

#### In this Issue:

- **Don't Jump To "Safety Management" Solution - Article by Alan Quilley CRSP**
- **On the Web**
- **Special Offer for November participants of our CRSP Exam Prep Workshop**
- **Others Ways We Help!**
- **LinkedIn Study Group**
- **Compliments for our CRSP Examination Preparation Workshops**
- **Safety Results Blog and Twitter**
- **CRSP Examination Preparation Workshops - *More dates added!***

#### **Don't Jump To "Safety Management" Solution**

##### **Article by Alan Quilley CRSP**

If you are like me, there are times when you take the time to reflect on why you believe what you do. I'm often scanning the horizon for innovative ideas and reflecting on the historic maturation and changes in my beliefs. There have been significant events that have resulted in my changing my fundamental beliefs in the style and content of the safety management process I use to consult with. The first such event was my reading of the NSC Accident Prevention Manual and their initial approaches which were based on Heinrich's theories (link to Article). The next significant text that influenced me was Frank Bird Jr.'s Total Loss Control. Reading William W. Lowrance's "Of Acceptable Risk" caused profound changes in my thinking about what safety was and how to accomplish it. Stephen Covey's Seven Habits of Highly Effective People and Dan Petersen's Safety By Objectives... both had a tremendous effect on my thinking and caused me to shift my beliefs about how safety management systems work and how they could be successful. Of course W. Edwards Deming's body of work probably affected us all.

I have come to believe certain classic management models have enduring features that make them as true today as they were when they were originally published. Some I believe missed the mark and have not stood the test of time as being valid. Taylor, Maslow, McGregor, Skinner, Drucker, Petersen, Deming all have had enduring theories and management systems observations that have, in my humble opinion, stood the test of time. It is important if we are to use these theories and approaches that we constantly test and continue to test if these approaches still provide us wisdom or are falling by the wayside.. That being said, taking the time not to just read the current New York Times Top Ten Business Books list from this morning's edition but to search back to see what helped shape the current CEO's and leader's thinking is important to the Safety consultant of today.

One such influential author and consultant is William B. Rouse. His book "Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking" I believe has enduring lessons to be learned in our striving to managed safety in our places of work and at home. Although not specifically a "safety management" book, I believe "Don't Jump to Solutions" can and does fit to enhance our

safety management efforts. Let's take a look at the 13 points made in this classic text and how the teachings can be applied to safety management. I've taken some liberties with Rouse's list to enhance how I believe his observations and advice can apply to safety management:

**1. Visions need to be dynamic – not unyielding to the current realities**

“Progress is impossible without change, and those who cannot change their minds can not change anything.” – George Bernard Shaw  
Vision and intention are important and so is taking the pathways that are determined with knowledge. Safety Policies and commitments are important to establish our vision and intention for how we are going to operate our companies. These need to be fluid and valid in our current operating environments. For example, using the same audit multiple years in a row...can be (who are we kidding... it IS) counterproductive. We need to raise the bar as we mature our safety culture.

**2. Admit and understand your weaknesses. Stop lying to yourself**

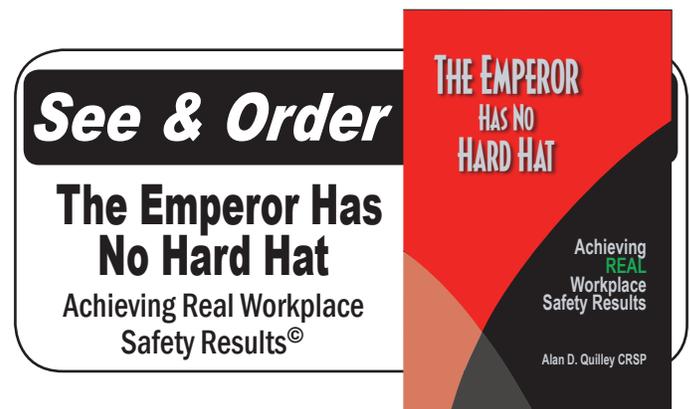
Driving performance and action plans through falsified data through re-classifying injury data is silly. Pretending we have better results than we do is misleading the very people who need to know the truth. Lying to yourself will come back to hurt you!

**3. Learn to be humble and realistic. Don't attribute all success to great management and blame all failures on bad luck.**

Preventing injuries rather than creating safety culture is causing false positives and false confidence. Measure what you do to create safety rather than what didn't happen in the way of injuries and costs gives a company a false sense of accomplishment. Not having an injury for a period of time can be the result of just luck.

**4. Change is inevitable – Effective Change is an art.**

Managing the change process is essential yet is so often poorly executed. Being overly optimistic as to the difficult steps a corporation needs to take to make a change in anything significant takes time and skill, planning and diligence.



**5. Don't become myopic.**

View your Safety Management System from various viewpoints. Passing the same audit annually is NOT striving for safety excellence. It's striving for Safety mediocrity. As you move through the natural evolution of the Safety Management Continuum it will be necessary to change your viewpoint and process. The old adage “What got you here, won't get you there” is very true in Safety Management. As you mature your culture, you need to let go of the past activities to success.

**6. Avoid the one big win.**

“Zero injuries” for a period of time is a great result only when you truly understand why it occurred.

If you can't explain what you are doing to get your results...you don't know what you are doing. Achieving Zero Injuries by manipulating data and classifications is lying to yourself. Celebrating low injuries rates that could just be a matter of luck is foolish. Work diligently to understand how your safety creating activities are giving you the true results you are getting in safety management.

**7. Forced agreement through forced consensus glosses over underlying conflicts.**

Consensus based rules, regulations and international standards are often created through large groups of people reaching agreement which is often diluted down to meaningless and ineffective process. The very process of achieving consensus can force the end result into a diluted non-effective misunderstanding of what creates success.

## 8. Short term gains in hitting the numbers will negatively affect the long term success

Your current injury rate alone probably tells you nothing about what is working and what isn't. It certainly tells you nothing about what could happen in the future. Managing activities that create safety and measuring those activities against the results achieve will become a tool to predict what will happen if a corporation continues to do the activities that prove successful.

## 9. Understanding the importance of relationships is extremely important to success.

Individual and group Needs, Wants, Aspirations and Fears need to be addressed for success. Conflict management and Getting to Yes are two very misunderstood techniques in modern safety management. Why, I don't know. Can we fix it... of course we can!

Safety Management is a people business and in some cases has been reduced to ineffective audits and inspections of paper and hardware. As Dan Petersen said..."Paper doesn't save people... People save people.

## 10. Don't get locked into process. Organizational change is necessary as your safety culture matures.

What got you here won't get you there. Evolution of your safety culture is essential to improvement. Each stage of the Safety Management Continuum requires different levels of activity. Once you've fulfilled the engineering/procedural level...it does little good to stay there.

## 11. Focusing on the past is a mistake.

Drive the Safety Management System by looking forward. The past is seldom a predictor of the future unless you have detailed statistical evidence to support your beliefs in repeated history. Future plans and the activities to execute those plans are much more important than audits and incident rates. Measure what you do, not what happened to you, as an indicator of future success.

## 12. Manage change...once you've moved forward don't allow the organization to fall back into old processes and behaviours.

True change is measured by forward movement. Unless the behaviours related to change are measured and supported through consequences, nothing truly happens.

## 13. Good plans can only place you on the road to serendipity. Even good plans are affected by the unplanned.

Whatever your plan is, whatever your change activities are, you'll need to be flexible about taking detours that make sense along the way. Don't lock into failure by not recognizing the potholes in the road to success that require a route change.

I highly recommend that you read "Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking" – William B. Rouse. There are insights to what we can all do to be much more effective.

## On the Web

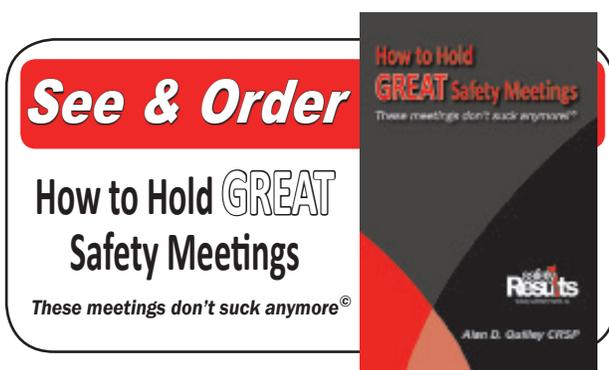
Click on links:

[\*Dan Petersen on Leadership & Perceptions. As true today as it was over a decade ago.\*](#)

[\*Charles Duhigg's The Power of Habits: Why We Do What We Do in Life and Business.\*](#)

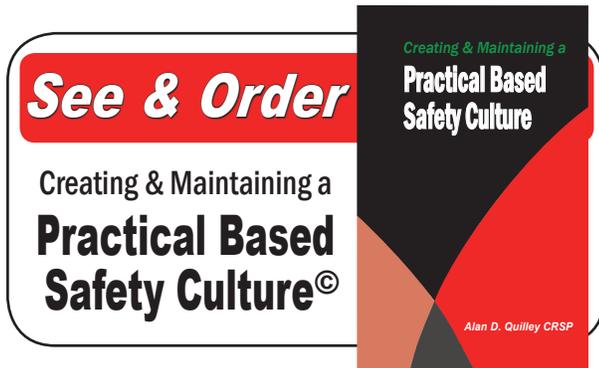
[\*Interesting thoughts about human error\*](#)

[\*Is this our future? Dealing with Human Error?\*](#)



## Special offer for participants of our CRSP Exam Prep Workshops November 2017!

Participants of our workshops taking place this month will also receive with our compliments, our latest product “CRSP Exam Prep Long Answer FlashCards”! They will be handed out at the Workshops. These cards retail on our site for \$99.00 + GST!



## Another Way That We Help CRSP Candidates!

Alan created a website to further assist you in your studies. He also posted, for your FREE download, 90 questions (in two series of 45 questions). This could cost over \$80.00 on a competitor's site! The practice Q & A are based on the 2015 CRSP Blueprint.

Stay tuned for even more questions and study tips at:

### [Safety Results CRSP Exam Preparation Site](#)

You'll find the practice questions and answers at the following links:

### [Safety Results CRSP Practice Questions - Series 1](#)

### [Safety Results CRSP Practice Questions - Series 2](#)

## LinkedIn CRSP Exam Preparation Study Group

Alan created this group for those that are planning on writing the exam to discuss study strategies and tips. Join us at:

### [Alan's CRSP Exam Preparation Study Group](#)

## Safety Results Blog and Twitter

Read what Alan has to say!

[Blog](#)

[Twitter](#)

## Compliments for our CRSP Exam Prep Workshops

*“The course was extremely well organized, which was greatly appreciated! I think you have done an excellent job putting together materials for candidates who are looking to write the exam. I also found your study materials really helpful, and I have especially enjoyed the flash cards. I will definitely recommend the course to others”.*

*“Thank you Alan, and Marie, for a wonderfully well organized course and greatly contributing to my success. I used your material, stuck to the plan developed from the course and passed!”*

*“I enjoyed taking your course as it showed my weak areas and helped me to hone in on the areas I needed to focus. Your books were my guide and helped me to organize my thoughts and study notes. I truly don't think I could have done it without your study material as a guide”.*

*“I wrote and I passed. The learning from the workshop contributed to re-defining my strategic approach in preparing for the exam. Thanks!”*

Thank you both for your fantastic comments - we really appreciate receiving testimonials such as these!

Congratulations again!



## CRSP EXAMINATION PREPARATION WORKSHOPS 2017

Sherwood Park	November 3 - 5, 2017
Sherwood Park	November 24 - 26, 2017
Calgary	January 10 - 12, 2018
Sherwood Park	January 19 - 21, 2018
Sherwood Park	April 13 - 15, 2018
Calgary	April 18 - 20, 2018

*Due changes being implemented by the BCRSP July 2018, we have received a number of requests to add additional dates for our Workshops. We are pleased to offer this enhanced schedule.*

Our intense 3 day CRSP Examination Preparation Workshop fee in 2017 is \$949.00 + GST, and \$999.00 + GST in 2018. Safety Results Ltd. wants you to be successful in becoming a CRSP. Here's why we think we can help and why it's important to research fully when you are comparing CRSP Examination Preparation Workshop providers!

Our Workshop includes the following:

- Material updated to the current BCRSP Blueprint
- Our Manual and Workbook (\$600.00 value)
- Our CRSP Exam Prep Multiple Choice/Quick Answer FlashCards (\$105.00 value)
- Our Handbook which contains additional practice questions and answers (Handbook is available *only* to participants at the workshop)
- Material is contained in a coveted Safety Results canvas attaché bag which includes pen, highlighter, calculator, notebook for notes and Post-its.
- Lunches and refreshment breaks
- Special offer – We are the *only* workshop provider that has a special offer for participants of our Workshop: If you write the CRSPEX and are unsuccessful, you may attend another sponsored Safety Results Ltd. CRSP Examination Preparation Workshop for a nominal fee. The workshop must be taken within one year of your first workshop with us and further conditions apply - please check with us for more details. If you see other providers with this same offer, it will be because we did it first.

What makes us different? No boring lectures here! Our dynamic instructor engages participants, truly demonstrating that you can enjoy learning. Our course format is often imitated but never surpassed. Don't be fooled by cheaper imitations of our workshop process and content. Safety Results Workshops are the gold standard of preparation workshops!

When broken down, the value added features of our Workshops cannot be beat. For more details and to register, please visit our [CRSP Workshops](#) page. *Please note that if you have registered for a workshop, but not paid for your spot, we are not holding a seat for you.*

And remember that if you are unable to attend one of our Workshops, you can purchase the very same Manual, Workbook, Multiple Choice/Quick Answer and Long Answer FlashCards that our students receive in our Workshops. Visit our [CRSP Exam Prep Materials](#) page for more details!