Turn Your Supervisors into Superstars!

The Essential Skills They Need to Achieve Success

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- Help organizations with culture change, performance improvement, leadership development and risk management
- Trained and coached over 10,000 leaders – Delivered SafeStart to over 70,000 people
- Inducted into the Ski Patrol Hall of Fame
- Travel 200+ nights per year



Outcomes

- Discuss how human factors affect safety, quality and performance
- Review the safety climate success factors that contribute to achieving desired outcomes
- Explore specific actions and skills supervisors can use to influence positive results



Participant Perspective

What challenges do your supervisors face in leading safety?



Common Challenges

- Stagnant TRIR/DART rates, and/or rising SIF
- Getting more near misses (especially SIF) reported
- Overcoming a climate of blame

- CAVE people
- Conflicting priorities (e.g., production over safety)
- Recognizing and managing human factors

- Getting buy-in for safety from workers
- Managing shortcuts/ rule breaking
- New responsibilities – transition from peer to supervisor

What challenges do your supervisors face?



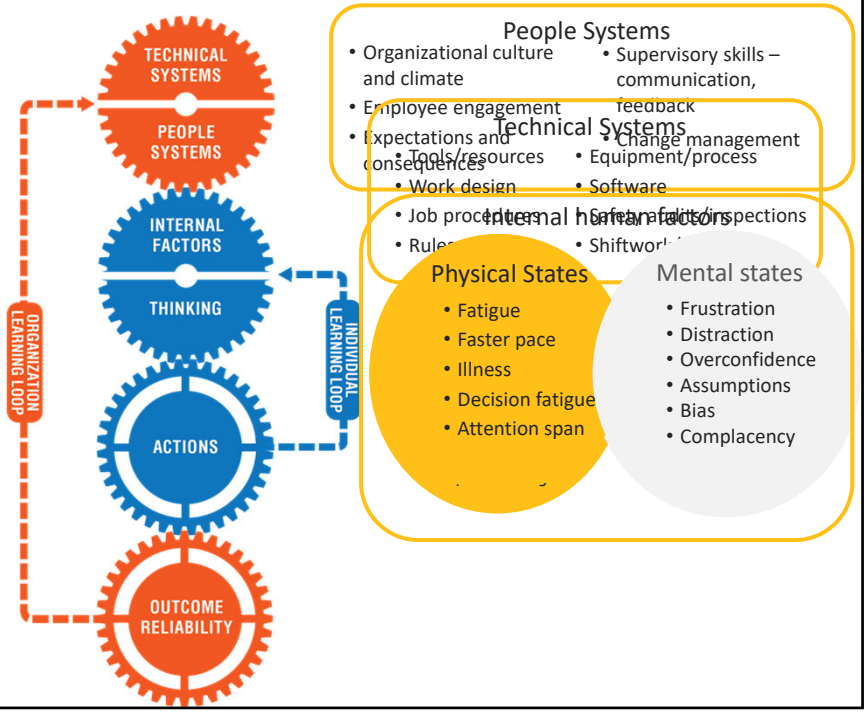




Human Factors

Human Factors are the ‘people elements’ of systems and conditions that influence performance and reliability

SafeStart Human Factors Framework



Culture versus Climate

Culture and Climate

Culture = “the way things are around here”
Climate = “the pulse of what’s important today”

Supervisors have the greatest influence on climate, but leaders drive expectations of performance and change

Enhancing communication is a major driver of climate change

Climate is changed one conversation at a time

Safety Climate Factors



Communicate positively and avoid blame.



Drive trust and engagement with open communication, positive feedback



Identify hazards and evaluate risk in real time.



Demonstrate a personal commitment to the safety of others.



Leverage systems, data and reporting.



Lead by example.

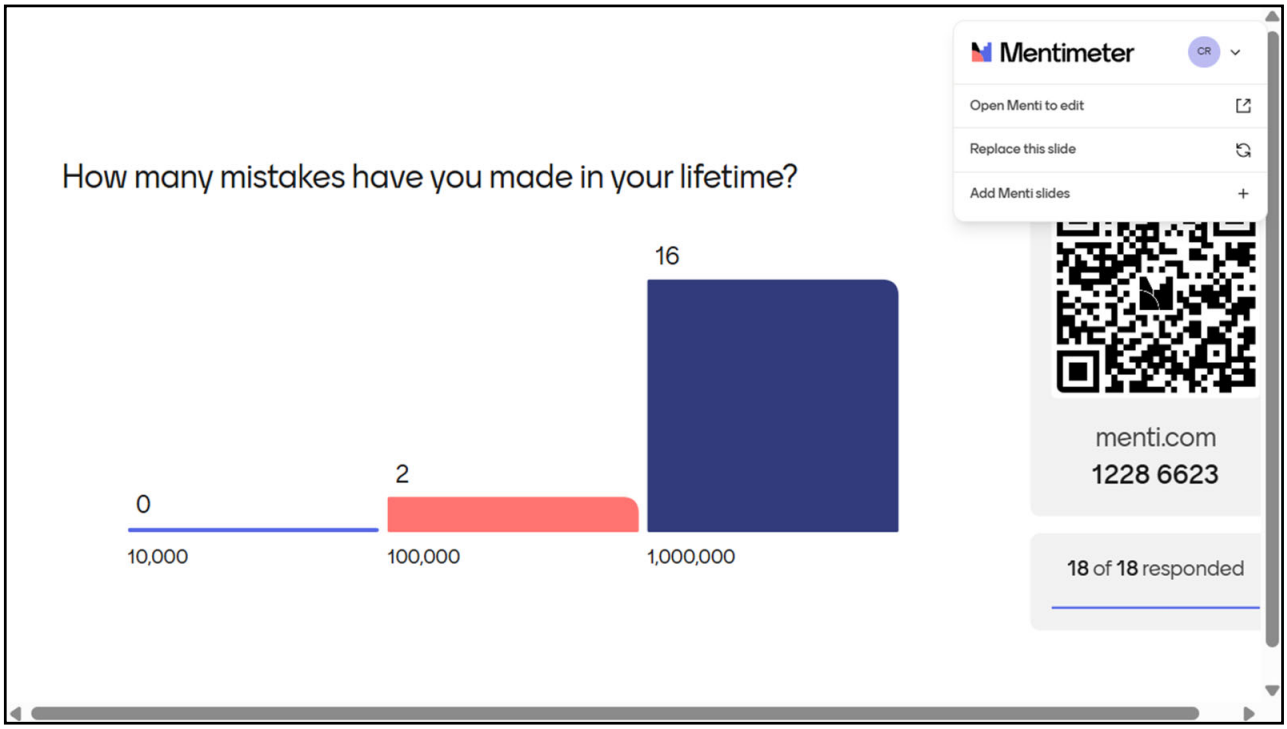
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Quiz time!



How many mistakes have you made in your lifetime?

- 10,000
- 100,000
- 1,000,000



How many mistakes did you make on purpose?

Principles of Human & Organizational Performance

1. People are fallible, and even the best make mistakes
2. Workers are masters at adaptive problem solving
3. Context drives worker actions and behaviors
4. Leadership's response to failure matters
5. Blame Fixes Nothing
6. Improvement happens through learning

Communicate Positively and Avoid Blame

Do leaders tend to help resolve issues or assign blame?

- How do they respond to mistakes, reports, near misses, injuries, bad news?
- Do they embrace the opportunity to improve, or do we shoot the messenger?

Sources of mistakes?

Error traps are conditions that make it difficult to follow procedures and requirements, and to work safely.

Which over time creates a delta between WAI and WAD.

Which can create ‘standardization of deviation.’

Examples of error traps

Organisational error traps

- Unclear roles and responsibilities
- Problems with communication/ collaboration
- Staffing and resource management
- Organisation of work (e.g. workload and planning)

Task-based error traps

- Unknown tasks
- Unpredictable tasks
- Complex tasks
- Time pressure
- Trivial or repetitive tasks

Technical error traps

- Equipment or system failure
- Deficiencies in documentation (e.g. incomplete, outdated)
- Unclear instructions, labelling or signals
- Unsuitable equipment
- Noise, lighting conditions, temperature, air quality

Individual error traps

- Lack of training/competence
- Lack of experience
- Human factors – fatigue, stress, health, complacency

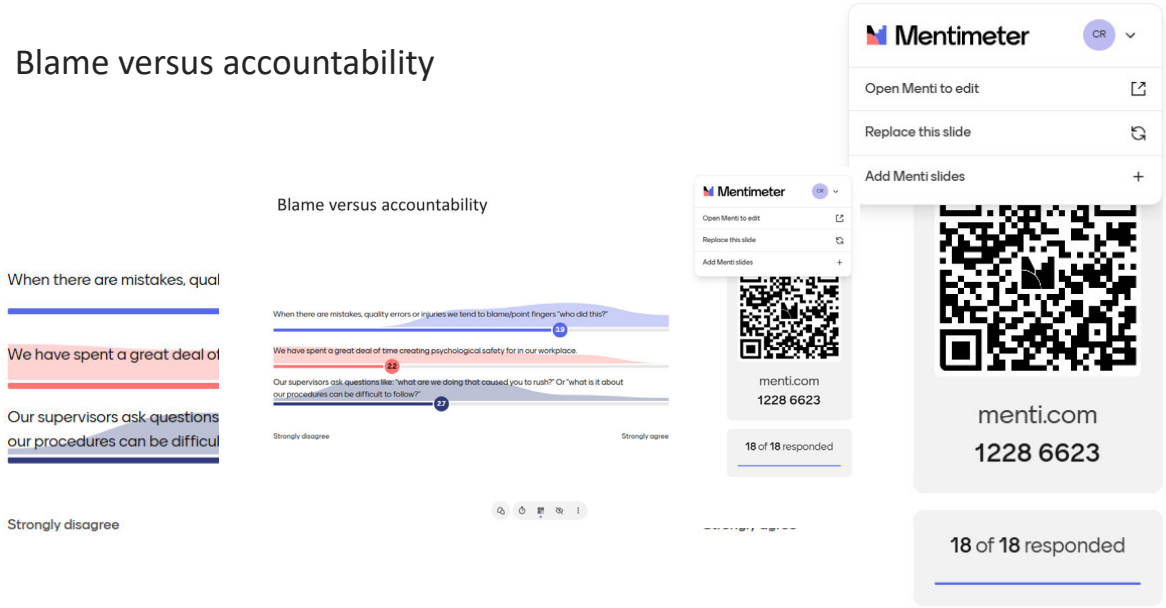
Adapted from Norsk Industri

Blame Versus Accountability

- Mistakes are usually due to underlying conditions and systems.
- Leaders' response to mistakes and errors is critical.
- The only thing blame accomplishes is avoidance.
- Learning from mistakes does not mean lack of accountability.
- Shift from “who” to “what happened.”
- Start with your own mistakes.



Blame versus accountability



Communicate Positively and Avoid Blame

Stretching the space between stimulus and response

- Practice being less reactive: Pause, think and respond

When do we talk about safety?

- Encourage communication – talking about safety when things go right. 20 questions, Gemba walks, informal chats
- Seek to problem solve, ask for input

Identify Hazards and Evaluate Risk in Real Time

Many organizations have inspections and hazard hunts in place, but how often do supervisors observe tasks and look for human factors?

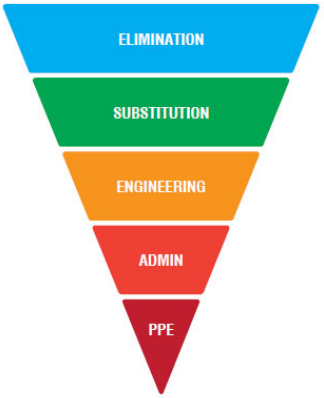
TABLE 3 HUMAN FACTOR MULTIPLIER

Multiplier Level	Rating	Description
Low	L	One or two human factors with potential to contribute if not managed. **e.g., repetitive task physical fatigue + boredom.**
Medium	M	One or two human factors with potential to contribute at a moderate level. **e.g., over-confidence + time pressure.**
High	H	Multiple human factors with potential to contribute to a serious extent. **e.g., extreme fatigue + high temperature workplace + end-of-shift impatience to get home.**

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Identify Hazards and Evaluate Risk in Real Time

- More than 90% of all corrective actions are human based on low levels of HOC.
- Plan to audit and verify controls actually in place.
- Signatures do not mean comprehension or compliance.



Leverage Systems, Data and Reporting

- Are your systems effective and appropriate? Up to date? Not overwhelming?
- Question: do your systems create human factors?

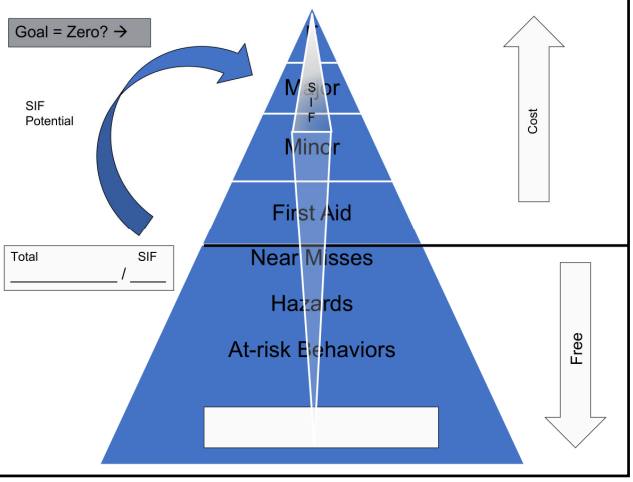


- What systems are in place to capture and act on workers' suggestions and input? Are workers your primary information source?
- If people make suggestions that are ignored or not acted on, it stifles a climate of open communication.

Leverage Systems, Data and Reporting

Do we normalize discussion of near misses, mistakes and HF?

- Offer the opportunity to discuss, rather than report?
- Removing barriers to reporting (systems, forms and processes)
- Thanking employees for speaking up
- Create psychological safety – no blame?
- Following up on issues



Participant Perspective

How do you define employee engagement?

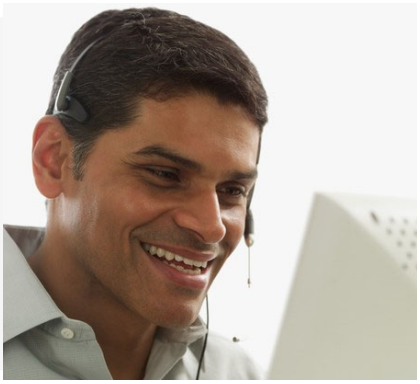


How do you define employee engagement?





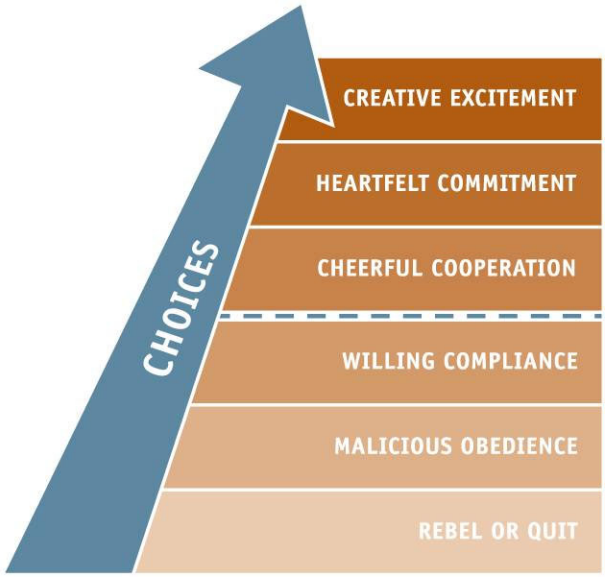
Working Definitions



•The extent to which people **enjoy** and **believe in** what they do, and feel **valued** for doing it.

•Personal investment of effort **applied toward organizational goals**.

Levels of Engagement



Drivers of Engagement

- I know what is expected of me
- I feel like my input is valued
- What I do is important
- I have the necessary resources to perform my job
- I receive regular positive feedback
- I know where I stand
- My co-workers perform quality work
- I have opportunities to learn and grow

Supervisor Actions to Drive Engagement

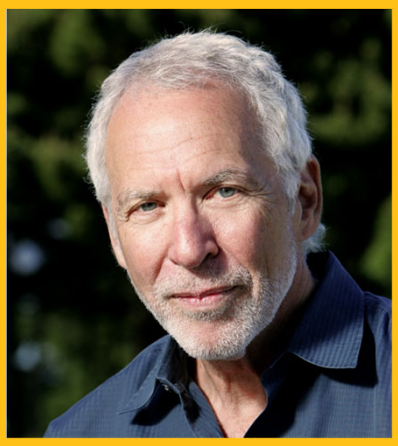


- Be active listeners – listen to understand, not respond.
- Avoid only talking about safety when things go wrong.
- Provide regular feedback.
- Look for workers who are following proper safety procedures and give them positive reinforcement. (5:1)
- Ask for input.

Help Your Supervisors to Effectively Manage Change

"Resistance to change is a predictable, natural and necessary part of the learning and change process."

- Peter Block



Building Change Resilience

- Map the emotional journey of each initiative (where will anxiety spike, where will confusion show up, where might hope build?).
- Build in real recovery time.
- Create feedback loops so people can surface resistance.
- Involve employees in co-creating solutions, so change isn't just "done to them."

Building Awareness and Tension

1. Why is this change necessary?
2. Why are we doing this now?
3. What's wrong with what we are doing now?
4. What will happen if we don't change?
5. WIIFM?



Closing – Take Aways

1. Train supervisors to understand human factors and use the learning loops
2. Climate is changed one conversation at a time
3. Supervisors are on the leading edge of climate and have the most direct influence on workers, make sure they are trained – and aligned with SLT
4. Find opportunities for input, joint problem solving and positive feedback
5. Plan mindfully for change, not accidental

Participant Perspective

What is the one thing you can put into place when you get back to help your supervisors be more effective?



Your questions?

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