Creating & Sustaining Safety Culture Excellence

PPSA 2012 Safety Conference
11 June 2012

Shawn M. Galloway
President, Chief Operating Officer
ProAct Safety, Inc.
Ownership?

“If you want to build a ship, don’t drum up the men to gather wood, divide the work and give orders.

Instead, teach them to yearn for the vast and endless sea.”

~Antoine de Saint-Exupery
Our Typical Approach
Discretionary Effort & Desire To Do More
Hearts & Minds
Rationale
Required Effort & Avoidance Behavior
Hands & Feet
Edicts
What People Do When…
Influencing Beyond Work…
Padded lampposts for distracted texters being tested in London

By Joshua Topolsky posted March 6th 2008 5:39AM
Unfamiliarity
Complacency
The Bridge
Starting Point?

LEADERS

Leaders are like Eagles. We don't have either of them here.
Starting Point?

**Executives**

- % Inspire and Drive Change
  - Who do they report up through?

- % Maintain Status Quo

**Managers**

- % Inspire and Drive Change
  - Who do they report up through?

- % Maintain Status Quo

**Supervisors**

- % Inspire and Drive Change
  - Who do they report up through?

- % Maintain Status Quo
Performance Progression

Unable → Unwilling → Accountable
Accountabilism
Executive

Manager

Supervisor

Employee
Performance Progression

Unable → Unwilling → Culture → Accountable
Perceptual Barriers to Safety Excellence

- Not My Job
- Won’t Happen To Me
- Safety Means Not Getting Hurt
- We’re Already Good
- Zero Isn’t Possible

Copyright © 2012, ProAct Safety, Inc., All Rights Reserved.
Strategic Direction

We are all in agreement then.
Business Strategy to Dominate Market Share?

- Business case for product
- Pilot customer to work with to test to get testimonial (test market)
- VOC – customer feedback/customer satisfaction
- Identify market trends
- Value proposition
- Assess and plan for competition
- Branding and Positioning
- Target end-users
- Develop measurements (ROI, market capture, saturation)

Copyright © 2012, ProAct Safety, Inc., All Rights Reserved.
If You Get These Right…

- Boundaryless Information Flow
- Decision Rights
- Visible Progress
- Proactive Accountability

Execution
Developing the Plan

- What Are We Trying To Accomplish?
- What Will It Look Like When We Arrive?
- How Will We Know We Are On The Right Path?
- How Will We Sustain the Results?
- How Will We Keep Improving?
Setting Goals

- Results, Motivational, Performance-Based?
- Destination: Negative or Positive?
  - Achieving Success or Avoiding Failure?
- How many people can recite it?
- How many people believe in it?
- How many people know the role they play in accomplishing it?
  - How are you measuring this is happening?
  - What are you rewarding?
Finding a Focus

Focus: Performance

Injury Prevention (NOW)
- Mandatory
- Discretionary
- Contribute
- Conflict

Desirable Culture (Sustainability)
Managing Expectations: Performance Not Just Results

1. Develop SRRRs
2. Develop Reinforcement System
3. Obtain Commitment From Individual

- Communicate Expectations
  - Group and Individually to Population

- Enable What is Expected
  - Leadership Safety Coaching Workshop
  - Other Skills Building

4. Execute Accountability Plan

5. Develop Culture & Performance Indicators

6. Measure Progress

7. Communicate/Celebrate

8. Continuous Improvement – Direct Report and Culture
Measurement: What We Want vs. What We Don’t
Hiring In or Promoting Safety, or Risk?

Applying for a job at IKEA

Make a chair and take a seat.