Driving Safety Culture Change from the Grassroots

Presented by:
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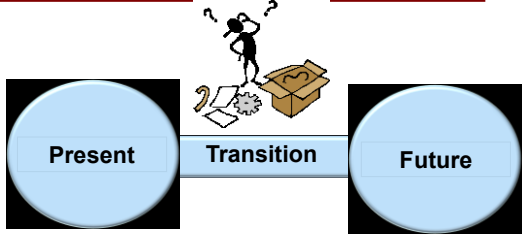
Successful Change Initiatives

People

Content

Process

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Road Map to Safety Excellence

Present

Transition

Future

Where are we now?

How are we going to get there?

Where do we want to be?

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Critical Success Factor

A Solid Infrastructure to Drive and Sustain the Culture Change Until it is Driven from the Grassroots

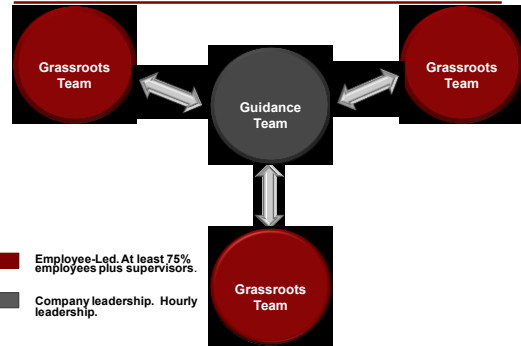©2015 Culture Change Consultants, Inc. All rights reserved

Critical Success Factor

A Strong Partnership between Hourly and Management

Grassroots Safety Leadership Team Model

Employee-Led. At least 75% employees plus supervisors.

Company leadership. Hourly leadership.

Dedicated Structure to Drive Change

"The Grassroots Safety Leadership Methodology . . . creates ownership for safety at every organizational level. It facilitates a management and employee partnership through the formation of a two-team structure."

The Guidance Team Edition, p. ix.

The GT/GST Partnership

- This is where the rubber meets the road.

- Both teams learn ways to develop trust and a communication system where safety issues can be resolved in a positive, supportive and reciprocal relationship.

Why more teams?

Safety Committees

Representative

Involvement

Rules and Tools

Grassroots Leadership Teams

✓ Front-line "leaders" and not just "representatives."

✓ Focus on leadership

✓ Work on the culture

Why culture teams?

- Culture drives safe or unsafe behaviors.

- Culture supports or undermines the elements of your safety program.

Safety Program in a Positive Culture

- Incident Investigation
- Policies and Procedures
- Recognition
- Job Hazards Analysis
- Safety Meetings
- PPE
- Training
- Near Miss Reporting

Safety Program in a Negative Culture

No Accountability
Lack of concern
Mistrust

Deadlines Not Safety

- Incident Investigation
- Policies and Procedures
- Recognition
- Job Hazards Analysis
- Safety Meetings
- PPE
- Training
- Near Miss Reporting

Blame-fixing

Double Standards

Numbers Over People

No Mgmt Visibility

Not Keeping Commitments
No Involvement
Slow Follow-up

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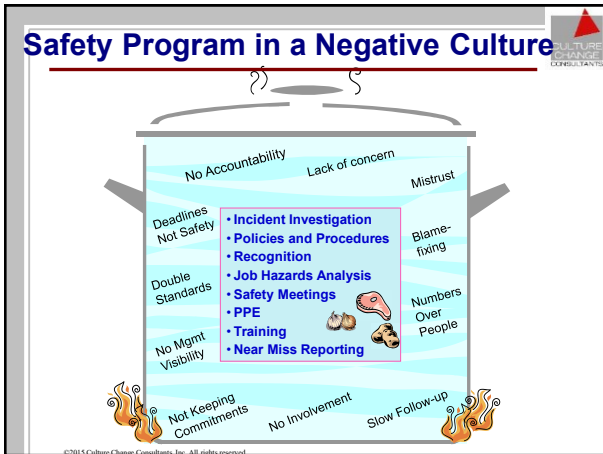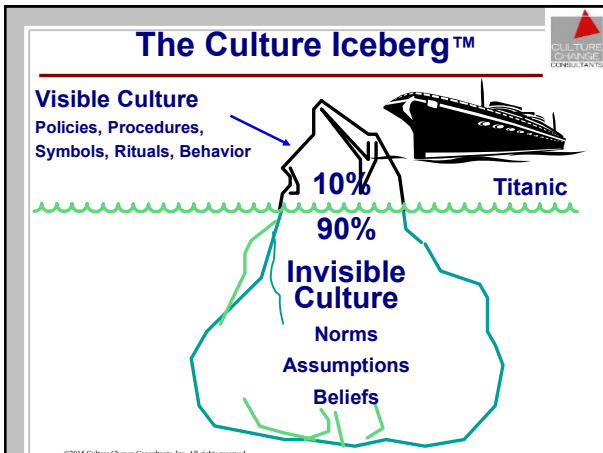
Definition of Organizational Culture

Culture is our set of basic assumptions and beliefs about reality.

They determine the way we make decisions, feel, think and act.

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The Culture Iceberg™

Visible Culture
Policies, Procedures, Symbols, Rituals, Behavior

10%
Titanic

90%
Invisible Culture

Norms

Assumptions

Beliefs

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Leadership Teams That Work on the Culture

"The Grassroots Safety Leadership approach focuses on identifying the assumptions and norms that underlie unsafe behavior and changing them so that safety is built into the mindsets and attitudes of all personnel."

The Guidance Team Edition, p. viii.

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Use the Group to Change the Group

Tasks of a Grassroots Team

- Develop projects that work below-the-waterline and impact the way the hourly workforce works
- Provide leadership to the grassroots safety process
- Contract with the Guidance Team to assume responsibility for its own projects

Tasks of a Guidance Team

- Guide the overall change process at the site level
- Ensure alignment amongst leaders at all levels
- Provide support, resources and authority to ensure Grassroots Safety Team effectiveness
- Develop own projects to change the way management works

Culture-Based Project Planning Process ™

Culture-Based Project Planning Process™

- Use this 7-step tool to ensure a focus on culture in your team's action-planning process.

Culture-Based Project Planning Process™

1. Identification of Key Cultural Issues
2. Key Issues Prioritization
3. Problem Definition
4. Culture Iceberg Analysis
5. Cycle of Mistrust Analysis
6. Brainstorm Solutions and Develop Action Plan
7. Complete Project Specification Forms

Step 1
Identify Key Cultural Issues

- Goal: Review survey and other data and identify key issues
- Activity: List 3-5 key issues that "if acted upon" could significantly improve the safety culture of the plant?

Step 2
Prioritize Issues/Select Top Issue

Goal: Prioritize issues in terms of potential impact on safety culture improvement.

Impact: High, Med., Low
Ease of Implementation: Hard, Easy
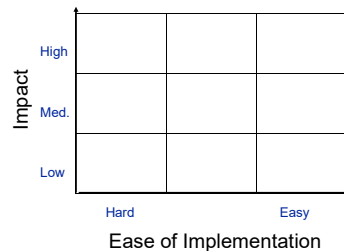
Step 3
Turn Issue into Problem Statement

Using the three elements below, construct a problem statement.

Issue:_____
(What is the key issue you selected?)

Why Is It A Problem?_____
(How does the issue cause safety problems in the workplace?)

How does the issue/problem undermine the safety culture?
_____

Sample Problem Statement: The lack of housekeeping (**issue**) creates tripping hazards (**safety problem**) and undermines the desired culture of people taking personal responsibility for the safety of their work area (**impact on safety culture**).

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Step 4
Conduct Culture Iceberg™ Exercise

Goal: To identify the invisible norms and assumptions that contribute to the problem defined in Step 3.

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Step 5
Cycle of Mistrust™ Exercise

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Step 6:
Brainstorm Solutions and Develop Action Plan

Brainstorm Solutions: Brainstorm a list of solutions that will address the Problem Statement in Step 3 and will start to change norms and assumptions identified in Step 4 (Culture Iceberg™)

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Step 7
Complete Project
Specification Worksheet

Mission Alignment: Yes __ No __   Date Accepted by Guidance Team: ___

Empowerment Level: 1 2 3 4 5   1 2 3 4 5
                       (Circle One) Requested by GST   (Circle One) Accepted by GT

Issue: _____
Solution (including goal): _____
Communication Plan: _____
Measurement of Project Success: _____

Action	Resources (Time or Money)	Responsibility	Date Due

Summary

1. Culture drives behaviors

2. Two factor theory for Safety Excellence

3. Safety Culture Change needs to be driven from the top down and the bottom up.

    • Provide opportunity to use the group to change the group

    • Give those who are most at risk the opportunity to own their own culture and to effect change

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