



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

IADC Health, Safety, Environment & Training
Conference & Exposition

Houston Texas

February 5, 2014

Donald K. Martin MPH CIH CSP
Vice-President, Director of Consulting

BST



BLS Preliminary 2012 Fatality Data

Oil & Gas fatal work cases = 138

- 23% increase from 2011. All-time high.

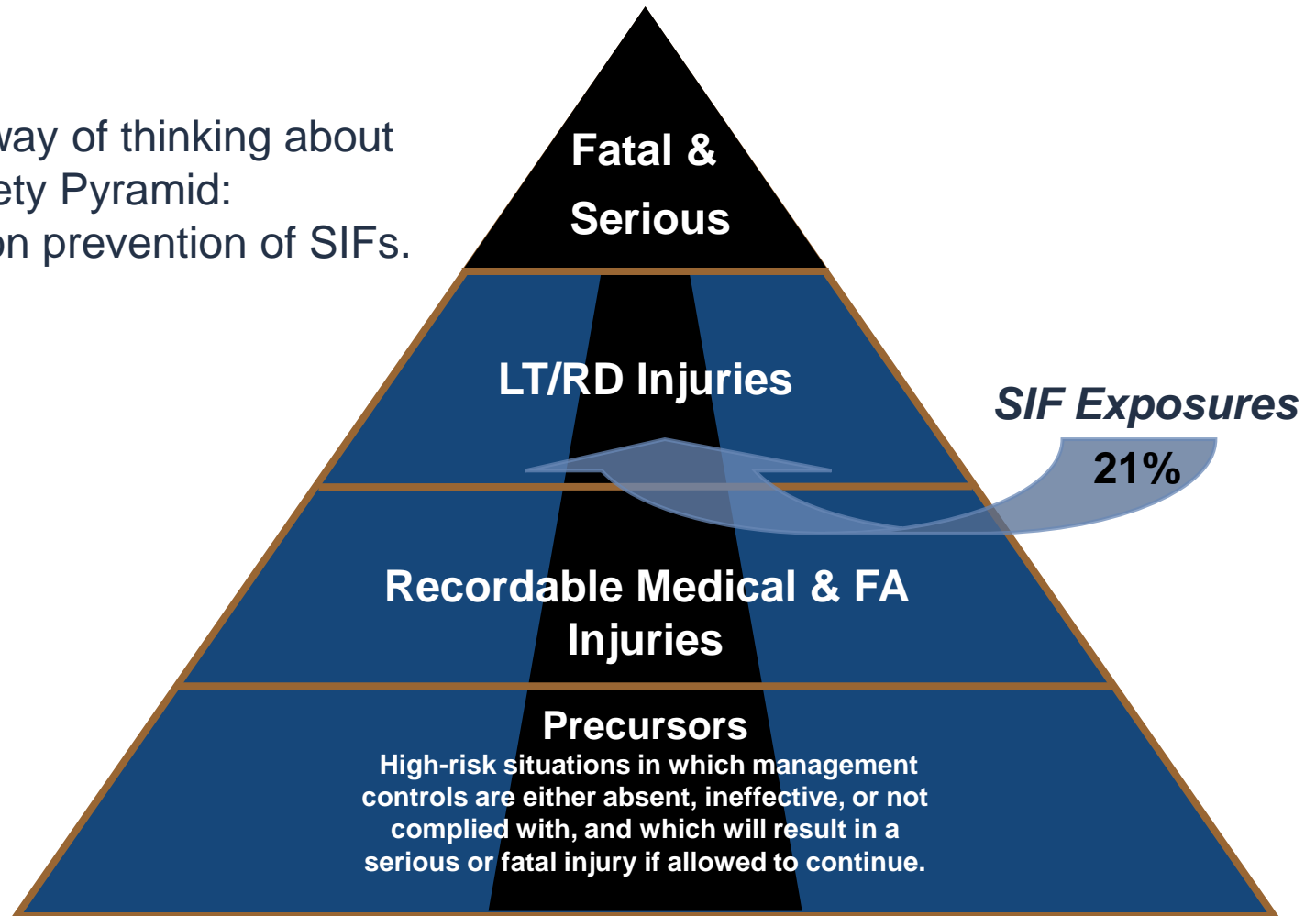
O&G Contractor fatalities = 68

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.



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!



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



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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

donald.martin@bstsolutions.com

805.217.7336

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