

## CURRENT SITUATION

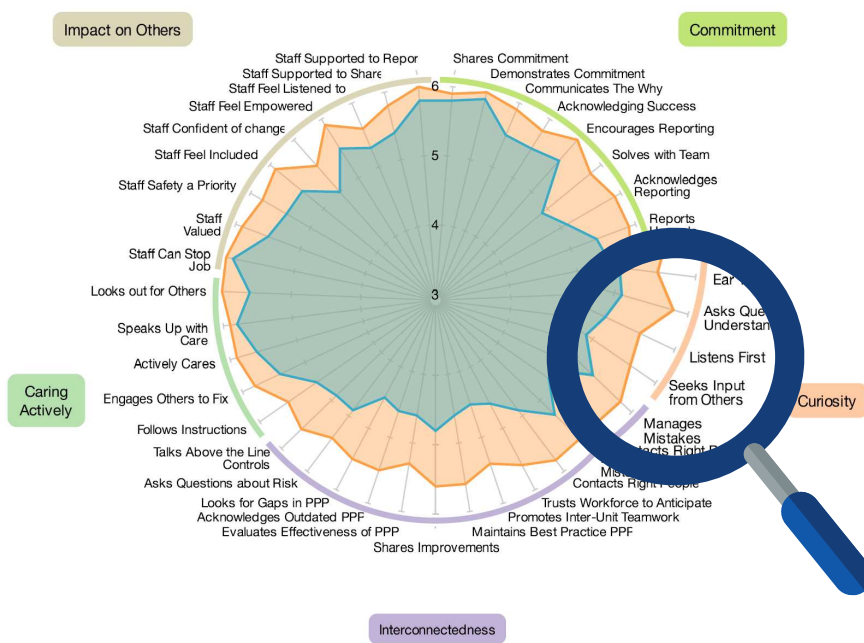
In 2017, Company A's goal was to **transform their safety culture and performance** driven by a strong belief that 'Zero Harm' was possible. However, safety performance had plateaued meaning that employees and contractors were being injured at work.

The leadership team were unsure what levers for change would achieve the desired outcome.

## THE RESPONSE: SAFETY TRANSFORMATION PROGRAM (STP)

An STP was developed to **create a shift in culture and performance** through:

- ➔ **Assessment** of the current safety culture – using the ISA 360 for Leaders and ISA Organisational.
- ➔ **Articulation of and commitment** to desired culture;
- ➔ **Identification** of levers for change and engagement;
- ➔ **Increasing safety leadership capability** at multiple levels;
- ➔ **Engaging all levels** and areas across the business.



## SAFETY LEADERSHIP ISA 360

The top three levels of leaders completed the Integral Safety Assessment 360.

**This included:**

- ➔ 360 degree feedback approach: self rating + team, peers and manager feedback.
- ➔ Measured capability against the key safety capability areas – current vs desired performance.
- ➔ Individual debriefs to understand the results & draw insights from the data.
- ➔ Using the results, they were able to focus and target their personal development – included in their personal development plans.

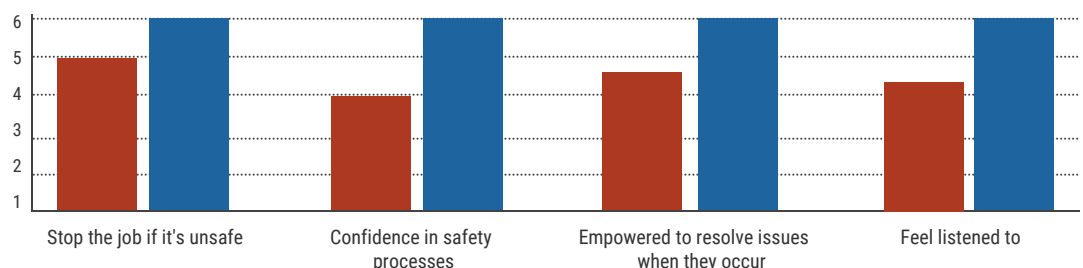


**In-field individual coaching and group coaching formed a key tactic to build capability in their areas of focus.**

## SAFETY LEADERSHIP IMPACT ON WORKFORCE

The top vs. bottom performing leaders (as assessed by the ISA 360) **demonstrated a significant difference** in how their employees behave as a **result of their leadership**. Teams that worked with one of the **top 10% performing leaders behaved more positively AND more safely at work** in comparison to those that worked with one of the bottom 10%.

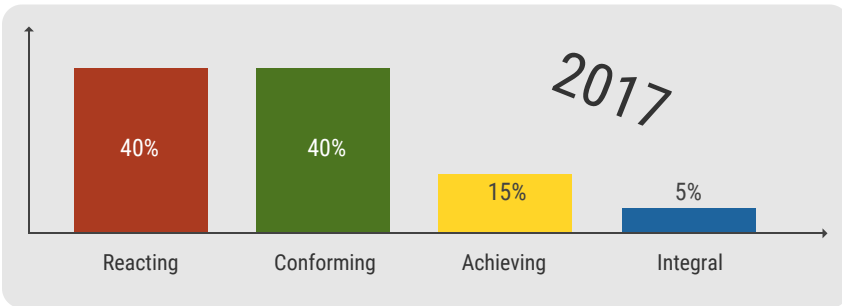
Bottom 10%  
Top 10%



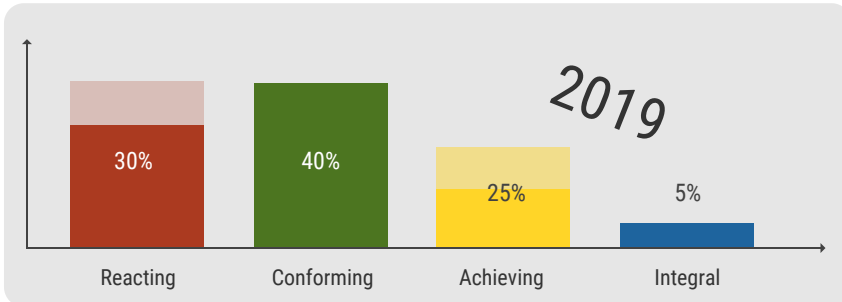
## SAFETY CULTURE INTEGRAL SAFETY ASSESSMENT (ORGANISATIONAL)

240 employees participated in the ISA Organisational Safety Culture Assessment in 2017. This identified that the current culture was a Reacting and Conforming culture and characterised by:

- ➔ Avoidance of difficult conversations and tolerance of poor/under performance.
- ➔ Sub-optimal management meetings and similar forums where open and constructive conversations were limited (e.g. 'fear' of being shot down).
- ➔ Leaders feeling like they had to "fight the system" (policies, practices etc).
- ➔ Learned helplessness in leaders and the workforce.



272 employees participated in the ISA Organisational Safety Culture Assessment retest in 2019, which showed a significant increase in Achieving Culture and a decrease in the Reacting Culture.



## THE SHIFT WAS CHARACTERISED BY:

**A 10% reduction in Reacting Culture translated to a reduction in the following:**

- Front line staff feeling isolated, disconnected
- No point raising anything – no change or slow change.
- Lack of trust, specifically towards management.
- Still a view that 'it's all about cost'

**A 10% increase in an Achieving Culture translated to an increase in the following:**

- Visioning and strategic planning
- Commitment to continuous improvement.
- Problem solving and issues getting handled well at the local level.
- Commitment to change felt across the organization
- Improvements to management styles
- Openness to change

## FOLLOWING THE ASSESSMENT:

- All teams participated in results debriefing, breakthrough and commitment forums.
- Leadership teams undertook group coaching on their commitments, challenged each other to find more integral approaches to issues and connected across the business.
- Group coaching with the Safety Team and Safety Reps.
- Safety Culture Optimisation Groups (SCOGS) where formed to bring people from across the organisation and different levels together to work on a challenge that helped to shift safety culture.
- Annual Safety Summit was utilised to increase understanding of, and commitment to the desired culture (Integral).
- Commitment to increasing leadership capability by assessing individual capability and levers for transformation.

## ACHIEVED DESPITE BLOCKERS:

Like most organisations, Company A experienced a number of challenges that threatened the success of the STP. **These achievements occurred despite the following challenges:**

- Multiple strategic priorities
- External pressures on performance expectations
- Significant organisational restructure
- Changes amongst leadership groups – in particular a change in CEO and entirely new senior leadership team



**TRIFR declined 79%** whilst the level of reporting increased.



**SIFR declined 100%** whilst the level of reporting increased.



**Productivity increased by 4.5%** despite disruption of restructure.