



# Stand-up, Speak Out, Take action!

Creating a Culture of Caring /  
Producing Incident Free  
Performance

*Carolina  
Star safety  
Conference*

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*The questions posed by the Bipartisan Policy Center are almost entirely technical. They assume that prevention will be adequate if technical requirements are met. But the findings of virtually every catastrophic accident are contrary to this assumption.*

*Virtually all man-made catastrophic events in the past 50 years are related to technical failures made possible by organizational failures. In 1991, Dr. Edwin Zebrowski of Aptech Engineering Services published, “Lessons Learned from Man-Made Catastrophes,” comparing the cultural common threads found in his analysis of the Chernobyl nuclear reactor fire (1986), the Piper Alpha oil rig fire (1988), the Challenger Space Shuttle explosion (1986), and the Bhopal toxic gas release (1984). Common cultural “red flags” included: a mindset that success is routine; lack of emergency procedures; diffuse responsibilities; suppression of dissent; and safety subordinated to other performance goals*

# Blueprint for Safety Transformation™



*Blueprint for Safety Transformation is a trademark of Behavioral Science Technology, Inc.*

# Why Does Culture Matter So Much?

- When implementing change, culture must be fully understood and anticipated; because, when strategy and culture collide, culture is victorious.

# Organizational attributes necessary to achieve a safety climate where nobody gets hurt

- Organizational commitment.
- Openness to change.
- Job satisfaction.
- Mutual trust and respect between supervisor and worker.
- Organizational citizenship behavior.
- Excellent communication and cooperation.



# Organizational Factors

**Procedural Justice** – Extent to which individual workers perceive fairness in supervisors' decision making process.

**Leader Member Exchange** – Relationship that employee has with his/her supervisor.

**Management Credibility** – Employees' perception that things that management says are consistent with things that management does.

**Perceived Organizational Support** – Employees' perception that he/she receives support needed to accomplish organizational objectives.

# Team Factors

**Work Group Relations** – How well I get along with co-workers.

- Degree to which co-workers:
  - Treat each other with respect.
  - Listen to each other's ideas.
  - Help one another out.
  - Follow through on commitments.

**Teamwork** – Extent to which I perceive that working with my team members is an effective way to get things done.

- Planning.
- Communication.
- Performance within the work group.

**Can the team rally around an objective or task and get it done?**

# Safety-Specific Factors

**Organizational Value for Safety** – Extent to which employees perceive the organization has a value for safety performance improvement.

**Upward Communication** – Extent to which communication flows freely upward through the organization.

**Approaching Others** – Extent to which employees feel free to speak to one another about safety concerns.

What the leader does differently



Climate



Follower Behaviors Change



Attitudes and Beliefs Affected



Culture Created

***Attitude Influences  
Behavior***

***Attitudes***  ***Behavior***

***Behavior Influences  
Attitude***

# Leadership is Personal

- Leaders more effective if they have positive relationships with their direct reports.
- Leaders must engage hearts and minds.
- Leaders lead with everything they do and say, whether they want to or not.





**Transformational Leadership Style**

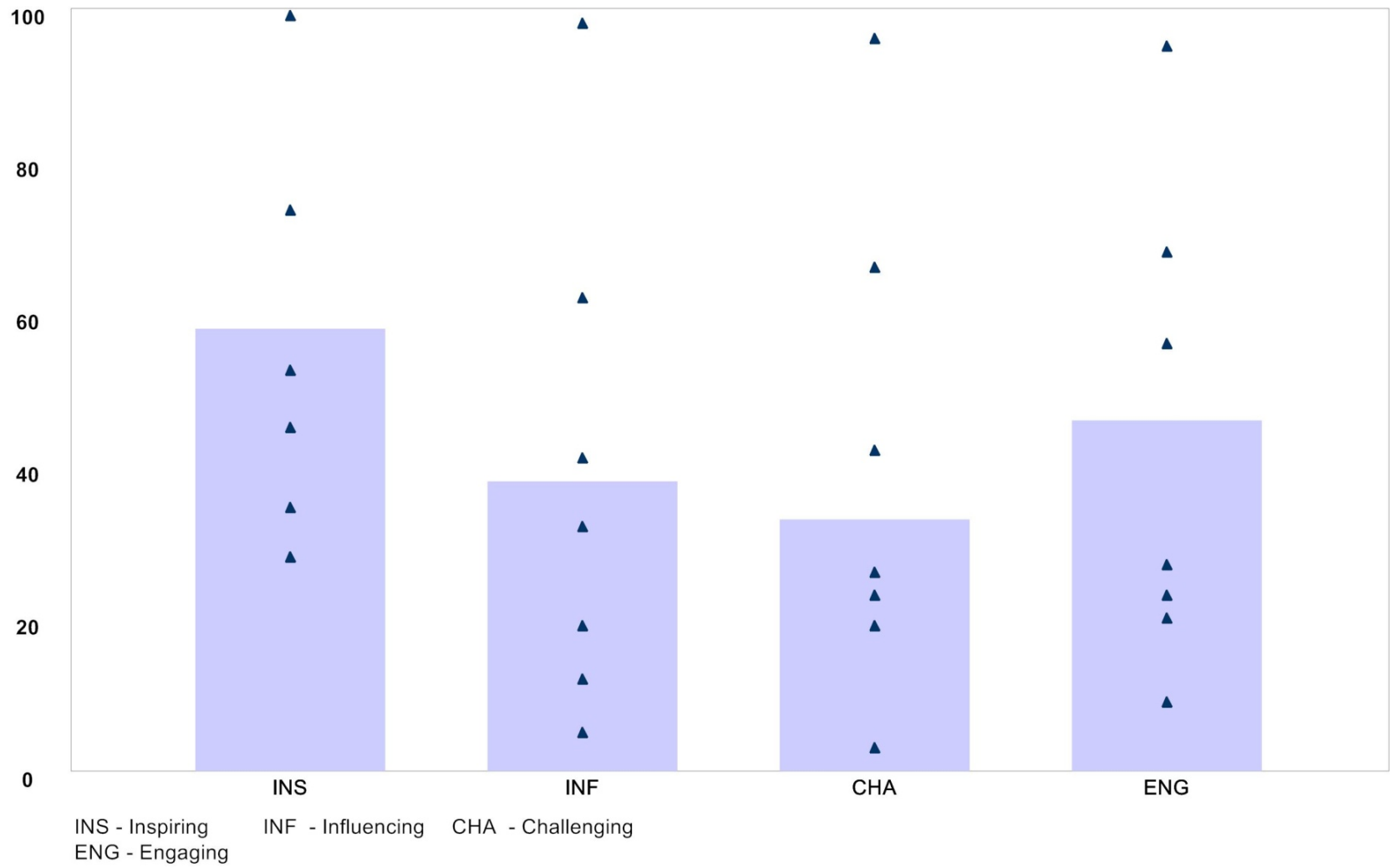
- Inspiring
- Influencing
- Challenging
- Engaging

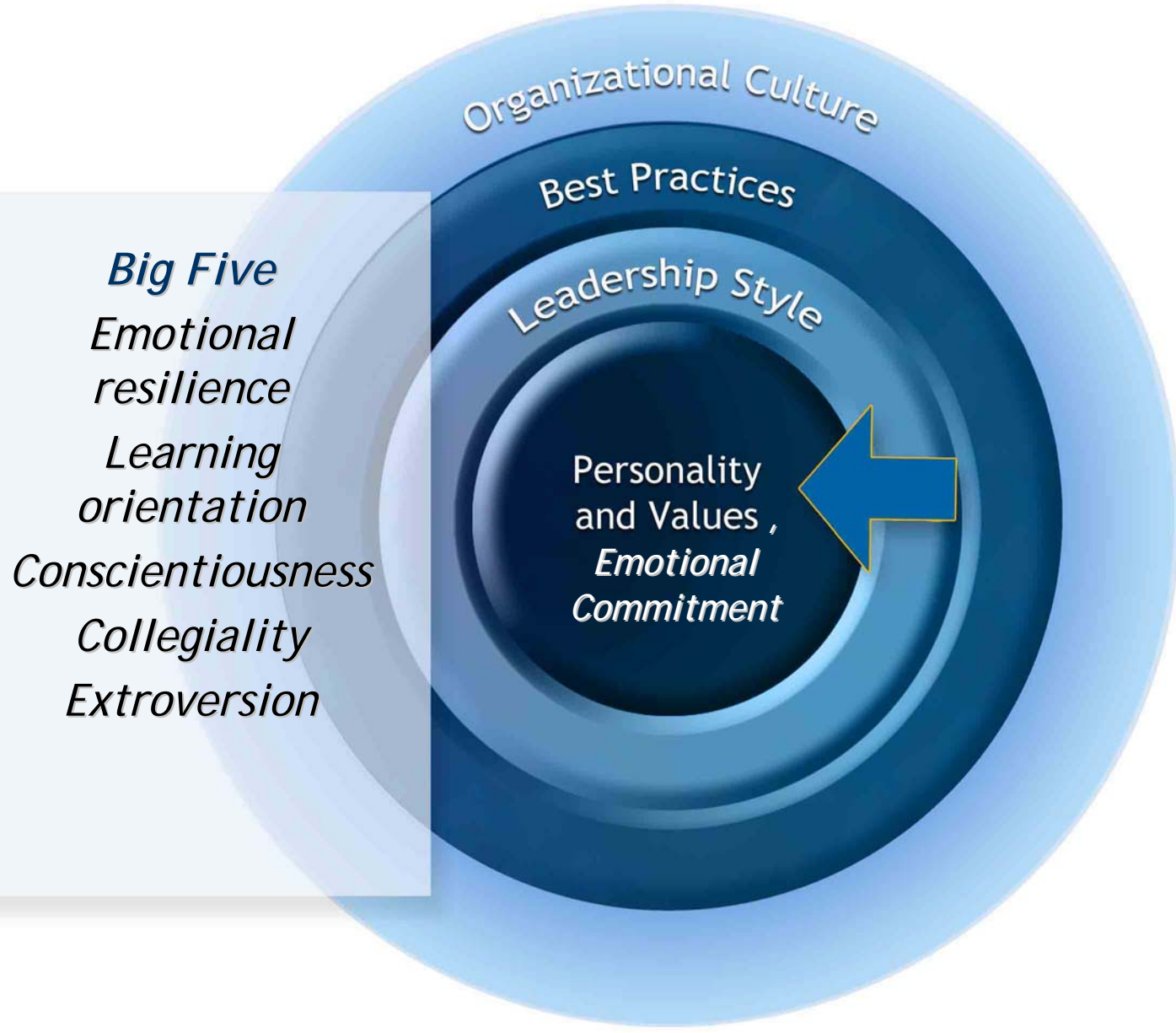
**Inspiring** – Setting high standards; using symbols to focus effort; modeling new standards and communicating a vision and translating it into language that resonates with individuals at all levels of the organization.

**Influencing** – Building a sense of mission and commitment to the vision, gaining respect and trust, increasing optimism and instilling pride.

**Challenging** – Providing subordinates with a flow of challenging new ideas aimed at rethinking old ways of doing things; challenging dysfunctional paradigms; and promoting rationality and careful problem solving.

**Engaging** – Helping others to commit to the desired direction, including: the ability to coach, mentor, provide feedback, give personal attention and link the individual's needs to the organization's mission.





**Emotional Resilience** – Ability to deal with frustration, worry, anger management, moodiness, self-indulgence, impulsivity and sensitivity to stress

**Learning Orientation** – Imagination, aesthetic sense, willingness to experiment, intellectual curiosity, tolerance for diversity and values other than your own

**Conscientiousness** – Sense of competence and responsibility, a need for orderliness, the will to achieve, and the level of self-discipline and deliberateness

**Collegiality** – Agreeableness, trust, being straightforward, sympathy and consideration for others as well as modesty and compliance with standards

**Extroversion** – Level of positive emotions and warmth towards others, outgoingness, assertiveness, optimism, level of activity, and tendency to seek excitement

You are visiting a location for a meeting. You, as a senior leader in response to a serious injury, made it mandatory that all employees be shown a video. The video was on the injury that occurred and how to prevent it from re-occurring.

As you are walking by a training room you ask your guide if you can look in on the session for a few minutes. You start to enter the room and see the following:

Of the 2 crews of workers and 2 front line supervisors in the room the supervisors are in the corner going over a work schedule. All of the front line employees in attendance are either working on things and most of the rest are talking. One employee is watching the video.

# Leadership Lessons From The Front Lines

- Culture cannot be delegated (so don't even go there)
- Culture must be “the accountability of line leadership”
- Align the organization around the behaviors that define the values
- Create the RIGHT opportunities for involvement
- Flawless execution requires crystal clarity
- Regularly measure and report on key elements
- Expect turbulence and do not be afraid to impose your WILL.