

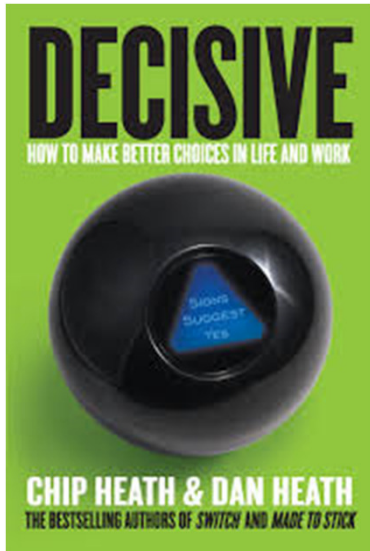
# Safety Transformation: Engaging the Head and Heart



Joe Estey, Corporate Manager  
Safety Engineering and Training Solutions  
Advanced Technologies and Laboratories, Intl

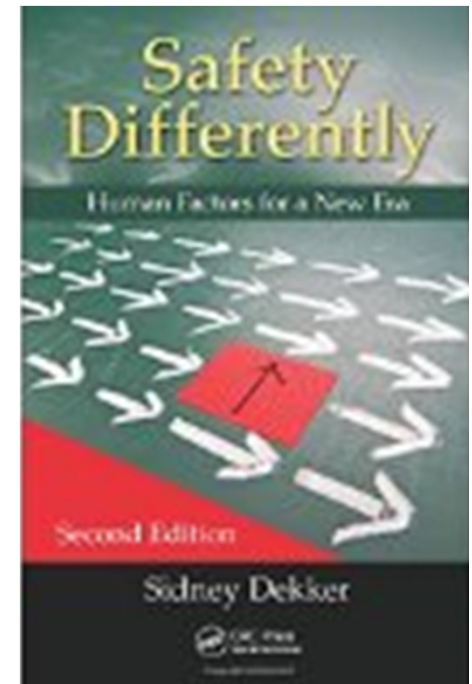
— THE 72<sup>ND</sup> ANNUAL —  
**PPSA SAFETY AND  
HEALTH CONFERENCE**

# Relevance for Today's Workplace



“83% of mergers and acquisitions in the US fail to attain the expected results primarily due to a *disengaged* workforce”

“Just about every modern company uses 13 different safety tools or techniques to improve safety performance. But the number one factor in actually improving performance is to what degree these engage the worker....”



# Employee Statements: Dire Straits

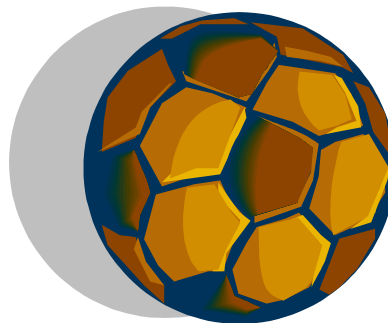
23,000 employees from random companies, undergoing a major 'engagement initiative' after a merger or reorganization:

- Only 37 percent said they have a clear understanding of what their organization is trying to achieve.
- Only one in five was enthusiastic about their organizations' goals.
- One in five said they had a clear "line of sight" between their tasks and their team's new organizational goals.
- Only 15 percent felt that their organization fully enables them to execute key goals.
- Only 20 percent fully trusted the organization they work for.

# Employee Statements

If a soccer team had these same survey scores:

- only 4 of the players on the field would know which goal was theirs,
- only 2 of them would care,
- only 2 would know what position they play
- and all but 2 would, in some way, be competing against their own team rather than the opponent.



## *Words Matter....*



# Engagement By Definition

- “emotional involvement or commitment”
- “the state of being in gear”
- “a hostile encounter between opposing forces”

Myth:

*Companies need to increase employee engagement*

Fact:

Everyone is already engaged...too many are engaged *differently*.  
*What's needed is real alignment and personal investment*

# The Ways We Engage

- Cognitively with the Head (Ability)
  - Thought, reflection, (hazard recognition)
- Affectively with the Heart (Motivation)
  - Emotions, concern, care, (hazard awareness)
- *Just because you know something can happen (head), doesn't mean you believe it (heart)*

## Getting Straight A's

1. List\* as many words relating to Safety, Safety Culture and Safety Performance THAT BEGIN WITH THE LETTER "A" as you can within one minute (\*list—record by pen or pencil without explaining)
2. *Words or phrases like "A Procedure", "A Harness", "A Machine Guard" don't count....*
3. For two minutes, decide if each word selected relates to a "head" activity or a "heart" activity



# Engaging the Head AND Heart

**Attitudes**

**Ability**

**Advocacy**

**Alignment**

**Analysis**

**Assessments**

**Appreciation**

**Advice**

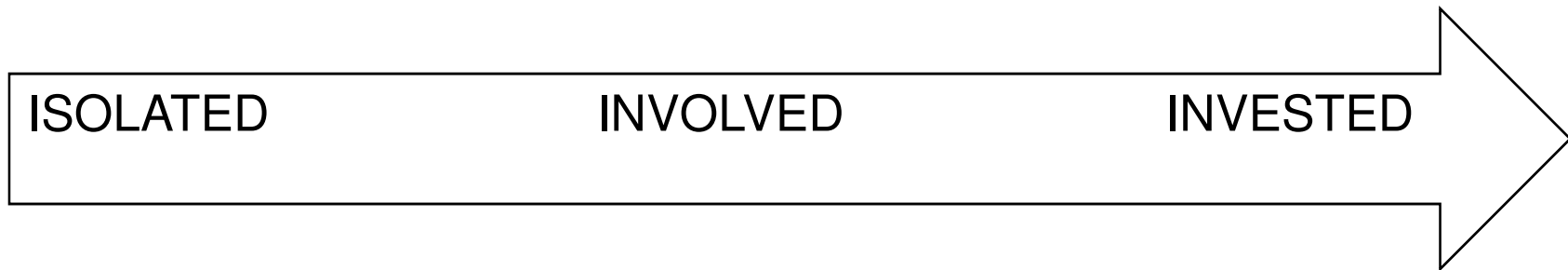
**Acknowledgement**

**Awareness**

**Agreement**

**Affiliation**

# Engagement Spectrum



## Polarization



# Different Type of Engagement

- “Some people *protect* their individual value by NOT doing something. Its their way of saying “I may have be chained to this machine all day, but I can still make myself *feel good* by exercising my power *NOT* to do something.”

Ray Immelman,  
Great Boss Dead Boss



# “They Just Don’t Get It...”

- 360 full time employees in plant
  - 85% must participate in BBI initiative (4% bonus)
  - 15%--vacations, schedule conflict, failure to participate
- Low Bar to Achieve:
  - 1 safety meeting,
  - 1 safety suggestion,
  - 1 quality suggestion,
  - 1 conversation card (peer to peer)
- First Three Months:
  - No one gets a bonus as 28%+ opt out

# Engagement Spectrum

ISOLATED

INVOLVED

INVESTED

Polarization

Cooperation  
'Comply-Ment'



# Complyment: The Danger Zone



- “If you coerce and compel in order to gain cooperation you will not get people moving forward, safely, with the energy and investment they need to be successful,” *Dr. Conners*
- *Forcing* people into complyment may get them moving, it won't get them thinking....



# Engagement Spectrum

ISOLATED

INVOLVED

INVESTED

Cooperation  
Comply-ment

Polarization

Co-Ownership



## Real Engagement....

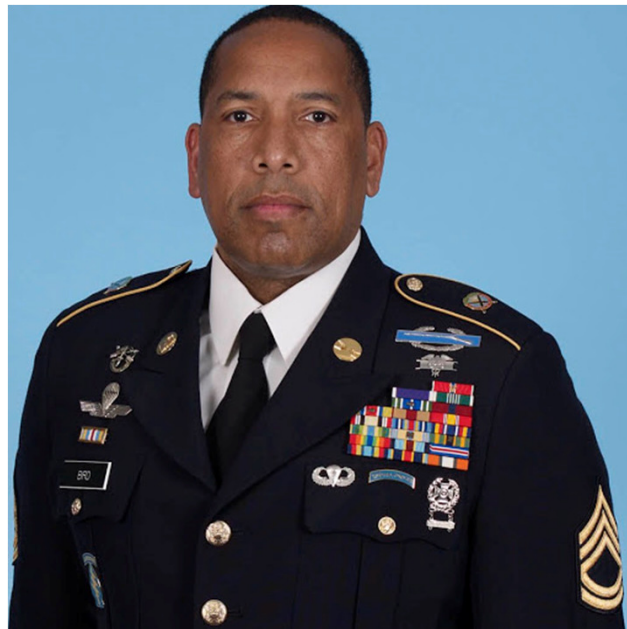
- Engagement tools only work if there is real *engagement* in the process



## Turning Point

“Managers increase employee’s personal investment and a genuine desire to improve once they **stop** thinking about *what* they want **from** their employees and *ask* what they want **for** their employees...”

SSgt Simi Bird, (DOE Executive Chief of Staff)



## A Rose is a Rose....



How many men have bought red roses for their spouse? (Hands Up)

How many of the women remember these red roses being bought for them? (Hands Up)

How many women would rather have a color of rose rather than red? (Hands Up)

# Let's Talk About a Box...



# Ways We Engage Employees

- Safety Pledges
- Self Examination (Rate Your State)
- Peer to Peer Observations
- Safety Conversation Cards
- Toolbox Talks
- JHAs/CJHA/THA
- Pre Job Meetings
- Post Job Meetings
- Courage to Care
- Hazard ID Control Suggestions
- Task Preview Cards

## ***Safety Sure Conversation Cards***

Body Position/Movement:	Safe	Unsafe	N/A
PPE/Equipment Use	Safe	Unsafe	N/A
Housekeeping/Orderliness	Safe	Unsafe	N/A
Procedure Use	Safe	Unsafe	N/A
Hazard Controls in Place	Safe	Unsafe	N/A

Comments: Reminded employee she has to wear safety glasses until guard is fixed. She told me that its been 4 years and no one's ever going to fix the guard. Then she asked me to leave—and not very politely.

## ***Polarized Employee's Perspective:***

*Can be Used to Punish*

*No One Does Anything with the  
Comments Anyway*

*Just another way they can see if we are  
listening to them, instead of helping  
them better understand us*

# Making a Positive Impact Toward Co-Ownership

Get employee involved *beyond the correction of NOW* (non-compliance) and use these tools as conversation aids to discuss and determine the *WHY*

*There should be more energy and effort on the marriage not just the wedding:* the roll out of the initiative is the beginning of the process not the period at the end of a sentence

These techniques should improve communication—they are not a substitution for it

None of them are successful in the long term unless they are used to gain insight on conditions affecting Motivation or Ability

# How Many Can You Name?

Group 1

Group 2

## How Many Can You Name?

(Group 1)

Name a fruit beginning with the letter S

Name an animal beginning with the letter P

Name a bird beginning with the letter R

Name a country beginning with the letter T

Name a famous actor beginning with the letter C

Name a vegetable beginning with the letter A

Name a flower beginning with the letter D

## How Many Can You Name?

(Group 2)

- Name a fruit that ends with the letter A
- Name an animal that ends with the letter G
- Name a bird that ends with the letter D
- Name a country that ends with the letter O
- Name an actor that ends with the letter Y
- Name a vegetable that ends with the letter S
- Name a flower that ends with letter T

# The Engagement Equation: Effortlessness versus Investment



**You will need:**

 1 Cup Water	 1 Stick (½ Cup) Butter, Softened	 3 Eggs
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**1 Heat** oven to 350°F for shiny metal pan or 325°F for dark or nonstick pan. Grease bottom only of pan (use paper baking cups for cupcakes).

**2 Beat** cake mix, water, butter and eggs in large bowl on low speed 30 seconds, then on medium speed 2 minutes, scraping bowl occasionally. Pour into pan.

**3 Bake** as directed below or until toothpick inserted in center comes out clean. Cool completely before frosting.

Pan Size	8" x 8"	9" x 9"	8" or 9" Round	12 Cupcakes
Bake Time (in minutes)	44-49	38-43	43-48	18-23

**High Altitude (3500-6500 ft):** Bake 8" square shiny pan 44-49 min; 8" square dark pan 46-51 min. Bake 9" square shiny pan 38-43 min; 9" square dark pan 40-45 min. Bake 18 cupcakes at 350°F 18-23 min (all pans).

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# Principles of Engagement

- Engagement is more than having people ‘touch the deck’
- Improvement programs or processes succeed when they are properly communicated and designed to increase investment--***not just activity*** (Benefit outweighs the effort at the individual’s task level)
- Individuals must be ***motivated*** and ***able*** to perform the task—when they can’t perform it well, ***consider ability issues before the motivational issues***
- People support the things they create—resist the things created for them

# Don't Rob People of the Opportunity to Provide Value to Others in the Organization



# Engagement: Real Alignment (Value and Purpose in the Process)



## In Summary....

We are all engaged...some of us *differently* than the rest of us would like or than the organization needs

Engagement involves personal investment on the right things, in the right way, where the benefit always meets or exceeds the effort

Management (and Safety Committee) Engagement Equation:  
Effortlessness and Investment (what do we need done FOR us, what do we need to do FOR ourselves?)

Investment increases when the individual owns at least one of three things: Quality, Time and Resources