Driving Safety Culture Change from the Grassroots

Presented by:
Joyce Schroeder, MS
Culture Change Consultants, Inc.

Successful Change Initiatives

People
Content
Process

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?

Critical Success Factor

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

A Strong Partnership between Hourly and Management

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.”


Grassroots Safety Leadership Team Model

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
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Safety Program in a Negative Culture

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

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.

The Culture Iceberg™

Visible Culture
- Policies, Procedures,
- Symbols, Rituals, Behavior

10%

Invisible Culture
- Norms
- Assumptions
- Beliefs

90%

Titanic

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.”

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**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™**
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Culture-Based Project Planning Process™

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

Ease of Implementation

High
Med.
Low
Hard
Easy

Impact

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**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).

**Step 4: Conduct Culture Iceberg™ Exercise**

<table>
<thead>
<tr>
<th>Problem Statement (from Step 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beliefs: It’s okay to...</td>
</tr>
<tr>
<td>Name: It’s O.K.</td>
</tr>
<tr>
<td>Beliefs: It’s okay to...</td>
</tr>
<tr>
<td>Beliefs: It’s okay to...</td>
</tr>
</tbody>
</table>

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

**Step 5: Cycle of Mistrust™ Exercise**

1. Negative Action Observed
2. Forms Negative Assumption
3. Takes Protective Action
4. Negative Action Observed
5. Forms Negative Assumption
6. Takes Protective Action

**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:

<table>
<thead>
<tr>
<th>Action</th>
<th>Resources (Time or Money)</th>
<th>Responsibility</th>
<th>Date Due</th>
</tr>
</thead>
</table>

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

For more information contact:
Joyce Schroeder, MS
Culture Change Consultants, Inc.
joyce@culturechange.com
914-314-8050