the condition of being protected against physical, social, spiritual, financial, political, emotional, occupational, psychological, educational or other types or consequences of failure, damage, error, accidents, harm or any other event which could be considered non-desirable.

Safety can also be defined to be the control of recognized hazards to achieve an acceptable level of risk. This can take the form of being protected from the event or from exposure to something that causes health or economical losses. It can include protection of people or of possessions

... Safety ?

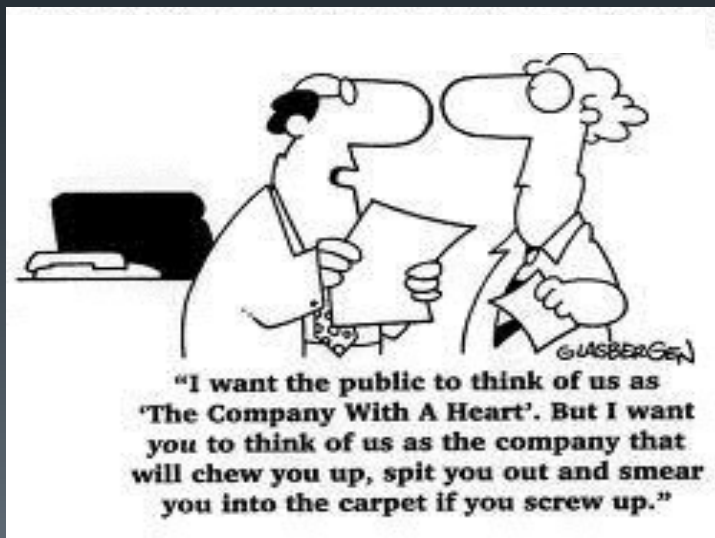
Safety is the condition of being protected against occupational consequences of failure, damage, error, accidents, harm or any other event which could be considered non-desirable.

Safety can also be defined to be the control of recognized hazards to achieve an acceptable level of risk.

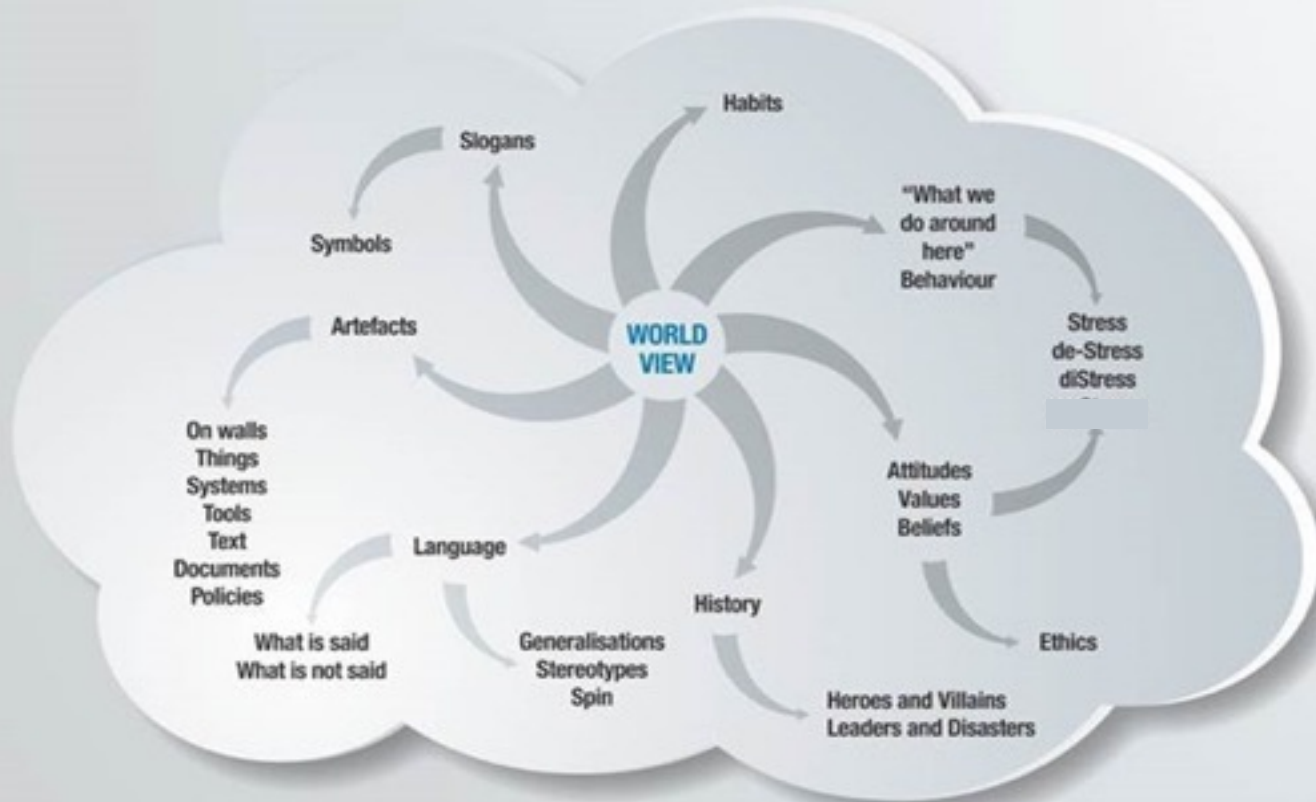


... Culture?

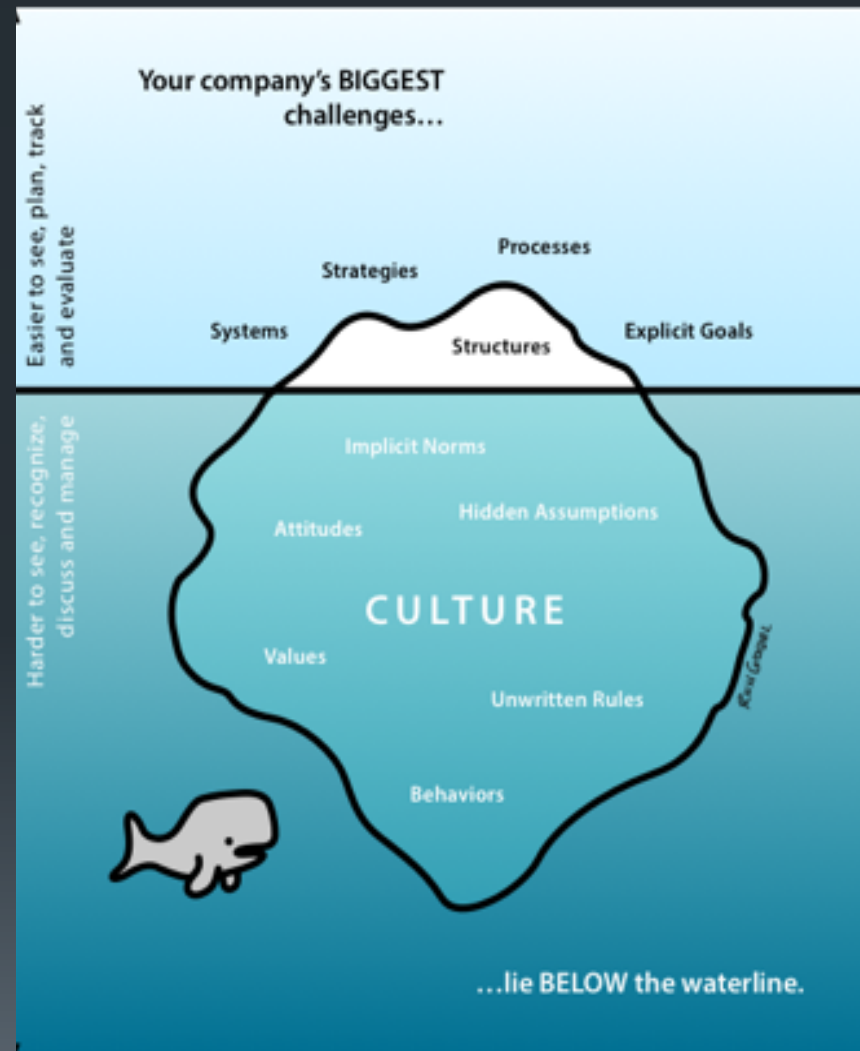
- The set of customs, values, beliefs, traditions and assumptions – questioned and unquestioned; conscious and unconscious; formal and informal – of a society, organization or community.
- “the way things get done around here . . .”
- How the organization behaves when no one is watching.



CULTURE CLOUD



...Culture!



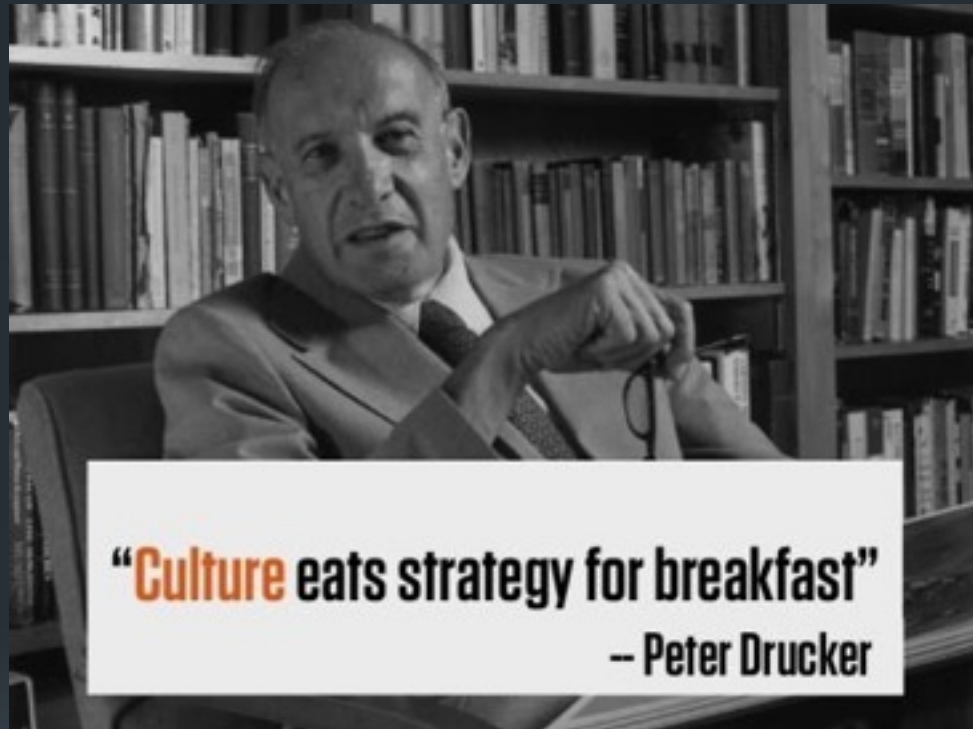
In Groups of 4...

Left

- Identify examples in your organization(s) of those cultural elements “above the water line”:
 - Systems
 - Strategies
 - Processes
 - Structures
 - Goals

Right

- Identify examples in your organization(s) of those cultural elements “below the water line”:
 - Behaviours
 - Values
 - Hidden assumptions
 - Unwritten rules
 - Implicit norms



“Culture eats strategy for breakfast”
– Peter Drucker

... Organization?

- a “system”; interconnected and interacting
- contains patterns of organizing
- a series of conversations enable action.

that



... Leadership?

- ... positive influence on self and others within context.





Transactional vs. Transformational...

Transactional:

- Leadership is responsive
- Works within the organizational culture
- Employees achieve objectives through rewards and punishments set by manager
- Motivates followers by appealing to their own self-interest
- Management by exception; maintain status quo; stress correct actions to improve performance

Transformational:

- Leadership is proactive
- Works to change culture by implementing new ideas
- Employees achieve objectives through higher ideals and moral values
- Motivates followers by encouraging them to put group interests first
- Individualized consideration; intellectual stimulation: promotes innovation and creativity.

... Safety Culture?

- . . . is the product of the individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to an organization's health and safety management.



In other words, a safety culture . . .

- . . . is a culture in which safety plays a very important role and is a **core value** for those who work in the organization.

Safety Culture

```
graph TD; SC[Safety Culture] --> PA[Psychological Aspects]; SC --> BA[Behavioural Aspects]; SC --> CA[Contextual Aspects];
```

Psychological Aspects

"How people feel"

Concerned with individual and group values, attitudes and perceptions

Behavioural Aspects

"What people do"

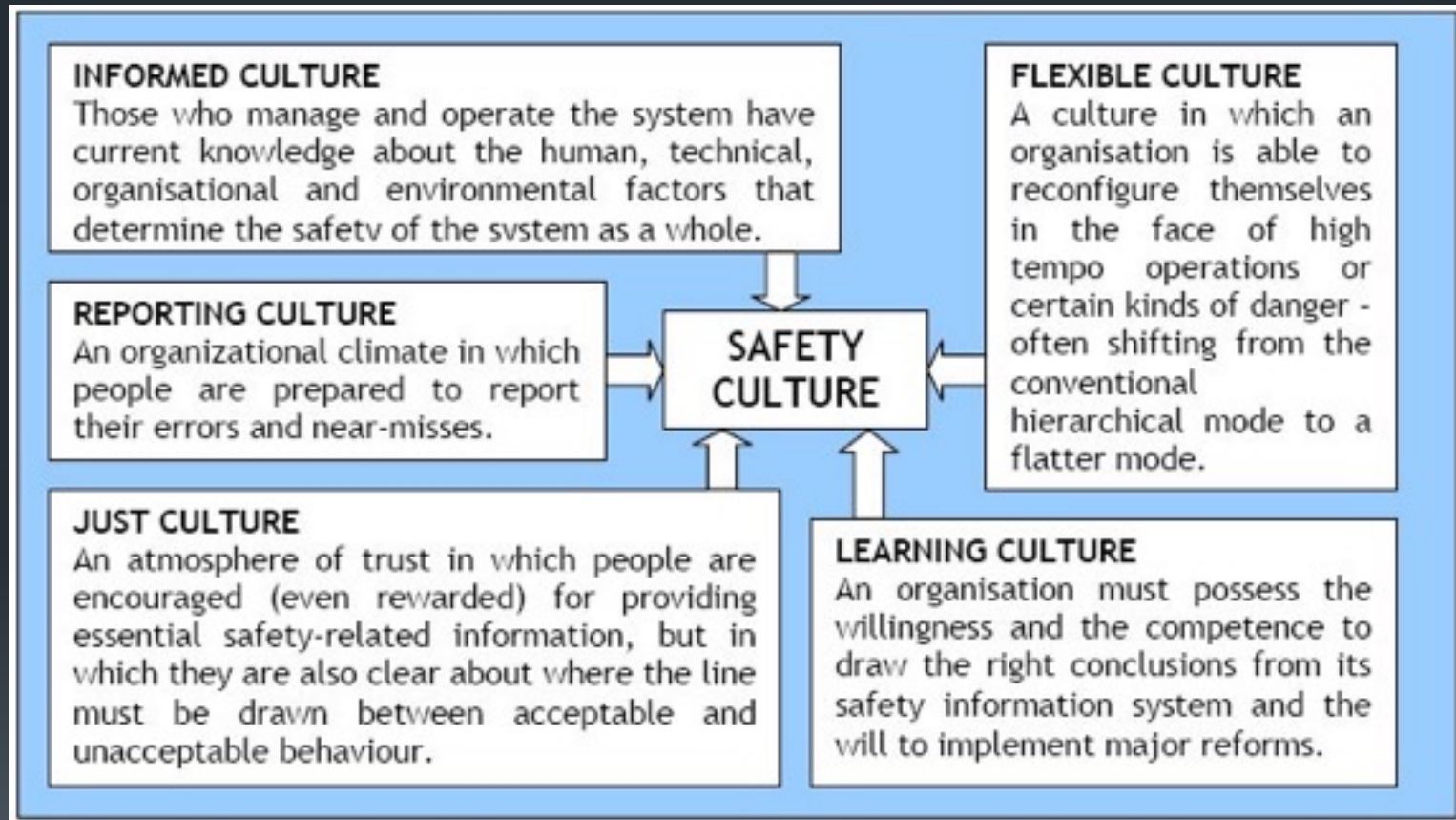
Safety-related actions and behaviours

Contextual Aspects

"What the organization has"

Policies, procedures, rules, structures, and management systems

Safety "Sub"-Cultures



Creating a Safety Culture

In Groups of 3 - 4:

1. What can leaders/you do to create a flexible and informed safety culture before errors occur?
2. What can leaders do to create a safe culture where near misses and errors are reported when they occur?
3. What can leaders do to create a just and learning culture after errors happen?





Factors of a Good Safety Culture

1. Visible leadership/management commitment
2. Good safety communication
3. Safety over productivity/profit
4. "Learning Organization"
5. High participation/compliance in safety





Factors of a Good Safety Culture

6. Sufficient health & safety resources
7. Low level of risk-taking behaviours
8. Trust between management & frontline staff
9. Good contractor management
10. High levels of competency



Barriers to Safety

- Management style
- Unclear lines of communication
- Mindset of “priority” vs a “value”
- Organizational bureaucracy
- Formality of procedures/clear lines of authority
- Recruiting people who may not “buy in”
- Belief there is nothing positive to achieve
- Resource issues

Culture Change



Toward Safety

Exce



1. Creating **awareness** of the need for safety culture change
2. Enabling the **desire** to participate in and support the change
3. Providing the resources and support to gain **knowledge** of how to change
4. Providing the **ability** to implement new skills and behaviours
5. Ensuring **reinforcement** in order to sustain the change.

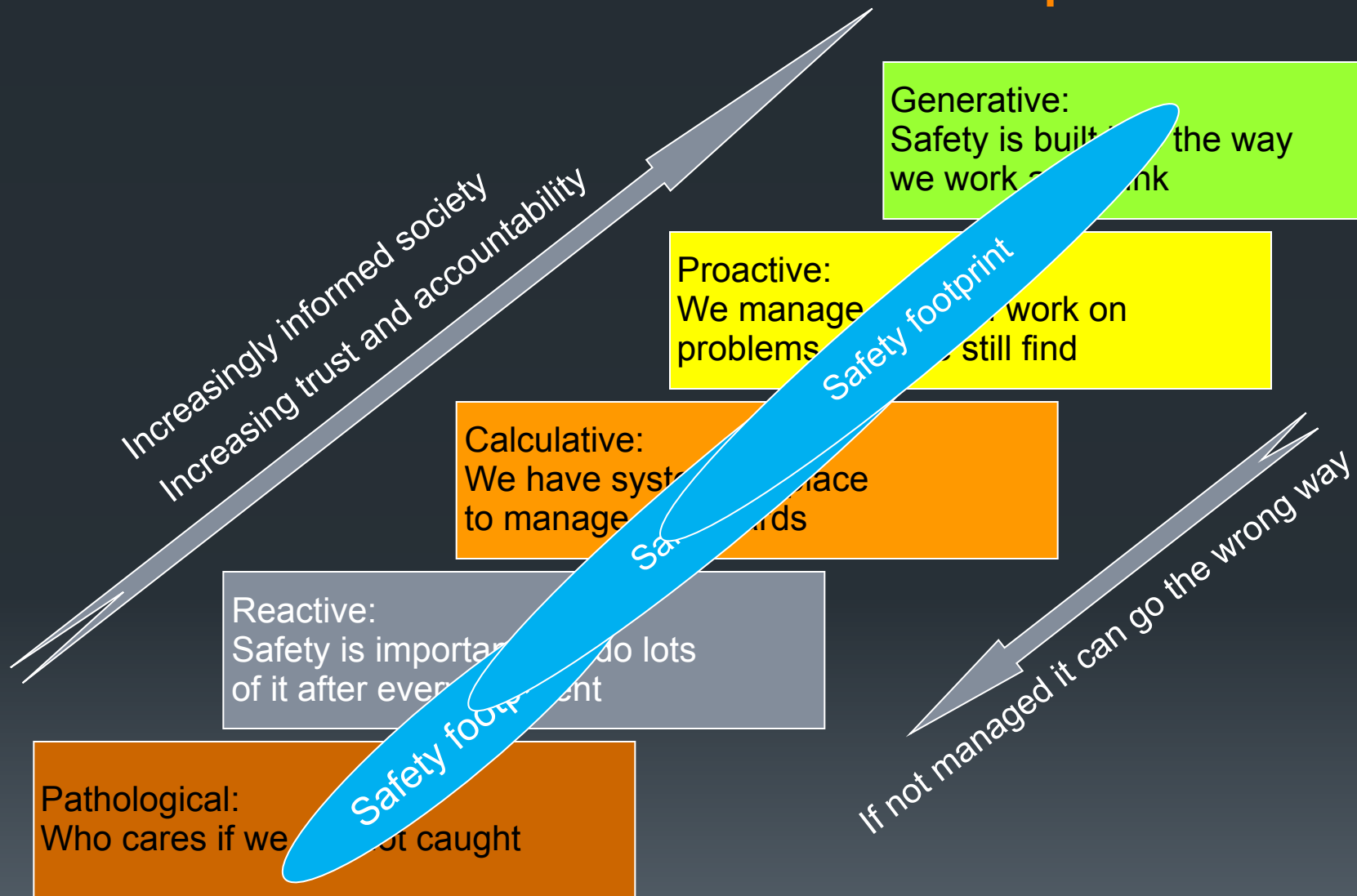
In other words, its about increasing our *capacity to change!*

Safety Leadership...

- Leading by example
- Communicating openly
- Demonstrating a personal commitment
- Establishing accountabilities
- Inspiring others
- Facilitating change
- Maintaining a self-safety focus
- Celebrating successes



The Evolutional Steps...



A Change in Mindset...

Current Mindset

I'm not responsible.
Just get the job done.
Everybody takes
shortcuts.
My cheque is all that
matters.
Its up to them to keep me
safe.
Someone will get hurt.
It won't be me.
Its us vs. them.
Is it 5 o'clock yet?



Transformed Mindset

I am responsible.
Safely get the job done.
Short cuts aren't worth it.
My family needs me.
Its up to us to keep us
safe.
No one has to get hurt.
It could be me.
We are in this together.
I am committed.

Changing Culture...



The "Stance"





"You do as you're told, we pay as we please. You work like a we punish at random. That, in a nutshell, is our corporate c



Culture of Safety Excellence

Thank You!



Rick Thomas, EdD
rick@ambientconsulting.ca



