

# INSPIRING SAFETY CULTURE FOR HIGH LEVEL PERFORMANCE



**SafetyLeadership™**  
Strategic Safety Associates



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## **2009 Oregon Governor's Occupational Health & Safety Conference**

**10 March 2009**

### **Four Safety Cultures**

- ▷ 1. "Forced"
  - ▶ Performance poor
  - ▶ Safety seen as getting in way of doing business
  - ▶ Enforcement, compliance
  - ▶ Command, demand & punishment
  - ▶ Minimal, quick & inexpensive-as-possible interventions
  - ▶ Management: invisible, delegate all
  - ▶ Morale: "Good old days", "Why bother", "Save me"
  - ▶ Surprise inspections
  - ▶ EHS as "Safety Police"
  
- ▷ 2. "Protective"
  - ▶ Performance average
  - ▶ Safety pros/Ergonomists as technical experts, reduce need for compliance
  - ▶ Make it easy, "idiot-proof", engineering fixes
  - ▶ "Safety is #1"
  - ▶ "What's the matter with them? For their own good?"
  - ▶ Benevolent, interested, "concerned"
  - ▶ Minimize costs, S necessary, OSHA compliance
  - ▶ Treating symptoms, post-injury cleanup
  - ▶ Morale: "Not bad place to work", living for the weekend
  - ▶ Training: Customized CBT, games

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## 3. "Involved"

- ▶ Performance above average
- ▶ "Picked the low hanging fruit"—very good results, then plateau
- ▶ Safety is an opportunity, on par with P/Q/M
- ▶ Morale: "Decent place to work"
- ▶ Measure: IR, near-misses, monitor behaviors
- ▶ JSA's for guidance, reminders, attention
- ▶ Motivator: positive first, recognition of best practices/procedures
- ▶ 24/7 talk, initial emphasis of off-work Safety
- ▶ Complacent?—Plateau, perplexed?

## 4. "Leadership"

- ▶ "Performance global class, watched
- ▶ Self-regulating, default, self-monitoring
- ▶ Strong balance between at-work & at-home
- ▶ From inside out: internal motivation
- ▶ Peer catalysts, peer reinforcement
- ▶ Develop leaders, problem-solvers
- ▶ Think/plan cumulatively—ongoing course corrections
- ▶ Motivators: pride, identification
- ▶ Management: Active Safety champions
- ▶ Embraced by supervisors
- ▶ Training: habits, attention, delivered & rein by peers
- ▶ Active Employee/joint Safety committees with budget & decision-power
- ▶ Measure: Leading indicators
- ▶ Morale: Enthusiastic

## Five Ingredients for Changing Behavior

1. Have to want it
2. Have to believe it possible for them
3. Have to know how
4. Have to practice
5. New actions have to be reinforced

## Knowing About Safety vs. Knowing Safety:

### *Knowing About Safety:*

- ▶ Thinkers (left brain S)
- ▶ Cerebral/mental
- ▶ Memory
- ▶ Lists, analysis, breakdown
- ▶ Measurement
- ▶ Statistics
- ▶ Rules, policies

### *Knowing Safety:*

- ▶ Doers (right brain Safety)
- ▶ Experiential/physical
- ▶ Understanding
- ▶ Deeply ingrained
- ▶ Different levels of perception, sensing
- ▶ Stories

# INSPIRING SAFETY CULTURE

## Five Keys to Motivation

- ▶ Paint a vision they want to be part of.
- ▶ Firm, high standards & clear next steps of what actions & outcomes on their part constitutes exceptional performance.
- ▶ Provide support & encouragement.
- ▶ Challenge the team.
- ▶ Make them believe in themselves.

## Keys for Inspiring Safety Culture

- ▷ Behavior flows from attitudes, which flow from core beliefs
- ▷ Strengthen senior management commit to Safety
- ▷ Bottom up—activate leadership on all levels
- ▷ Adopt next-level Safety culture actions
- ▷ People do what they think leaders want, not what you say
- ▷ Continually augment trust
- ▷ Surface and work through disconnects
- ▷ See blockages—impediments, lack of belief, self-satisfaction—as opportunities
- ▷ Raise the quality of Safety conversations
- ▷ Have highest expectations—start within yourself

## About the Presenters:

### Anil Mathur

Anil is the CEO of Alaska Tanker Company, recognized as the safety and most environmentally-effective oil tanker company in the world.

Anil holds an MBA from the University of California at Berkeley and an MS in Engineering from the University of Tulsa, Oklahoma. Anil is an alumnus of Harvard, having attended their Management Development Program in 1996.

Previously, Anil served in a number of executive positions with BP. He acted most recently as Chief of Staff for the U.S. Regional President and prior to that worked in the London Executive Office. His twenty-year career with BP includes various commercial and operation assignments in the U.S. and U.K. He worked in Alaska on two different occasions as a Commercial Manager and as a Superintendent on the North Slope. He was also Head of Facilities Engineering in Houston, Texas. His assignments in the North Sea were as an Operations Installation Manager in the Forties Field, and as an Operations Manager for the Mature Assets business unit.

Prior to his career with BP, he worked for the Occidental Petroleum Company for five years in a variety of engineering assignments.

Anil was a highly-rated participant in the Executive Safety Summit, ASSE 2008 national Professional Development Conference, and will appear at the Executive Safety Summit at ASSE's "Building a Successful Safety Culture" Symposium in January 2009. He and Robert will co-present a webinar for ASSE, "Propelling Next Level Safety Culture", on April 21, 2009

### Robert Pater

Robert is Managing Director of Portland, Oregon-based Strategic Safety Associates. In addition to his work in developing next-level leadership and culture, he is the creator of the MoveSMART® system for preventing strains and sprains, slips/trips/falls and hand injuries implemented worldwide in over 60 countries.

Clients include: 3M, Alaska Tanker, Alcoa, American Airlines, Amtrak, Avon, Bell Helicopter, BHP Billiton, Boeing, BMW, BP, ChevronTexaco, Conoco, DuPont, Dynegy, Frito-Lay, General Cable, Halliburton Energy Services, Harley-Davidson, Hess Oil, Honda Canada, James River Corp. Johnson & Johnson, Kodak, Michelin/BF Goodrich, Miller Brewing, Nabisco, Panama Canal, Petro-Canada, Pfizer, Phelps Dodge, Premier Power Ireland, Quebecor World Printing, Rock-Tenn, SeaWorld, Sikorsky Aircraft, Smithsonian Institution, Southern Nuclear, Sparkletts/Danone Water, Textron, Tokyo Electron Europe, United Parcel Service, URS Washington Division, United Airlines, U.S. Steel, Weyerhaeuser, Xerox and many others.

Robert's articles have appeared in numerous safety and business journals, such as: Professional Safety, Industrial Safety and Hygiene News, Occupational Hazards, Occupational Health and Safety, Safety+Health, Compliance, Safe Workplace, Oregon Business, The Self-Insurer, Nation's Business, Executive Female, Amtrak Express and many others. He is the author of "Leading From Within: Martial Arts Skills for Dynamic Business and Management", published in 5 languages (English, Spanish, Brazilian Portuguese, German and French). He currently writes a monthly column, Breakthrough Strategies, for Occupational Health & Safety magazine.

He has keynoted numerous corporate and international conferences and been interviewed on the topics of leadership and safety on CNN, ABC World News and in many television, radio shows and printed journals.