Great Safety Leadership:
The Only Way to a Zero Injury Culture

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BLS Preliminary 2012 Fatality Data

Oil & Gas fatal work cases = 138
  • 23% increase from 2011. All-time high.

O&G Contractor fatalities = 68

States
  • North Dakota up 45%
  • Texas up 24%
  • Oklahoma up 8%
A New Paradigm

A new way of thinking about the Safety Pyramid: Focus on prevention of SIFs.

- **SIF Exposures**
  - 21%

- **Precursors**
  - High-risk situations in which management controls are either absent, ineffective, or not complied with, and which will result in a serious or fatal injury if allowed to continue.

- **Recordable Medical & FA Injuries**

- **LT/RD Injuries**

- **Fatal & Serious**
From Compliance to Commitment

**Compliance**
- Rules-based.
- Do things to get something or to avoid punishment.
- Break the rules when I think I can get away with it.
- Safety is a priority only if nothing else is important at the time.
- Do things right.
- Minimum standard.

**Commitment**
- Risk-based.
- Do safe behaviors because I recognize risk and because I am committed to safety.
- Do safe behaviors even when no one is watching.
- Safety is a core value.
- Do the right things.
- Go the extra mile.
The Big Difference

**Manage** Your Way To Compliance

**Lead** Your Way To Commitment
US Bureau of Safety and Environmental Enforcement (BSEE)

Characteristic #1 of a Robust Safety Culture

Leadership Commitment to Safety Values and Actions

“Leaders demonstrate a commitment to safety and environmental stewardship in their decisions and behaviors.”
What Most Leaders Aim For

• A culture that supports the idea of zero-injury, zero-hurt, zero harm, 100% protection of the environment
• The relentless pursuit of understanding, controlling, and managing risk and exposure
• Establishing tolerable risk and mitigating residual risk

Note – we are not talking about zero risk!
Organizational Culture

Best Practices

Leadership Style

Cultural Characteristics
- Procedural Justice
- Leader-Member Exchange
- Management Credibility
- Perceived Organizational Support
- Teamwork
- Work Group Relations
- Organizational Value for Safety
- Upward Communication
- Approaching Others

Leadership Best Practices
- Vision
- Credibility
- Action Orientation
- Safety Communication
- Collaboration
- Feedback and Recognition
- Accountability

Conviction and Value
- Self-Awareness
- Empathy
- Contact
- Responsibility
- Impact

Transformational Leadership Style
- Inspiring
- Influencing
- Challenging
- Engaging

Personal Safety Ethic
What the Leader Does Differently

- Climate
- Follower Behaviors Change
- Attitudes and Beliefs Affected
- Culture Created
Critical Working Interface Behaviors

- Lead great job safety briefs
- Pause work when exposure changes
- Report near-misses
- Verify that Life-Saving Safety Processes have high design integrity and behavioral reliability
  - Critical behaviors and conditions are in place 100% without fail
What it Takes - Leadership Influence

- Senior Leadership
- Middle Management
- Front-Line Supervision
- Front-Line Workers
What it Takes - Leadership Influence

Senior Leadership

Establish near-miss as a leading indicator. Review monthly. Ask about those with SIF exposure. Call with a thank you. Visit site and ask workers for a tour of near-miss event.

Middle Management

Ask weekly about near-miss reports. Seek to understand if any are SIF exposures. Thank my FLS for encouraging/supporting

Front-Line Supervision

Encourage workers to report and support them when they do

Front-Line Workers

Report near-misses when they occur
What it Takes - Leadership Influence

**Senior Leadership**

*Respond and react in manner that encourages and supports front line. Understand those with SIF exposure. Support systems changes that result. Visit site and personally thank crew.*

**Middle Management**

*Make regular contact with FLS and ask about pause-works. Understand those with SIF exposure. Support mitigation efforts. Communicate these successes upwards. Recognize /feedback*

**Front-Line Supervision**

*Collaborate with crew in job safety brief. Identify triggers for pausing work when exposure changes. Visit job and ask. Say thank you and show concern when they let me know.*

**Front-Line Workers**

*Pause work when exposure changes. Re-establish new control. Let my supervisor know.*
Leadership Requirements for Zero

• Know what your SIF exposures are and how effectively they are controlled

• Understand the influence of your behaviors

• Advocate for your workers and trust them

• Create the climate for everyone to do great things
Thank You

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