



 **SAFESTART<sup>®</sup> FORUM**   
**FOR HUMAN FACTORS PRACTITIONERS**

**2024**

**ORLANDO, FL  
APRIL 23 & 24**

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How the Best Laid Plans Can Be Unexpectedly Derailed

Chris Anderson

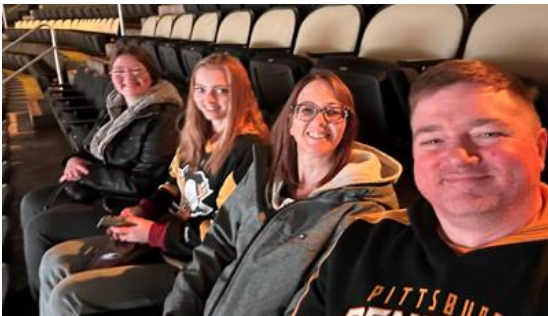


# ABOUT ME





# ABOUT ME





# AGENDA AND OBJECTIVES

- ▶ Intro
- ▶ Caveats and Pitfalls for Strategy
- ▶ Case Study 1: EHS Road Map to Hell
- ▶ Case Study 2: Safe Start Rollout During the Apocalypse
- ▶ Resources
- ▶ Q&A



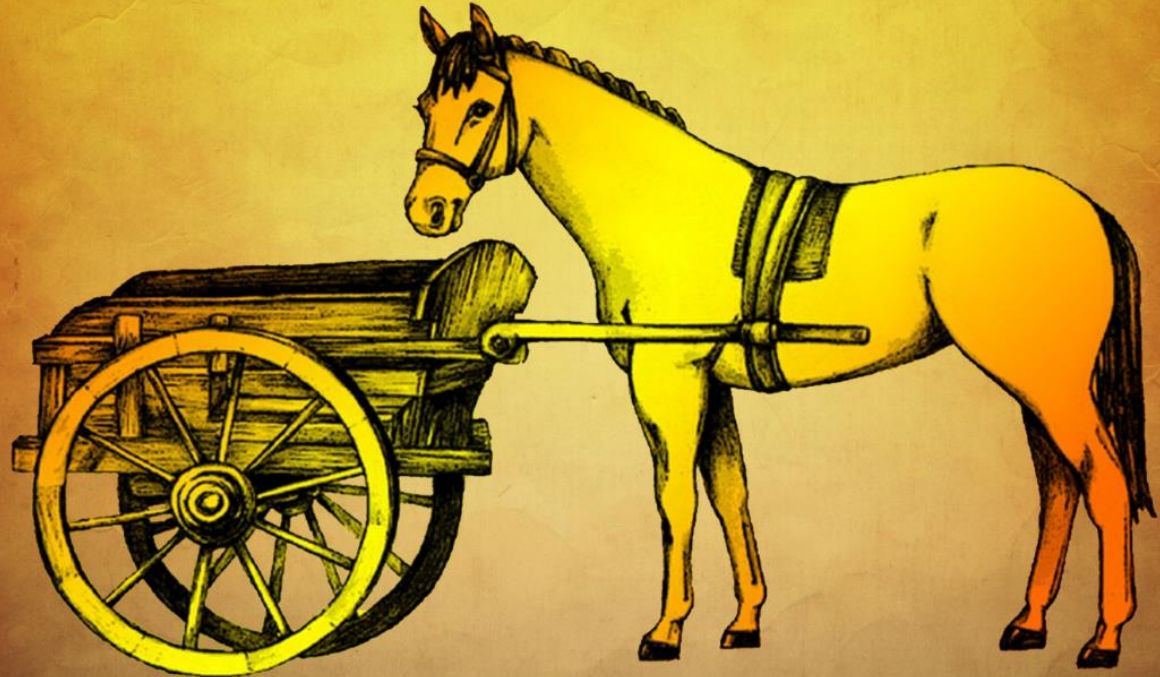


## 5 STRATEGY PITFALLS

DEVELOPING A  
STRATEGY THAT  
CAN SUCCEED!

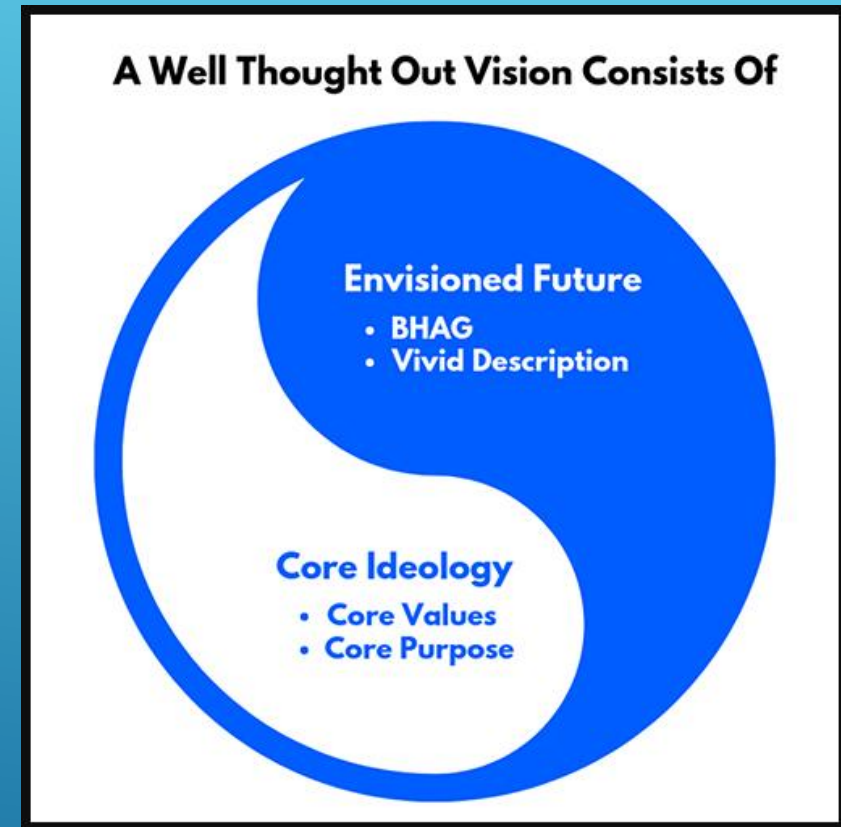
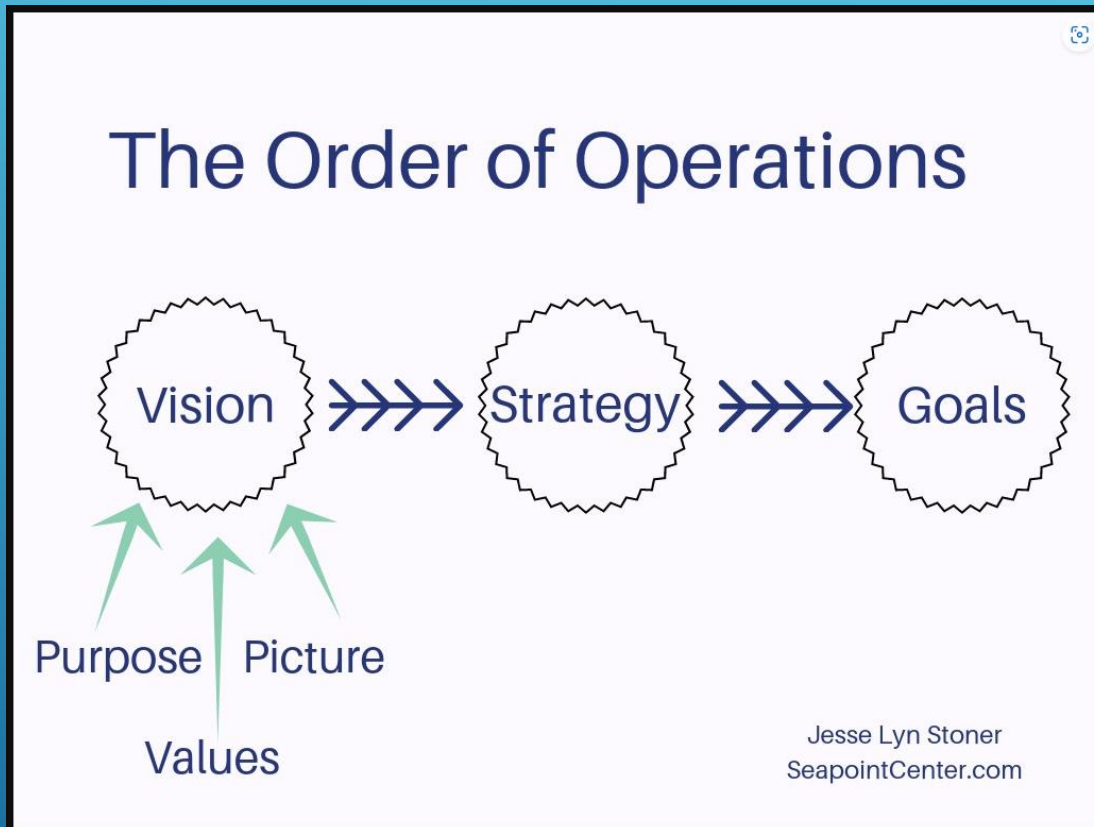
FAILING BEFORE  
YOU START

## The Cart Before the Horse



Pitfall #1: Living in an Ivory Tower

# PEMDAS



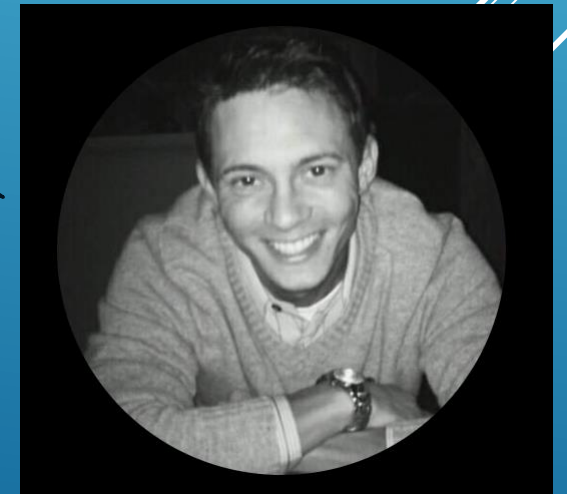
Collins and Porras, 1996

Pitfall #2: Action without Vision



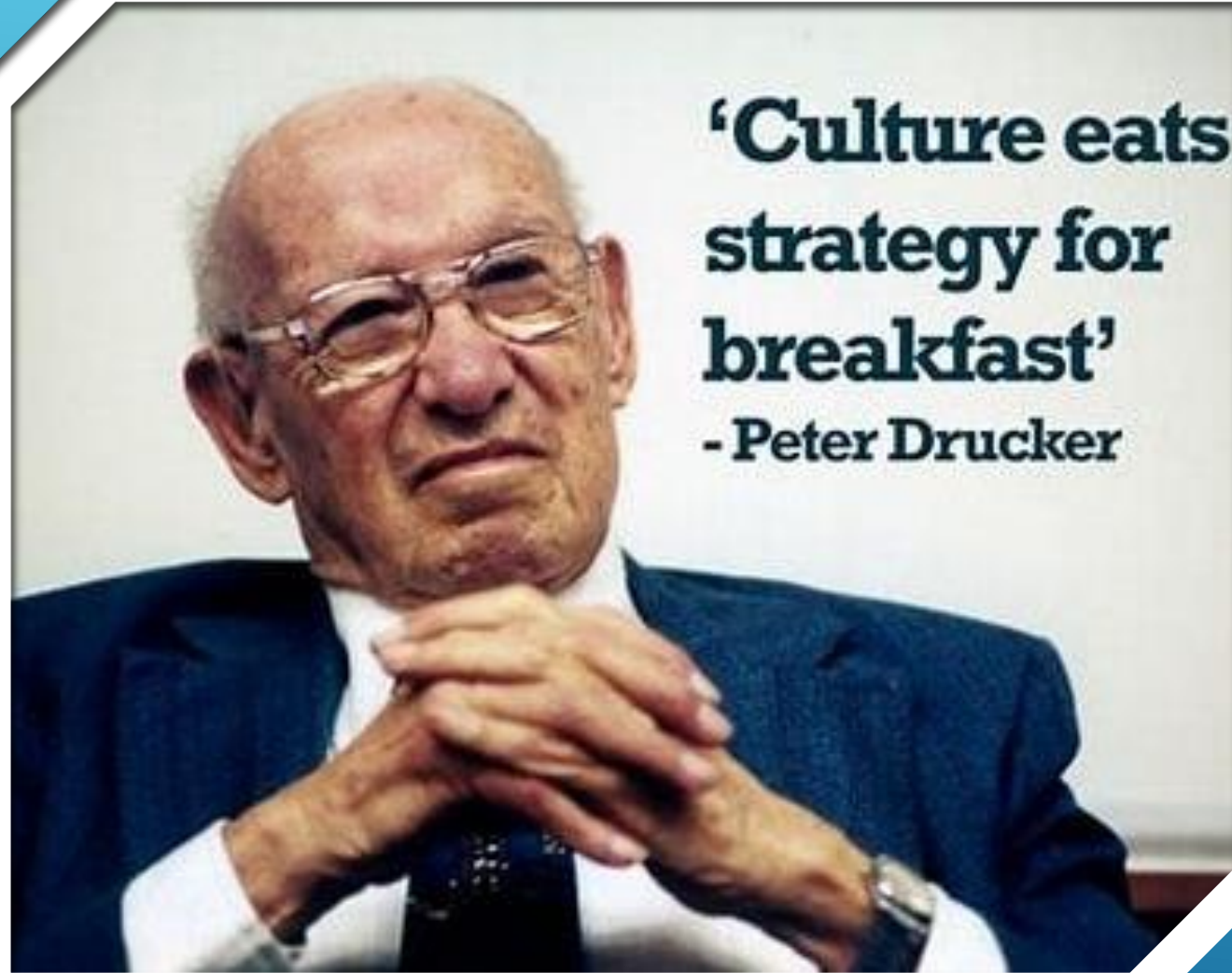
- ▶ Big, Hairy, Audacious Goal!
- ▶ Shoot for the Moon, if you miss you'll still be amongst the stars!

How to be "slightly unreasonable" – Sensei Jon



Pitfall #3: Aiming too Low

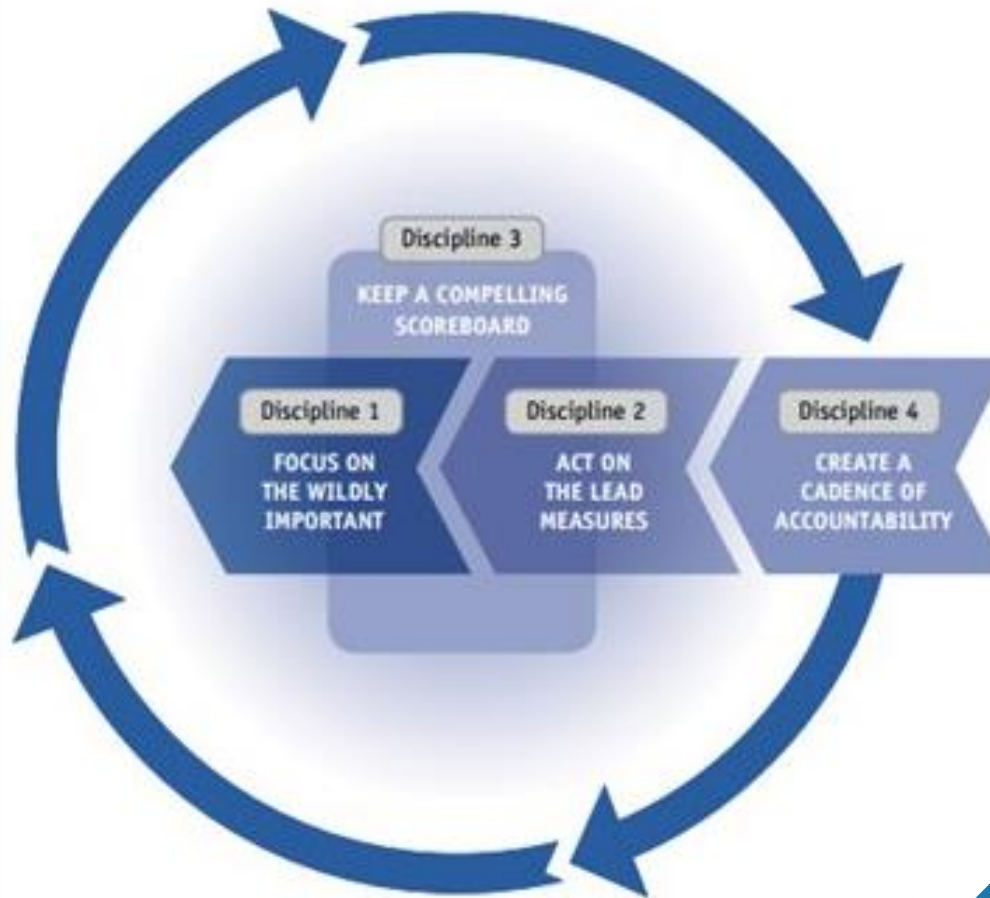




- ▶ Is your culture strong enough to even incorporate a strategy that will be executable?
- ▶ Is the organizational discipline capable of the necessary accountabilities and commitments to drive to and live up to a tangible strategy?
- ▶ Without a strong culture the effectiveness of any strategy will be constrained – MORE EFFORT, LESS RESULT

Pitfall #4: Being Cheerios

## THE 4 DISCIPLINES OF EXECUTION PROCESS



► Successful Strategy Development and Alignment are great, but what about the chaos of execution? Don't get caught in the Whirlwind

# ACHIEVING SUCCESS

McChesney, Covey & Huling 2012)

## Pitfall #5: Caught in the Whirlwind



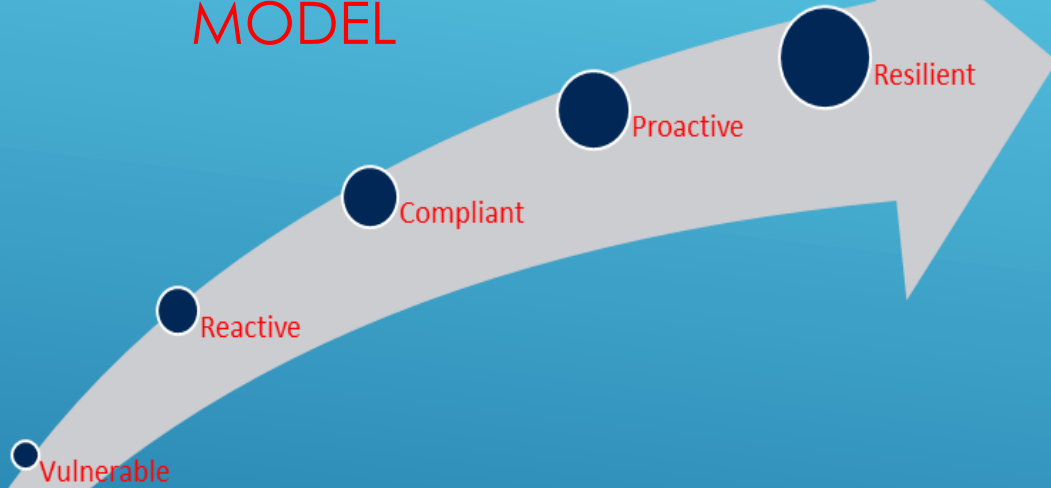
Ever wonder why there is a  
stairway to heaven, and a  
highway to hell?  
There's apparently  
more traffic going to  
hell.



som<sup>ee</sup>cards  
user card

CASE STUDY #1: ROAD MAPS...TO HELL  
OR  
WHEN YOU PITCH THE RESULT BUT NOT THE PLAN

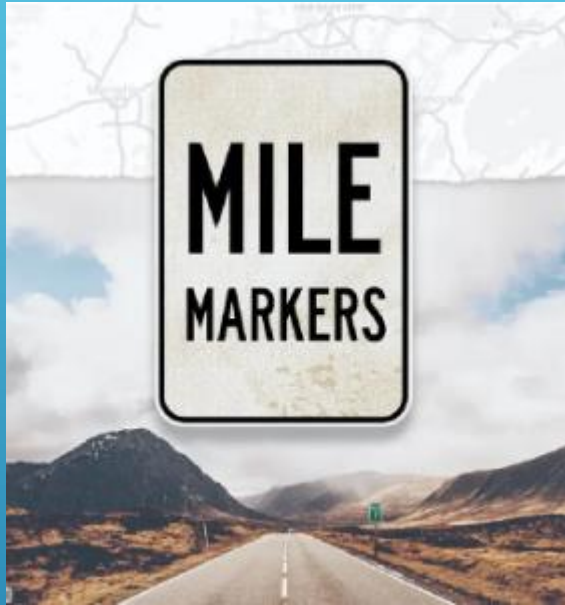
## SAFETY MATURITY MODEL



- ▶ Developed “EHS Road Maps” for Critical Programs
- ▶ Road Maps were designed to take the organization from a “vulnerable” or “non-compliant” phase all the way to BEST-IN-CLASS

# DEPLOYING EHS ROAD MAPS TO ‘BEST IN CLASS’





- ▶ **Mile Marker 1: Minimum Level of Expectation (Basic Compliance to Regulations)**
- ▶ **Mile Marker 2: Basic Level of Performance**
- ▶ **Mile Marker 3: Long Term Company Level of Performance**
- ▶ **Mile Marker 4: Best-in-Class (External Recognition)**

FRAMEWORK OF THE ROAD MAPS



- ▶ **Risk Reduction:** Lockout, Crane, PIT, Electrical Safety, Combustible Dust
- ▶ **Injury Prevention:** Ergonomics, PPE, Safety Training, JSA/Control Plans
- ▶ **Safety Culture:** Safety Leadership, Employee Engagement, Recognition

EACH ROAD MAP WAS WRITTEN  
AROUND KEY EHS PROGRAMS





## Bite Off More than You Can Chew

Taking on More Tasks Than One Can Handle Effectively



- ▶ When the pitch was made to the C-suite, the focus was on END RESULT, ignoring the work to get there and how long.
- ▶ CEO/COO wanted every road map rolled out by the end of the year, with the expectation that everyone was at Mile Marker 3 within the following year!

BITING OFF MORE THAN WE COULD CHEW



- ▶ How you pitch your strategy matters.
- ▶ Consider the Inverted Pyramid Style of Writing when making a pitch
- ▶ People latch on to the simple and won't see the details unless you lead them there

THE FAILURE WAS IN THE PITCH



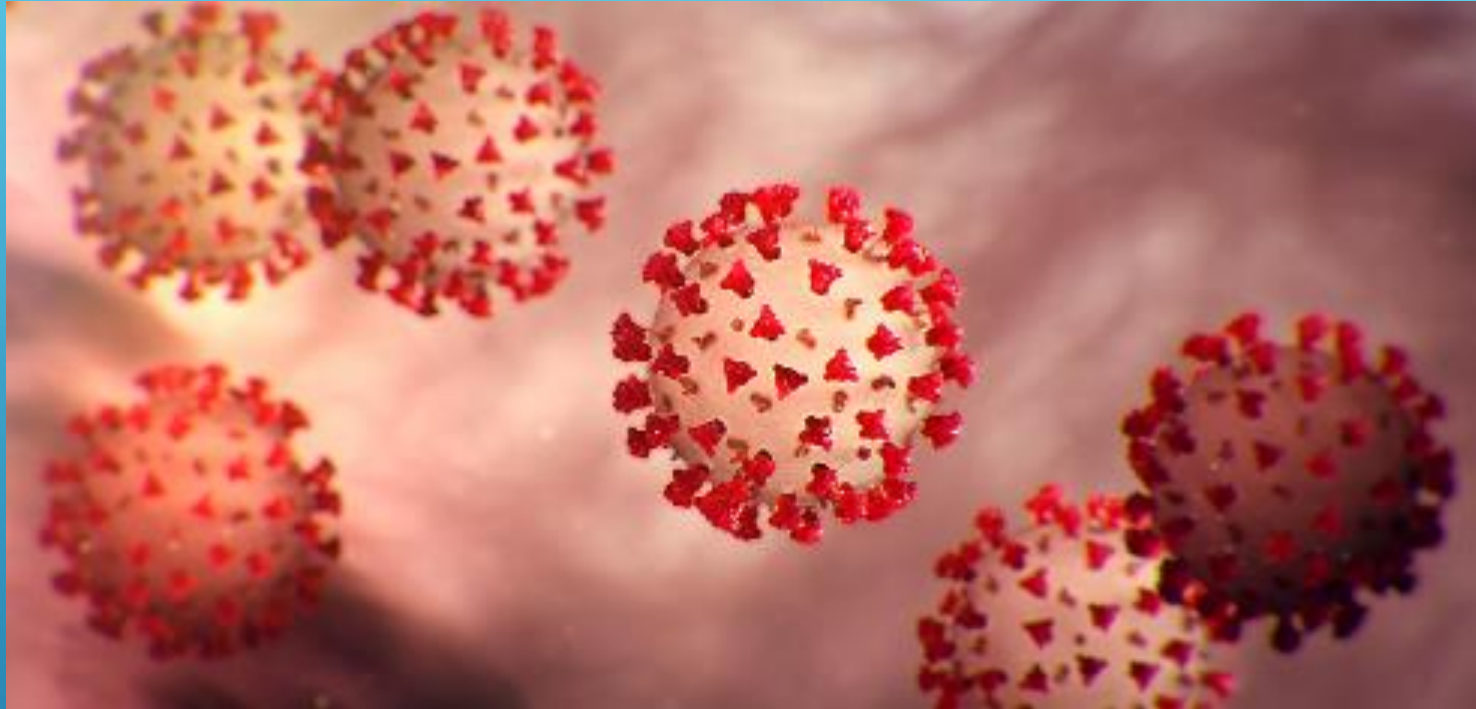


Bradt, G. 1996

- ▶ Utilize Bradt's 5 C's
  - ▶ Customers
  - ▶ Collaborators
  - ▶ Capabilities
  - ▶ Competitors
  - ▶ Conditions



# LEARN TO SEE AROUND CORNERS



## CASE STUDY #2: GLOBAL ROLLOUT OF SAFE START...DURING THE APOCALYPSE



- ▶ In early 2019, our Safe Start journey began.
- ▶ Plan was to initially roll out Safe Start at the core location, piloting in one business segment of about 2500 employees
- ▶ Expansion would occur at the other 10 locations world wide in a staggered order over the next 2 years.
- ▶ Completing all 5 units for each employee was targeted in 5 years (20,000+ employees across 6 countries)

GLOBAL ROLL OUT OF SAFE START

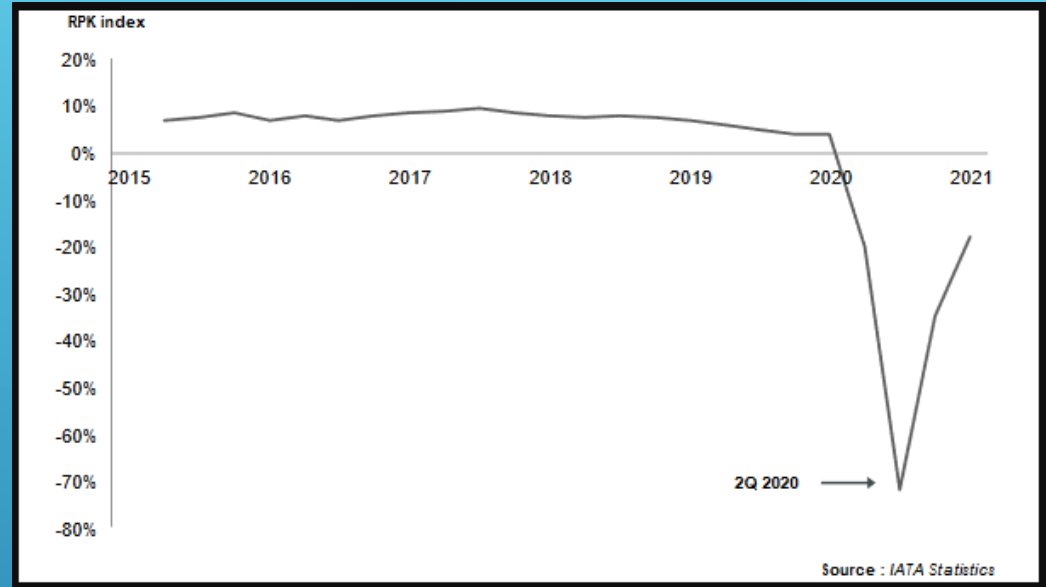
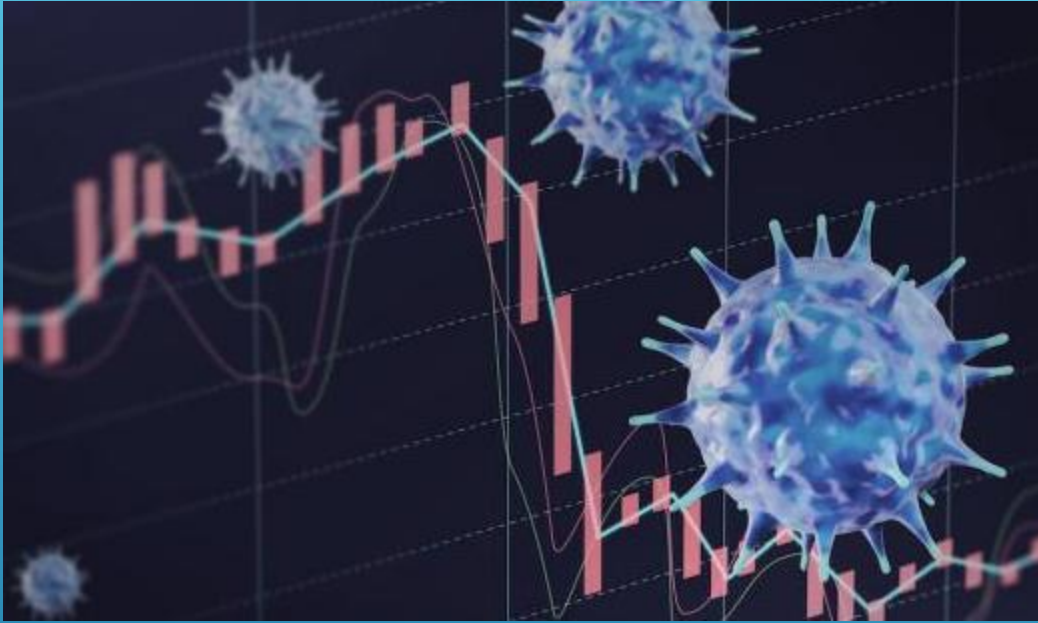


- ▶ Pitfall 1 – Alignment: We ensured alignment with organizational direction, connected our resources.
- ▶ Pitfall 2 – Connected this endeavor with our Corporate Mission and Values. Created a vision of what success was going to look like and when.
- ▶ Pitfall 3 – We aimed big, attacking our largest and most complex site; but with full leadership commitment and support.
- ▶ Pitfall 4 – Our pilot area was in our strongest culture. It was designed for success!
- ▶ Pitfall 5 - Our plan was consistent with the 4DX model
- ▶ Our pitch was in the Inverted Pyramid Style and leadership clearly knew the Who, what, where, when, why and how.
- ▶ Even the scope was appropriate sized

USING LESSONS LEARNED FROM  
PREVIOUS STRATEGIC PITFALLS



FIRST, THE CATASTROPHES OF THE  
BOEING 737 MAX OCCURRED



THEN...COVID





THE INEVITABLE OCCURRED



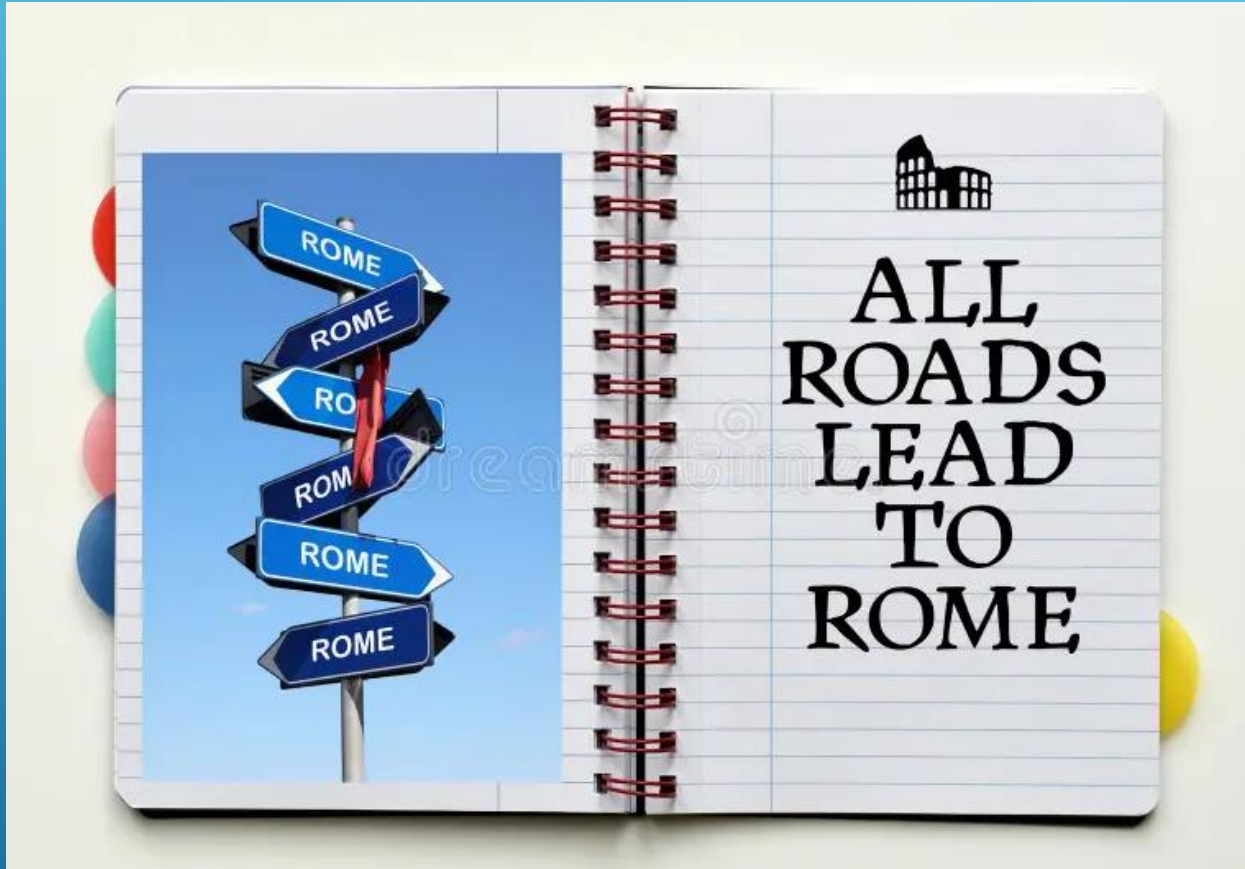
## DOES THE PLAN END? NO

Nothing ever goes “to plan”. There are always curveballs, hurdles or pitfalls that get in our way.

Staying agile and nimble enough to alter your plans is critical.

Take your **MOMENT OF HIGH INFLUENCE** to ensure sustainment of your plans.

THE OBSTACLE IS THE WAY!



## GLOBAL ROLL OUT

As each country had its own rules for COVID and its own process for a restoration from normal, we recognized that we could not cookie cutter our rollouts.



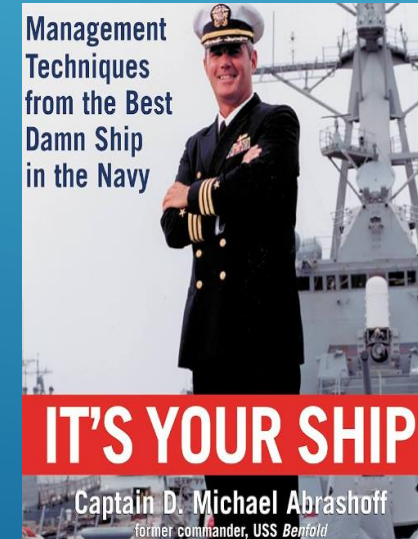
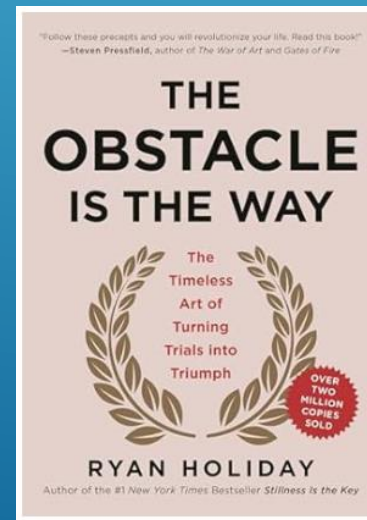
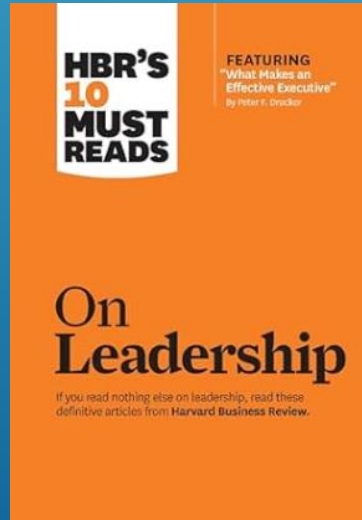
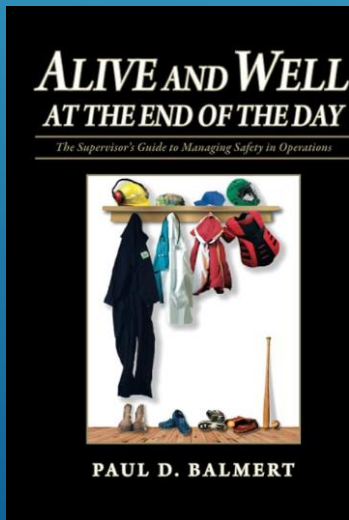
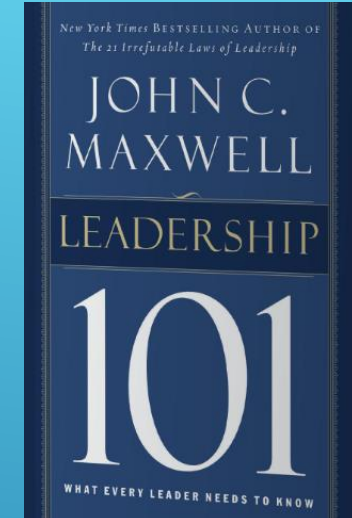
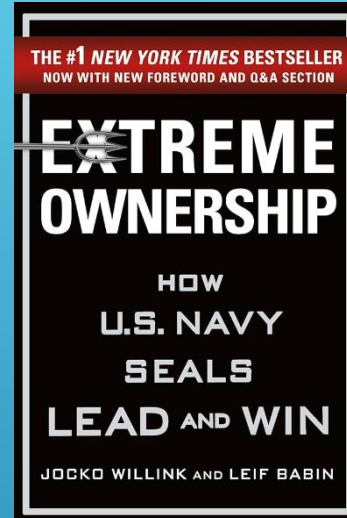
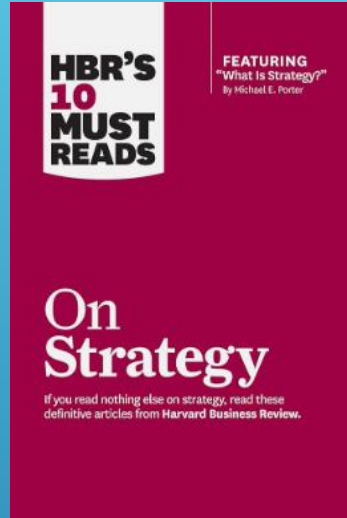
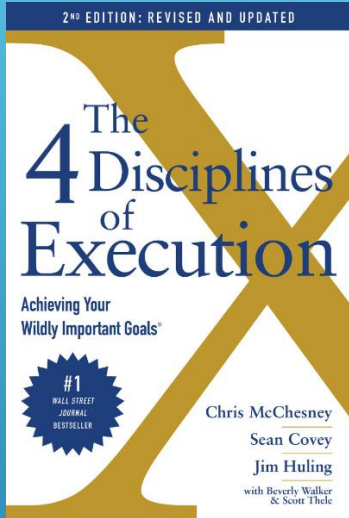


## WHAT WERE THE RESULTS

- One of the largest Safe Start rollouts at one site accomplished
- 10 of 11 locations are 'on-the-path' to the modified version of the original plan
- Safe Start is incorporated as a Way of Life at the company.
- While not perfect, the org has trained nearly 6,000 employees!



# STRATEGY AND LEADERSHIP RESOURCES





Thank you!  
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**THANK YOU FOR ATTENDING!**