We have come a long way…

1927  1934
“We’ve updated the company manual.”
Figure 2: The Perpetual Cycle of Avoiding Failure

Strategy

Strategy is the creation of a unique and valuable position… It requires you to make trade-offs-to choose what not to do. It involves creating “fit” among a company’s activities.

-Michael Porter
Strategy is a framework of choices or tradeoffs the organization makes to determine how to capture and deliver value.

Strategy, therefore, is how do we win?
Strategy to Win: Differentiate with New or Increased Value to Generate Interest & Loyalty

Strategy to Fail Less: Compete with Production, Attention and on Price to Minimize Negatives
ProAct Safety Strategic Choices®

1. Who are our customers and how, where and when do we think we can win?

2. What is the compelling rationale or narrative?

3. What is the scope?

4. What is the vision of success & supporting values?

5. What systems and other business goals support or conflict with our ability to succeed?

6. What data do we have available for both business performance & culture-enhancement goal-setting?

7. What data-driven priorities/objectives would be of strategic value?

8. Which initiatives would best support the objectives? (including stopping or modifying)

9. How will we create alignment, understanding, involvement & support of the strategy?

10. How will we maintain proactive accountability, monitor progress & ensure we are winning with performance improvement and hearts and minds?
1. Who are our customers and how, where and when do we think we can win?
2. What is the compelling rationale or narrative?
3. What is the scope?
4. What is the vision of success & supporting values?
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9. How will we create alignment, understanding, involvement & support of the strategy?
10. How will we maintain proactive accountability, monitor progress & ensure we are winning with performance improvement and hearts and minds?
Figure 18: Milestones on the STEPS Pathway™

Continuous Improvement

Control

Chemistry

Climate

Clarity

Assessment

Strategy

Strategic Targets for Excellent Performance in Safety

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FIGURE 7: 
THE SAFETY CULTURE EXCELLENCE® EVOLUTION MODEL™
FIGURE 19: THE FOUR PILLARS OF SAFETY CLIMATE™

LEADERS
SUPERVISORS
COMMITMENT
CARE
COOPERATION
COACHING
WORKFORCE
Improving Measurement

- Lagging Indicators
- Leading Indicators
- Transformational Indicators
FIGURE 15: FOUR VITAL ELEMENTS OF MARKETING SAFETY™

BRANDING

REINFORCING THE BUYING DECISION

MARKETING SAFETY

POSITIONING

VOICE OF THE CUSTOMER
Safety Strategy (Next 3 -5 Years…)
Zero Injuries is the byproduct of the value of safety excellence. It should never be the final objective or goal.
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www.SafetyCultureExcellence.com
Shawn M. Galloway
President, Chief Operating Officer
ProAct Safety
+1.936.273.8700
1.800.395.1347
sgalloway@ProActSafety.com

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