



# Safety Culture Drives Improvement - Workshop

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# Schedule



8:30 – 10:00 am	• Session 1	
10:00 – 10:30 am	• Coffee Break	
10:30 – 12:00 pm	• Session 2	
12:00 – 12:30 pm	• Coffee Break	
12:30 – 2:00 pm	• Session 3	

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# Bio

- Bachelor, Master, & Ph.D. from Arizona State University, USA in 1990
- Part-time Professor, Graduate School, Kuwait University
- Professor of Industrial & Management Systems Engineering, KU, 1991 to 2017
- Founder & GM of Global Lead Consultants (GLC) since 2005
- **Quality** Certifications: ASQ CMQ/OE, CSSBB, CQE, CQA, & CSQP
- **Safety** Certifications: BCSP ASP, CSP, & CET
- Consults and trains in quality, organizational excellence, strategic planning, and safety

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# What Do You Think?



- Safety is an \_\_\_\_\_ part of my job
- I \_\_\_\_\_ for safety
- I \_\_\_\_\_ when I see a hazard
- Safety is a \_\_\_\_\_ to our management
- Safety impacts our \_\_\_\_\_ performance



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## Quick Assessment

Circle the number that most closely represents your view

Entirely  
Disagree

Entirely  
Agree

1 2 3 4 5 6 7

1. Safety is an *integral* part of my job

• • • • • • •

2. I *care* for safety

• • • • • • •

3. I *act* when I see a hazard

• • • • • • •

4. Safety is a *priority* to our management

• • • • • • •

5. Safety impacts our *business* performance

• • • • • • •



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# Topics

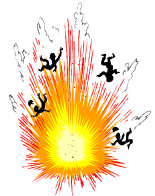
- Safety overview
- Incident Reporting
- Organization culture
- Safety culture overview
- Safety culture dimensions and maturity
- Driving improvement with safety culture

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# What is a safety mishap?

- Deaths, injuries & illnesses that are \_\_\_\_\_ incurred after exposure to a hazard on the job.
- \_\_\_\_\_ breakdown, destruction and/or production \_\_\_\_\_ due to accidents.



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## What is a health mishap?

Deaths, injuries & illnesses (physical or mental) \_\_\_\_\_ incurred after \_\_\_\_\_ exposure to work and/or work-related hazard.



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## What is an environment mishap?

Negative impacts on the \_\_\_\_\_ of the organization; including air, water, land, natural resources, flora, fauna, humans, and their interrelation.

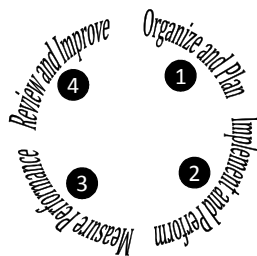


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# HSE Management System

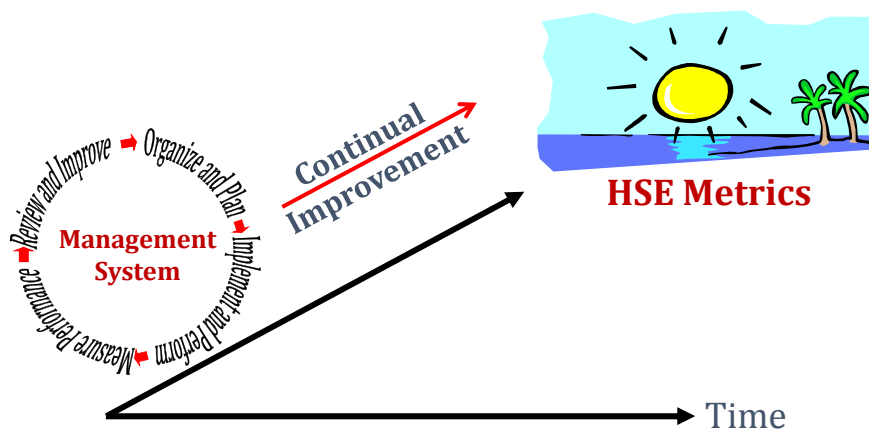
- HSE considerations must be \_\_\_\_\_ in all organization activities; e.g. offices, factory, contracted work, projects, etc.
- Organization must develop and adopt an HSE Management System (HSEMS) to \_\_\_\_\_ and \_\_\_\_\_ drive this integration.



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## HSEMS is vehicle ...

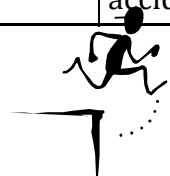


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# Hazards to Loss

	Human Injury or illness, production downtime or asset damage, harm to the environment, company reputation, and/or third parties.
	Undesired event that may result in loss.
	An undesired event that could have potentially caused loss.
	An <b>act</b> or <b>condition</b> which is a potential source for accident



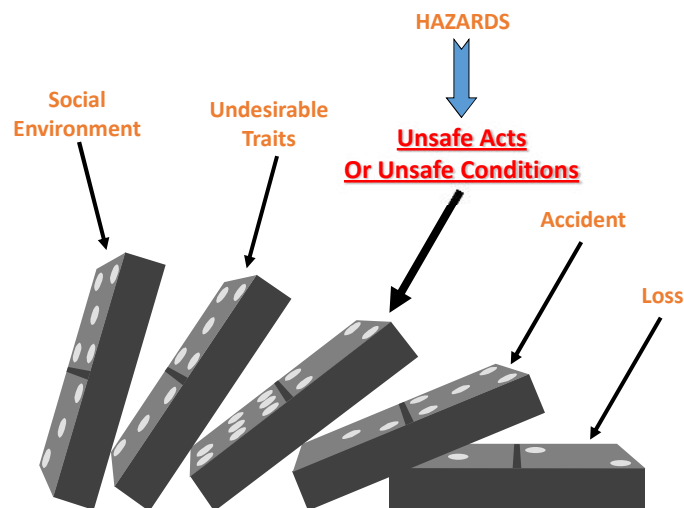
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# Common Hazards



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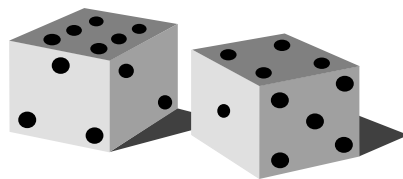
## Domino Theory ... Hazard focus



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## Risk ... Hazard focus



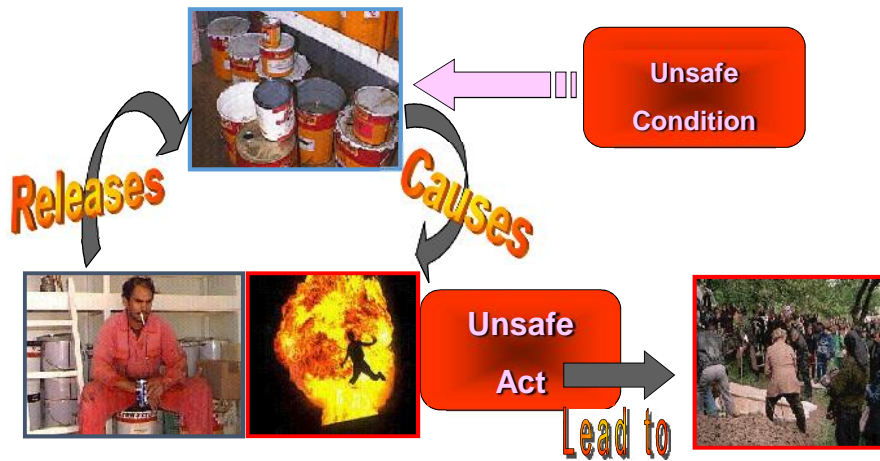
Risk	The _____ that the loss will be realized
Risk Assessment	Evaluate (qualitative or quantitative) the degree of risk associated with a _____
Risk Management	Management strategies to _____ or _____ risk

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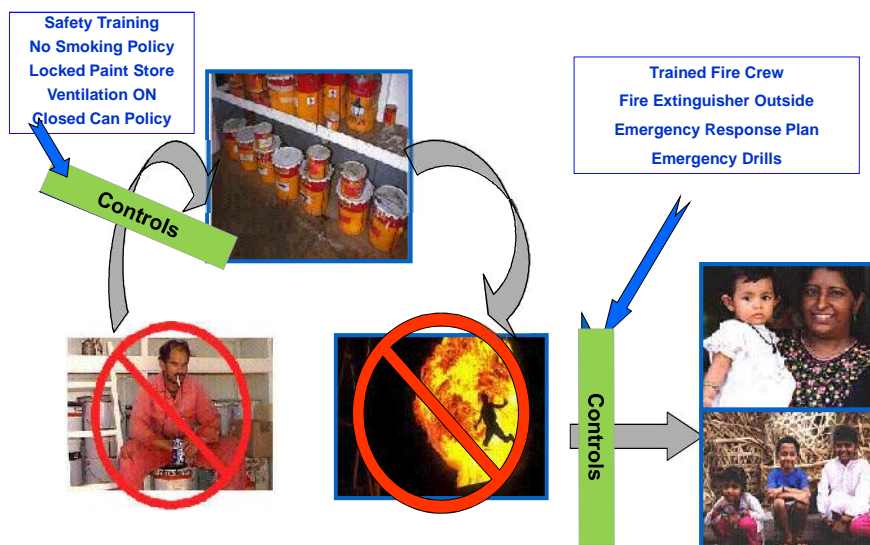
## How do accidents happen? Hazards focus



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## How to prevent accidents? Hazards focus



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## Heinrich 300:29:1 ... Near misses focus

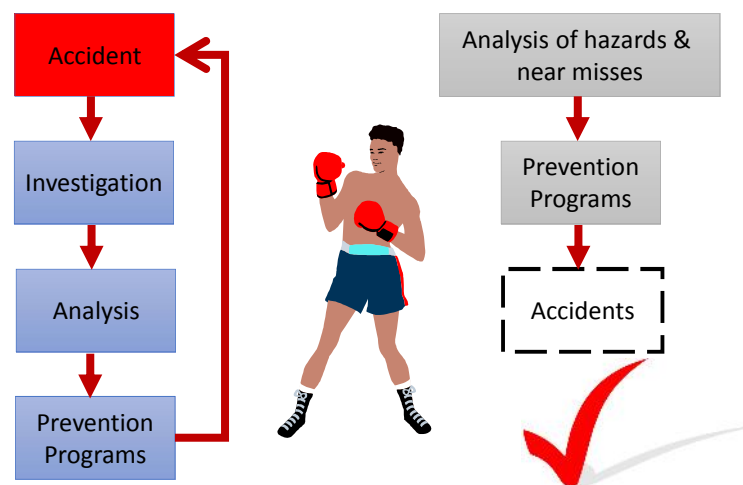
- For every major accident ... say 1
- There are several *related* minor accidents ... say 29
- And there are many *related* near misses ... say 300

Lesson:  
Major accidents can be prevented,  
if the organization attends to near misses  
and hazards.



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## Proactive vs. Reactive Strategies ... Hazard & Near misses focus



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## Control Strategies ... Hazard & near misses focus

- Be Proactive
  - Act on Hazards
  - Act on Near Misses
- Focus on priority risks
  - High Frequency
  - High Severity
- Implement the 3Es of Safety!
  - Engineer
  - Educate
  - Enforce

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## Incident Reporting

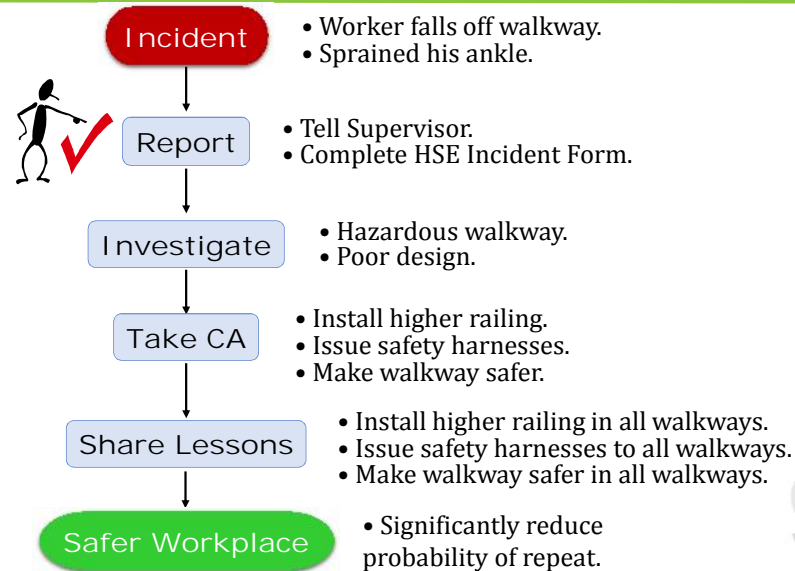
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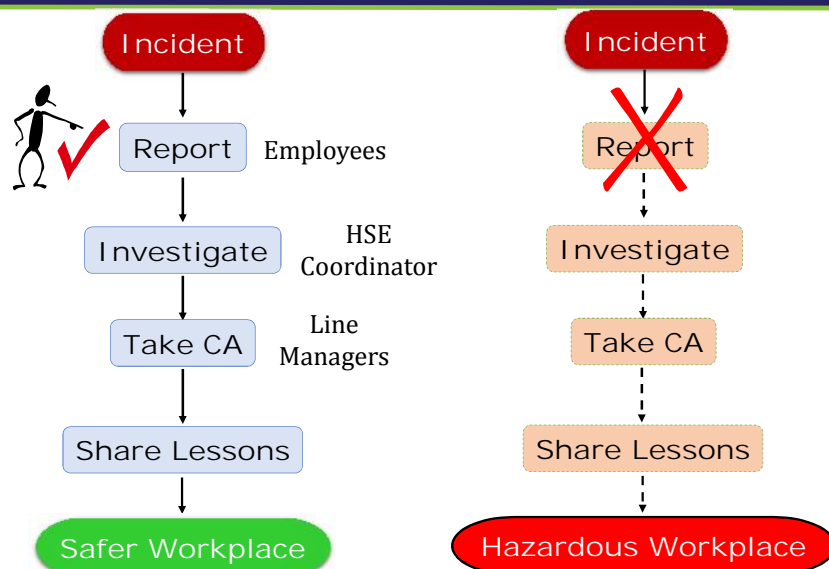
# Safety Starts With YOU ...



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# If YOU Don't Report ...



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## Hazards and Near-Miss Reports

- Reporting \_\_\_\_\_ and \_\_\_\_\_ is key to reducing loss. Workers \_\_\_\_\_ to report near-misses is an indication of a sound safety culture.
- For every minor injury, you should receive \_\_\_\_ of related near-misses, and \_\_\_\_\_ of hazards.
- Near-miss and hazard reports are \_\_\_\_\_ indicators; whereas, injuries is a \_\_\_\_\_ indicator
- Example measures are: hazard and near-miss reports per month, or hazards and near-miss reports per employee, or hazards and near-miss \_\_\_\_\_.

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## Barriers to Reporting Near Misses & Hazards



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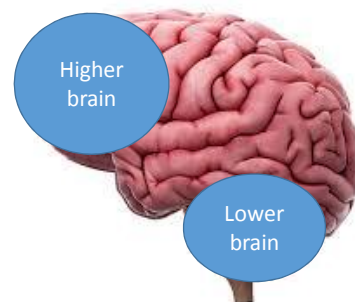


## Blame Free Policy

No employee or contractor will be \_\_\_\_\_, \_\_\_\_\_ or \_\_\_\_\_ from the job for reporting to line management incidents including near misses, unsafe acts and non-compliance.



## Culture Success



## The Global Culture Challenge ...

- 7 out of 10 people in your organization are not actively engaged at work. In US this costs about half a \_\_\_\_\_ dollar!



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## Organization Culture

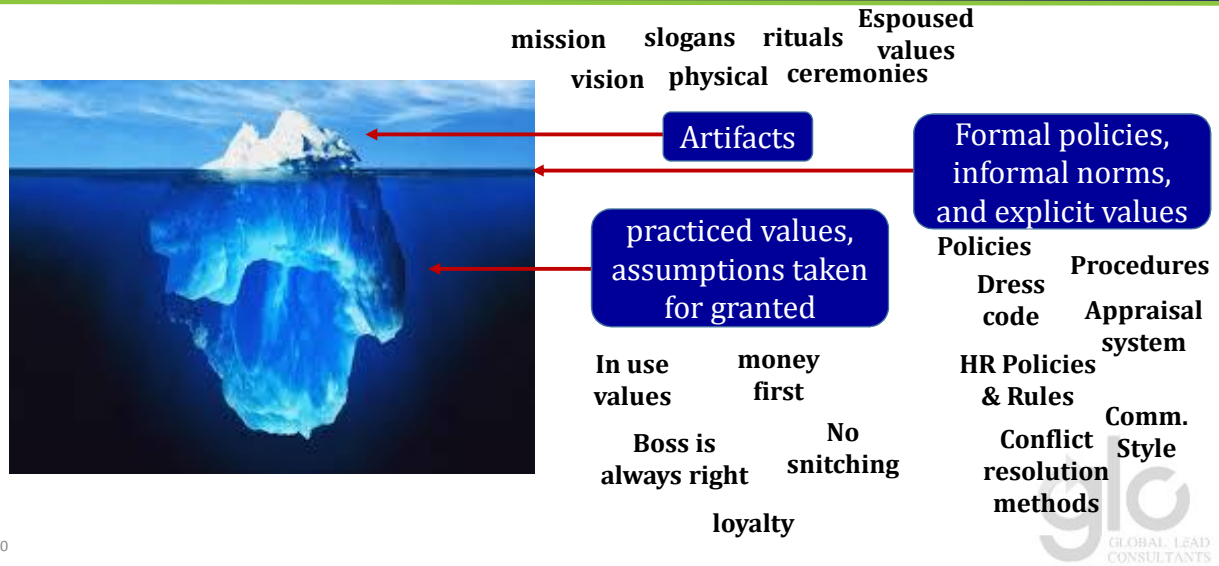
- Culture = **shared** \_\_\_\_\_ and \_\_\_\_\_
- The formal and \_\_\_\_\_ values, behaviours, and beliefs practiced in an organization.
- **Culture ...**  
“A pattern of shared basic \_\_\_\_\_ that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think (and proceed) in relation to those problems.”

*Schein, 1997*



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# Organization Culture ... The Iceberg Metaphor



## Safety subconscious behaviours in your organization

Brainstorm safety subconscious behaviours in your organization

No.	Positive	Negative
1		
2		
3		
4		
5		



# Organization Subcultures

Subcultures stem from \_\_\_\_\_ affiliation, occupational or \_\_\_\_\_ membership, or regional or \_\_\_\_\_ differences. There are 3 types of subcultures:

- \_\_\_\_\_ ... same as dominant culture, but at a higher intensity. E.g. the Mac Division went further in the “disruption” culture.
- \_\_\_\_\_ ... same as dominant culture, with additional nonconflicting assumptions. In addition to LSS excellence strategy, the operation department implemented the BNQP.
- \_\_\_\_\_ ... hold assumptions that are in conflict with those of the dominant culture. Design personnel wear informal on Thursdays!

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# Building & Scaling Great Culture

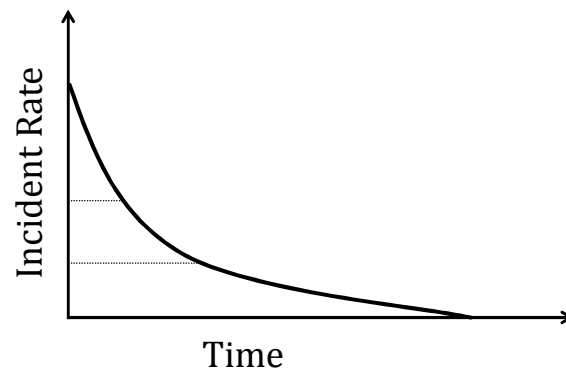
1. Start with \_\_\_\_\_ ... understand your ‘why’; your calling! Should be authentic, inspirational, and aspirational.
2. Define \_\_\_\_\_ values, and standards ... how each common value is defined and what standard is used to measure it?
3. Lead by \_\_\_\_\_ ... leaders must exemplify with passion and integrity what their company stands for; its values and standards.
4. Embrace your \_\_\_\_\_ culture ambassadors ... these are the loyalists; they promote with friends and colleagues all what the company stands for. Identify them and reward them.
5. Seek, speak, and act with \_\_\_\_\_ ... promote self-awareness and truth-seeking; i.e. being totally honest on strengths, weaknesses, and biases.
6. Hire the \_\_\_\_\_ people, treat them well ... screen for character before skill. Retain through mentoring to realize full potential.

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Source: A.K. Tjan, HBS, 2015



# Importance of Safety Culture



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# Enablers of Successful Safety Culture



Strong communication channels ... proactive and timely

Safety chief has a direct and ongoing access to top leader

Apology when things go wrong ... starting from top!

A safe environment for people and teams to have a healthy dialogue (**curiosity not blame**), especially when things go wrong!

Top leader **welcomes failure**! embrace messenger & reward problem detection

A **psychological safety**; the belief that you won't be punished as a team or individual when you make a mistake!

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## Curiosity Not Blame ...

- State problematic behaviour as an \_\_\_\_\_ and use \_\_\_\_\_ language

there has been a drop in at-risk reporting in the last quarter.

- Engage people in an \_\_\_\_\_

obviously there could be multiple reasons; let's brain on them together

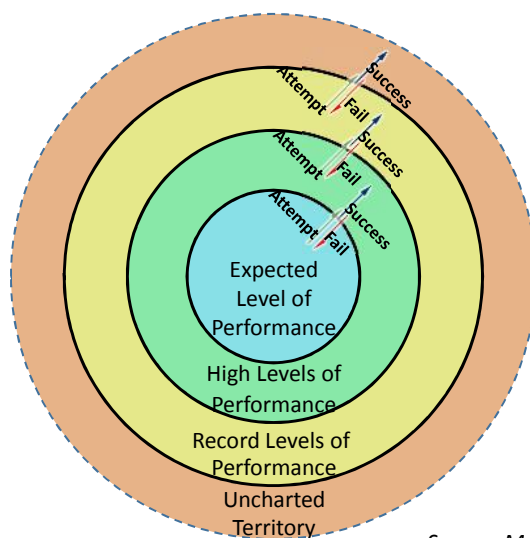
- Ask people for \_\_\_\_\_

what do you suggest we should do here?

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## Leaders Welcome Failure ...



*"Failure is the \_\_\_\_\_ of success."*

\_\_\_\_ Kaoru Ishikawa

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Source: Mushtak Al-Atabi, Think Like an Engineer, 2014



## Psychological Safety Leads to ...



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## The environment in Total Safety Culture

- Safety is a \_\_\_\_\_ not just a priority.
- There is open and transparent discussion on \_\_\_\_\_ and \_\_\_\_\_ behaviors.
- Leaders \_\_\_\_\_ people to do things \_\_\_\_\_.
- People are accountable to \_\_\_\_\_ and \_\_\_\_\_ for safety.
- People \_\_\_\_\_ and \_\_\_\_\_ go 'beyond the call of duty'.



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## Leadership Qualities in TSC

1. Leaders focus on \_\_\_\_\_

"Managers track outcomes. Leaders enable and reinforce discussions of the ongoing processes needed to prevent injuries."

2. Leaders \_\_\_\_\_

Educate on principles. Give learner room to come up with the best action plan, rather than mandating it.

3. Leaders use \_\_\_\_\_ statements

Minimize absolutes (unconditional) safety rules in favor of guidelines (conditional) for some safety rules.

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Scott Geller, "10 Leadership Qualities for a Total Safety Culture", Professional Safety, ASSE, May 2000, pp. 38-41.



## Leadership Qualities in TSC

4. Leaders \_\_\_\_\_ first

"leaders take time to learn another person's perspective before offering direction, advice or support."

5. Leaders promote \_\_\_\_\_

Involve those expected to execute action plan in its development ... for ownership of process & outcome.

6. Leaders encourage \_\_\_\_\_

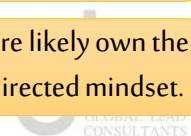
Personal choice increases motivation and sense of personal control ... as possible, let the person select among a set of behaviors.

7. Leaders set \_\_\_\_\_

Expectations, not mandates. People will more likely own the process and transition from other- to self-directed mindset.

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Scott Geller, "10 Leadership Qualities for a Total Safety Culture", Professional Safety, ASSE, May 2000, pp. 38-41.



## Leadership Qualities in TSC

8. Leaders are \_\_\_\_\_ but \_\_\_\_\_

Leader is confident the job will be completed, yet uncertain how. This fosters employee innovation, initiative, and sense-of-value

9. Leaders look beyond \_\_\_\_\_

Leaders focus on actions to develop self-esteem, self-efficacy, personal control, optimism, etc.

10. Leaders make more \_\_\_\_\_

Leaders make more distinctions between people; this allows for linkage between people's talents and JDs. The talent may fluctuate for the same person; thus no stereotypes.

<sup>42</sup> Scott Geller, "10 Leadership Qualities for a Total Safety Culture", Professional Safety, ASSE, May 2000, pp. 38-41.



## Behaviour Based Safety (BBS)

"A behaviour-based safety approach promotes \_\_\_\_\_ that are \_\_\_\_\_-focused and often incorporate one-to-one or group \_\_\_\_\_ of employees performing routine work tasks, setting \_\_\_\_\_ carefully and giving timely \_\_\_\_\_ on safety-related \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_."

<sup>43</sup> Health And Safety Authority. 2013. "Behaviour Based Safety Guide." Accessed February 12, 2017. [http://www.hsa.ie/eng/Publications\\_and\\_Forms/Publications/Safety\\_and\\_Health\\_Management/behaviour\\_based\\_safety\\_guide.pdf](http://www.hsa.ie/eng/Publications_and_Forms/Publications/Safety_and_Health_Management/behaviour_based_safety_guide.pdf).



# The ABC Model

*"despite the fact that we rely heavily on antecedents, it is consequences that have the greatest influence on behaviour."*

Antecedent	Behaviour	Consequence
A stimulus or event that occurs _____ a behaviour in time. This stimulus or event may result in the behaviour. Work examples include goals, policies, training, job aids, guides.		A stimulus or event that occurs _____ a behaviour in time. This consequence could increase or decrease behaviour in the future, depending on its _____ or _____ properties. Work examples include feedback, recognition, task completion, rewards, goal achievement.

Health And Safety Authority. 2013. "Behaviour Based Safety Guide." Accessed February 12, 2017.  
[http://www.hsa.ie/eng/Publications\\_and\\_Forms/Publications/Safety\\_and\\_Health\\_Management/behaviour\\_based\\_safety\\_guide.pdf](http://www.hsa.ie/eng/Publications_and_Forms/Publications/Safety_and_Health_Management/behaviour_based_safety_guide.pdf).

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## Example 1: Wearing seat belt

Safety records show that a good number of workers don't wear seatbelt. As part of safe driving, workers are encouraged to wear seat belts.

- What is the desired behaviour?
- What is the undesired behaviour?
- What are the reinforcing consequences (i.e. positive reinforcement) for the desired behaviour?
- What are the punishing consequences (i.e. negative reinforcement) for the undesired behaviour?

"Doing something to avoid punishment or avoid aversive conditions will not inspire great or creative performance (Daniels, 2000)"

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## Example 2: Safety focus

While walking around looking at the safety signs and slogans on the shop floor, one of the workers remarks to his friends “too much safety, when do we get to do our work?”

- What is the desired behaviour?
- What is the undesired behaviour?
- What are the reinforcing consequences (i.e. positive reinforcement) for the desired behaviour?
- What are the punishing consequences (i.e. negative reinforcement) for the undesired behaviour?

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## Reinforcers



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# The Culture Map – Safety

The culture map allows you to have a \_\_\_\_\_ on three key elements of organizational culture:

- **Outcomes** ... things you want and don't want your culture to achieve.
- **Behaviour** ... visible parts of your culture; people daily actions that result in desired and undesired outcomes.
- **Enablers and Blockers** ... formal and informal policies, rituals, actions, and rules that enable or block your culture.

- Low rate of hazard and near miss reporting
- People are not safety engaged

- Increase in at risk reporting
- People are safety engaged

- **Leaders** ... care only about business results
- **Teams** ... go about safety superficially
- **Individuals** ... show little interest in safety

- **Leaders** ... reward failure detection
- **Teams** ... address safety issues seriously
- **Individuals** ... report at risk incidents

**Incentives** ... reward result; good failure tolerant

**Context & Rules** ... encourage initiatives; push decisions forward; flexibility; autonomy (trust); resources access

**People** ... hire competent and humble

**Leadership** ... by example

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## Brain: Develop a Safety Culture Map

- Team uses sticky notes to develop a culture map for your firm to achieve the outcome of "People are Safety Engaged".
- You have 30 minutes.

**Outcome** **People are safety engaged**

**Behaviours**  
(Good & Bad)

**Enablers & Blockers**

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# Workplace Safety Culture Maturity Ladder

Indifferent	→ Reactive	→ Calculative	→ Proactive	→ Generative
<p>Who cares as long as we don't get caught?</p> <p>The workplace does not value safety and health.</p>	<p>Safety is Important; we do a lot every time we have an accident.</p> <p>The workplace is heavily weighted to lagging indicators, always dealing with safety issues after an incident has occurred.</p>	<p>We have systems in place to manage all hazards.</p> <p>The workplace is doing what is required but does not see safety and health as integral to the overall organization.</p>	<p>Safety leadership and values drive continuous improvements.</p> <p>The workplace has a functioning safety and health program with management buy-in.</p>	<p>Safety is how we do business, no question. Safety is built in the way we work and think at all levels of the organization.</p>

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwrt.com/safety-culture>, June 2016.



## Dimensions of Safety Culture

1. \_\_\_\_\_ focus... organization addresses hazards and near misses
2. \_\_\_\_\_ commitment ... lead by example
3. \_\_\_\_\_ and \_\_\_\_\_ ... trust colleagues and respect them
4. \_\_\_\_\_ ... to oneself and others
5. \_\_\_\_\_ ... safety program should include all; diversity is strength
6. Continuous \_\_\_\_\_ and \_\_\_\_\_ ... need to keep at it

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## Dimension 1: Hazard focus

### Brain what to do to move to **GENERATIVE** maturity level

- Follow all legislative requirements to maintain a safe and healthy workplace

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwrr.com/safety-culture>, June 2016.



## Dimension 2: Leadership commitment

### Brain what to do to move to **GENERATIVE** maturity level

- Involve senior management in safety and health activities, including hazard assessments, inspections, investigations and committee meetings.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwrr.com/safety-culture>, June 2016.



### Dimension 3: A respectful and trusting work environment

Brain what to do to move to **GENERATIVE** maturity level

- Encourage and reward reporting; do not tie positive recognition to incident free criteria

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwr.com/safety-culture>, June 2016.



### Dimension 4: Accountability

Brain what to do to move to **GENERATIVE** maturity level

- Set clear annual safety and health performance targets and a measurement strategy

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwr.com/safety-culture>, June 2016.



## Dimension 5: Inclusiveness

Brain what to do to move to **GENERATIVE** maturity level

- Encourage and support participation in health and safety committees and activities

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwr.com/safety-culture>, June 2016.



## Dimension 6: Continuous learning and improvement

Brain what to do to move to **GENERATIVE** maturity level

- Participate in safety groups or associations (industry-based, provincial, local, etc.)

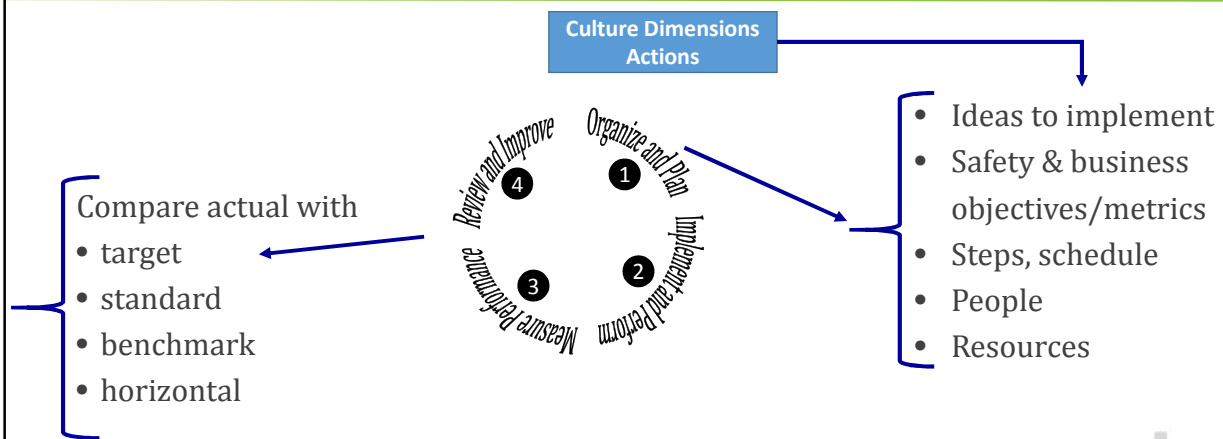
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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
<http://www.cpwr.com/safety-culture>, June 2016.



# Safety culture drives improvement



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The Canadian Centre for Construction Research & Training, "Strengthening Job Site Safety"  
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## Safety Culture Drives Improvement



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