Safety Odyssey – Greek Myth, Pipe Dream or Potential Reality?

Eldeen E. Pozniak CRSP, CHSC, CHSMSA, MIIRSM, CMIOSH
2015: A SAFETY ODYSSEY
Homer's The Odyssey Interactive Layered Flip Book with Answer Keys

Penelope's Test
- The Return of Odysseus: Argos
- The Suitors, Penelope, The Challenge, Odysseus' Revenge

- The Land of the Dead;
- The Sirens, Scylla and Charybdis; The Cattle of the Sun God

The Cyclops
- The Adventures of Odysseus
- The Odyssey, Themes, Literary Devices

A Hero's Journey
- Character Map and Mythology
An Odyssey is:

long eventful journey,....

a long series of wanderings or adventures, especially when filled with notable experiences, hardships,....
An Safety Odyssey is:

long eventful journey,....

a long series of wanderings or adventures, especially when filled with notable experiences, hardships,....
Organizational to Individual Decisions Contribute
2015: A SAFETY ODYSSEY

GOOD CHOICE

BAD CHOICE

SAFETY SERVICES MANITOBA
2015: A SAFETY ODYSSEY

GOOD CHOICE → BAD CHOICE

SAFETY SERVICES MANITOBA
Safety is Not Common Sense

Its Definitions

&

We get to Play with Peoples Definitions
• When you think of family,...
• When you think of a good time,...
• When you think of safety,.....
What affects our definitions,…

• Dependent on your personal thoughts,…experiences,… history,… attitude,… what you have been exposed to,…what you value,…

• Our definitions – how we see the world affect how we act or react,…what we choose to do or not do
Common Sense or Definitions

- Why do you do safety?
- How do you do safety?
Safe VS Unsafe
Substandard Work Conditions or Environments create injury, ....

“This hammer keeps hitting two inches to the left.”
Substandard Practices lead to injury & illness,....

"Don't worry. We can skip the safety rules just this once."
A different point of view is simply the view from a place where you're not.

yourpointofview.com
Communication To Peoples Definitions
WHAT DOES AN ACCIDENT REALLY COST?

select an INDUSTRY

- Construction
- Hospitality
- Retail
- Sawmills
- Trucking
<table>
<thead>
<tr>
<th>Accident Costs for Worker Injured After Falling 10 Feet (scenario details)</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Costs (<a href="#">view details</a>)</td>
<td>$840</td>
</tr>
<tr>
<td>Investigation Costs (<a href="#">view details</a>)</td>
<td>$280</td>
</tr>
<tr>
<td>Property Damage Costs (<a href="#">view details</a>)</td>
<td>$150</td>
</tr>
<tr>
<td>Replacement Costs (<a href="#">view details</a>)</td>
<td>$550</td>
</tr>
<tr>
<td>Productivity Costs (<a href="#">view details</a>)</td>
<td>$710</td>
</tr>
<tr>
<td><strong>Total Cost of Accident</strong></td>
<td><strong>$2,530</strong></td>
</tr>
</tbody>
</table>

**How long will it take to recover this cost?**

<table>
<thead>
<tr>
<th>Recovery Costs</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Profit Margin</td>
<td>5%</td>
</tr>
<tr>
<td>Average Sales or Revenue per day</td>
<td>$2,000</td>
</tr>
<tr>
<td>Gross sales required to recover accident cost</td>
<td>$50,600</td>
</tr>
<tr>
<td>Number of working days to recover accident cost</td>
<td>25.3 days</td>
</tr>
</tbody>
</table>

Calculate your own costs now!  

**How long will it take you to recover this cost?**
Make sure you address the Safety Basics
Hazard
Identify

Risk
Assess

Control
Implement
What do you see?
2015: A SAFETY ODYSSEY

Hazard: Identify
Risk: Assess
Control: Implement
Do a 2 x 2

Take 2 seconds – 2 minutes

Take 2 steps back & Ask 2 questions

How can I get hurt here?

What are we doing?
Why does Engagement Matter

• 5 x less likely to have an accident

• 7 x less likely to have lost time injury

• Engaged in behaviors that cost the organization 1/6 of unengaged employees.
Basics of Safety

- Hazard: Identify
- Risk: Assess
- Control: Implement
<table>
<thead>
<tr>
<th>Control</th>
<th>Effectiveness</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate</td>
<td>100% Hazard Removed</td>
<td>Remove hazard or redesign process so hazard does not exist</td>
</tr>
<tr>
<td>Substitute</td>
<td>75% Hazard Reduced</td>
<td>Substitute hazard with something of a lesser risk (e.g., replace ladder with scissor lift, solvent-based paint with water-based)</td>
</tr>
<tr>
<td>Engineering</td>
<td>50% Hazard Reduced</td>
<td>Control hazard through isolation (e.g., machine guarding)</td>
</tr>
<tr>
<td>Administration</td>
<td>25% Rely on People</td>
<td>Control hazard by influencing people (e.g., safety procedures, signs, training)</td>
</tr>
<tr>
<td>Personal Protective Equipment</td>
<td>5% Damage Limited</td>
<td>Control hazard by use of PPE (e.g., respirator, hard hat, hearing protection)</td>
</tr>
</tbody>
</table>
Basics of Safety

1. Hazard
   - Identify

2. Risk
   - Assess

3. Control
   - Implement
“What If” Evaluations

Job Hazard Analysis with Affected Employees – either formal or informal (undocumented)

Start with 1 a week - purposeful
Management & Supervisory Support is Necessary
1st off – cannot coach well if you do not lead by example

• “Do what I say, not what I do”
People on the Journey with you Need Clear Expectations
Reading Recommended:

*Driving Toward “0”: Best Practices in Corporate Safety & Health*

How Leading companies develop safety cultures
Need to Find a Way to Have Integrated Safety

Safe Sustainable Business
Safe Production
Make Them Feel Something
Make them Feel Something

We often talk about people being motivated by revenge, jealousy, sadness, loneliness, fear, passion,... what do these have in common?

Feelings are powerful motivators

We talk about people with passion
• Chip & Dan Health sum up the research in their book *Switch: How to Change Things When Change is Hard*.

• “Focus on emotions. Knowing something isn’t enough to cause change. Make people (or yourself) feel something….the core of the matter is always about changing the behavior of people, & behavior change happens in highly successful situations mostly by speaking to people’s feelings.”
Speak with Passion

Without Heart, there is no:

• Integrity & honor
• Commitment & conviction
• Hope & faith
• Trust & support
• Persistence & courage
• Learning & risk taking

• Exemplary leaders excel at improving performance because they pay great attention to the human heart.
<table>
<thead>
<tr>
<th>Priorities</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>- External &amp; imposed</td>
<td>- Internal &amp; voluntary</td>
</tr>
<tr>
<td>- Driven by circumstances</td>
<td>- Drives our behaviors</td>
</tr>
<tr>
<td>- May change &amp; give way to other priorities</td>
<td>- Endures over the long haul</td>
</tr>
<tr>
<td>- Bolted on</td>
<td>- Built in</td>
</tr>
</tbody>
</table>

Comparison
Safety must be tied to existing values

- This can be difficult if we are not skilled in the art of reading people, art of persuasion, presentation, facilitation, story telling, leadership development, communication skills & organizational culture change – it does require all of these & more,...
Safety must be tied to existing values

• You need to connect the dots for them,... between safety and their core values & in a way that preparation H’s it,...
Preparation “H” our Messages

• Head - Heart - Hands
Attach Safety to their Values
Emphasize Progress
Nothing is more motivating than progress.

- This pattern is what we call the progress principle: of all the positive events that influence inner work life, the single most powerful is progress in meaningful work; of all the negative events, the single most powerful is the opposite of progress—setbacks in the work. We consider this to be a fundamental management principle: facilitating progress is the most effective way for managers to influence inner work life.
Celebrate Successes along the way
Start A Safety Cult
Form a Cult
(well almost – a safety focused cult)

Not literally,
No funky robes or animal sacrifice necessary,..
But what else unites a cult?

Shared Belief – A story.
If everything were on the line in a negotiation, I can’t think of anyone I’d rather have advising me than Bob Cialdini.”

—TOM PETERS, The Tom Peters Group
Inspire a Shared Vision

Looking at the research:

• What gives life meaning? Stories
• What gives work meaning? Stories
• What creates unity & morale? Stories

“Institutions that can communicate a compelling historical narrative often inspire a special kind of commitment among employees. It is this dedication that directly affects success & is critical to creating a strong corporate legacy...a strong focus on safety,...”
Shared – set of beliefs, norms, & practices, documented & communicated through a common language

- If belief is management values productivity over safety & health, they may try to work around a hazard & knowingly risk accidents

- If belief is management values safety & health they will more often report or repair the hazardous conditions – often at some loss of productivity that is acceptable to management – to avoid the potentially greater loss that an incident might cause later
Responsible for safety of self & others
In a sound safety culture:

An individual would be expected to intercede if they saw a co-worker about to commit an unsafe act.
In a sound safety culture:

• An individual would be expected to intercede if they saw a co-worker about to commit an unsafe act.

• Leadership would be expected to monitor the heath of the safety culture & reinforce & nurture it when required.

• Individuals & groups would be expected to speak out if they perceived management acting in a fashion inconsistent with the organization’s values.

• Proactively Manage Predictable risk & Drifting or Deviance Tolerance
Form a Cult
(well almost – a safety focused cult)

• “Institutions that can communicate a compelling historical narrative often inspire a special kind of commitment among employees. It is this dedication that directly affects a company’s success & is critical to creating a strong corporate legacy…”

• In his book Leading Minds: An Anatomy Of Leadership Howard Gardner says “stories are the most powerful weapon in the leader’s literary arsenal.”
So how do you craft a good story that unites & motivates people?

- Simon Sinek, author of *Start with Why: How Great Leaders Inspire Everyone to Take Action*, has an interesting theory:

  People are engaged & motivated by *why we do things* more than *what we do*. 
What is your 30 Sec Elevator Speech
“I want to talk to you about worker safety.” In an instant, shareholders wondered why he had omitted to talk about improving profits. After all, Alcoa was in a mess.

“Every year, numerous Alcoa workers are injured so badly that they miss a day of work. Our safety record is better than the general workforce, especially considering that our employees work with metals that are 1500 degrees and we have machines that can rip a man’s arm off. But it’s not good enough. I intend to make Alcoa the safest company in America. I intend to go for zero injuries.”
O’Neill held firm, “I’m not certain you heard me. If you want to understand how Alcoa is doing, you need to look at our workplace safety figures. If we bring our injury rates down, it won’t be because of cheerleading or the nonsense you sometimes hear from other CEOs. It will be because the individuals at this company have agreed to become part of something important: They’ve devoted themselves to creating a habit of excellence. Safety will be an indicator that we’re making progress in changing our habits across the entire institution. That’s how we should be judged.”
“Start with a Why”, great leaders communicate from the inside out.

He then moved to “how” they were going to improve safety & then the “what”.

Other leaders communicate the “what”, “how” & then the “why”.
One Behavior Change at a Time

As quoted in The Power of Habits, O’Neill said, “you can’t order people to change. That’s not how the brain works. So I decided I was going to start by focusing on one thing. If I could start disrupting the habits around one thing, it would spread throughout the entire company”.

He chose improving safety as the key habit to bring the entire company together. He chose a habit that would have everyone in alignment – unions & managers & it meant total operational transformation.
He formed a Cult - Use the Power of the Group

- He encouraged Alcoa workers to consider the safety of the group rather than themselves - He rallied the workforce to work together for a common goal.

- Humans see themselves in terms of other people & groups. Evolution has taught us that it is beneficial to live in tribes, where we can share out the work of daily survival.

- O’Neill harnessed the strong human need for group identity to build a thriving organization.
Make sure People have the Right Tools
Communicate to Peoples Definitions

Basics – Hazard – Risk – Control

Management Support

Clear Expectations

Integrate into what we do

Make people feel something

Give them the right tools

Start a safety cult
2015: A SAFETY ODYSSEY

My Wish for You,....
Questions?
More Information?

Eldeen E. Pozniak
Eldeen@pozniaksafety.com
www.pozniaksafety.com