

# Behavior Safety Now



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**Kansas City, KA – 9/27/2007**

# **An Excellence Framework for Safety Outcomes Leading for Stellar Performance and Results**

# Session Outline



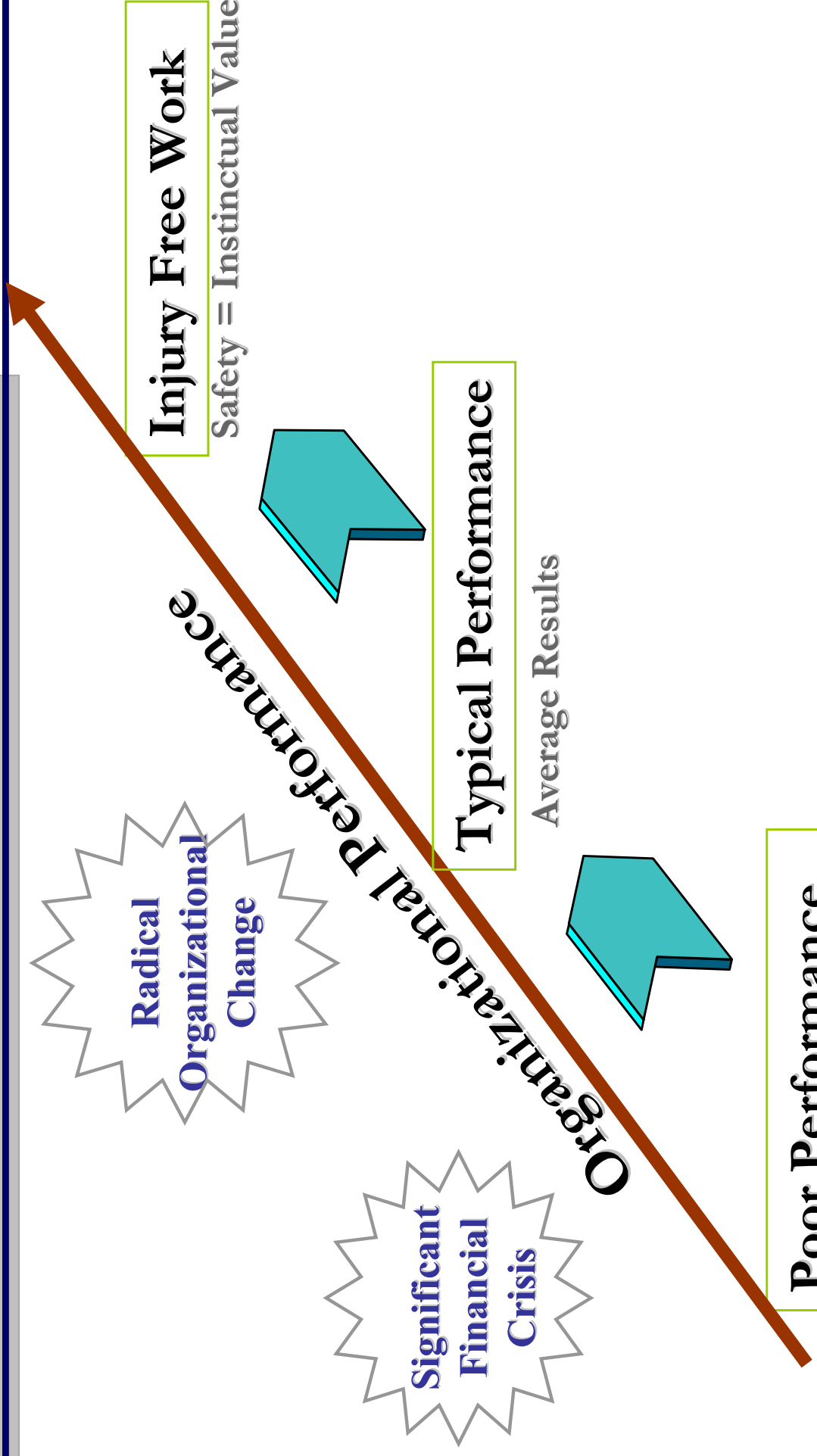
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- **Typical safety issues**
- **Organizational perspective**
- **Operations**
- **Framework for excellence**
- **Leadership's role**
- **Road to excellence**

# Safety Performance Continuum



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# Common Excuses Around Safety



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- **Worker**
- **Supervision**
- **Management**

# ~~Incidents Accidents.~~

Defined

- **Unplanned or unforeseen event**
- **Unexpected happening**
- **Uncontrolled**
- **Chance**
- **Etc.**



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# Incidents: Alleged Causes

- **Independent act of the worker**
  - Stupidity
  - Inexperienced
  - Inattention
  - Fatigue
  - Intentional
  - Etc.
- **Nature of the industry**
- **Etc.**

# Myths & Misconceptions

- **Accident**
- **Safety responsibility**
- **Standards compliance**
- **Nature of the industry**
- **Etc.**



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# Traditional Safety Issues



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- **Focus**
- **Tools**
- **Performance**
  - **Standard**
  - **Evaluation**
  - **Metrics**
- **Strategy deployment**
- **Etc.**

# Safety Results

- **People**
- **Safety program**
- **Execution**
- **Management**
- **Metrics**
- **Leadership**
- **Culture**



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# Balance of Power

- **Employee**
- **Management**



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# Measurement

- **Frequency**
- **Severity**
- **OSHA recordable**
- **Losses per revenue unit**
- **Safety cost per man-hour**



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# Approach to Measurement



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- **Fragmented approach in safety**
- **Same company runs business differently**
  - **Unified strategy**
  - **Approach is integrated**
  - **Common goals & objectives**
  - **Internal & external alignment**
  - **Etc.**

# Safety Interventions



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- **Inputs**
  - Material, equipment, people, money, time, etc.
- **Organization**
  - Culture, climate, systems, process, procedure, human dynamics, safety processes, etc.
- **Outputs**
  - **Acceptable**
    - Product or service
  - **Unintended**
    - Diminished productivity, poor quality, worker injury

# Organizational Holistic View



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- **Operations**
  - **Output**
  - **Process**
  - **People**
- **Desirable outputs (Product / service)**
- **Undesirable outcomes (Low productivity, poor quality, worker injuries)**
- **Leadership impact**

# Leadership Deployed



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- **Executive management**
- **Middle management**
- **Supervisors**
- **Workforce**

# Output (product / service)

- **Value**
- **Quality**
- **Warranty**
- **Service**
- **Innovation**
- **Etc.**



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# Systems (process)



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- **Lean Principles**
  - Value stream focus
  - Pull
  - Waste minimization
  - Flow
  - Continuous improvement
  - Process flexibility
  - Etc.

# People

- **Employee**
  - **Environment**
  - **Capability**
  - **Motivation**
- **Management**
  - **Provides the leadership that creates the culture and the framework to foster an injury free workplace**



# Managing/Leading for Results



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- Foundational elements
  - Culture
  - Metrics
- Framework
  - Safety
  - Operations
  - Organization
  - People

## Injury free workplace

# Communication & Metrics



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- **Communication**
  - Accurate & useful
  - Relevant & .....
  - Etc.
- **Metrics**
  - Design
  - Performance
  - Etc.

# Culture



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- **Values**
  - **Safety instinctual**
- **Climate**
  - **Open, fair & trusting**
- **Vision**
  - **Injury free work**

# Types of Metrics

- **Process**
- **Progress**
- **Outcome**
- **Etc.**



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# Safety

- **Process**
  - Programs
  - Policies
  - Procedures
- **Risk focus**
  - Understanding
  - Dimensions
  - Management



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# Operations

- **Planning & integration**
  - Tactical
  - Strategic
  - Etc.
- **Process thinking**
  - Lean
  - Six sigma
  - Etc.



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# Organization

- **Systems**
  - **Operational**
  - **Business**
  - **Organizational**
- **Innovation**
  - **Learning**
  - **Strategy**
  - **Etc.**



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# Leadership (People)



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- **Leaders (Mangers)**
  - Holistic value driven focus
  - Inspire a shared vision
  - Challenge the process
  - Enable others to act
  - Model the way
  - Encourage, support & counsel
  - Etc.
- **Employees**
  - Involvement
  - Etc.

# Principle Centered Leadership



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- **Influencing employees**
  - **Consequence management**
  - **Transformational Leadership - Relationships**  
that nurtures a desire on the employee's part to  
strive for goals meaningful to both parties
- **Transformational Leaders**
  - **Influences through relationships**
  - **“Live” the values, engender trust & loyalty**
  - **Espouses a compelling safety vision**

# Alignment & Execution



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- **Alignment**
  - **Goals & objectives**
  - **Processes & procedures**
  - **Cross functional perspective**
  - **Value stream focus**
- **Execution**
  - **Flawless**

# Injury Free Workplace



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- **“Safety” is the result of an organizational value system that communicates and empowers the people who oversee the processes that produces a product while working towards internal alignment and the creation of an injury free workplace**
- **Leadership is what makes it happen!**

# Material Covered

- **Typical safety issues**
- **Organizational perspective**
- **Operations**
- **Framework for excellence**
- **Leadership's role**
- **Road to excellence**



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# Thank You!



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For a copy of a word version of this presentation, please e-mail: [peter.furst@libertymutual.com](mailto:peter.furst@libertymutual.com)

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