

THE ROAD TO THE NEW NORMAL

SAFETY, PSYCHOLOGY & RISK



Your Presenter

Anthony Gibbs, CEO



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

Webinar Panel: How to use

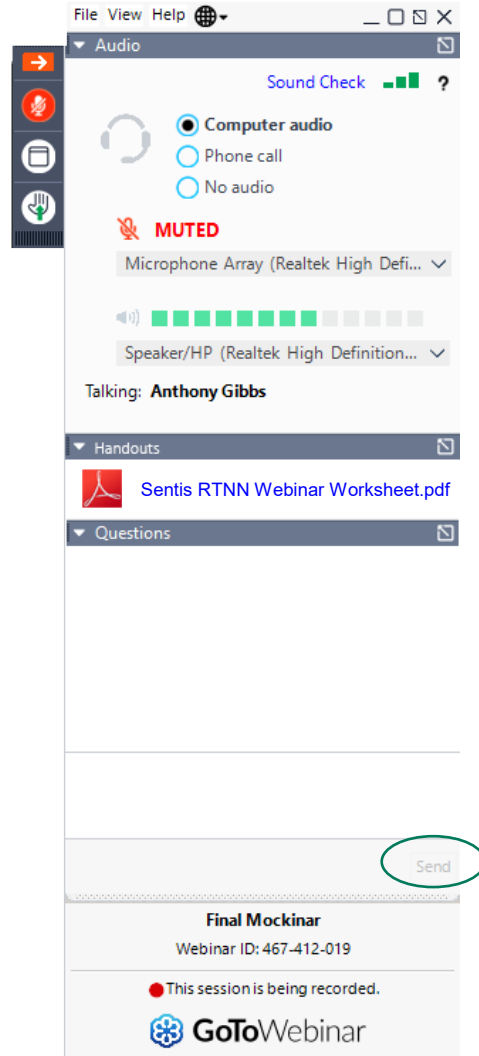
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Today's handout



Insight-led. Interactive. Outcome-driven.

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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?

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The Four Elements of Risk Awareness



1 ORGANISATION
Provides the processes, training, work environment and resources to:

- operate safely
- see hazards and manage risk
- capture and report hazards and risk data for continuous improvement

INDIVIDUAL
Personal responsibility:

- operationally
- situationally
- directly
- hazardously

4 LEADER
Sets and leads the culture for:

- hazard awareness
- error management
- safety focus
- working together to manage risk

TEAM
Influence each other:

- hazard awareness
- performance
- error management
- working together to manage risk

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ORGANISATION

STRENGTHS

OPPORTUNITIES

TEAM

STRENGTHS

OPPORTUNITIES

LEADER

STRENGTHS

OPPORTUNITIES

Risk Awareness Levels

Factor	Description	Leader Strategy
Attitudes to Risk	How well we assess that a risk exists in a task and our choice to manage that risk as best we can.	Create awareness around how current risk attitudes may be helping or hindering our goal of staying safe. Identify helpful risk attitudes to adopt as a team for safer results. Reframe unhelpful attitudes.
Situational Awareness	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.
Brain Distractions	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.	Train directed attention techniques. Develop stress management techniques.
Hazard Detection	How well we use risk assessment tools to switch on our brain to find hazards, determine risk and implement correct risk management systems.	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. Promote a 'Stop, Pause, Play' process to periodically stop, review the situation, reset and recommence.
Performance Drift	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.	Clearly outline expectations, then guide and coach towards execution of the plan, or correct misunderstandings or misalignment as necessary. Recognise when we achieve the right standard and reset a new vision (as appropriate) to raise the bar to be even better.
Error Management	The way in which we approach the management of errors, and whether these are viewed with a commitment to achieve learning and continuous improvement.	Start on the assumption that errors will occur and put in place back-up systems to catch and correct errors. Use after action reviews to create a culture of learning and continuous improvement.
Noisy vs Quiet Fix (Person over Position)	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.	Encourage and create an open forum for noisy fix discussions and for sharing learning. 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. Leading a noisy fix culture requires trust and shared responsibility—building this foundation is key.
Working Together to Manage Risk	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?

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AGENDA

- 1 THE NEW NORMAL
- 2 BRUTAL FACTS AND SURENESS OF SUCCESS
- 3 OUR BRAINS AND RISK
- 4 TOOLS TO CREATE FOCUS

A NEW NORMAL?

ABC News

Coronavirus pandemic job losses from major Australian employers

The ABS estimated another 227,700 jobs were lost in May. Workers ... profit, meaning it would cut 700 people from a staff of 10,000 in Australia. 3 weeks ago



Daily Mail

Australia springs back to life as pubs, clubs and restaurants open as COVID-19 restrictions ease

Australia springs back to life as pubs, clubs and restaurants open their doors for the first time in two months as COVID-19 restrictions finally ... 1 month ago



7NEWS.com.au

SA's coronavirus border closures to remain with NSW, ACT and Victoria

South Australia's borders were due to reopen to NSW and the ACT on Monday, but that date was scrapped last week. 1 day ago



Fox Sports

AFL makes QLD the home of footy as ALL Vic teams relocate to escape COVID-19 outbreak

AFL chief executive Gillon McLachlan confirmed all 10 Victorian clubs would hub in Queensland – with two at a time rotating through Western ... 1 week ago



ABC News

You've received a positive COVID-19 test result. What happens next?

You're self-isolating at home waiting for the results of your COVID-19 test — then you get notified you've received a positive result. Here's what ... 5 days ago

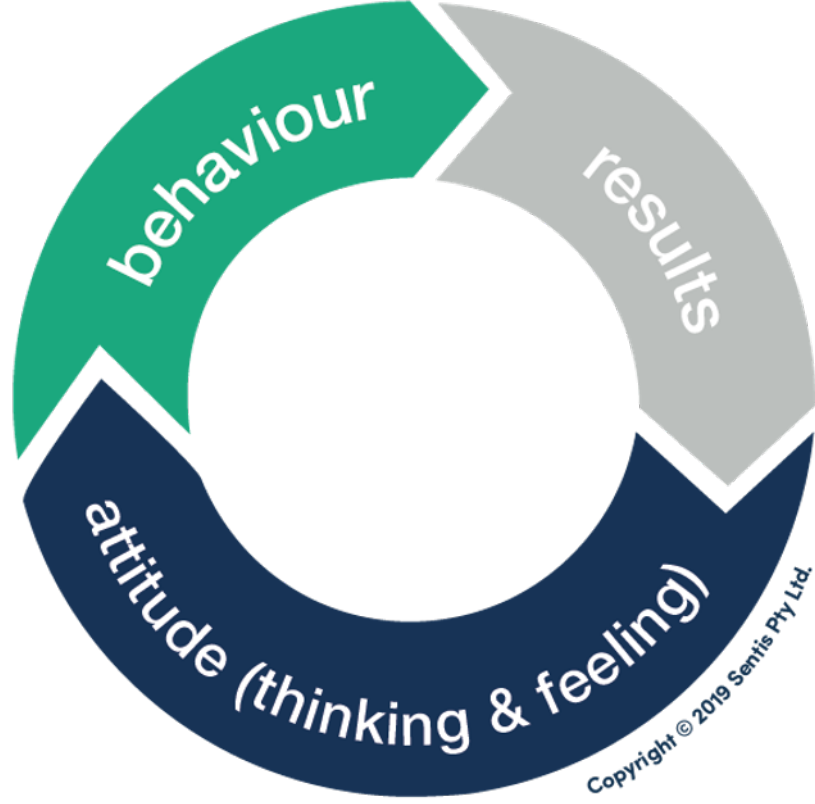


The Australian

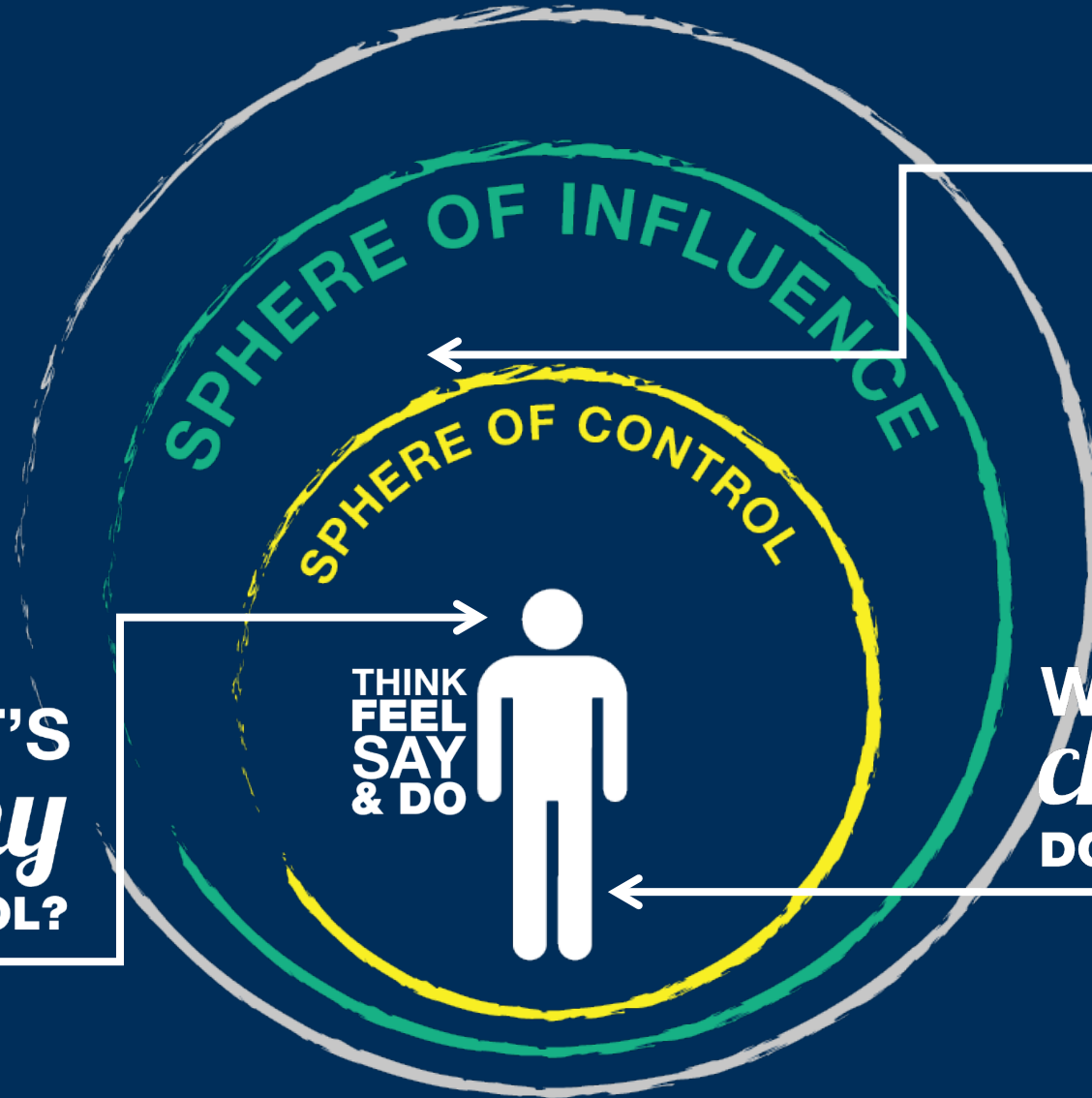
Coronavirus Australia live news: Cases spike in 6 Melbourne areas locked down a fortnight ago

Key events. Locked down areas show transmission; Hospitals grapple with spike; 10 new cases for NSW; Victoria hits record with 317 cases ... 6 days ago





WHAT'S
in my
INFLUENCE?

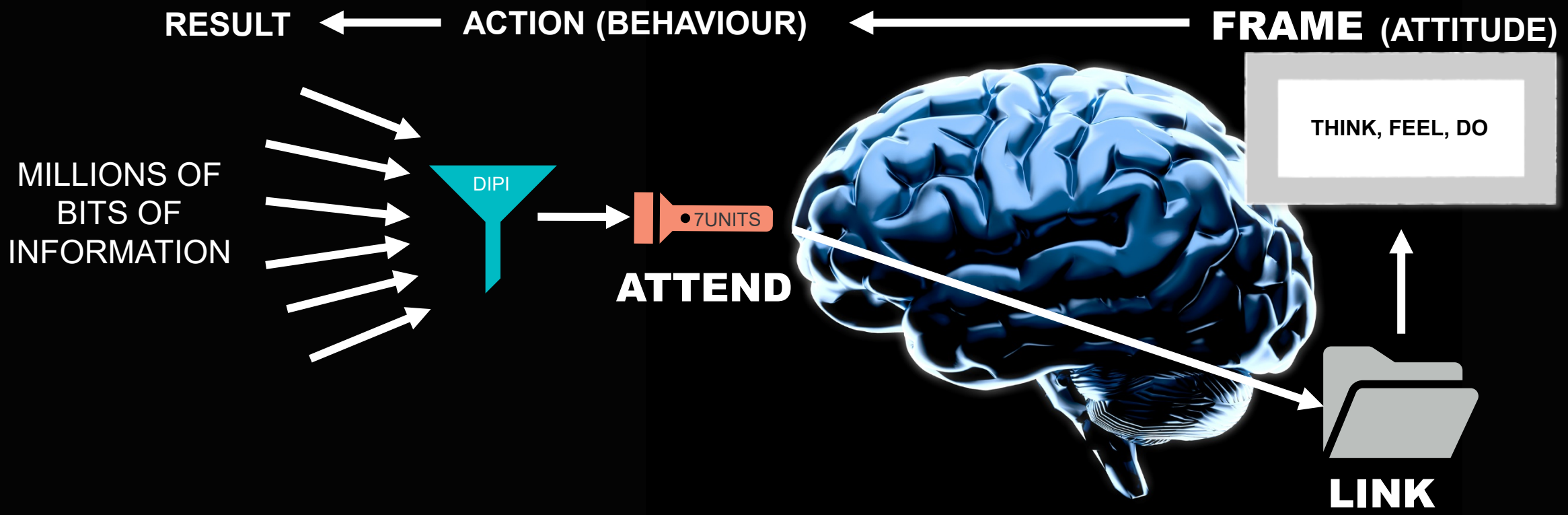


WHAT'S
in my
CONTROL?

WHAT DO I
choose to
DO ABOUT IT?

Our Brains and Risk

The background features a complex network of glowing blue lines and nodes, resembling a neural network or a data visualization. A prominent dotted line in shades of green and white curves across the right side of the image. The overall color palette is dark blue with accents of orange and white.



Tools to Create Focus



RISK AWARENESS & RISK MANAGEMENT CONSIDERATIONS

- How proactively you see and manage risks
- How you choose to work with others and watch out for their safety, as well your own
- How you communicate and speak up about safety issues, challenges and topics
- How much pride you take in achieving safe work and how you choose to represent yourself regarding safety

ORGANISATION

Provides the processes, training, work environment and equipment to:

- operate safely
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- capture and report hazard and risk data for continuous improvement



INDIVIDUAL

Personal responsibility for:

- attitudes to risk
- situational awareness
- direct attention
- hazard detection



LEADER

Sets and leads the culture for:

- minimising performance drift
- error management
- noisy fixes
- working together to manage risk



TEAM

Influence each other for:

- hazard detection
- performance drift
- error management
- working together to manage risk



Attitudes to risk





ATTITUDES TO RISK



MY ATTITUDE TO SAFETY SYSTEMS & RISK



MY BRAIN AND RISK

Perception, Blindspots, Habituation
and internal energies

HEARD THIS BEFORE?

“She’ll be right”

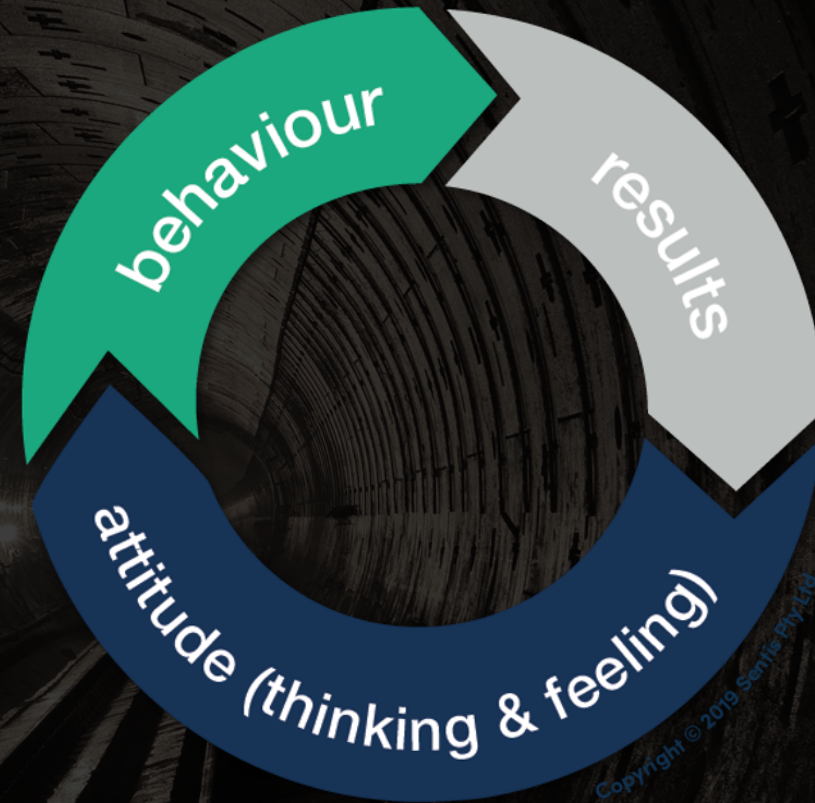
“It won’t happen to me”

“It’s ok to cut corners to save time”

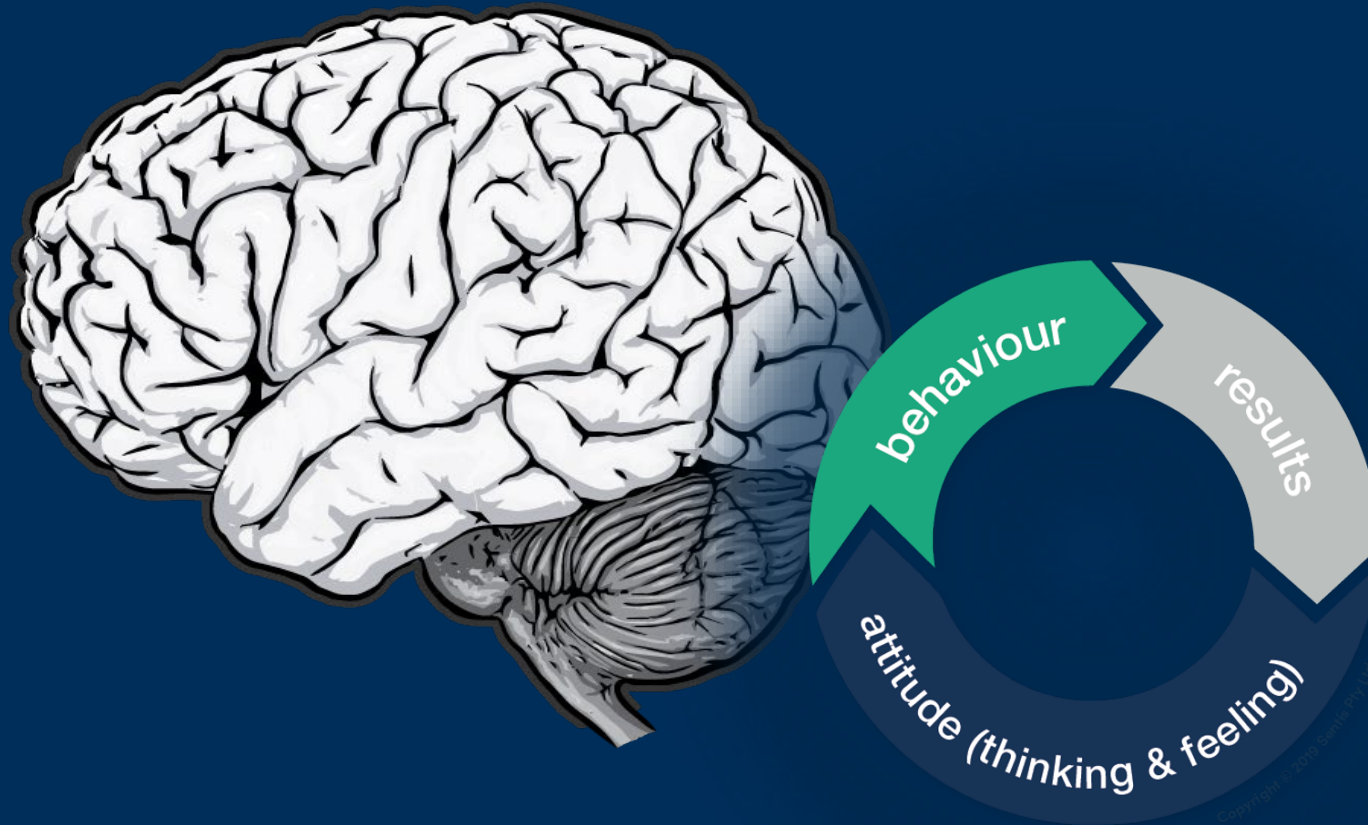
“It will cost too much money”

“We just have to get it done”

“If I followed all the safety procedures,
we would never get the job done”



CHALLENGING FRAMES



LEARNING/INTERVENTION POINTS

- Create awareness around how current risk attitudes may help or hinder our goal of staying safe—especially in times of challenge or uncertainty
- Identify helpful risk attitudes to adopt for safer results

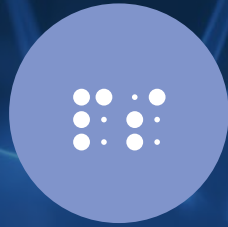
 **Strategy:** 'Reframe' unhelpful attitudes



Situational Awareness



PERCEPTION



BLINDSPOTS



HABITUATION



**INTERNAL
ENERGIES**

A close-up, monochromatic blue-toned photograph of a person's eye. The eye is looking slightly to the right. A dotted line, composed of small white and green dots, curves around the eye from the top right towards the bottom left. The background is a blurred, textured surface.

Perception

What we think is true may not be reality...

Near enough is good enough.



LEARNING/INTERVENTION POINTS

- Increase situational awareness for greater hazard detection and data gathering, leading to more effective risk management choices



Strategy: Training for improved observation and decision making





Internal Energy : Stress



WHAT'S IMPORTANT NOW?



Strategy: Redirect attention by asking “What’s Important Now?”

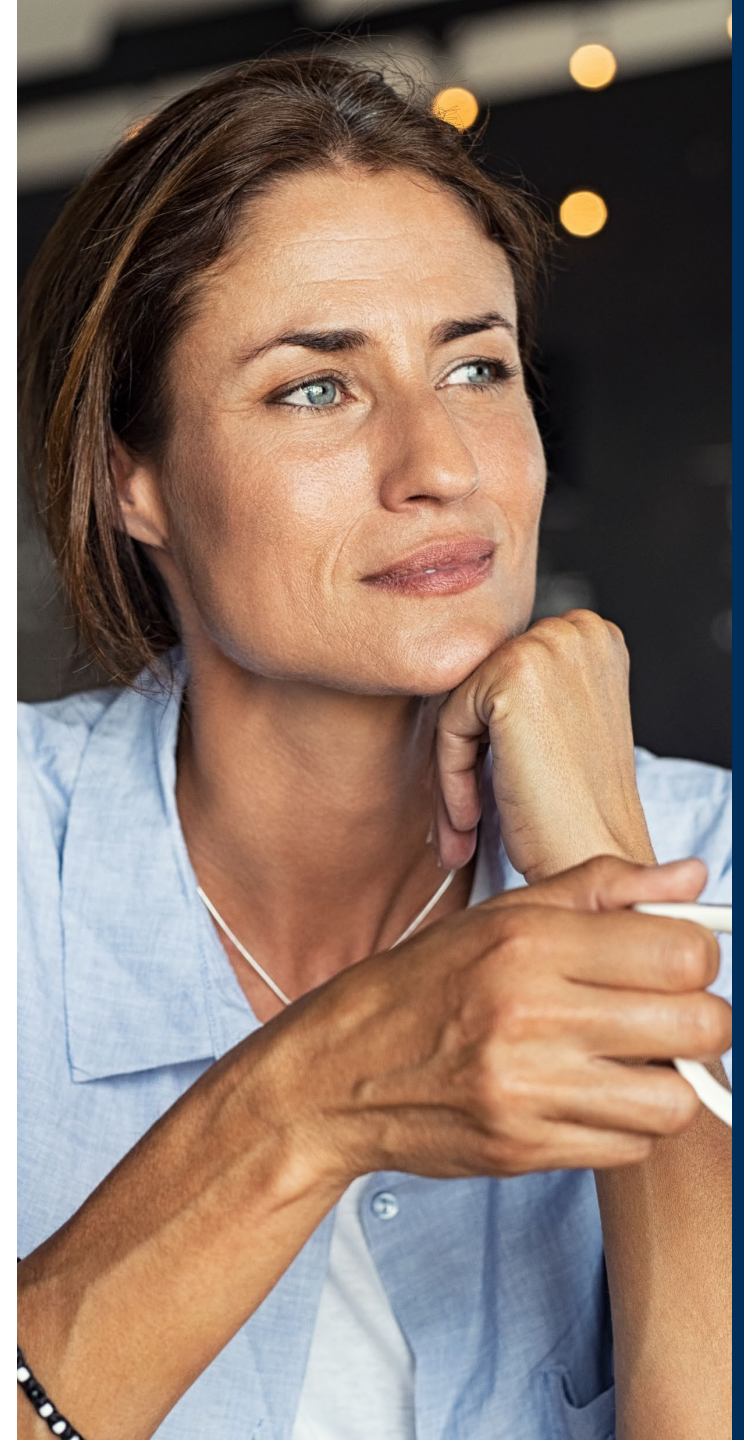


LEARNING/INTERVENTION POINTS

- Our conscious awareness is easily distracted or undermined by our internal processes—in an environment with increased stress this is amplified



Strategy: Develop directed attention techniques, and stress management techniques



Hazard Detection

An abstract graphic featuring a complex network of glowing blue lines and nodes. The lines are thin and translucent, creating a web-like structure. Small, bright orange and yellow dots are scattered throughout, representing nodes or data points. The background is a deep, dark blue, and the overall aesthetic is futuristic and technological.

HAZARD DETECTION



- Have I taken time to fully assess the environment?
- Am I assuming nothing has changed since last being here?
- What has the potential of harming me here today?
- Would other people look at this differently than me?
- Is there anyone I can cross check my data with?
- Have I 'measured twice, before I cut once'?

LEARNING/INTERVENTION POINTS

- Risk management processes and tools are ideally designed to switch the brain on to see and manage risk
- Use risk assessment tools as they are intended to ensure risks are managed and a full understanding of the correct procedures is confirmed before starting a work activity.



Strategy: ‘Stop, Pause, Play’: a process to periodically stop, review the situation, reset and recommence



Performance Drift



LEARNING/INTERVENTION POINTS

- ‘The standard we walk past is the standard we set’



Strategy: Support what we want to see, correcting when we don't. Recognise when we achieve the right standard and setting the vision for what's possible to be even better.



Error Management Tools



**PRE-ACTION
PREPARATION**



**IN-TASK
RECOVERY**



**PERSON
OVER
POSITION**



**AFTER-
ACTION
REVIEW**

LEARNING/INTERVENTION POINTS

- **Pre-action preparation:** 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



Strategy: Start key conversations and ask 'is there a better and safer way?'



LEARNING/INTERVENTION POINTS

- **Noisy fix:** owning and sharing an error in an open forum to allow others to be aware of the same possible pitfalls and to collaborate on a solution to prevent the error happening again
- **Person over position:** 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.
- Leading a noisy fix culture requires trust and shared responsibility



Strategy: 'Build trust and role model authentic leadership. Ensure 'Noisy Fix' discussions

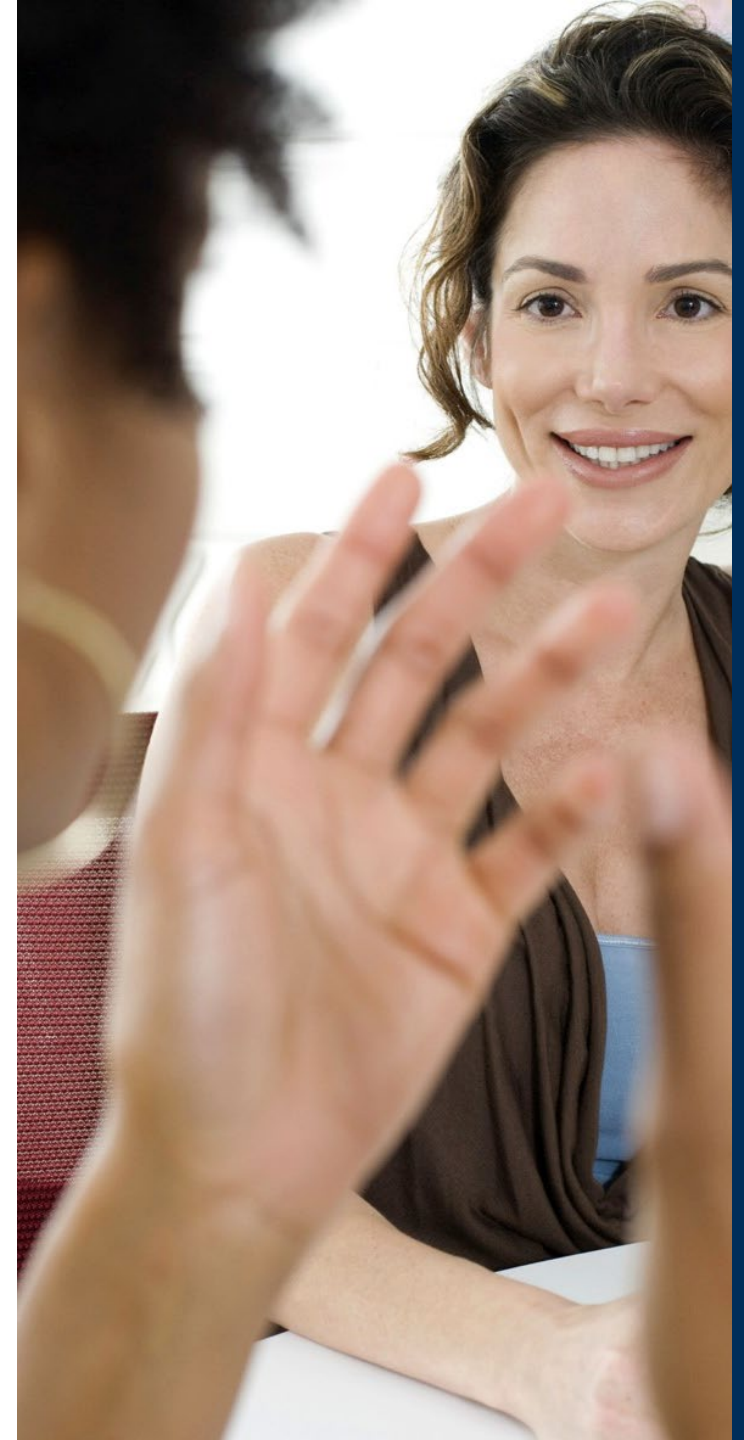


LEARNING/INTERVENTION POINTS

- Work on the assumption that errors will occur and put in place back-up systems to catch and correct errors



Strategy: After Action Reviews



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Q&A

Over to you



Get in touch



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