

Insight-led.  
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The Road to the New Normal:  
Safety, Psychology & Risk

## The Road to the New Normal

### Safety, Psychology & Risk

There's no more important time than now for workers to be able to recognise hazards and make helpful choices around safety. But with increased distractions at work and at home, such as threats to job security and ambiguity of what's next, workers are at increased risk of incident and injury. So, how do leaders ensure that their people make conscious, safe choices every day—even in times of challenge and uncertainty?

# The Four Elements of Risk Awareness





## ORGANISATION

**STRENGTHS**

**OPPORTUNITIES**



## INDIVIDUAL

**STRENGTHS**

**OPPORTUNITIES**



## TEAM

**STRENGTHS**

**OPPORTUNITIES**



## LEADER

**STRENGTHS**

**OPPORTUNITIES**

# Risk Awareness Levers

Factor	Description	Leader Strategy
<b>Attitudes to Risk</b>	How well we assess that a risk exists in a task and our choice to manage that risk as best we can.	<p>Create awareness around how current risk attitudes may be helping or hindering our goal of staying safe.</p> <p>Identify helpful risk attitudes to adopt as a team for safer results.</p> <p>Reframe unhelpful attitudes.</p>
<b>Situational Awareness</b>	How well we perceive or anticipate risk, and appreciating all we need to know about what is going on when the full scope of a task is taken into account.	Provide training to support improved observation and decision making.
<b>Brain Distractions</b>	How well we manage external distractions in our environment, as well as internal energies such as stress, fatigue and perceived time pressure. This includes our awareness of our brain's natural limitations, especially its preference to save energy by operating from our subconscious.	<p>Train directed attention techniques.</p> <p>Develop stress management techniques.</p>
<b>Hazard Detection</b>	How well we use risk assessment tools to switch on our brain to find hazards, determine risk and implement correct risk management systems.	<p>Promote the use of risk assessment tools as they are intended to ensure risks are managed and that a full understanding of the correct procedures is confirmed before starting a work activity.</p> <p>Promote a 'Stop, Pause, Play' process to periodically stop, review the situation, reset and recommence.</p>
<b>Performance Drift</b>	A gradual drift in performance (and safety) that results from the acceptance of subtle changes, making small concessions or not considering the longer-term impact of 'one-off' exceptions to the rule. Drift often occurs when a small change to a process or procedure goes unnoticed or uncorrected and over time this becomes the new norm.	<p>Clearly outline expectations, then guide and coach towards execution of the plan, or correct misunderstandings or misalignment as necessary.</p> <p>Recognise when we achieve the right standard and reset a new vision (as appropriate) to raise the bar to be even better.</p>
<b>Error Management</b>	The way in which we approach the management of errors, and whether these are viewed with a commitment to achieve learning and continuous improvement.	<p>Work on the assumption that errors will occur and put in place back-up systems to catch and correct errors.</p> <p>Use after action reviews to create a culture of learning and continuous improvement.</p>
<b>Noisy vs Quiet Fix (Person over Position)</b>	A quiet fix is when an error happens and we choose to fix it quietly before anyone else finds out. A noisy fix is when we choose to own and share the error in an open forum. Sharing mistakes allows for others to be aware of the same possible pitfalls and to collaborate on a solution to prevent the error happening again.	<p>Encourage and create an open forum for noisy fix discussions and for sharing learning.</p> <p>Focus on the person over the position, ensuring the people with the greatest expertise or knowledge and best situational awareness about the events in question are trusted and empowered to make recommendations or decisions.</p> <p>Leading a noisy fix culture requires trust and shared responsibility—building this foundation is key.</p>
<b>Working Together to Manage Risk</b>	Individually we may not be able to practically see and manage all the risks in our environment. Collectively, a team has a better chance that someone within the team may pick up a risk that needs to be managed.	Use the collective power of a team to support each other to see risks, to manage risks and to challenge each other to think differently about safety: 'Is there a better and safer way?'

