

Creating a Culture of Commitment and Engagement



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Scenario 1:

2 AM

33 degrees F

Wind 20-25 MPH

Ice cold rain falling

Task requires working outside

no one else will be around

when the job is done - back to the warm, dry control center

Following all the procedures - 35 minutes.

Bypassing critical procedures - 10 to 15 minutes.

What decision will the employee make?

Scenario 2:

The unit is behind in production

During start-up a compressor suddenly fails

A junior mechanic is concerned about whether a line they are about to break into is actually depressurized

Will the junior employee pause the job to discuss the concern?

What will be the reaction by the peers, the supervisor, production employees if they do pause the job?

Values Based Culture

- Safety is an value.
 - Unwavering no matter the organizational situation
 - Consequence systems aligned to safety
- Focus on safety of self and others
- Willingness to approach others about exposure
- Personal gain is willingly sacrificed.
- Most employees would feel uncomfortable taking a short cut or not pausing work when the sense exposure has increase
- Upward feedback on safety encouraged and recognized
- Questions being asked:
 - What would leadership or my peers want me to do?
 - How do my actions align with the organizational values?

Compliance

- the act or process of complying to a desire, demand, proposal, or regimen or to coercion
- a disposition to yield to others
- Synonyms: acquiescence, deference, docility, obedience, submissiveness
- Comply: To act in accordance with **another's** command, request, rule, or wish

Marine Drill Sargent

“We can’t make these new recruits do what we tell them.”

“But we can make them wish they had.”

Commitment

- an act of committing to a charge or trust
- an agreement or pledge to do something in the future; something pledged
- the state or an instance of being obligated or **emotionally** impelled
- Synonyms: promise, pledge, vow, obligation, assurance, binder, dedication, loyalty, devotion, steadfastness, allegiance, faithfulness, staunchness

Relationships are based on Reciprocity

- Safety is foundational
- People don't care about you until they know how much you care about them.
- Associates will be willing to help you achieve your goals only when you have demonstrated a willingness to help them achieve their goals.
- People are internally driven to reciprocate

Gaining Commitment requires Leadership Skills

Management

- Focus is on compliance
- Transactional
- Message:
 - “Comply and you will get ...”
 - “Comply because I told you to”
 - “Comply or else”

Leadership

- Focus is on commitment
- Transformational
- Has laid the groundwork for commitment
- Explains why it is important to the organization, others, him or herself and to the employee

Culture: Relationships are Key

- What we want:
 - A company that:
 - Cares about me as a person.
(Perceived Organizational Support)
 - Management that:
 - Takes real action to protect my safety.
(Organizational Value for Safety)
 - Is honest and trustworthy.
(Management Credibility)

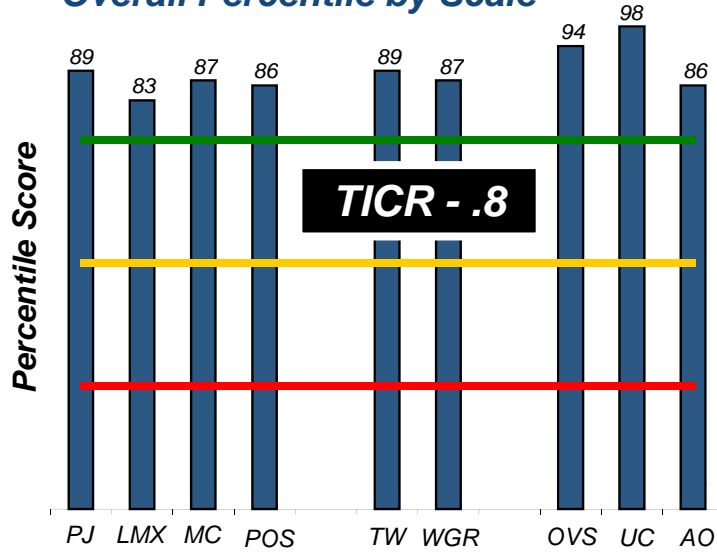
Culture: Relationships are Key

- What we want:
 - A supervisor that:
 - Listens to and acts on my safety concerns.
(Upward Communication)
 - Is fair and unbiased.
(Procedural Justice)
 - Treats me with dignity and respect.
(Leader-Member Exchange)

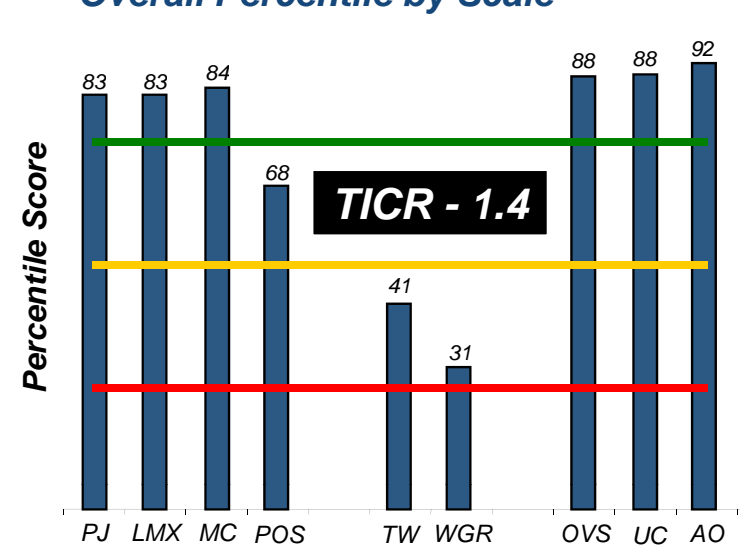
Culture: Relationships are Key

- What we want:
 - Peers that:
 - Point out safety risks and let me do the same.
(Approaching Others)
 - Treat me with dignity and respect.
(Work Group Relations)
 - Are reliable in getting their job done.
(Teamwork)

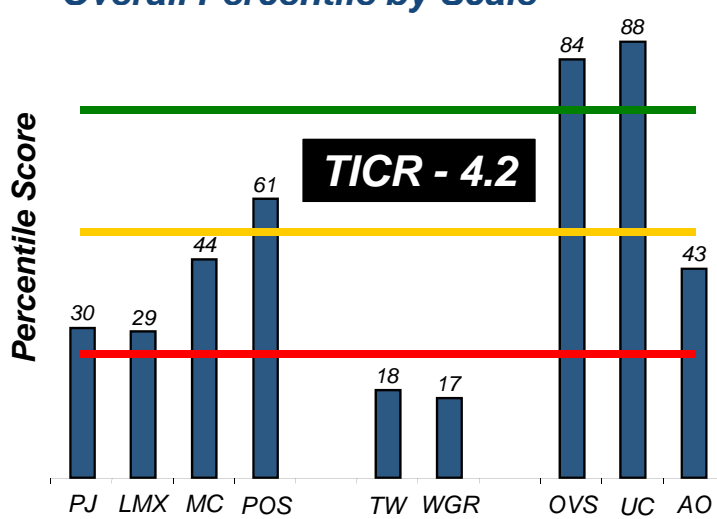
Site A
Overall Percentile by Scale



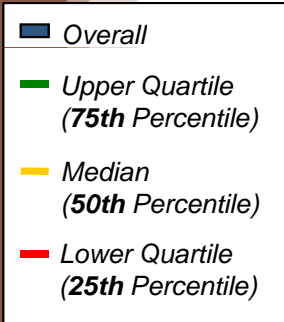
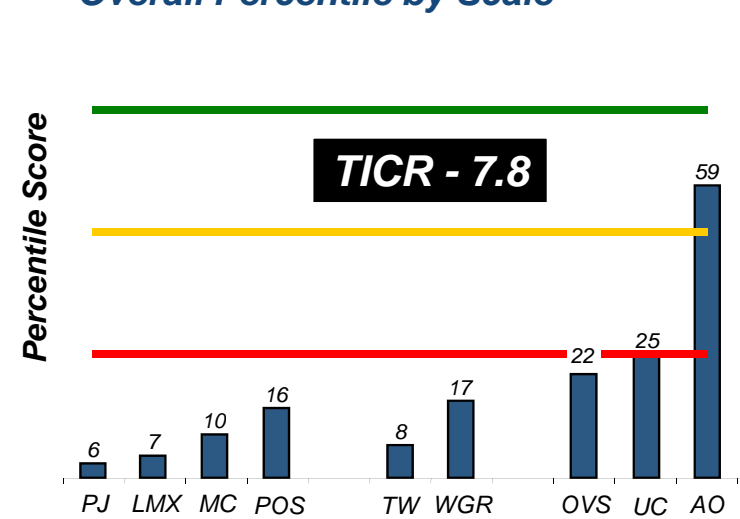
Site B
Overall Percentile by Scale



Site C
Overall Percentile by Scale



Site D
Overall Percentile by Scale



Transformational Leadership Elements

1. Inspiring
2. Influencing
3. Challenging
4. Engaging

Transformational Leaders

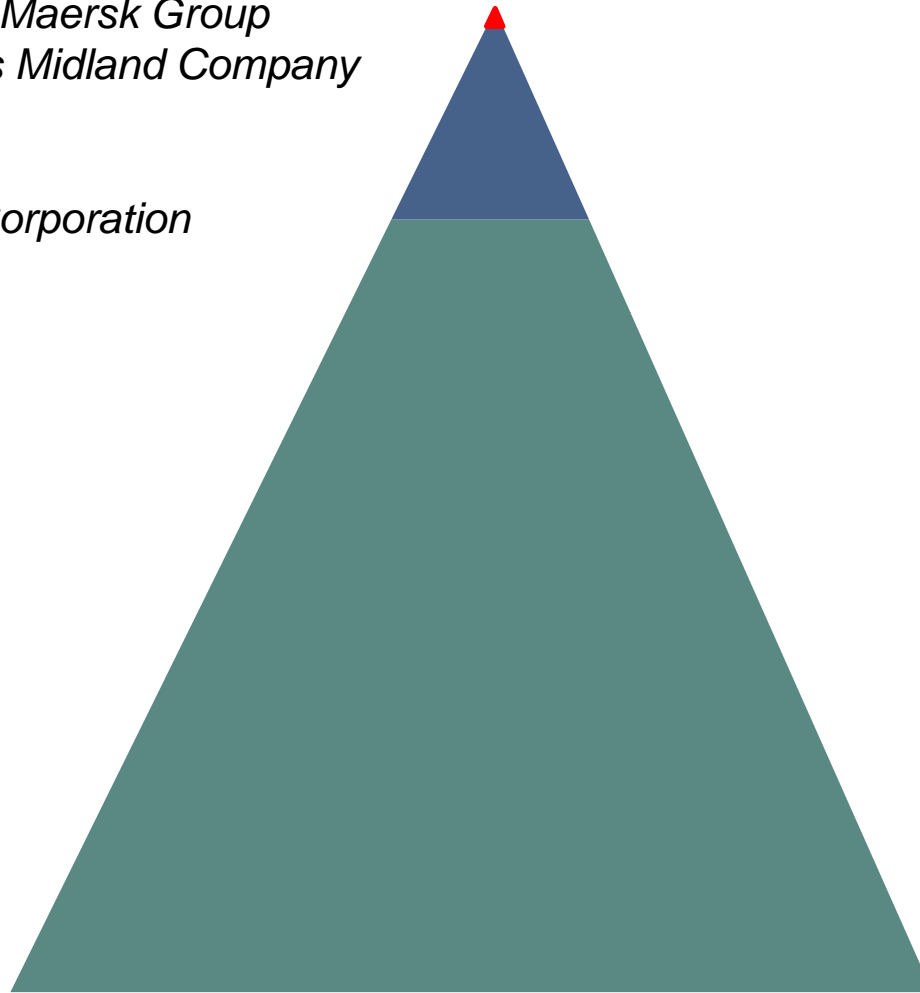
- Consistently are rated the “best bosses”.
- Contribute more leaders into the pipeline.
- Lead workgroups that are consistently rated as more productive and more flexible.
- Develop long-term relationships.
- Focus less on their own success than on the success of others.

What Is Your Reaction To This Executive Leader's Statement?

“I don't want someone to suffer a non-life altering injury, that resulted from an incident with very low energy and potential, like a bee sting or a thumb that was hit by a hammer, but I cannot tolerate incidents, whether there is an injury or not, where the energy level is such that a life altering injury or fatality could likely result.”

The safety triangle is descriptive

*A.P. Moeller – Maersk Group
Archer Daniels Midland Company
BHP Billiton
Cargill Inc.
Exxon Mobil Corporation
Mercer LLC
PotashCorp
Shell*



*There are on average
700 medical treatment
cases per SIF*

Data from 2008-2009

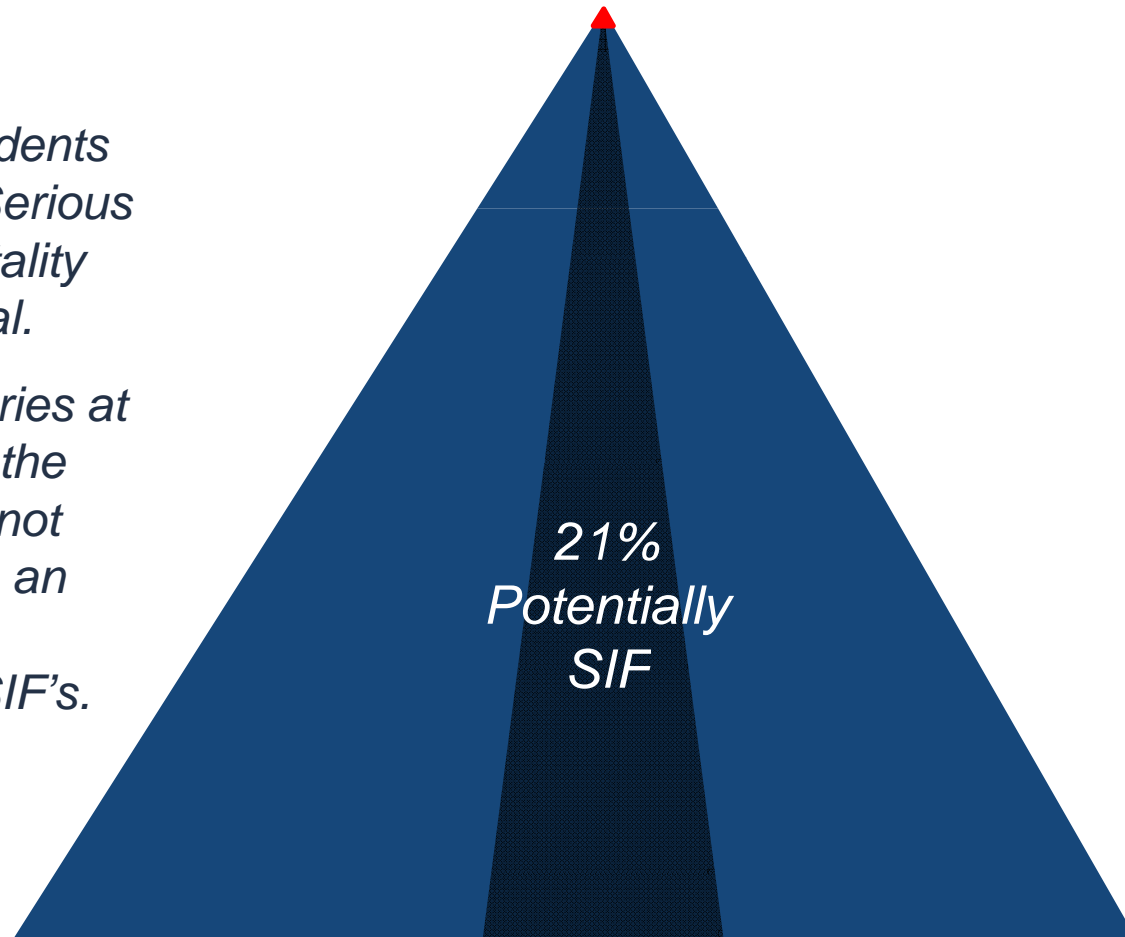
	<i>*Average Rate*</i>
<i>Serious Injuries and Fatalities</i>	<i>.0014</i>
<i>Restricted and Lost Workday Cases</i>	<i>0.30</i>
<i>Medical Treatment</i>	<i>0.98</i>

** Approximations of rates based on
2008-2009 data, company
populations, and using a basis of
100 employees*

The traditional safety triangle *is not* predictive.

*4 out of 5 incidents
do not have Serious
Injury and Fatality
(SIF) potential.*

*Reducing injuries at
the bottom of the
triangle does not
correspond to an
proportionate
reduction of SIF's.*



Precursors

Safety Controls

Lock-out/tag-out, machine guarding and barricades, confined space entry hot work permits, equipment and line breaking 100% were SIF's

Life Saving Procedures/Rules

71% of SIF events were covered by an existing Life Saving Rule

Change in what the leader does



Change in Follower Behavior



Change in Leader and Follower beliefs



Culture changes



Safety Results Improve

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