

# Successful Safety Committees



Joe Estey  
www.energxl.com

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# Common Challenges

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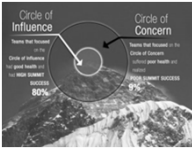
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# Concern, Influence and Control



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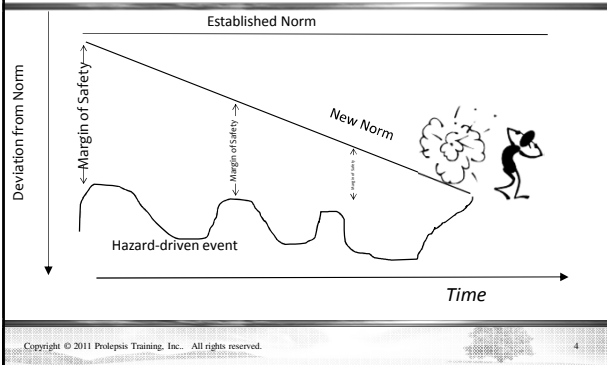
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## Erosion of Purpose and Practice




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## National Epidemic: Disengagement

- 2012 Gallup Poll:
  - Only 26% of workforce reports high levels of engagement
  - 55% going through the motions (disengaged)
  - Highly engaged organizations were 200% more profitable, safe and productive than those deemed internally as disengaging
- Reported common triggers to disengagement:
  - Managers who frequently interrupted during discussions
  - Didn't fully listen to a concern before offering advice
  - Required additional effort/hours without acknowledgement
  - Condescending attitude toward employee
  - Micromanaged 'the minors'

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## The Impact....

“Experiences shape the legends and stories told within a culture and these stories, accurate or embellished, have a ‘norming’ effect on the beliefs that drive decisions and behaviors”,

Shawn Galloway, President, ProAct Safety

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## Great Teams



- List of Why Teams Fail
- Discuss a Successful Team of your Group's Choosing:
  - Why do you consider them GREAT?
  - What are their specific characteristics or attributes?
  - Are these primarily Attitudes or Skills?

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## Habits: Organizational Cornerstones

- Cornerstone habits: The habits that matter the most in achieving successful, sustainable results
- These habits exist whether they are formally or informally created, deliberately or unintentionally
- Like Safety Philosophies, they are the suitcases that contain the norms, expectations and rewards of the organization
- Like all habits, these habits are based upon Cues, Routines and Rewards (good or bad)

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## High Performance Teams

- Purpose: Why do we *really* exist?
- Values: What drives our behavior?
- Goals: Are they aligned to our real purpose?
- Roles: Who does what and who *should* be doing it?
- Measurements: What does success look like?

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## The Communication Model



**Feedback**

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## Common Work Pitfalls

- **Halo Effect** -Blind trust in the "competence" of specific individuals
- **Horns Effect**-Blind distrust of someone's incompetency
- **Pilot / Co-pilot** -Subordinate person (co-pilot) is reluctant
- **Free Riding** - One person takes the lead in an activity, peers may tend to tag along
- **Grouphink** - Reluctance to share contradictory information about a problem for the sake of maintaining the harmony
- **Risky Shift** - the tendency to gamble with decisions more as a group than they would if they were making the decision individually on their own

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## The animal kingdom



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Test Basis and Explanation

**Behaviours**

**Needs**

**Wants**

Motives are to personalities what engines are to our cars

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Primary Motives

**Angels = POWER!**

**Meer cats = Fun!**

Elephants = Relationships

**Doves = Peace**

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Demographics

**Eagles 25%**

**Elephants 35%**

**Meer cats 20%**

**Doves 20%**

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# Eagles



Active and Productive

**Focused**

**lack fact**

**Unapproachable**

**Relentless and Impatient**

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# Elephants

*Loyal to People*

Guilty

**Committed and Sincere**

**Perfectionistic**



**Unforgiving & Resentful**

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# Doves

**Diplomatic**

**Indecisive**

**Objective** **silently Stubborn**

**Even Tempered**

**Uninvolved**

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**Meer Cats**

**Positive**      **Enthusiastic and FUN**

**Forgiving**

**superficial**      **impulsive and Undisciplined**

Disorganized and Uncommitted

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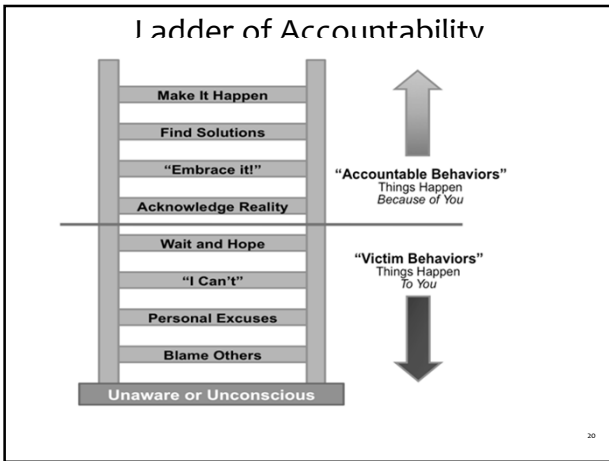
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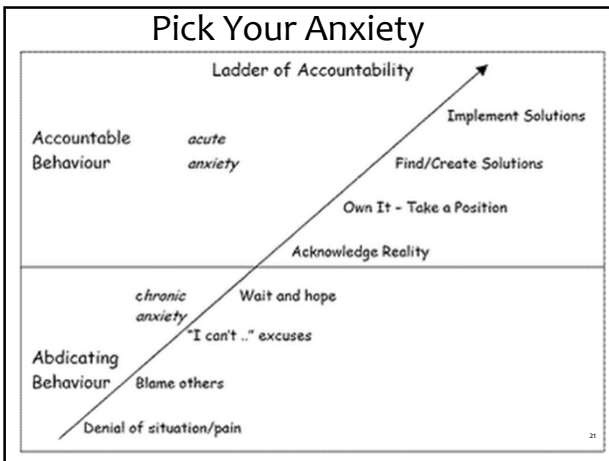
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## The Pinch-Crunch Model

- \* "Pinch": Disruption of shared expectation (minor violation of trust)
- \* "Crunch": Significant perception, event or major disruption in a working relationship that results in high tension and low morale/productivity
- \* Difference of opinions and perspectives help an organization find new and innovative solutions and avoid the 'experience trap'
- \* Unhealthy conflict creates a detrimental effect—on individuals and the organization
- \* Understanding the Pinch Crunch model allows individuals to focus on issues not people or personality

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"You're not listening..."  
"I'm not satisfied..."  
"You just don't like me..."



Pinch

Annoyed, hurt, confused,  
frustrated, ignored, stuck  
(immobile)

"That's the final straw!"  
"I'm finished/done with that..."  
"Forget it, its useless"



Crunch

Anger, Lack of  
Engagement, Avoidance,  
Withdrawal

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## The Act of Advocacy

- The process of standing alongside an individual who is **unable or unwilling** to do so themselves, speaking out in a way that represents the best interests of that person
- Advocate: Person with explicit authority who represents another person's interests
- Managers and safety team representatives, rather than subject matter experts, should be advocates for their workers—in the same way and for the same reason language interpreters are not allowed to be advocates in legal proceedings—each has a distinctive role

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## Advocacy Boundaries and Responsibilities

- \* Recognize the verbal and non verbal signs of when advocacy must be employed to sustain a safety culture
- \* Always act in the best interest of the person, inform the employee you are advocating on their behalf and will provide them with a timely status on the concern
- \* Never act as a regulatory interpreter or subject matter expert!

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## Before the Conversation Starts

- \* Reality Check Your Mindset:
  - \* Mind Reading: "What they really mean is..."
  - \* Fortune Telling: "I know what will happen if I bring this up..."
  - \* Self Righteous Indignation: "I am so tired of this game playing..."
- \* Determine Your Goal:
  - \* Unproductive: Proving who is right, telling them off, setting them straight, winning through their losing...
  - \* Getting clarification about their concerns/expectations
  - \* Gaining an alternate perspective on accomplishing the task
  - \* Attaining a productive, mutual benefit

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## Improvement: Two Key Factors

Motivation:  
Effort not Energy



Ability:  
Skills, Tools, Practice



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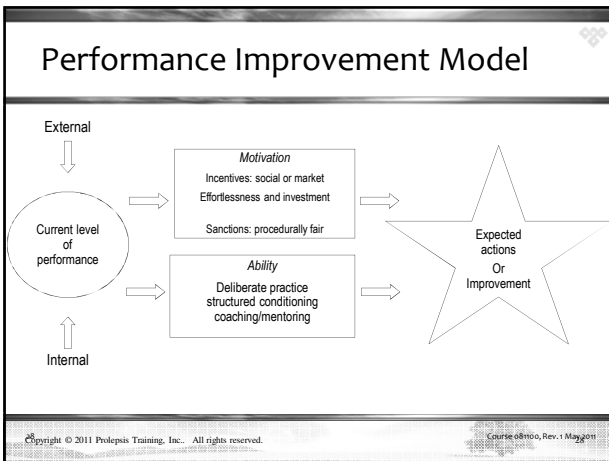
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- ### Improving Motivation
- \* Investment and involvement
  - \* Awareness of Consequences and Choices
  - \* Peer to Peer Reinforcement
  - \* Setting Reasonable and Achievable Expectations
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### Consult or Consensus Decision Process (Cultures of Yes, No, Maybe)

(Heart) Belief Conflict	(Head) Thinking Conflict
<ul style="list-style-type: none"> <li>▪ Resistance to mission, goals and established values.</li> <li>▪ Emotions used to 'win' arguments (personal attacks or alliances).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Solving new problems with 'old' thinking.</li> <li>▪ Not using a decision making (value engineering) process – starting with a predetermined outcome.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Making decisions emotionally, justifying them rationally.</li> <li>▪ Consult and Decide model</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to get investment to guarantee implementation.</li> <li>▪ Build Consensus model</li> </ul>

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## Improving Ability

- \* Explaining how to accomplish something (training)
- \* Providing the time and resources necessary to accomplish the objective
- \* Celebrating the small wins... reinforcing the expectations

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## Managing Proactively

*Task Review  
(Scope of Work)*

Critical Steps

Errors or Hazards

Consequences

Controls And Barriers

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Social Force Motivation	Market Force Motivation	Ability
Sense of Purpose Respect in Profession/Work Sense of Accomplishment/Improvement Sense of Inclusion (Group) Investment in Decision Making/Outcomes Professional Pride (Personal) Professional Pride (Affiliation) Sense of Duty/Obligation Increasing Influence (personal) Personal Control of Corrective Actions Benefit Outweighs Increased Effort Visible Senior Management Support Performance Appraisal Feedback Loss Aversion (fear of losing something) Competition Reduction of Effort	Monetary Incentives Financial Rewards Progressive Prizes (effort-reward) Compensated Promotion Skill Development (resume enhancement) Educational Opportunities (exclusive) On the Spot Recognition Awards Performance Appraisal Metrics Loss Aversion (fear of losing what you already gained)	Awareness Campaigns Overview/Refresher Briefs Resource Allocation Priorities Schedule Allowance (time to perform) Defined Accountability Measures (clear expectations) Visible, Current, Relevant Performance Metrics Accessible and Available Point of Contact Personally Relevant Resource Materials Knowledge/Skills Specific Training Removal of Conflicting or Ambiguous Goals

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