



A Proven Approach to Successfully Integrate and Align Safety with the Business

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Rationale and Approach for S&H Integration and Alignment

- S&H (and E) integration and alignment (I&A) with business activities and operations are necessary elements of a sustainable S&H culture.
- CULTURE:
 - S&H I&A
 - Leadership drive
 - Employee ownership
 - Data-driven decisions (six σ)
- I&A must be complete...consider all 23 business processes
- I&A must be clear, easy and desirable to do
- S&H Leaders are the key motivating, change agents

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Benefits for S&H I&A

- S&H I&A is a critical component of an overall safety culture
- S&H I&A accelerates leadership drive , business and employee ownership
- S&H I&A facilitates safety actions to be taken easier, faster, naturally ... S&H becomes seamless and integral to the business.
- S&H I&A creates “win-win” actions for the business function, company and for S&H
- S&H I&A results in lasting, sustainable S&H culture and performance

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Successful Implementation Plan for S&H Integration and Alignment

1. Identify the “as is” current I&A state
2. Set a new, possible vision for the “can be” I&A state
3. Create a simple strategy—“what to do” to close gaps and to achieve what can be.
4. Have a plan to implement the strategy. Use a Change Model.
5. Engage and motivate the organization at every step
6. **Make it clear, easy and desirable for everyone to succeed**
7. Stick to the strategy and plan, but listen to feedback
8. Develop S&H Talent to be leaders and change agents of the I&A activities.

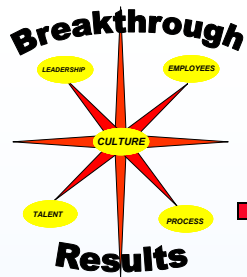
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PRE-WORK...Determine “As Is” and “Can Be”

1. Define the “as is” and “can be” states of S&H I&A
 - As part of an overall S&H Strategy and Culture
2. Organizational Status..Is it Ready?
 - Existing culture for actively embracing S&H
 - Existing S&H organization- skills and competencies
 - Readiness for a Change – sense of need? urgency?
3. Your status...Are you ready?
 - Be prepared with facts of above points
 - Be ready to be a motivating, leader
 - Be excited to encounter your OSM

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23 Key Business Processes for Pro-active S&H Integration and Alignment

Human Resources Processes

1. New employee hiring
2. New/transferred employee orientation (at all levels)
3. Third party employee selection, retention and management
4. Discipline
5. Recognition and reward
6. Leadership skill development (business, plants, sites, team leaders/supervisors) and employees
7. Leadership personal performance reviews
8. Labor management, negotiation and agreements
9. Organizational design
10. Health benefits and wellness
11. Communications

Other Business Processes

1. Operations-Manufacturing, Service, etc
2. New product development and changes
3. New processes and changes
4. Six sigma/lean processes, projects and training
5. Critical raw material and supplier selection and retention
6. Contractor selection, retention and management
7. Facilities/work environment management
8. Business Planning and Goal Setting
9. Business Development and Mergers/Acquisitions
10. Sales and Marketing
11. Risk Management
12. Security

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Tips for Defining “As Is” State

- Question topics:
 - Level of company and personal S&H awareness, drive, commitment, I&A and overall S&H “culture”:
 - Degree to which S&H is part of the business/company mission, vision, values and culture; structure, processes, procedures, tools, decisions, training, business planning, goals; personal responsibilities, accountabilities; management of change processes?
 - Consider all **23 business processes** and activities.
 - What are the existing **motivators or discouragers** for people to get more directly involved with S&H?

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Tips for Defining “As Is” State

- Question topics (continued):
 - Successful business results and champions
 - Negative business results, process barriers and blockers
 - Perceived role of S&H leaders.
 - Capable? Willing? Business partners to find win-win solutions ?

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Tips for Defining “As Is” State

- Question audiences:
 - Business and site levels
 - Leadership, functional leadership, S&H leaders, employees
- Question methods:
 - Interviews
 - Skip level meetings
 - Surveys
 - Business leadership meetings
 - Project review meetings
 - Reviews of existing company missions, visions; functional processes, procedures and tools; company reports; critical company initiatives – materials; new employee orientations; training materials; communications

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Tips for Defining “As Is” State

Are you the S&H leader that is needed?

- Teacher, coach, guide
 - Listen, educate, empower
 - Skills to positively motivate and influence others
- Business partner
 - Understand the business
 - Understand business tools and processes
 - Innovative “win-win” solutions
- PASSION... to make a stand, fight for what is right, get out of a comfort zone, generate energy and enthusiasm, LEAP, have an OSM!

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Tips for Defining “Can Be” State

- Seek out current best practices inside and outside the company
 - Clarify roles of leadership, business functions and S&H professionals
 - Consider and evaluate all 23 business processes
 - Carefully examine cultural status, and why it is successful:
 - Benchmarking partners can be from any industry, even peers and competitors

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Getting Your I&A Plan Ready

**What
to do**

- Reflects desired end state (“can be”)
- Defines actions to close gaps between “as is” and “can be”.
- Explain a **strategy** as a **simple road map**
 - S&H integration into business processes, tools and decisions
 - Integration relationship to overall culture: *S&H woven into what we do*
 - Target key processes for initial action: to clarify expectations & WIIFM
 - *Biggest challenges now or in the near future?*
 - *Recommend: business planning, leadership accountability, roles and responsibilities, recognition/reward and discipline processes*
 - Multi-year Action Plan and leading metrics
- Address known opportunities, process barriers, blockers
- Highlight and leverage known successes and champions

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Implementing S&H I&A... Use a Change Model PLUS!

**How to
do it**

1. Establishing a Sense of Urgency
... Facing Reality and Understanding your “Brutal Facts”
2. Forming a Powerful Leading Coalition
... Getting the “Right People on the Bus”
3. Creating a New Vision
... Understanding your “Hedgehog Concept” and Core Values
4. Communicating the Vision
... Keeping it Frequent, Focused and Fresh
5. Enabling and Empowering Others to Act on the Vision
... Showing Respect and Instilling Confidence
6. Creating Short-Term Successes
... Building the “Flywheel”
7. Building on Successes
... Maintaining the “Flywheel” with Creating Cycles of Success
8. Institutionalize the Changes
... Building New Processes, While Maintaining Core Values

* John Kotter, *Leading Change*, 1996. PLUS other concepts, approaches and techniques



Here is the PLUS

Concepts and tools added *:

- “Good to Great” principles
- Employees-focus
- Empowerment
- Cycles of Success
- Broad Communications
- Adult Learning Techniques
- Motivation
- Core Mission and Values
- Power of Passion
- Make it Clear-Easy-Desirable

* John Kotter, Jim Collins, Jack Welch, Steve Farber, Stephen Covey, Srikanth Srinivas, Price Pritchett & Ron Pound, and Larry Bossidy and Ram Charan, Fred Poses, Jim Sierk, Cathy Hansell.

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PLUS - Approach for ALL People



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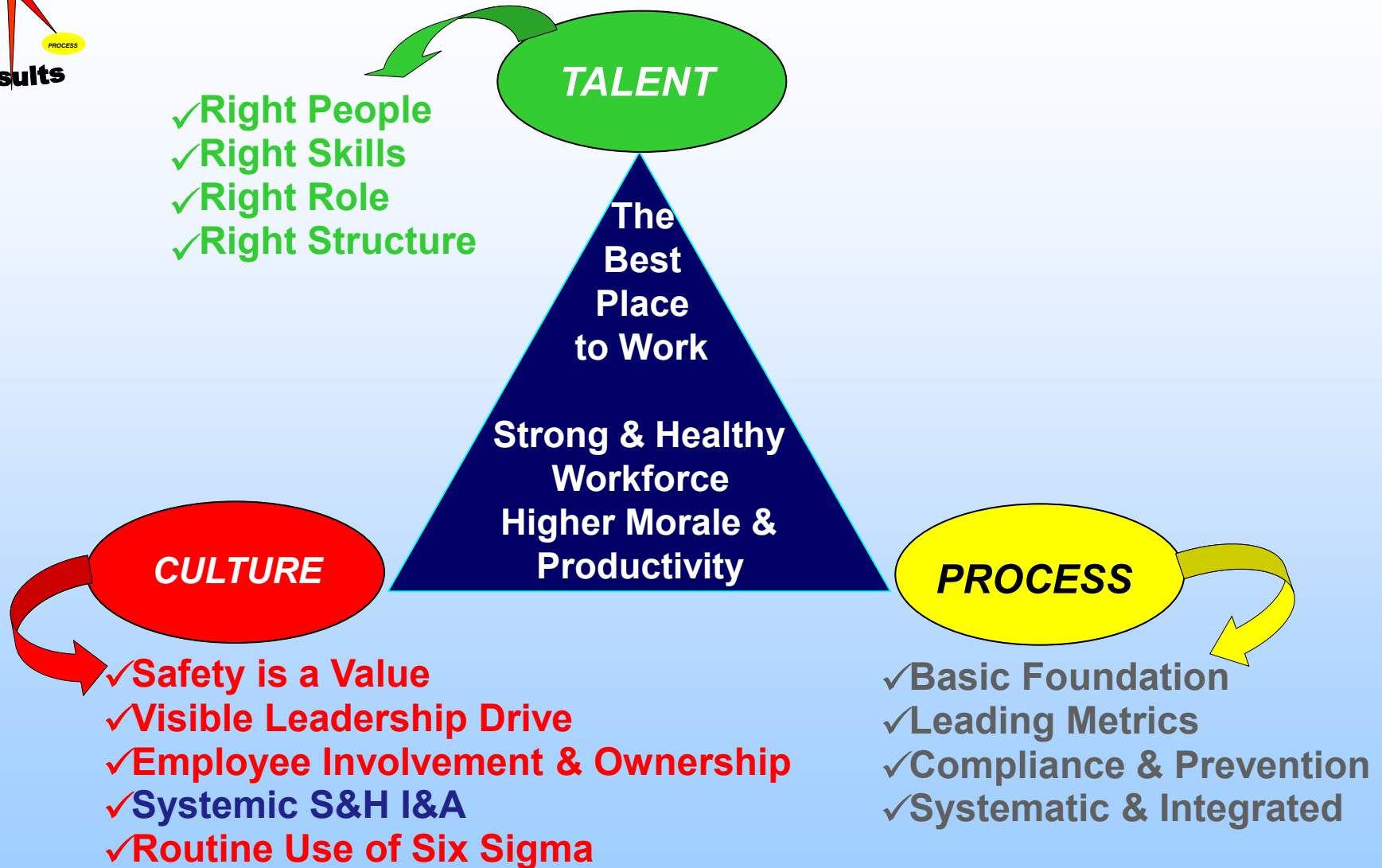
Implementing S&H I&A...Use a Change Model Plus

Change Model Step	Deliverable
Establishing a Sense of Urgency	Get people's attention and concern as to the current state of S&H I&A (and workplace safety processes, culture and performance).
Forming a Powerful, Guiding Team	Organize and develop a critical mass committed to act within their responsibilities and as a team to drive the right actions to implement the S&H I&A. This critical mass should be the leaders of businesses and key supporting functions of operations, engineering, service, HR, communications and safety (SHE).
Creating a Vision	Develop clear objectives and actions for S&H I&A, building into existing company mission, values and goals.
Communicating a Vision	Clarify and align common goals, objectives and actions, by incorporating them into existing business processes and systems. This enables one to identify and address any systematic constraints that would act against the achievement of our goal of S&H I&A.
Enabling and Empowering Others to Act	Enable the organization to be successful in reaching a common S&H I&A by removing obstacles and providing support, time, resources, tools and processes.
Planning for and Creating Short-Term Wins	Create interest, enthusiasm and energy in our S&H I&A goals and plans; demonstrate successes and build upon tangible results and emotional buy-in to gain more supporters.
Building on Successes	Create sufficient interest and enthusiasm to create cycles of self-sustaining success. Be mindful of people's personal motivations, to keep them interested and focused.
Institutionalizing the Changes and New Approach, by integrating into and aligning with the business tools and processes.	Building in S&H considerations into the core business processes and decisions will create sustainable progress in safety culture and performance. It is a systematic approach where all the pieces fit and work together willingly with positive energy and enthusiasm, to a common S&H goal. Make it easy, natural and rewarding to do the right thing, every time.



“Make it Clear” EXAMPLES

A World Class, Balanced & Complete Global Strategy



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Tips for Driving S&H I&A

- Set out a clear, simple strategy for all to follow
 - Define Integration and Alignment
 - Clarify the Relationship of S&H I&A to the overall S&H strategy and culture
- Follow a plan or change model
- Clarify roles, responsibilities and accountabilities
- Make it “**clear, easy and desirable**” to make safe choices and to follow the strategy and plan
- Leverage existing culture, organization and processes, as much as possible
 - First Target Partners: HR, Communications & Operations
 - First Target Processes: Motivations; Leadership Roles, Responsibilities and Accountabilities; Management of Change

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Tips for Driving S&H I&A

- Metrics
 - Define Leading Indicators
 - Tracking Scorecards
- Challenges
 - Partnering with business functions
 - S&H Leaders with good technical skills, but not the needed leadership skills
 - Resistance to Change
 - Temptation for Faster Progress and Silver Bullets

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Closing Thoughts

- Be a good leader yourself
- Be positive and passionate
- Be prepared
- Be patient
- Be persistent
- Push for your own OSM

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