

8 STEPS TO LEADING SAFETY CULTURE TRANSFORMATION



Your Presenter

Anthony Gibbs, CEO

A photograph of a man in a plaid shirt and jeans smiling as he holds a young girl in a yellow dress and a young boy in a blue shirt and jeans. They are standing in a doorway, looking out towards a bright, green outdoor area. A decorative dotted line in shades of blue and green arches from the left side of the image towards the family.

**To change the lives
of individuals and
organisations for the
better, every day.**

WHAT WE WILL COVER TODAY



Why Projects Fail



**What do High
Performing
Organisations Focus On**



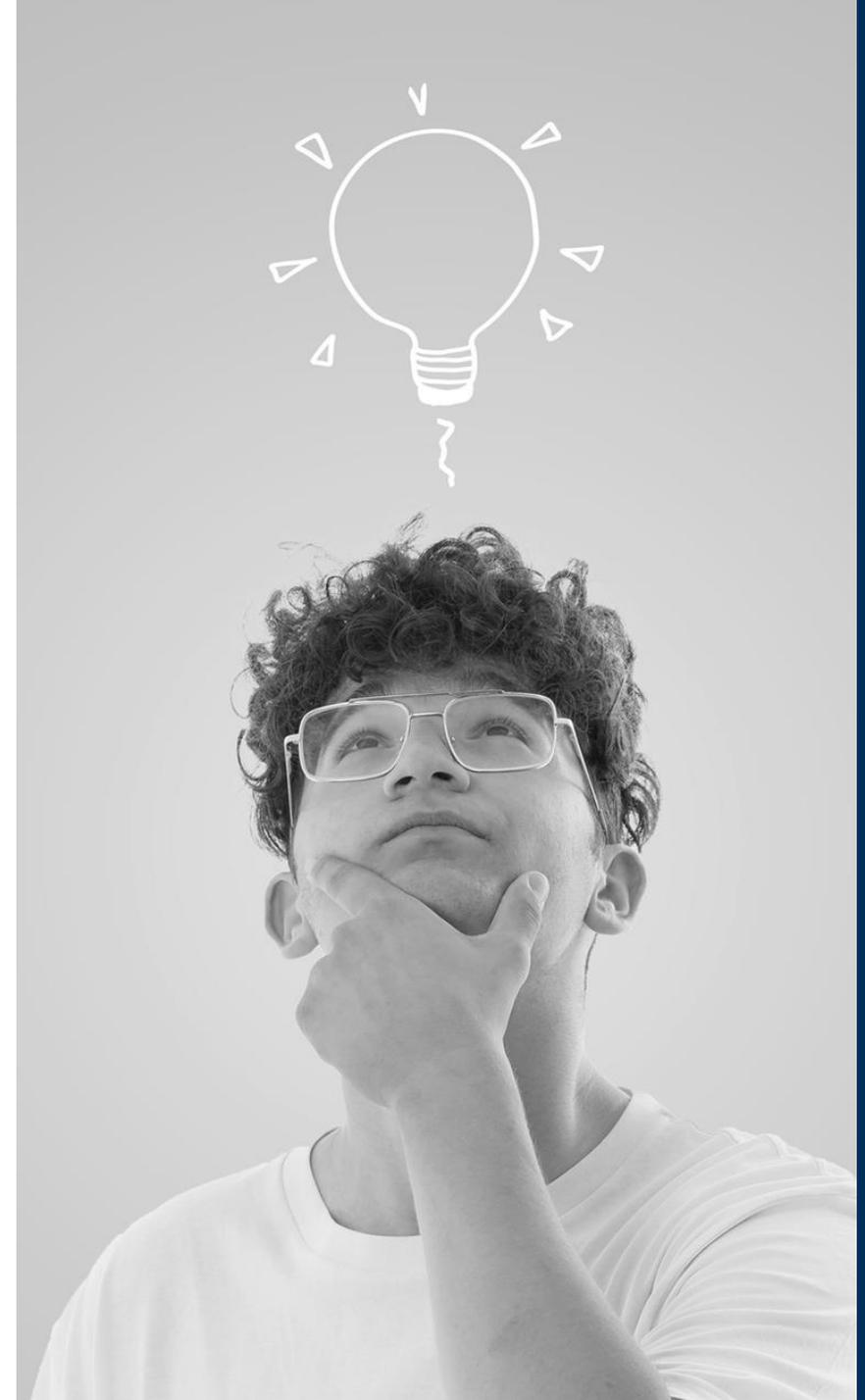
**8 Steps to Effective
Change**



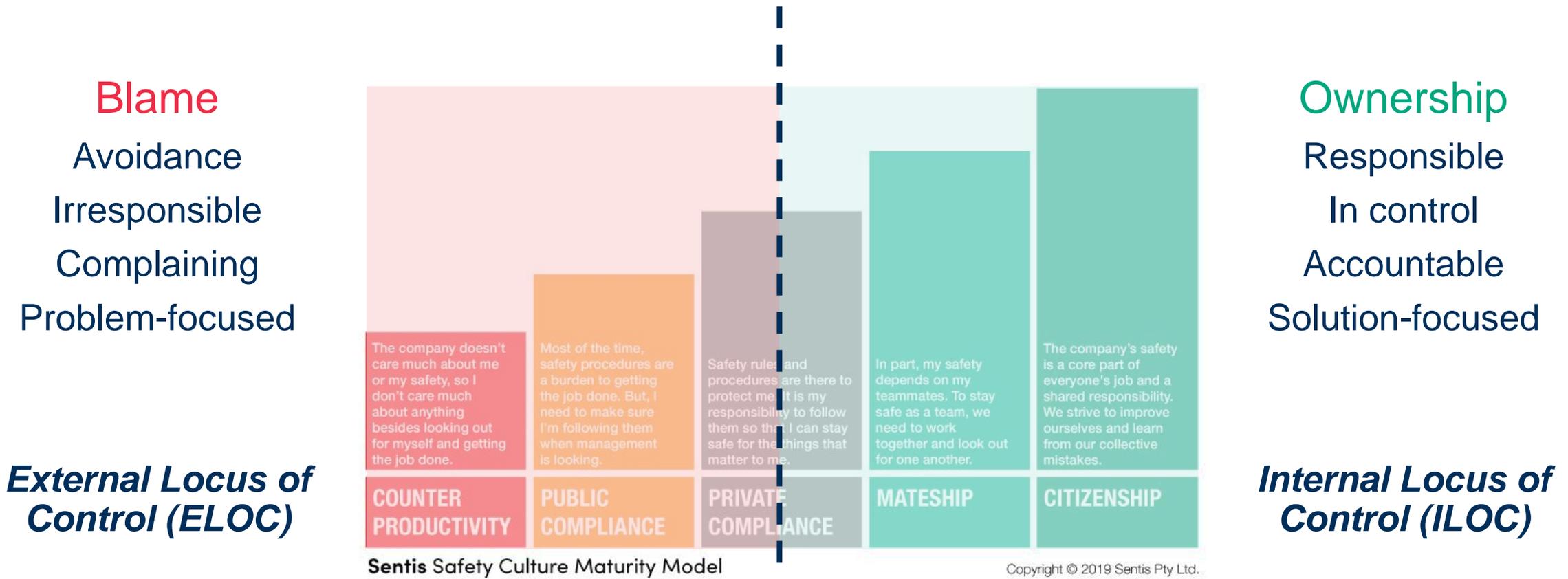
Where to Start

WHAT HAPPENS IF WE DON'T GET SAFETY CULTURE RIGHT?

If we are not deliberate in developing the culture we want,
we get whatever culture we get...



WHAT DO DIFFERENT SAFETY CULTURES LOOK LIKE?



Sentis Safety Culture Maturity Model

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WHAT KILLS SAFETY CULTURE CHANGE PROJECTS?

Failure to align the project with the organisations strategy

Perception of safety being a cost

Rush to action

Not gaining key stake holder support

Lack of a clear vision and a roadmap for change

Key stake holders moving on

Impatience with the change of speed

A shift in priorities

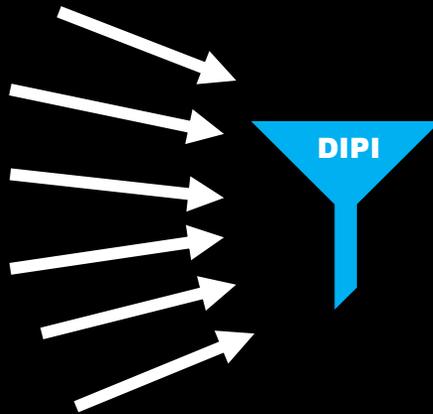
THE BIGGEST OPPORTUNITIES

Top five **opportunity** areas identified across sites operating at *Counterproductive* and *Public Compliance* levels of safety culture maturity.

Safety Culture Dimension	Opportunity Frequency (% of Sites)
Quality of safety procedures*	56%
Management safety commitment*	51%
Internal context*	48%
Willingness to report incidents and errors	40%
Employee safety performance*	37%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)

MILLIONS OF
BITS OF
INFORMATION



→ **ATTEND**



LESSONS FROM SITES DOING WELL

Top five **strength** areas identified across sites operating at *Private Compliance* and *Mateship* levels of safety culture maturity.

Safety Culture Dimension	Strength Frequency (% of Sites)
Safety mission and vision*	60%
Management safety commitment*	60%
Within-team safety communication	50%
Safety responsibility*	50%
Team support for safety	40%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)

8 STEPS FOR SAFETY CULTURE CHANGE



Create Urgency



Build A Powerful Coalition



Create A Vision For Change



Communicate The Vision



Empower Broad Based Action



Create Short Term Wins



Build On The Change



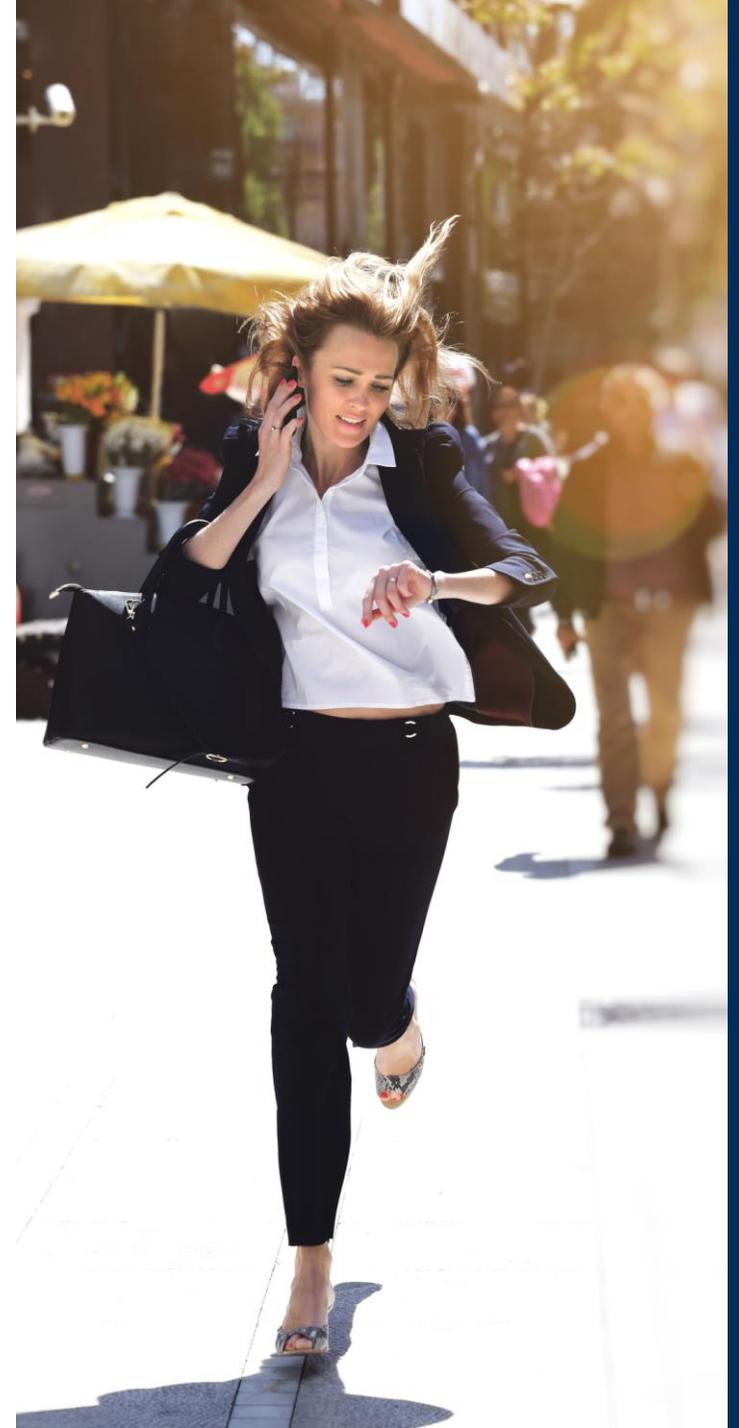
Anchor The Changes

STEP 1: CREATE URGENCY

Create urgency through crisis or major opportunity

Know your stakeholders and what motivates them

Use credible and compelling data





STEP 2: BUILD A POWERFUL COALITION



Build a team of influential leaders to lead and maintain the change



Use this team to consult with the business to understand and overcome obstacles



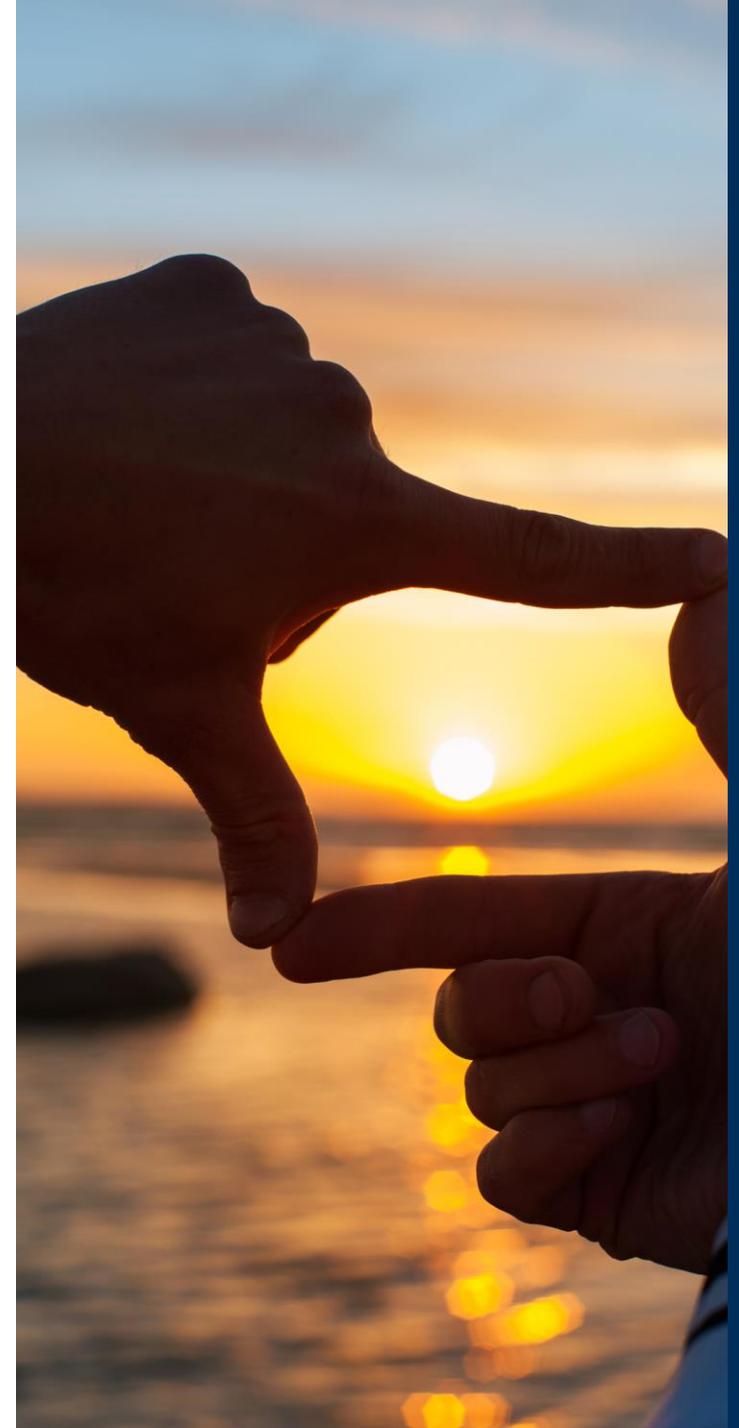
Develop a meeting rhythm that supports deployment of the vision for change

STEP 3: CREATE A VISION FOR CHANGE

Think about the what, the why and the how for change

Think practically about execution

Document the vision and supporting strategy with a plan



**ONE-PAGE
SAFETY PLAN**

INSERT BUSINESS NAME
OUR VISION: Insert Safety Vision

NOW	Current Strengths	Current Opportunities	WHERE	Where do we want to be?

HOW	Strategic Priorities (Max 5)	3 Year Objectives	Annual Priorities	Quarterly Actions	Responsible	When	Comments

COMMUNICATION	How will we communicate the strategy and our progress?	How we will celebrate success?	Comments

TRACKING SUCCESS	Lead Metrics	Owner	Baselin	Q1	Q2	Q3	Q4	Target	Related Action
	Lag Metrics	Owner	Baselin	Q1	Q2	Q3	Q4	Target	Related Action



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End of Quarter Action Review	Completed
	Ongoing
	Not initiated

STEP 4: COMMUNICATE THE VISION

Effective communication of the vision speaks to not only what it is, but how it will get done and why it matters.

Determine what success will look like in the safety culture change project:

- How success will be measured
- What the deployment structure and timelines will be
- Who will be responsible for key activities during the rollout
- Communication strategy or engaging the site and importantly



STEP 5: EMPOWER BROAD BASED ACTION

Look to incorporate reinforcing nudges and behaviours into the operations of the business through integration into

- existing meetings
- existing training
- existing processes

Do not add new things if possible



STEP 6: CREATE SHORT TERM WINS

Culture change can be slow-going, and changes can occur without anyone consciously recognising them. This can result in a lack of momentum or a questioning of the strategy and approach, particularly if something does not go to plan. Opportunities to celebrate short term wins include:

Completion of tasks on the plan

Pulse survey

Targeted lead indicator improvements

Employee and leader testimonials

Make sure you share the wins and be **loud** about it.

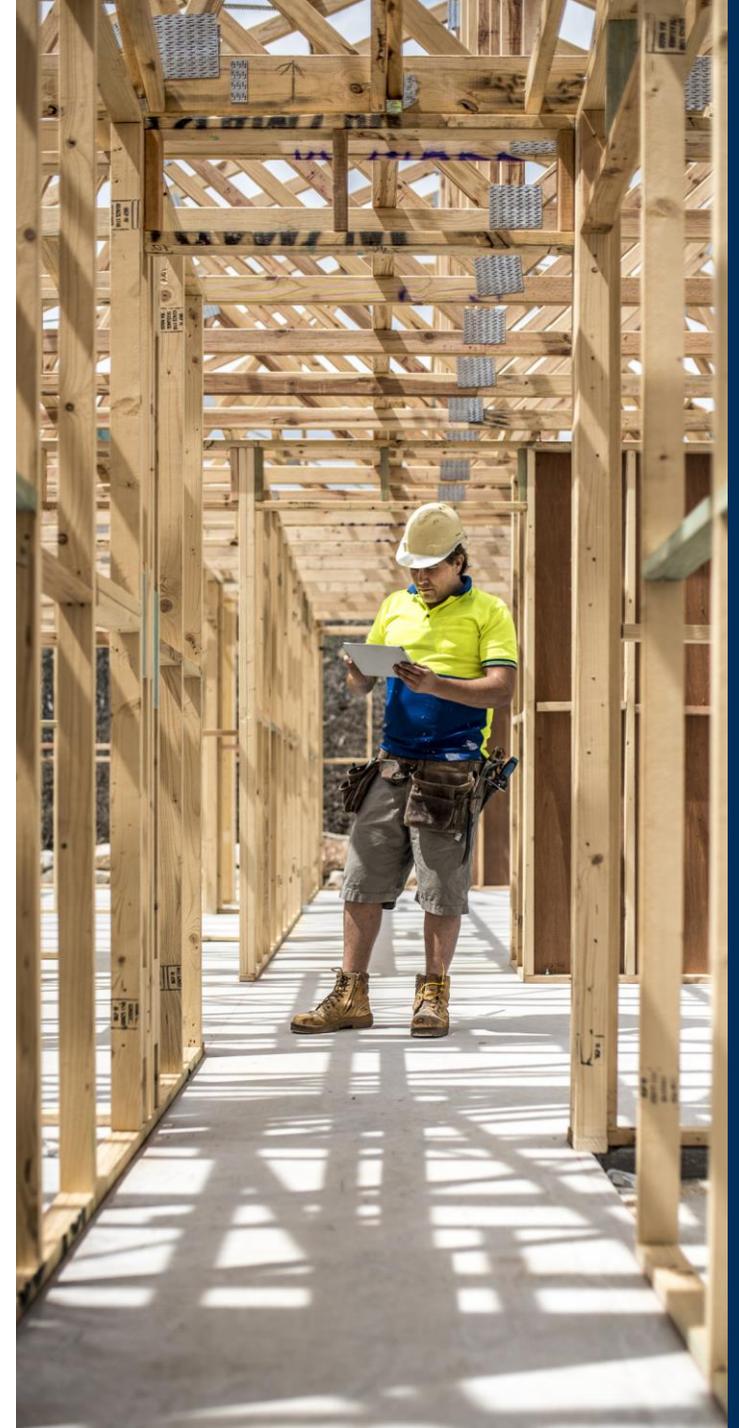
STEP 7: BUILD ON THE CHANGE

They say success breeds success, but not always....

Once a few wins are recognized, many companies can be tempted to declare victory too early, ultimately undermining the success of the project and forgetting the larger challenges ahead.

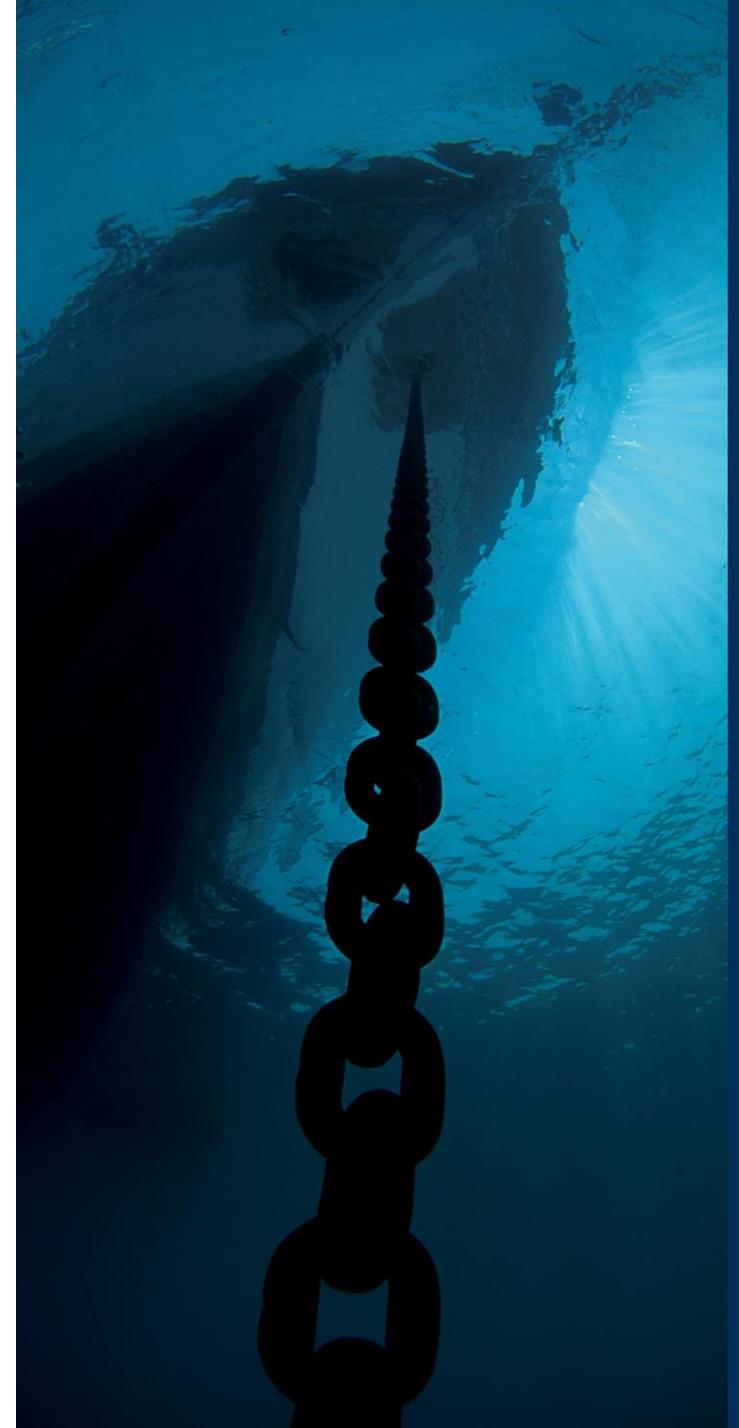
It's at this stage that the focus may shift to hiring, promoting and developing people who can promote the change vision.

Organisations are encouraged to use increased credibility to change all the more complex systems, structures and policies that don't fit together or don't fit the transformation vision. This process will play a significant roll in anchoring the vision.



STEP 8: ANCHOR THE CHANGES

- Here, it is important to articulate the connections between new behaviours and organisational success. There is a focus on strong leadership, more effective management and creating better performance of workers.
- It is also important to identify ways to ensure leadership development is ongoing and plans are created for succession, until the change efforts are no longer seen as an initiative, but simply **‘the way we do things around here’**.



Finally, anchoring language and behaviours in key communications and influencing processes is important.

Has the vision and the related behaviours been considered in line with:

- Performance metrics from the boards down
- Team and leader performance plans
- Reward and recognition systems
- Key influencing process such as pre start and in field interactions
- Critical control frames
- Contractor management and the way contracts have been set up

KEY TAKEAWAYS



Cultural change requires careful planning and consideration



It will be tempting to cut steps in the process, but doing so will likely mean rework and loss of momentum



GO slow to go FAST and follow the 8 steps. You will be far more likely to results.



Take some time to map out how you will bring this program to life and map out your plan against the 8 stages

Q&A

Over to you



The Safety Leadership Masterclass

Starts

September 5, 2022

Duration

12 weeks, online

- 1 **Watch** course videos, engage in live Q&As with safety culture experts and extend your learning with optional challenges
- 2 **Collaborate** with 24/7 access to a global community of likeminded peers
- 3 **Apply** your learning to become an influential change agent and create a clear roadmap for culture change success.



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8STEPS

Learn more and secure your place today
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Q&A

Over to you



Get in touch

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