

# HOW TO BECOME A SAFETY CULTURE CHANGE AGENT

*Influencing executive alignment and  
commitment to action*



## Your Presenter

Ben Carnell,  
Head of Client Solutions





## ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.



A man in a plaid shirt and jeans is smiling and holding 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 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.**

# TODAY'S HANDOUT

## DRIVING A POSITIVE SAFETY CULTURE. A ROADMAP FOR CHANGE

Setting your cultural transformation project up for success

### STEP 01 COLLECT DATA

**PURPOSE:**

- To create a sense of urgency, or gain acceptance from stakeholders and workers that there is a real need to change.
- Identify your starting point so you can measure future success and also ensure your initiatives are targeting the most important areas of opportunity.

**HOW:**

- Run a safety climate survey.
- Conduct focus groups or interviews.
- Engage a third-party expert to run a safety culture diagnostic.
- Launch a communication strategy to share the results of your diagnostic with the business.

### STEP 02 FORM A STEERING COMMITTEE

Form a steering committee of key stakeholders who will have personal KPIs and accountabilitys for improving the safety culture (typically senior leaders).

**PURPOSE:**

- Gain buy-in from senior leaders.
- Set the expectation that improving safety culture is not something that can be accomplished by the safety manager or safety department alone.
- Ensure all senior leaders in the business are pulling in the same direction and are aligned to a common goal.

**HOW:**

- Allow leaders to self-nominate to the group.
- Select leaders whose support is critical to achieve success and invite them to join.
- Create a communication plan to update the business regularly on quarterly objectives and achievements.

### STEP 03 CREATE A STRATEGY

**PURPOSE:**

- Align leaders on the safety vision and the plan to achieve progress.
- Build a simple, concise document that captures the overarching safety goals and actions required to achieve progress.
- Create confidence within the business that a plan is in place, leaders are committed and change will occur.

**HOW:**

- Create a safety vision, remembering to focus on the "why".
- Set long-term (3-5-year) safety culture goals, cascade this to develop medium term (1-year) goals, and then set short (quarterly) actions that will support the overarching goals.
- Document the plan. Keep it simple like a one-page document that can be updated each quarter.
- Allocate responsibility to steering committee members, setting clear actions and deadlines.
- Plan how you will communicate the strategy to the business.
- Decide how the group will meet to review and revise the strategy and how members will hold one another to account if actions are not completed.

### STEP 04 IMPLEMENT THE PLAN

**PURPOSE:**

- Ensure the safety strategy remains important and is discussed and referenced regularly.
- Hold leaders accountable to actions they have committed to which will set the expectation that safety is a priority within the business.

**HOW:**

- Set regular meetings with the steering committee to check in on actions and deadlines of strategic actions and priorities.
- Review the strategy quarterly to assess the previous quarter to plan for the next quarter.

### STEP 05 KEEP YOUR FINGER ON THE PULSE

Test, Re-test, Pivot.

**PURPOSE:**

- Determine where improvement projects have been successful.
- Identify any ongoing areas of concern or opportunity.
- Ensure your strategy is still valid and driving you towards your safety culture goals.

**HOW:**

- Gather data regularly from your workers using surveys, focus groups, interviews or other methods.
- Compare new data with previous baseline data to identify areas of change.
- Adjust the strategy based on current feedback.
- Continually update the business on progress towards the overarching safety culture goal. Share and celebrate the small wins that indicate your change process is on track.




Driving a Positive Safety Culture

Download the full study at [sentsis.com.au/insights](https://sentsis.com.au/insights)

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CONTINUE



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# Ørsted

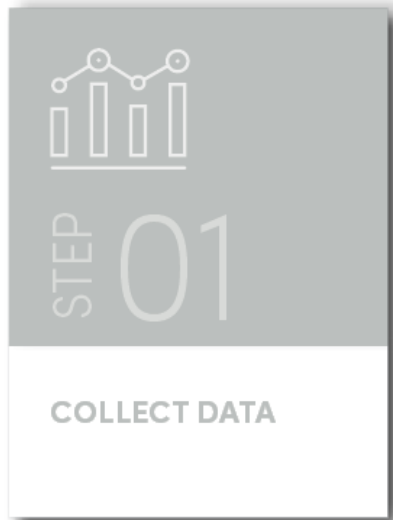
The Ørsted story: a bold transformational strategy to move from...



to

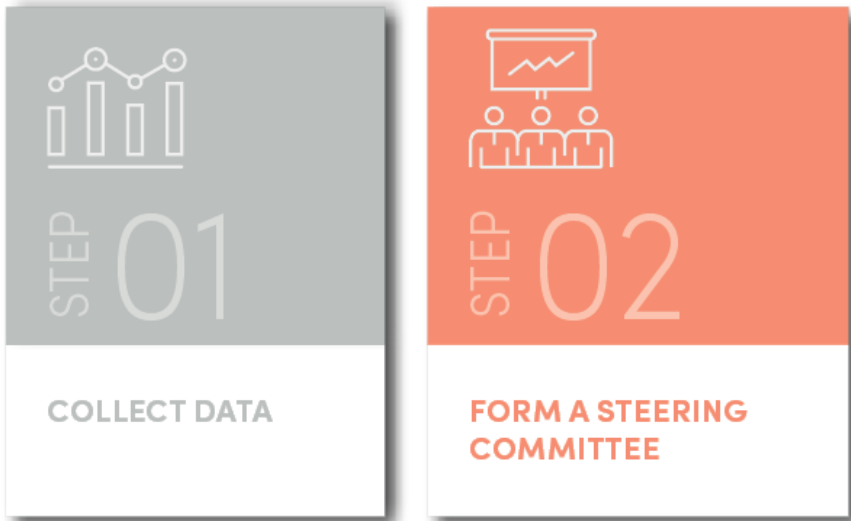


# A ROADMAP FOR CHANGE



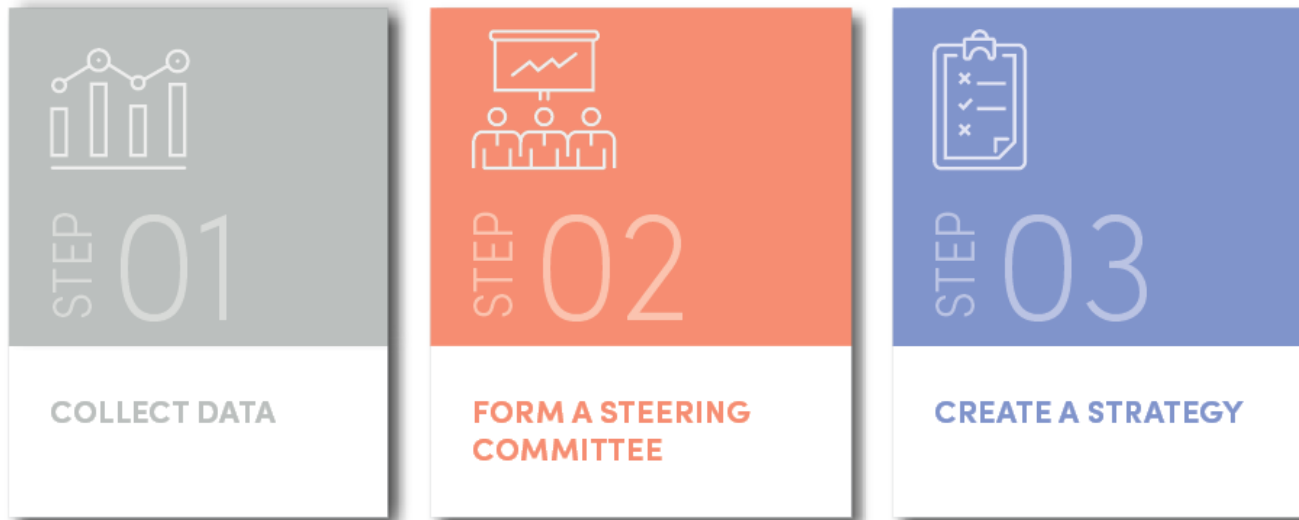
WHERE TO START

# A ROADMAP FOR CHANGE





# A ROADMAP FOR CHANGE



# A ROADMAP FOR CHANGE



# WHEN ØRSTED CHANGED STRATEGY...

“As with the Ørsted transformation, while it is essential to have a clear vision and long-term strategy, it is important to **give all stakeholders the time and space to accept the situation analysis first and then embed the vision**”.

EACD (European Association of Communication Directors)





# AGENDA

- 1 THE BRAIN AND CHANGE
- 2 INFLUENCING STAKEHOLDER BUY-IN
- 3 MANAGING OBJECTIONS AND ROADBLOCKS
- 4 ROADMAP FOR SUCCESS

# THE BRAIN AND CHANGE

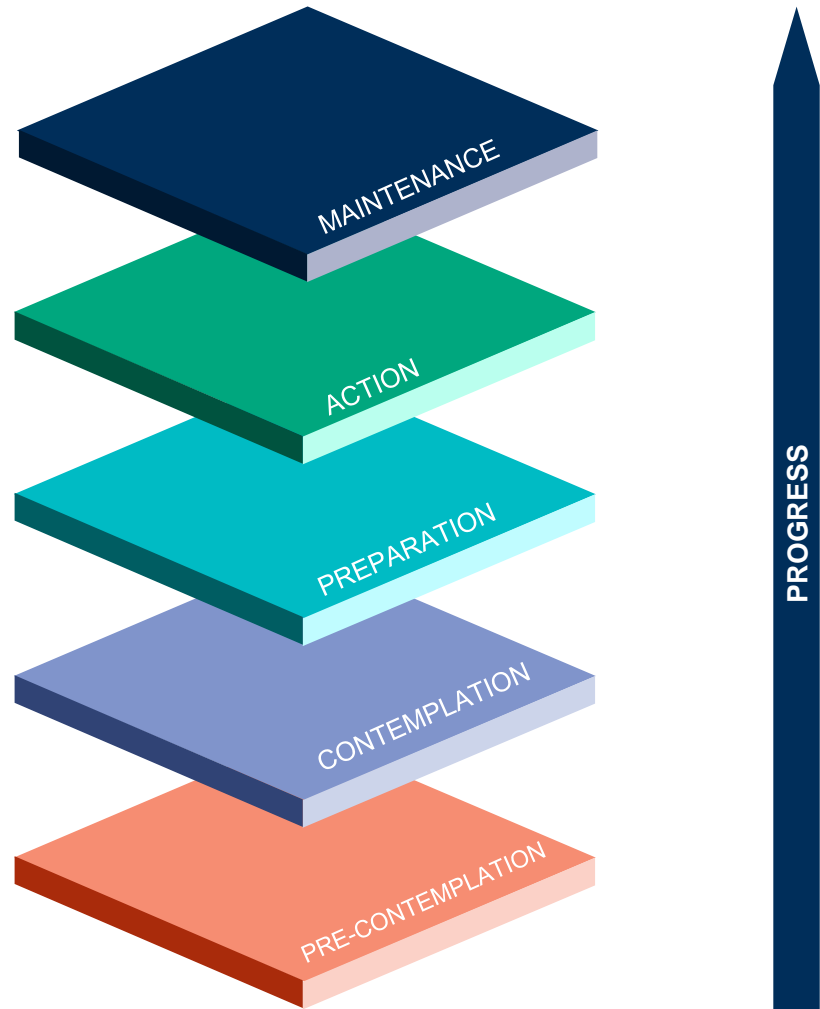




People don't change until  
the **benefits of changing**  
outweigh the comfort of  
**staying the same.**



# STAGES OF CHANGE



Adapted from Prochaska & DiClemente

**So, how *do* you  
influence change?**



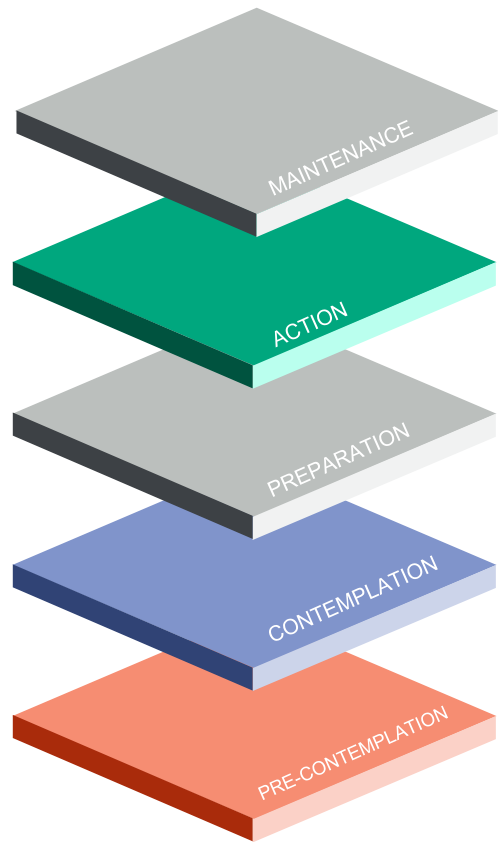
# MANAGING COMPLEX CHANGE MODEL





# INFLUENCING STAKEHOLDER BUY-IN

# MOVING FROM PRE-CONTEMPLATION TO ACTION

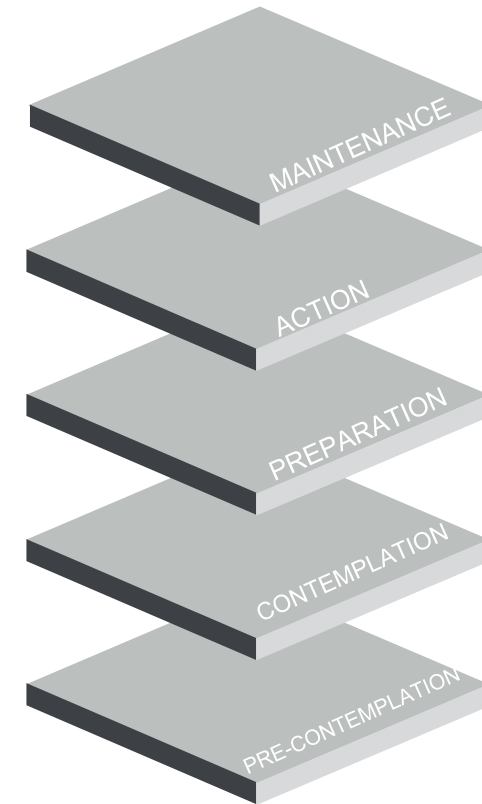


TENDENCY TO JUMP STRAIGHT TO SOLUTION/ACTION

BUT ARE STAKEHOLDERS EVEN ALIGNED ON THE PROBLEM?

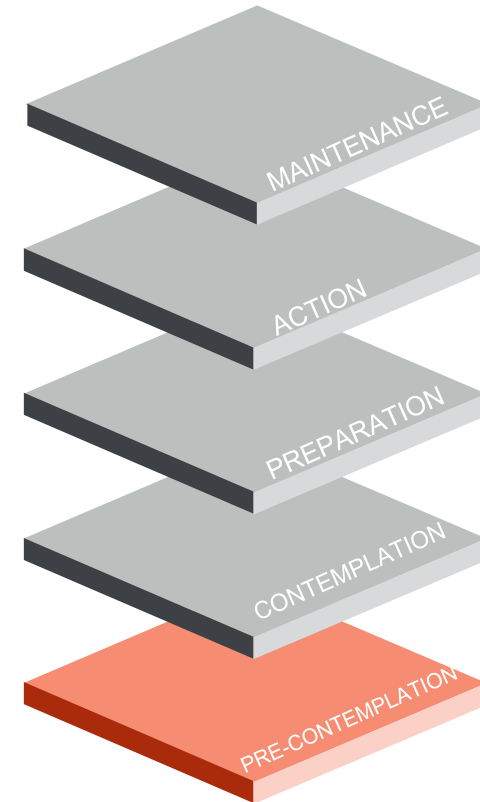
# WITHOUT A VISION...

...people will be **directionless**, drift without motivation and engagement, and feel **confused** about what they are there to do and why.



# WITHOUT CONSENSUS...

...people will **resist change**, dig their heels in, and overtly or indirectly work against the plan.



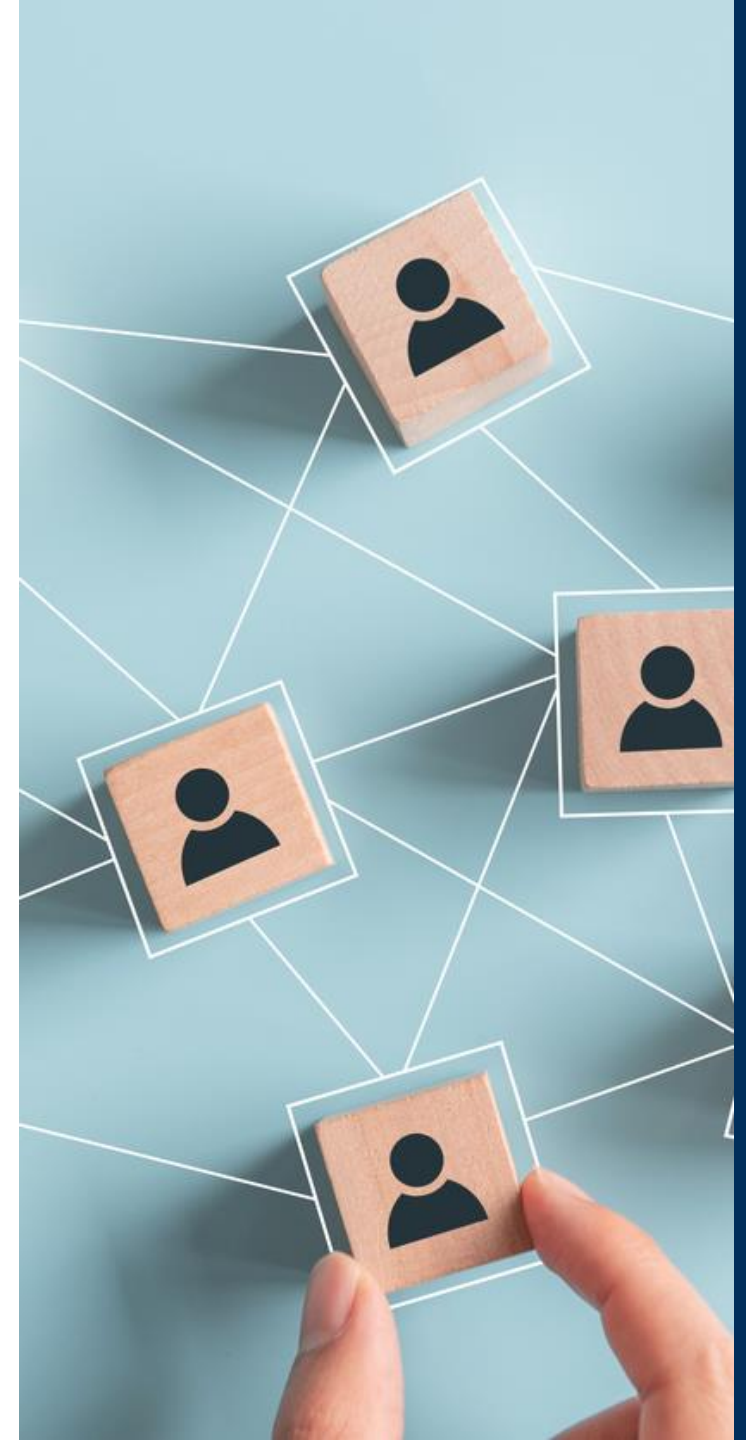


# UNDERSTAND YOUR STAKEHOLDERS

- What's important to them?
- Invite participation and bring them on the journey
- Consider both rational and emotional factors



**Consider this:** Stakeholders may change depending on where you are in the journey.



# THE POWER OF DATA...

- Data to appeal to the analytical mind
- Clarifies where the business is at
- Identifies opportunity for improvement
- Allows for benchmarking and objective comparison
- Enhances strategic decision-making

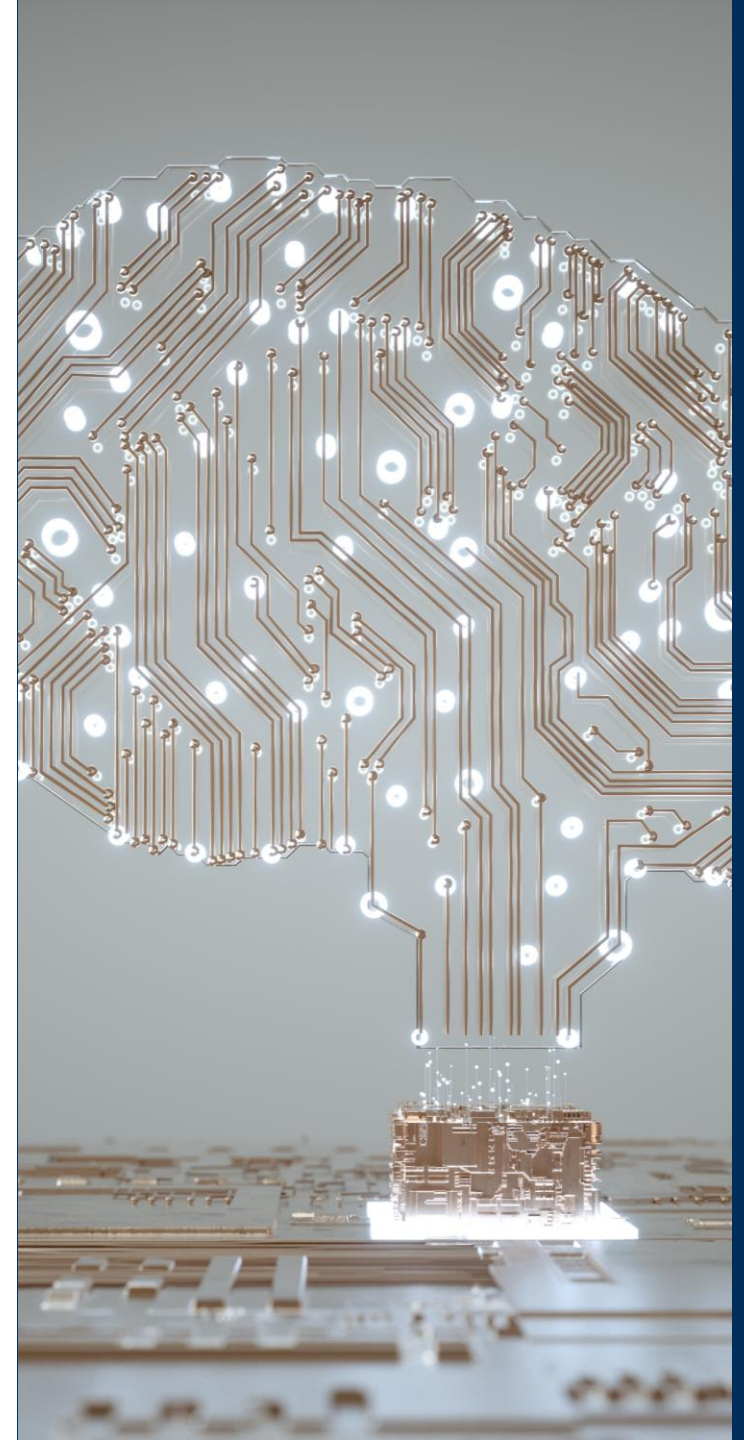


# ...AND STORYTELLING

- Compelling need to change
- Emotional brain
- Storytelling gives the data meaning to the individual



**Consider this:** How do you create meaning in the data that resonates with the broader majority of workers?





# MANAGING OBJECTIONS AND ROADBLOCKS



## HAVE YOU HEARD THESE BEFORE?

Now that you've secured stakeholder buy-in, how do you sustain it?

“Great, so we're the ones who are supposed to pull this off...?”

“This is a stich-up! How do they expect us to reach that vision when they don't provide us with what we need?”

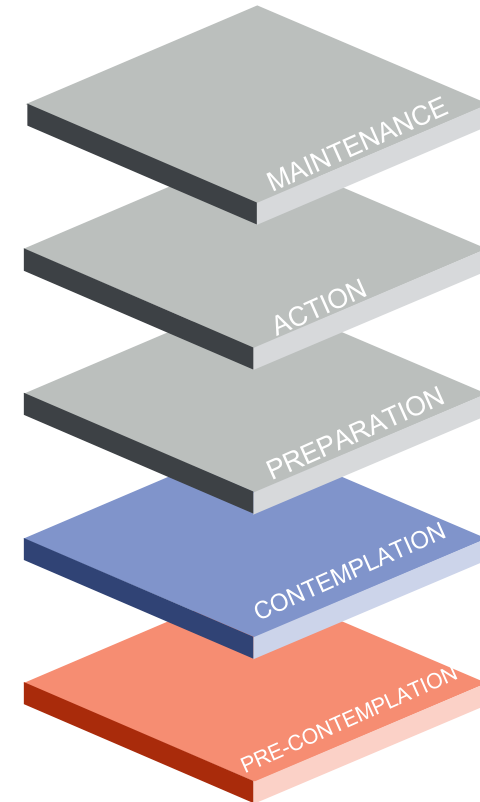
“I know we need to change... but what if I'm not the right person for the job now?”

“The people at the top get all the recognition, but the people at the bottom do all the work!”

“The vision is all well and good, but what's my role in this? How do we move forward?”

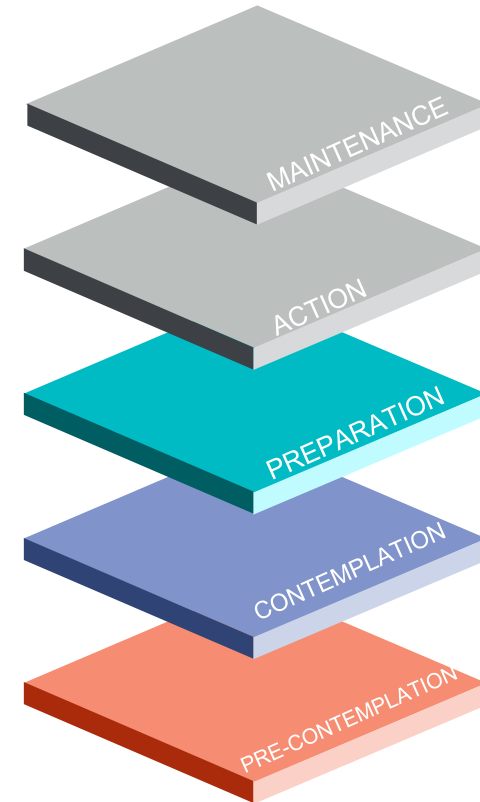
# WITHOUT THE NECESSARY SKILLS...

...people may be **onboard**, but feel fearful and inadequate, or fail to start the change due to anxiety and **second-guessing**.



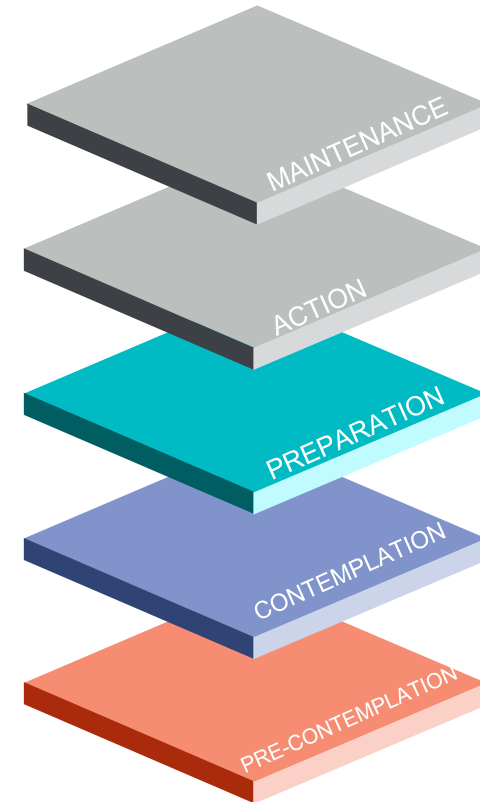
# WITHOUT INCENTIVES...

...people may **start on the journey**, then as they experience the difficulty of change, **fall off the wagon** if they don't feel their effort is valued, recognised and rewarded.



# WITHOUT THE NEEDED RESOURCES...

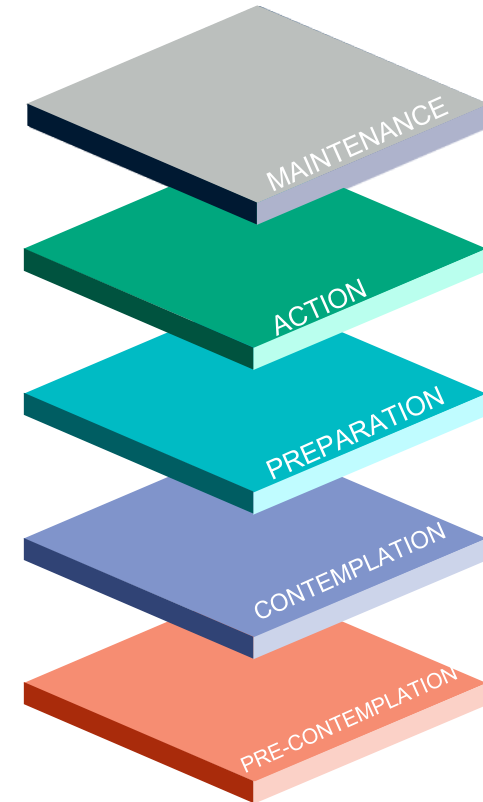
...people could be **ready and willing** to start, but become **frustrated** that their effort is blocked by factors out of their control.






# WITHOUT AN ADEQUATE PLAN...

...people will come with you **along the journey**, but experience failure or a lack of forward movement that has them **feeling trapped** on a treadmill.





**HOW WELL HAVE  
WE PREPARED  
OUR PEOPLE FOR  
THIS CHANGE?**



A photograph of a paved road winding through a landscape of rolling hills and fields. The road has a dashed white center line and solid white edge lines. A blue gradient is applied to the entire image, and a vertical dotted line runs down the center. The text "ROADMAP FOR SUCCESS" is overlaid in white on the left side of the road.

# ROADMAP FOR SUCCESS

# A ROADMAP FOR CHANGE



How will you ensure that the early buy-in is not just a box-ticking exercise? How will you ensure that the vision required for them to take action?

# A ROADMAP FOR CHANGE





# MINING CASE STUDY



## COMPANY SNAPSHOT

Global mineral mining, processing and supply company

Australian division

1700+ employees across 4 sites

## OBJECTIVES

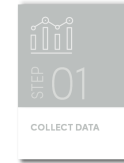
Increase employee willingness to report errors & safety incidents

Improve management of safety performance

Improve attitudes towards safety systems

Develop safety leadership capability

## SOLUTION



- Comprehensive Safety Culture Diagnostic to determine strengths and opportunities (OSE/SCS)



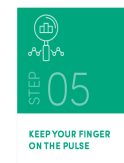
- Steering committee created with regular meeting rhythm, roles and responsibilities



- Senior leader vision-setting workshop and strategy created



- Three targeted training programs (senior leader, frontline leader, teams) plus leader coaching programs including personalised coaching passports



- Embedding activities – refreshers, toolkit campaigns, process improvement and integration
- Post-implementation diagnostic to measure results and determine future focus areas

# MINING CASE STUDY



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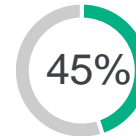
Increase employee willingness to report errors & safety incidents

Improve management of safety performance

Improve attitudes towards safety systems

Develop safety leadership capability

## RESULTS



45% reduction in LTIs over two years



Improved reporting, with 5x more high-potential risk incidents reported



Positive shift in supervisor commitment to safety and recognition for employee safety performance



Positive shift in Safety Culture Maturity from *Public Compliance* to *Private Compliance*

# CULTURE ISN'T SET AND FORGET



What strategies are in place to keep people **motivated**, **energised**, and **engaged** in the new way of doing things into the future?

# The Safety Leadership Masterclass

~~\$1,950 AUD~~  
**\$1,560 AUD**  
Use code  
**SAVE20**

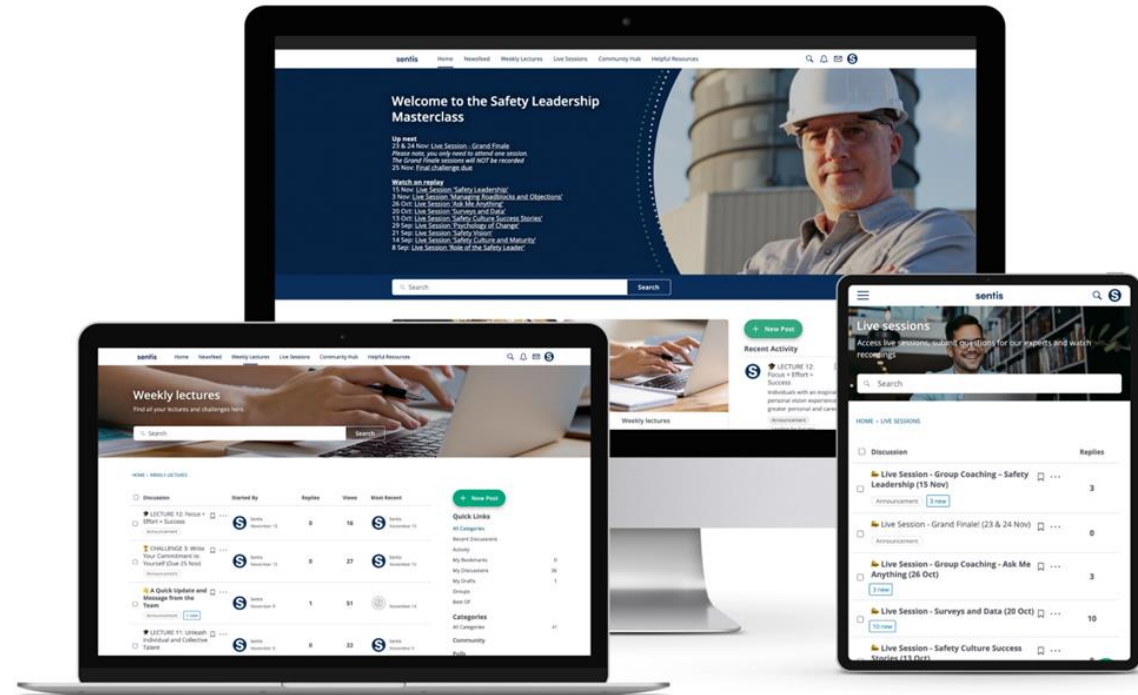
## Starts

March 13, 2023

## 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.



Learn more and secure your place today  
[safetyleadershipmasterclass.com](https://safetyleadershipmasterclass.com)



Request more information



~~\$1,950 AUD~~  
**\$1,560 AUD**  
Use code  
SAVE20

Unlock your potential.  
Increase your influence.

**Starts**  
March 13, 2023

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## Success Stories

“The masterclass is **exceptional**. It's much more **professional and integrated** than other courses out there. It isn't just safety focused, but also business focused. So, you not only learn from a **safety and strategy** perspective, but also understand the **business acumen** piece and how important it is.

If safety professionals miss that, they find they are highly unsatisfied and often work in organisations where safety feels painful. They struggle to influence and really help people. **The way the masterclass is set out and brings in that business acumen is exceptional.**”

- *Safety Director, Technology Industry*

 Request more information

Learn more and secure your place today  
[safetyleadershipmasterclass.com](https://safetyleadershipmasterclass.com)



# Get in touch

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# Q&A

OVER TO YOU



Join us for our next webinar:  
**The Invisible Injury: Helping  
your leaders understand and  
address psychosocial risks**  
Date: Thursday 2<sup>nd</sup> March