

# DRIVING A POSITIVE SAFETY CULTURE





# Your Presenter

Anthony Gibbs, CEO



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

# Webinar Panel: How to use

Open/close your control panel here

Participants are muted

Download handouts

Send comments/questions here

Today's webinar is being recorded

The screenshot shows a vertical control panel on the right side of a webinar interface. It is divided into several sections:   
1. **Audio**: Contains a 'Sound Check' indicator with three green bars and a question mark. Below it are three radio buttons: 'Computer audio' (selected), 'Phone call', and 'No audio'. A red 'MUTED' status is displayed with a microphone icon. Below the muted status are dropdown menus for 'Microphone Array (Realtek High Defi...)' and 'Speaker/HP (Realtek High Definition...)', along with a volume slider.   
2. **Handouts**: Shows a PDF document titled 'Sentis Safety Culture Worksheet.pdf'.   
3. **Questions**: A section for submitting questions, currently empty.   
4. **Send**: A button at the bottom right of the panel, circled in green.   
5. **Footer**: Displays the webinar title 'Final Mockinar', the ID 'Webinar ID: 467-412-019', a red dot indicating 'This session is being recorded.', and the 'GoToWebinar' logo.

# Today's handout



Insight-led. Interactive. Outcome-driven.

**Driving a Positive Safety Culture**

Empowering a Culture Beyond Compliance

Investment in safety culture is crucial. Even with the right equipment, experience and systems, if your people lack the motivation to take responsibility for their own safety, it's not a question of if an incident will occur, but when. But in a landscape where 86% of organisational sites operate within a negative or unhelpful safety culture, how do businesses unlock the next stages of their safety culture journey?

sentis.com.au

**5,011** people interviewed

**597** hours of interviews

**562** focus groups

**155** observations made

**73** sites visited

**819** cultural themes analysed

**21,711** surveys completed

**86%** of organisational sites sit below Private Compliance

**Top 5 Opportunity Areas**


**Top 5 Lessons Learned**

**My Insights and Actions**

**Figure 1: Sentis Safety Culture Maturity Model**

| Area                 | Description   |
|----------------------|---|
| COUNTER PRODUCTIVITY | The company doesn't care about safety, so safety culture is an afterthought. They are not doing anything to encourage or get people to get things done.                             |
| PUBLIC COMPLIANCE    | Most of the time, safety is a compliance exercise to getting the job done. They have to make sure they are meeting their own management obligations.                                |
| PRIVATE COMPLIANCE   | Safety rules and procedures are there to ensure the site is responsible to follow the law and meet the needs of the site that they are in.  |
| MATESHIP             | In a positive safety culture, safety is a responsibility to follow the law and meet the needs of the site that they are in.   |
| CITIZENSHIP          | The company's safety is a core part of everyone's job and a shared responsibility. The site is a place where everyone is responsible for their own safety and the safety of others. |

**Figure 2: Sentis Safety Culture Model**



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**Setting My Cultural Transformation Project Up For Success**

- 01 COLLECT DATA
- 02 FORM A STRONG COMMITTEE
- 03 CHECK A STRATEGY
- 04 IMPLEMENT THE PLAN
- 05 KEEP YOUR FINGER ON THE PULSE

**About Sentis**

Offering safety culture assessments, training, coaching and consulting, Sentis helps organisations to break through the safety plateau and achieve positive safety culture change. As experts in applied psychology and neuroscience, we make safety personal and equip employees with the knowledge, skills and motivation to make safer choices, each and every day. This leads to safer, more engaged workplaces, as well as increased productivity, leadership capability and transformational, sustainable safety culture change. Since the introduction of our pioneering T2P program in 2003, Sentis has empowered more than 350 companies and 160,000 individuals to think differently about safety.

Download the full study at [sentis.com.au/insights](http://sentis.com.au/insights)

If you would like to learn more about Sentis diagnostic tools, our *Insights-to-Action Roadmap* and how we can help you to create safety culture change in your organisation, contact us at [sentis.com.au](http://sentis.com.au) or by calling **1300 653 042**

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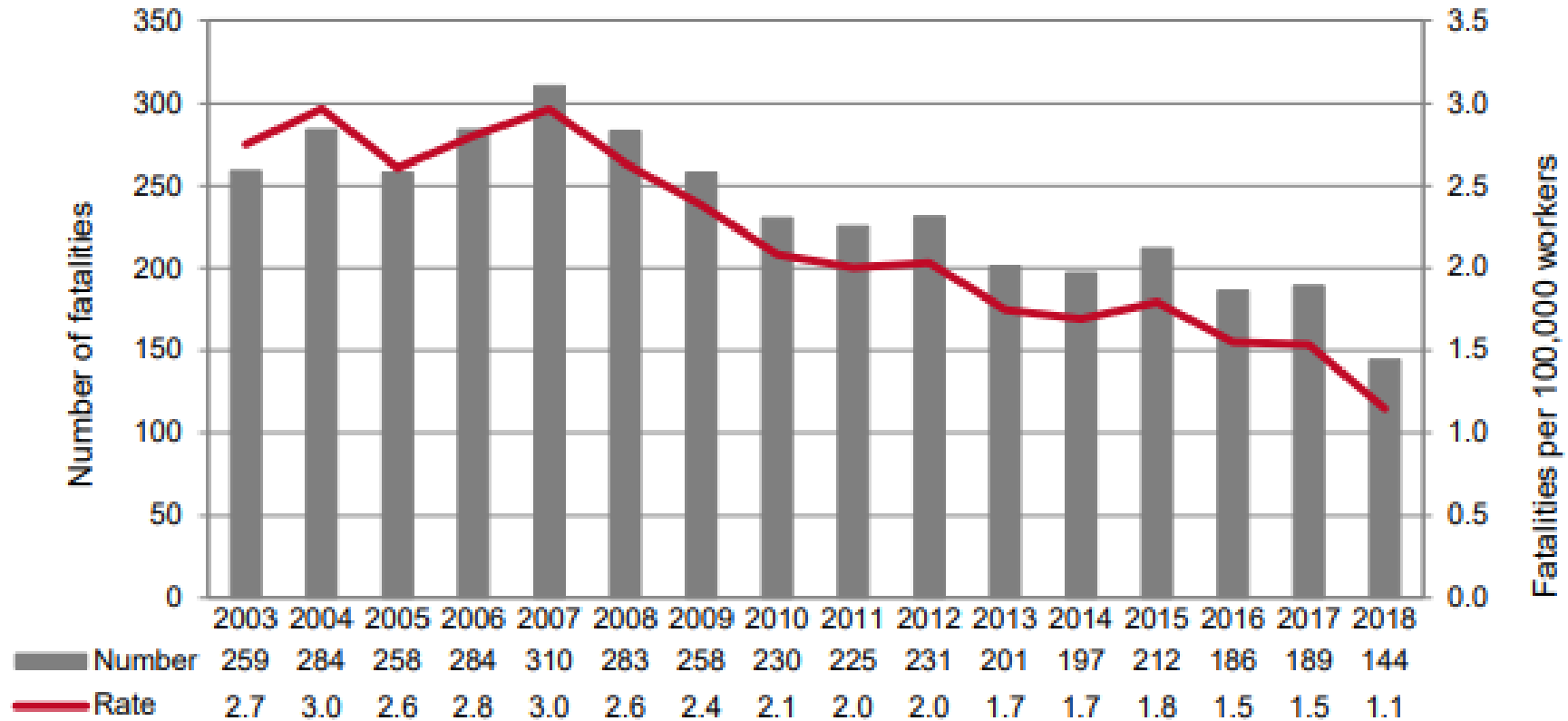
# AGENDA

- 1 OVERVIEW OF SAFETY CULTURE
- 2 THE CURRENT INSIGHTS
- 3 WHAT GOOD LOOKS LIKE
- 4 WHERE DO WE START?

# THE CURRENT STATE OF SAFETY



# WHS TREND SINCE 2003



Source: Safe Work Australia



# LAST THREE YEARS

2017

**198**

Workplace Fatalities

2018

**144**

Workplace Fatalities

2019

**152\***

Workplace Fatalities

\*preliminary

Source: Safe Work Australia

# WHAT GOOD LOOKS LIKE

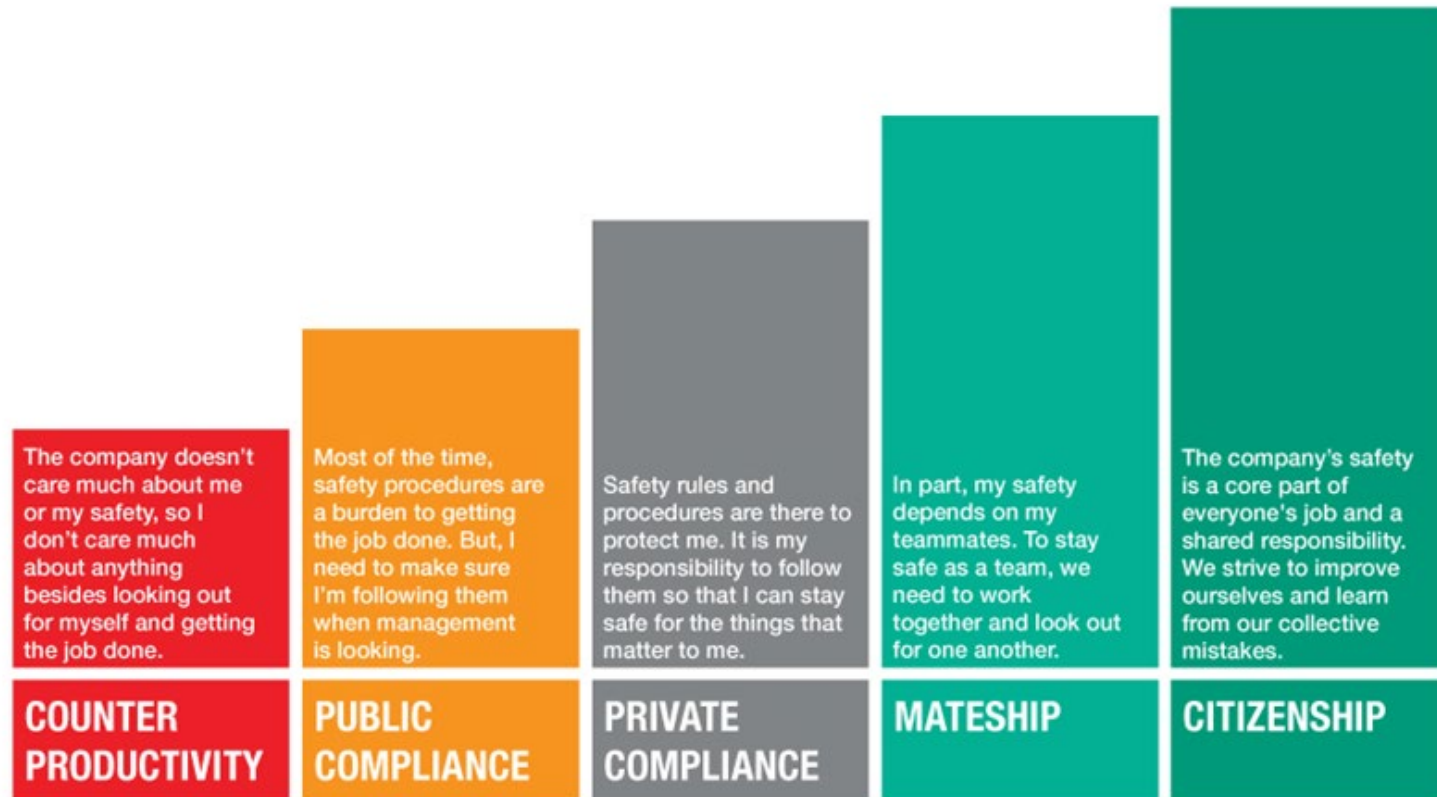
SAFETY CULTURE MATURITY





**Let's watch a video...**

# SAFETY CULTURE MATURITY MODEL



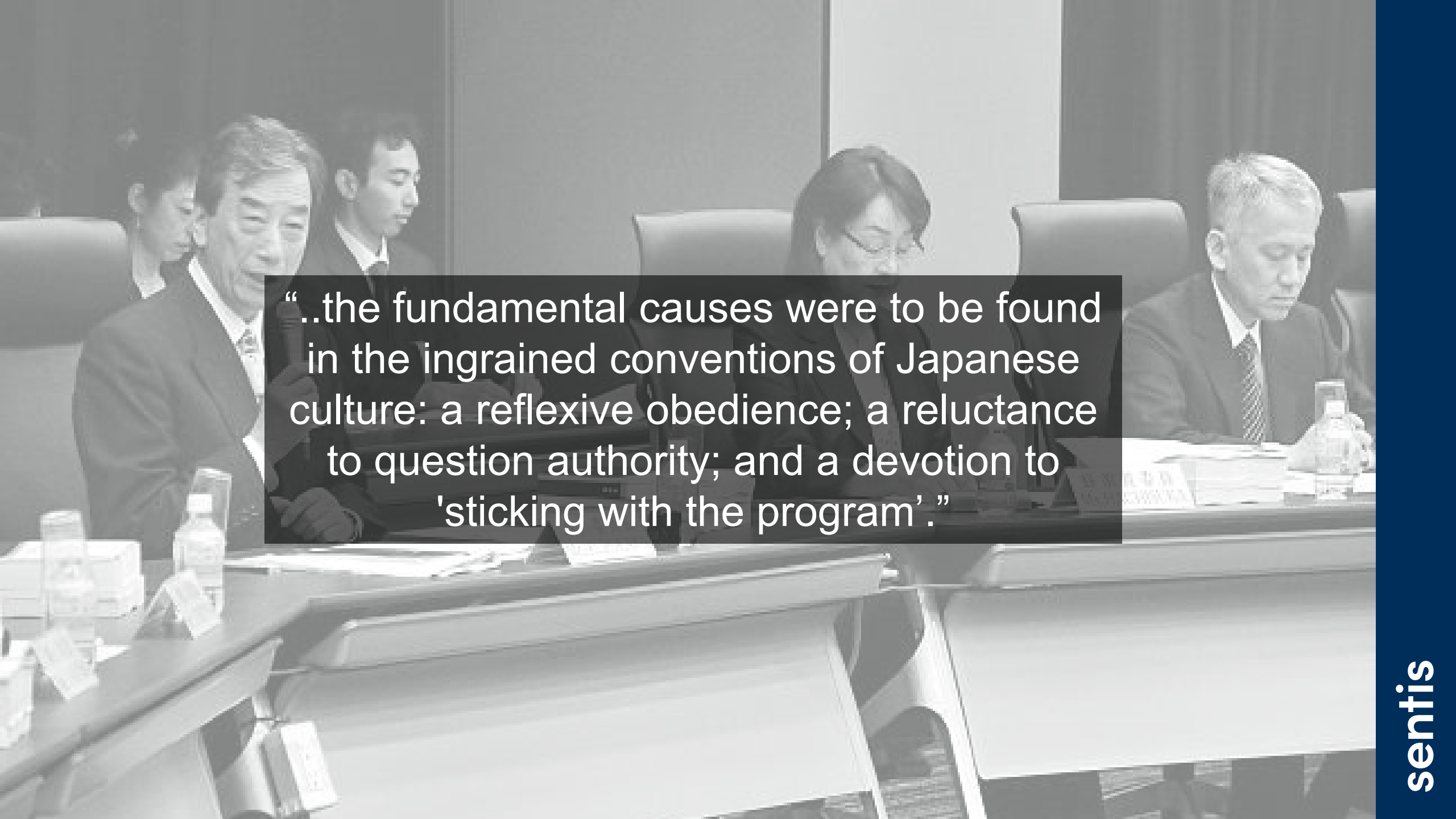
Sentis Safety Culture Maturity Model

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Natural Disaster or 'Man-Made'?



“..the fundamental causes were to be found in the ingrained conventions of Japanese culture: a reflexive obedience; a reluctance to question authority; and a devotion to 'sticking with the program'.”

# Onagawa: The Japanese nuclear power plant that didn't melt down on 3/11

By Airi Ryu, Najmedin Meshkati, March 10, 2014



Image: [Wikimedia Commons](#)



# THE SENTIS STUDY

OVERALL FINDINGS



# RESEARCH SAMPLE



**9**  
COUNTRIES  
(AFRICA, AUSTRALIA, CANADA, GERMANY,  
NEW ZEALAND, SAUDI ARABIA, UNITED STATES  
OF AMERICA, UNITED KINGDOM AND VIETNAM).



**562**  
focus groups



**597**  
hours of interviews



**5,011**  
people interviewed  
(representative of 15% of the  
population of organisations  
included in the study)



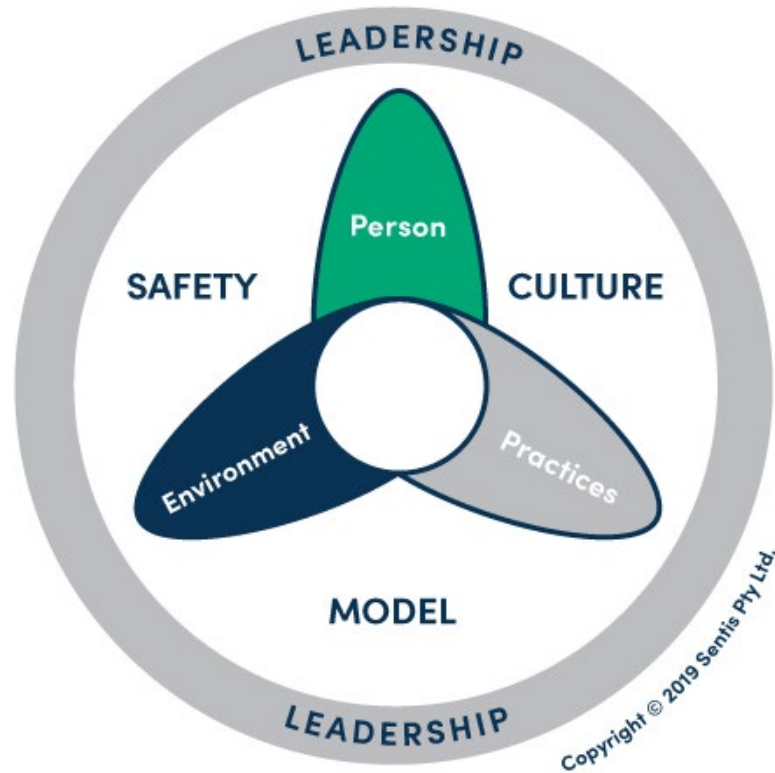
**21,711**  
surveys completed  
to validate findings



**155**  
observations made  
(pre-starts, site tours,  
inductions etc.)



**819**  
total cultural themes  
analysed



## 23 dimensions of safety culture

**ONSITE**  
**SAFETY**  
 EVALUATION

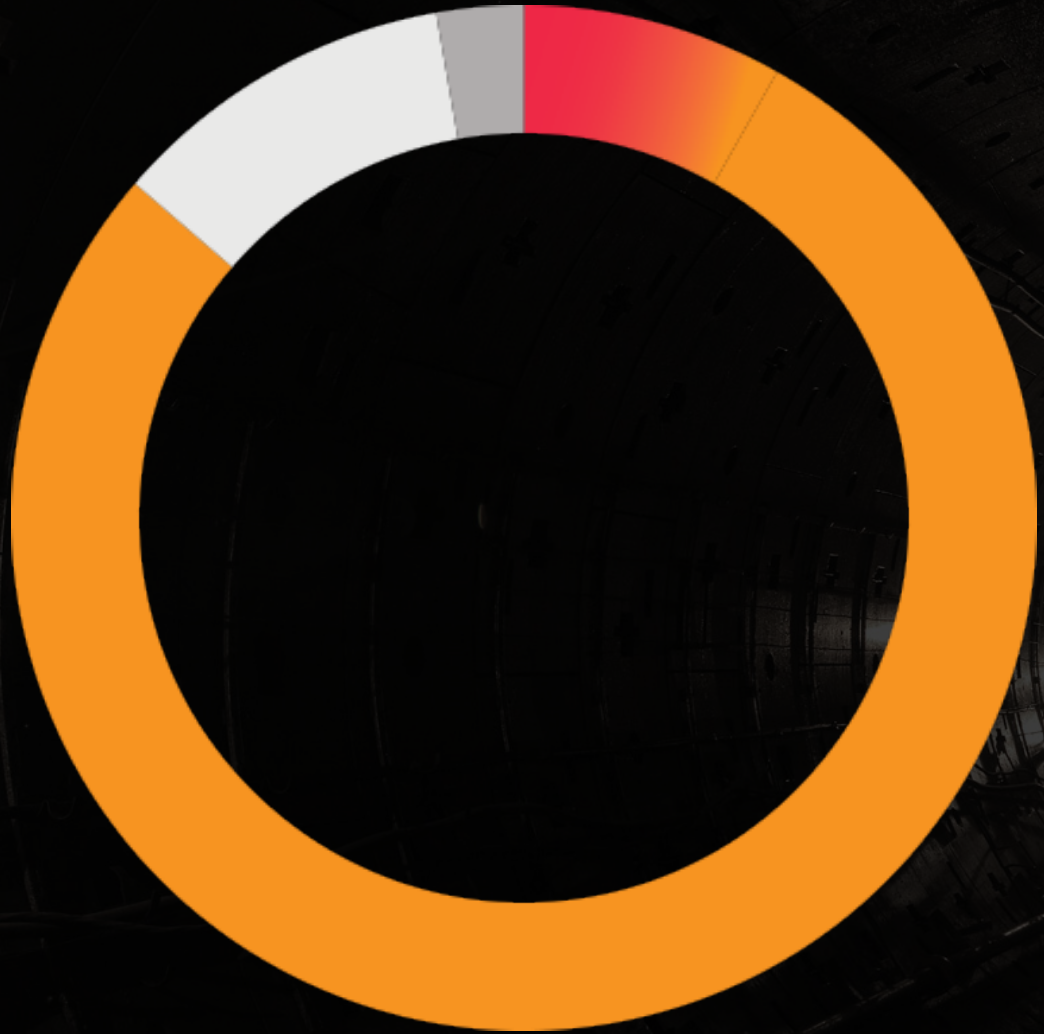
**SENTIS**  
 ASSESSMENTS

**SAFETY**  
**CLIMATE**  
 SURVEY

**SENTIS**  
 ASSESSMENTS

### Recognition for Sentis' Approach

The Sentis approach to safety culture diagnosis and measurement was endorsed at the *31st Annual Conference of the Society for Industrial and Organisational Psychology (SIOP)* in April 2016, winning recognition over 1,400 other submissions.



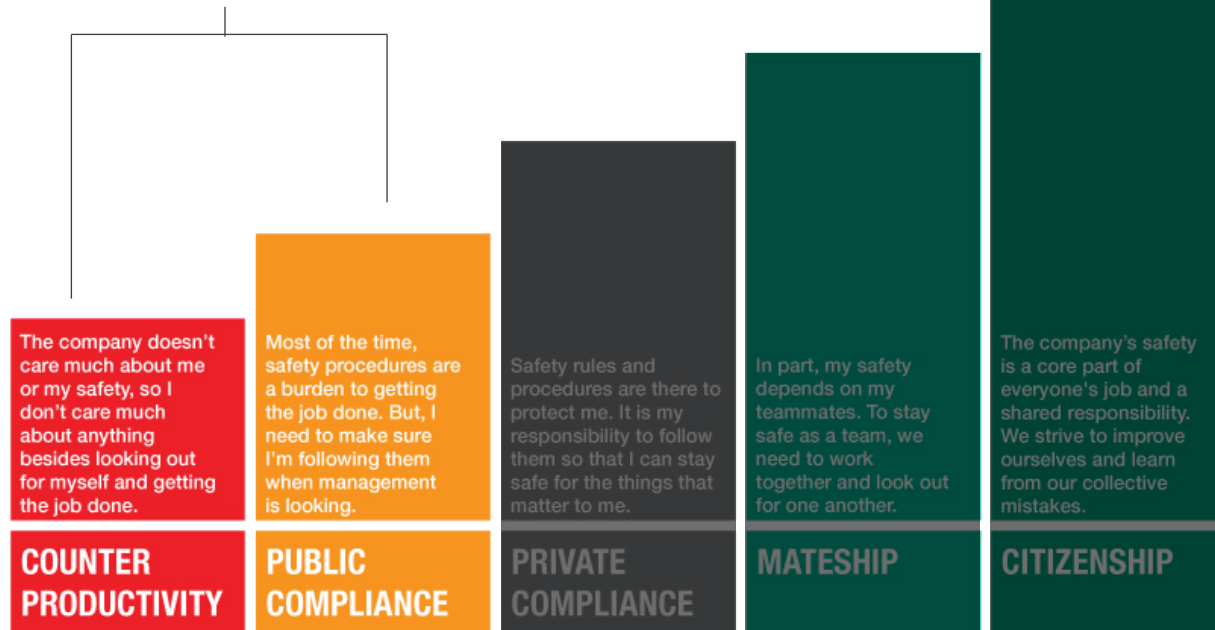
86%

of organisational sites  
operate from a negative  
safety culture

# WHAT DOES THIS 86% LOOK LIKE?

- Safety as a tick & flick
- Cut corners/take shortcuts
- Only safe when monitored
- Motivation driven by desire to avoid getting in trouble
- Increased underreporting
- Increased likelihood of incident and injury

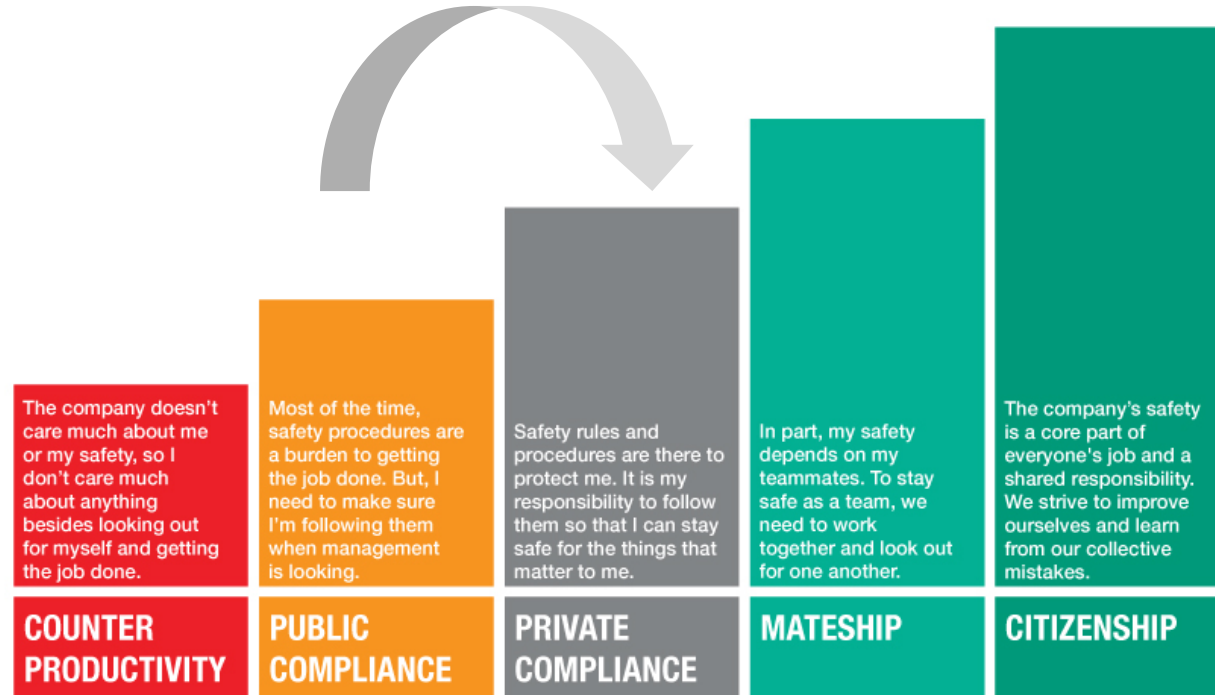
86% of organisational sites sit below Private Compliance



Sentis Safety Culture Maturity Model

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# FOCUS ON TAKING THE NEXT STEP



Sentis Safety Culture Maturity Model

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The background features three blue darts with white barrels and black flights, positioned on a dartboard. The scene is softly blurred, with a bokeh effect of light spots. Two decorative dotted lines, one green and one white, curve across the lower portion of the image. The overall color palette is dominated by blues and purples.

# UNPACKING THE DATA

KEY OPPORTUNITIES

# 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  $\geq 0.70$ )



# UNPACKING THE DATA

LESSONS FROM SITES DOING WELL



# 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  $\geq 0.70$ )



*Safe Work is the message people think of when they think of [our] safety vision.*

### **We crave direction, consistency and fairness**

When expectations are clear and workers are united behind a **shared vision**, they know what good looks like and are more empowered to speak up for safety.



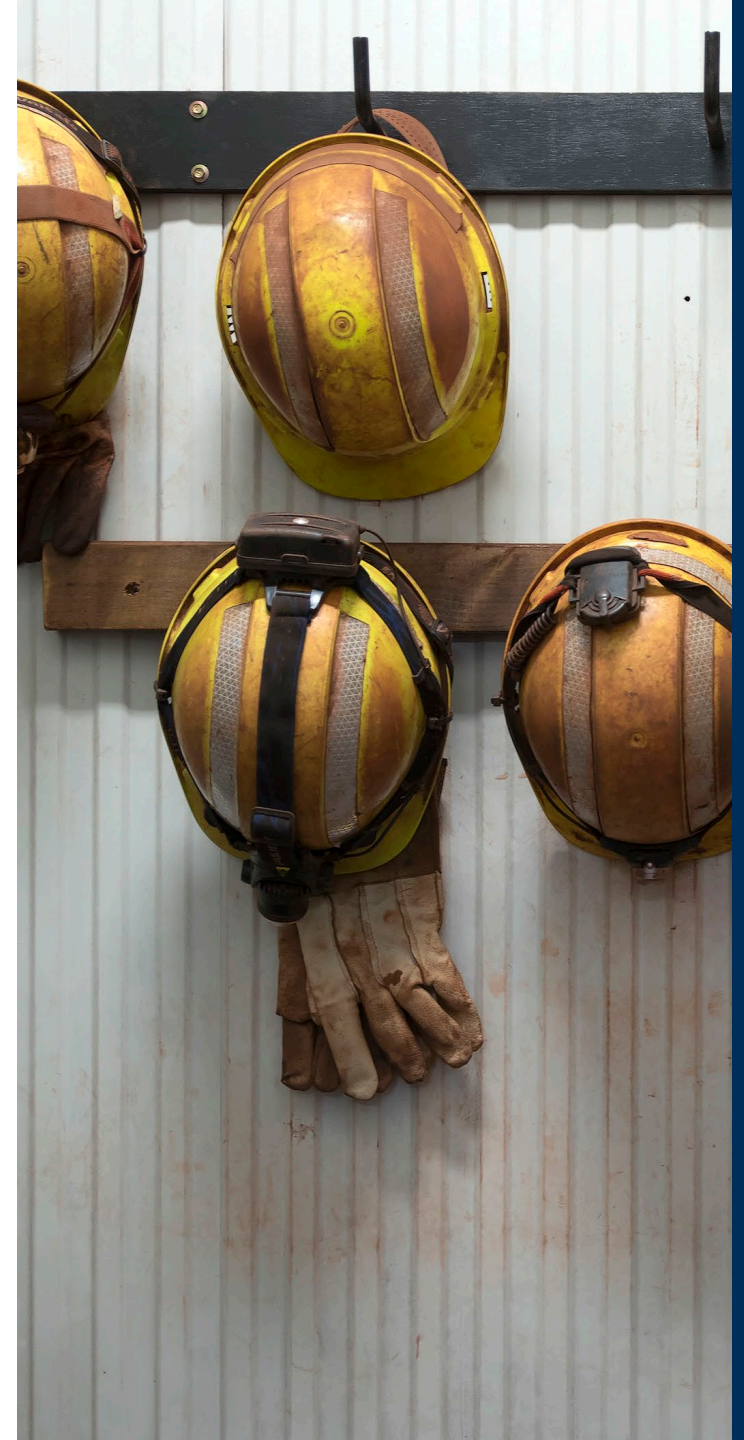
## LET'S TAKE A QUICK POLL

How well is your vision integrated into regular processes and meetings?

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### APPLICATION

- Explain the 'why' and help workers to uncover theirs.
- Be accountable for driving enthusiasm and ownership of the vision.
- Integrate the vision into meetings and prestarts to keep it front of mind.
- Provide detailed and regular feedback to workers on their behaviour as it relates to the vision.





*Safety is talked about a lot and they  
put it first.*

### **We are constantly assessing for trust and credibility**

Positive safety cultures are created when leaders are trusted and respected by their teams and there is a clear **management commitment to safety**.



## LET'S TAKE A QUICK POLL

What does the relationship between management and the frontline look like?

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### APPLICATION

- Review incentives tied to production—what messages do they send?
- Provide easy access to budget to ensure safe work.
- Spend time getting to know your team to establish trust and meaningful relationships
- Ask your team for feedback on how you can support their safety and develop their skills.





*We discover lots of things; people start talking. Staff highlight challenges as well as improvements and we adapt. It's a chance for staff to speak up about concerns.*

## **We thrive in functioning groups**

The frequency and quality of safety messages and discussions within teams supports strong **within-team safety communication**.



## SHARE YOUR EXAMPLES

What is the best example of within-team communication you've seen recently?

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### APPLICATION

- Review your safety briefings—are they useful/relevant and engage both permanent workers and contractors?
- Encourage two-way communication during safety briefings.
- Use safety briefings as an opportunity for learning and reflection.
- Recognise workers who talk about safety outside of formal forums.





*Guys will say, “No, I’m not doing that,” and the team will support it.*

**When we believe we own our decisions, we more actively control our life**

Workers’ level of **safety responsibility** influences the discretionary effort they display in relation to safety activities, their ownership of safety duties and their relationships with the health and safety team and other work groups.





## LET'S TAKE A QUICK POLL

How would you rate the current level of safety responsibility in your business?

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### APPLICATION

- Help workers understand how safety relates to their personal goals, their teammates and the organisation.
- Provide genuine care for your team's safety and frame safety conversations around their personal 'why'.
- Lead by example and actively support and participate in safety initiatives.





*I've had someone talk to me about something I shouldn't have been doing and I was really thankful; it was received well.*

### **When we trust each other we know it's okay to call someone out when needed**

The quality of relationships between team members, the level of care and concern for each other and the willingness to confront a co-worker about safety standards when required supports strong **team support for safety**.



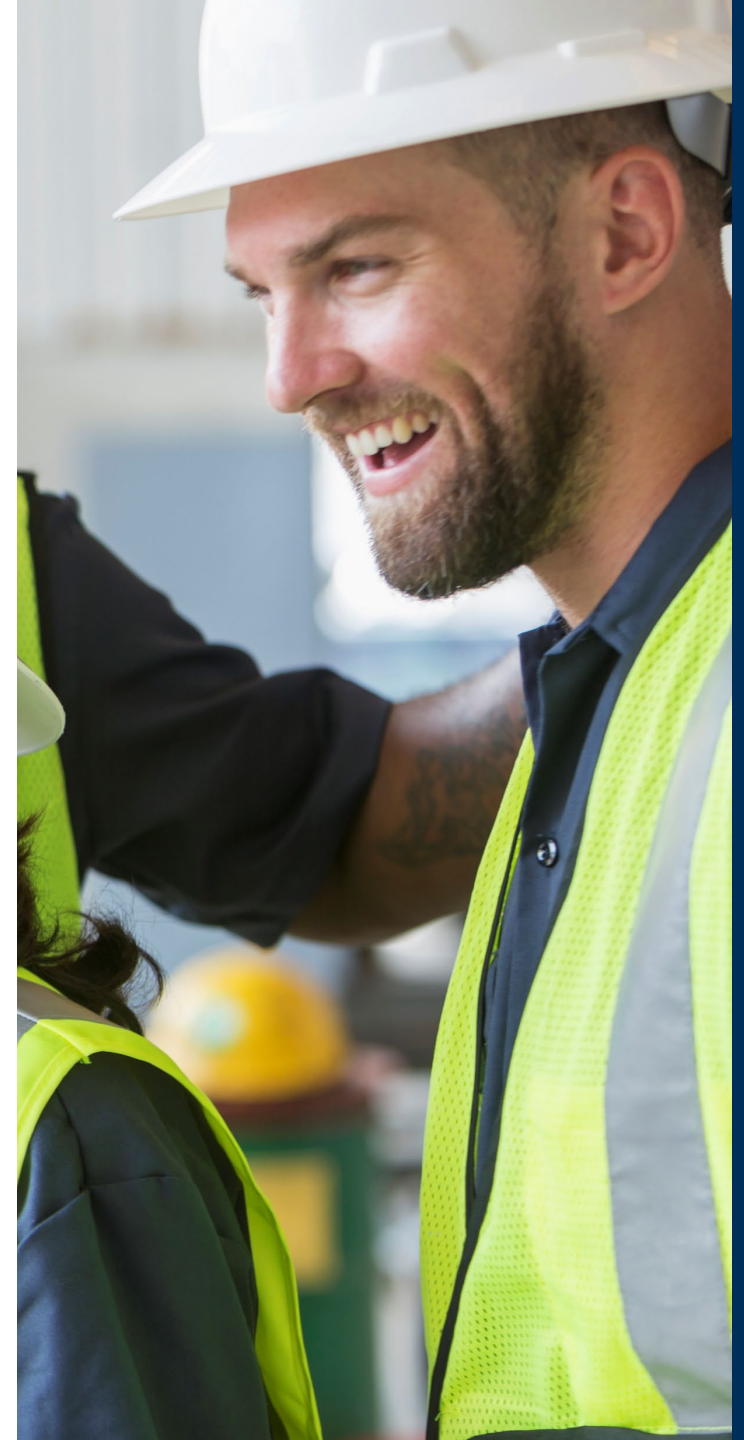
## LET'S TAKE A QUICK POLL

How likely are your team members to challenge a peer on poor safety standards?

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### APPLICATION

- Frame difficult conversations as an opportunity for learning—seek to understand, rather than attribute blame.
- Pair new starters with workers who consistently demonstrate commitment to safe work and the vision.
- Get to know what makes your team 'tick' to recognise when their focus and safety might be at risk.



**SO, WHAT NEXT?**



# A ROADMAP FOR CHANGE



sentis

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people  
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597  
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73  
sites visited

819  
cultural themes  
analysed

21,711  
surveys  
completed

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## Driving a Positive Safety Culture

Lessons for safety leaders and management from 73 sites across agriculture, construction, government, healthcare, manufacturing, mining, oil and gas, and utilities.

# DRIVING A POSITIVE SAFETY CULTURE

Full report & recommendations now available



Access your free copy at [sentis.com.au/insights](https://sentis.com.au/insights)

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# Q&A

Over to you



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6 x 90 minute webinars

Supporting resources

Program Overview:

- Defining the culture you want to see
- Creating a culture based on trust
- Leadership frames to support trust and psychological safety
- Inviting our people to think differently—having necessary conversations
- Hunting the good stuff
- Building a plan for cultural change



Express your interest

\*Total cost \$1899.99 +GST. Registrations open until 11:59 am AEST, Wednesday 6 May 2020. Minimum numbers apply.



# Get in touch



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