



safety Results

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*Evidence Based
OH&S Solutions That
GET RESULTS!*

Alan D. Quilley CRSP



Alan D. Quilley:

*Occupational Health & Safety Expert,
Speaker, Educator and Author of
"The Emperor Has No Hard Hat" and
"Creating & Maintaining a
Practical Based Safety Culture"*

ALAN D. QUILLEY

An author, consultant and compelling speaker, Alan Quilley has made a career of learning and applying the leading edge of occupational health & safety. Combining three decades of real world experience, a passion for "doing it right" and a presentation style that entertains and educates, he is a unique voice on the issue of safety excellence. His quest has seen him touching the work lives of thousands of employees, supervisors and managers in both Canada and the United States. His client list covers a broad spectrum of industry sectors that include oil, gas & petrochemical, police & fire services, transportation, construction and municipalities.

Alan's safety career took flight in 1976 when he became a safety coordinator with CN Rail. Evolving through a series of increasingly senior occupational health and safety positions, he has had the opportunity to develop, test and refine his ideas through hands-on experience. His drive to educate others saw him actively involved with the University of Alberta and as a key figure in the development of the Northern Alberta Institute of Technology's Occupational Health and Safety Diploma program.

To complement his work as an educator, he has combined his decades of experience with the best in behavioural and occupational health & safety research to quantify **exactly** what it takes to make companies safe. The result of his labours is his book, *"The Emperor Has No Hard Hat: Achieving REAL Workplace Safety Results,"* which received Honourable Mention among the Globe & Mail's top ten business books of 2006. The book brings to life Alan's concept of safety, which he calls Integrated Safety Management, shortened to ISM (rhymes with "prism"). As he describes it, ISM is a set of powerful, yet simple concepts that companies can adapt to their own unique situations. The system also teaches safety personnel how to collect and analyze evidence that will verify that safety excellence has been created. An entertaining and engaging speaker, he has been known to haul an electric guitar up to the podium to make a point to his audience or have them cracking up at a "Safety Bloop" anecdote. "The point is that it's within us all to become 'safety excellent'," he says. His listeners might be laughing ... but they get the message. His popular follow-up book *"Creating and Maintaining a Practical Based Safety Culture ©"* is widely used by a variety of North American corporations.

Tougher occupational health & safety laws have made safety a prominent business issue, with strong moral and financial implications. A popular presenter at business and industry events, Alan's message can be tailored to the unique needs of his audience. Always articulate and provocative, Alan frames his ideas with a deep understanding of the roles of worker, supervisor and manager. He can talk with authority about a range of today's most pressing safety topics, and his remarks are always informed by his own unique journey through the parallel worlds of industry, business, and education.

To inquire about booking Alan Quilley as a speaker, please contact Marie Quilley:
Phone: 780-710-0247 Email: mbqsolutions@shaw.ca

CONSULTING & TRAINING

Do you want a safe, healthy workplace—but you’re not exactly sure how to get there? Safety Results Ltd. can work with you to achieve solid results from your occupational health and safety system:

- reach a high level of workplace health and safety
- minimize injury & illness and their resulting costs
- minimize your WCB and third party insurance premiums and maximize your rebates
- achieve safe, healthy behaviour in the workplace
- reduce your risk of loss
- achieve full compliance with legislated OH&S standards
- meet your “due diligence” occupational health and safety legal obligations
- have a workplace where safety becomes second nature

We’ll bring health and safety to life in your organization. Using an upbeat approach, proven methodologies, and leading-edge occupational health & safety knowledge we’ll make safety engaging and fun. Best of all, you’ll achieve outstanding results.

In one year, Client A achieved:

- Lost time claims down 35% (368/563)
- Lost time claims per 100 employees down 42% (1.4/2.4)
- Vehicle accidents/1,000,000 miles down 24% (2.14/3.28)

In one year, Client B achieved:

- Lost time claims down 22% (135/173)
- Hours lost due to WCB lost time claims down 62% (11809/31136)
- WCB claims costs down 25% (\$259,000)

In three years, Client C achieved:

- Lost time claims down 58% (46/109)
- Lost time claims/100 down 56% (3.04/6.83)
- WCB days lost down 56% (758/1734)
- Obtained their Certificate of Recognition and received a 5% rebate on their WCB annual premiums (\$150,000)

Although every situation is unique, these are some of the tools we’ll use to help your firm attain safety excellence:

- OH&S Program Consultation & Auditing
- Policy & Procedures Manuals
- OH&S Training Development
- Compliance Strategies

Safety Results Ltd. Clients

- Alberta Municipal Health & Safety Association
- Rural Utilities Safety Association
- City of Edmonton
- Canadian Society of Safety Engineering
- Alberta Construction Safety Association
- Edmonton Police Service
- Suncor
- Cenovus
- Nucor Steel
- Daishowa-Marubeni International
- Husky Energy
- Talisman Energy USA
- Talisman Energy Canada
- TransCanada Pipelines
- City of Lethbridge
- Agrium
- Lacombe County
- Keyera
- Northern Alberta Institute of Technology
- Spectra Energy
- Murphy Oil
- Peter Kiewit & Sons

To inquire about booking Alan Quilley for consultation and training, please contact:
Ph: 780-710-0276 or Email aquilley@safetyresults.ca

Customized Safety Training

To achieve your company's OH&S objectives, you'll need employee and management safety training that's tailored to your specific needs. Safety Results Ltd. has custom-created safety training courses for virtually every industry sector and job function, among them: oil & gas, construction, railroad, warehouse operations, confined spaces safety, incident investigation, workplace inspections and WHMIS.

Custom-designed courses are created in close consultation with the client, and delivered at the location of your choice. These popular titles are among the many customized OH&S courses that Safety Results has developed:

- The Leader's Role in OH&S Management
- Super-Charging Your OH&S Committees
- Canada's New Criminal Code...Bill C45 Changes
- Employees' Role in OH&S Management
- Meeting Today's OH&S Challenges & Opportunities
- Advanced OH&S Training For Senior Managers
- OH&S Responsibilities of Supervisors
- Incident Investigation in Alberta – A Different Approach
- Practical Based Safety
- CRSP Examination Preparation Workshop
- Trenching Safety – What You Don't Know Will Kill You
- Confined Space Entry
- OH&S Program Building and Auditing
- Hazard Assessment and Control
- Workplace Inspections
- Successfully Managing Your Prime Contractor Responsibilities
- Getting Support for Occupational Health & Safety
- Implementing OH&S Programs
- Occupational Health & Safety Law

Testimonials

"Alan has been successful in reaching goals through his refined ability to:

- provide sound technical advice and assistance in carrying out transition steps
- utilize innovative and creative ideas to improve the overall effectiveness of programs
- analyze and clearly communicate the reasons and urgency for changes
- develop communication strategies that ensure key stakeholders are kept informed of developments that require their support
- select and identify skill sets in people who are selected to improve specific programs
- intuitively identify and tenaciously commit to addressing specific areas of concern."

"To his credit, it's not so much what he can do but what he helps others do, that sets him apart from all other consultants."

"I'm going back to work Monday to revamp our whole safety training program. Excellent job Alan!"

"To quote Alan, 'Edu-tainment for Adult Learners'. Excellent presentation."

Qualifications & Achievements

Alan Quilley brings to his consulting and training practice a wealth of knowledge and experience.

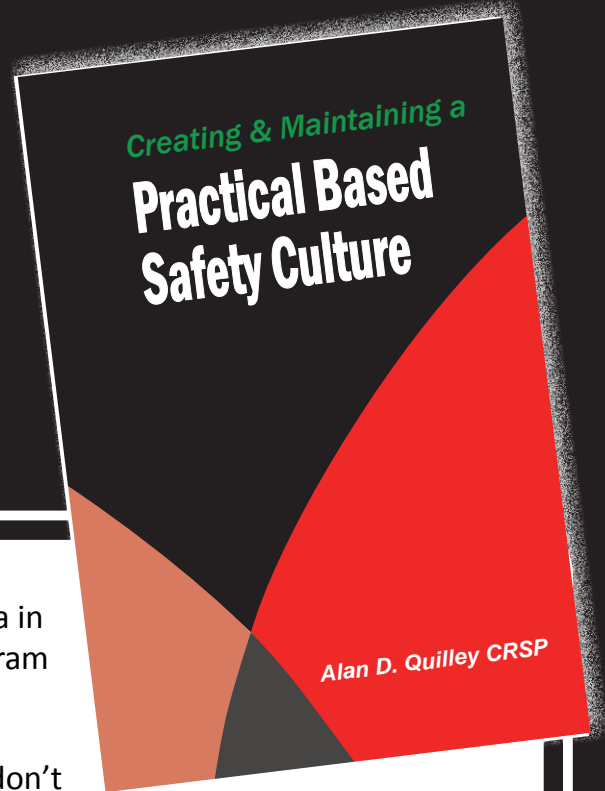
Among the highlights of his qualifications and achievements:

- over thirty years experience in OH&S management and training
- a strong track record of obtaining significant results in reduced injuries and associated costs
- solid experience in the design and management of OH&S programs, many for the largest corporations in Canada
- extensive knowledge of federal and provincial OH&S legislation and regulations
- over twenty-five years accreditation as a Canadian Registered Safety Professional
- twelve years in the development and delivery of OH&S training through University of Alberta
- key member of the steering committee for the NAIT Occupational Health & Safety diploma program
- executive experience as chair of the Alberta Municipal Safety Association and director of the Alberta Safety Council
- author of "The Emperor Has No Hard Hat - Achieving REAL Workplace Safety Results" and "Creating & Maintaining a Practical Based Safety Culture".

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Introducing Alan Quilley's latest book ...



Tired of delivering safety to your employees like pizza in a box? Tired of using some cookie-cutter safety program that just doesn't work for you or your employees?

You may have already found that these things just don't work. Start incorporating safety into your already successful company practices! *Creating & Maintaining a Practical Based Safety Culture* within your company will ensure that safety will be ingrained into everything your employees do. Furthermore, we will explain how to get the all-important "buy-in" from your employees so that they will begin taking safety seriously.

Creating & Maintaining a Practical Based Safety Culture is all about what we think and do about making the work we do safe. You won't find any "OH&S Management Standards" with big numbers in their titles created by groups of anonymous authors telling you how to run your business. These are things that you can do using the same skills you use to currently run your business.

This book is essential reading for everyone who has a responsibility to make their places of work safe and healthy. Wait! That's *everyone...* from the CEO to the employees on the front-lines.

Make your safety activities practical and functional. Best of all make them GET RESULTS!

A perfect companion for your copy of *"The Emperor Has No Hard Hat – Achieving REAL Workplace Safety Results"* - Honourable Mention - Toronto Globe & Mail – Best Business Books of 2006.

What a concept! Finally... a practical approach to safety management!



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To order a copy of "Creating & Maintaining a Practical Based Safety Culture", visit www.safetyresults.ca

Every Company is Somewhere in Their Safety Culture Evolution

“CHAPTER 9”
from

Creating & Maintaining a Practical Based Safety Culture

There are some simple truths in the world of safety management. Some of those truths are based on the natural order of logic and practicality. We know that every company that is getting excellent safety results for their safety management efforts didn't start out that way. They had to take a journey of discovery and creation that got them to where they are now. I call it the Safety Continuum.

I first introduced this observation in my book *The Emperor Has No Hard Hat – Achieving REAL Workplace Safety Results*. Every company at this very moment is somewhere on their journey to safety excellence. They are somewhere in their Safety Continuum. Some are just starting and are busy gathering the fundamental tools they need on their journey.

Companies typically develop their safety program by documenting their intentions to operate safely in a safety program policy manual. The manual usually contains the company's internal responsibility system details, as well as the forms to use and the directions to follow in order to accomplish the desire of being a safe company. Some companies are refining and refitting already somewhat successful activities. Some are at the point where, because of what they are actively managing, their places of work are going very long periods of time without injury and illness to their workers. Wherever your company is in your evolution, there are natural steps for you to take to increase your effectiveness and efficiency.

The Famous Bell Shaped Curve

I'm not aware of any scientifically supervised studies that would independently prove exactly where different companies are at in their evolution. I do know that your employees know where you are, and if asked they will tell you. This is the power of the perception survey. Given the opportunity to answer anonymously, without fear of reprisal, employees will tell you the truth about what they think and do about safety. For this to be successful, you would have to establish a safe environment for them to tell you the truth. If it wasn't safe to tell the boss there are shortcomings, then the shortcomings will be there, but never openly discussed. It's a bit like having everyone in a room with an elephant and nobody is talking about it.

If you look at the illustration below, the graph does not represent any real data, only the theory that the normal distribution bell-shaped curve is alive and well in the world of safety management. This representative picture of the theory tells us that some companies aren't managing safety very well, and some companies are excellent. It also indicates that the vast majority of companies are somewhere in the middle of their journey. I'd like to believe that in our industrialized society with our laws and our moral compass, the curve is skewed to the positive side and that more companies are further along heading for excellence than are not.

the local OH&S government enforcement agencies are writing these companies orders to improve and prosecuting them for violations. I hope that the ones not getting the point will have their actions escalate to a point where they are put out of business. I have no compassion for these criminals.

Reluctant Compliers

The next groups of folks are those people running companies that I refer to as reluctant compliers. I have a great deal of compassion for these folks who don't yet realize that doing safety for the government is not the best way to operate your business. They simply don't have all of the facts to realize that managing safety actually makes your company thrive. They are just in need of a bit of information and some coaching. All will be better for these folks in the future.

Compliance Based

The third group is made up of those people running companies who have evolved past doing just the minimum, and realize the real value of managing safety. They are spending some of their resources to improve their capacity to do their work in a safe and healthy manner. These folks are finding binders with safety elements and procedures. They are minimizing their safety hazards and training their people to work safely. These companies are on the road to excellence. Even if there are some rocky roads ahead, they are at least heading in the right direction. I believe the vast majority of companies are in this phase of their evolution. In fact, I believe if you are reading this book, you are no doubt thinking about this stage or the next one. When you reach this stage and have built all of your procedures and developed all of your policies and completed all of your audits (perhaps for several years), you will become dissatisfied with your progress because it will have stopped. You can only get so much out of this stage. Your frustration will grow with your lack of progress. You will have nagging injury trends and be frustrated by not knowing what you can do next. It's for this group of managers that I wrote *The Emperor Has No Hard Hat – Achieving REAL Workplace Safety Results*.

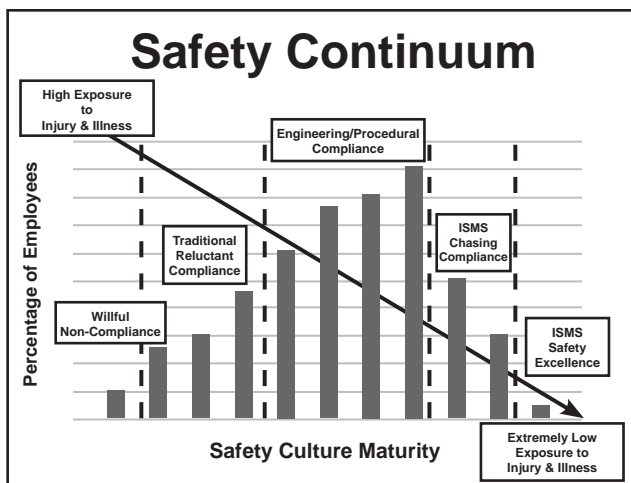
Chasing Excellence

The fourth group is the collection of companies who have decided to actively chase safety excellence. They have developed their plans and have realized they need to change what and how they manage safety. They've started to integrate their efforts. They are working on the Integrated Safety Management System (either my model or another one). They have moved from saying that safety is number one to realizing that safe production is number one. This is a very exciting group to work with as they are inspired and on the path to excellence. They see major headway as a result of their efforts and have started working longer and longer time periods without any downgrading incidents. Injuries and damage are finally in control and there are lots of reasons to feel good about what they are doing. Employees are truly engaged in creating safety. Safety is practical! By the way, these companies are GREAT places to work. We know that because their employees will tell us so!

Safety Excellence

The final stage exists when you know that how you handle safety is essential to your company's success. Your company actually starts to share stories of everyone's successes, and these stories start helping other companies recognize the potential of thinking about and managing their safety efforts in a positive way. You've arrived and are what many would consider world class! Now you need to constantly learn and improve your safety culture.

So don't feel frustrated. Recognize that you need to try and move forward, and you will see that today isn't forever and that doing different things will get you different results. You'll realize that there are some very practical things that you can do to improve your safety outcomes.



Willful Non-Compliance

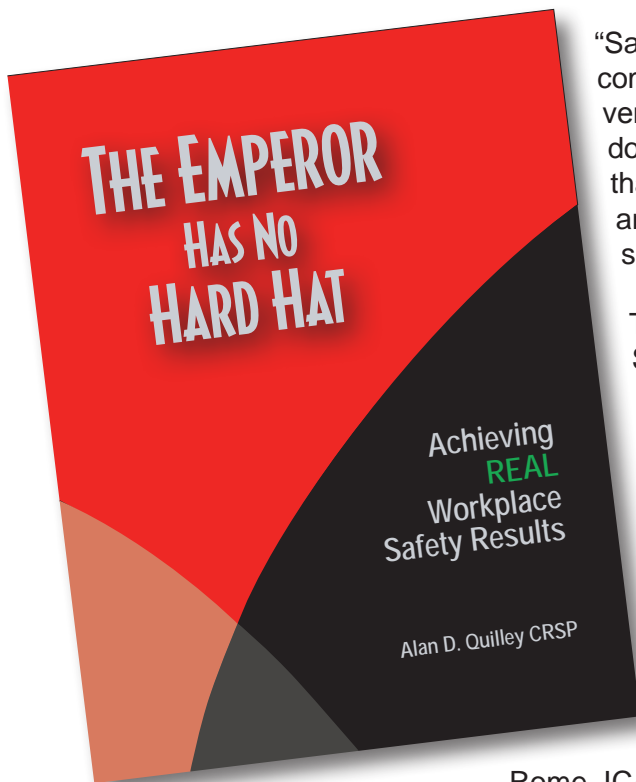
I can tell you with some confidence that some portion of the corporate populations are purposely not complying with the minimum safety standards. The people running these companies are, quite frankly, idiots, and I would love nothing better than to read that

To order a copy of "Creating & Maintaining a Practical Based Safety Culture", visit www.safetyresults.ca

THE EMPEROR HAS NO HARD HAT

“Traditional safety programs just don’t work,” says Alan Quilley, President of Safety Results Ltd., a Sherwood Park-based safety consulting firm. “All you have to do is look at the statistics.”

Frustrated at the current state of occupational health and safety in Canada, Alan, a thirty-year veteran of the field, has combined his own experience with the best in behavioural and OH&S research to quantify exactly what it takes to make companies safe. The result of his labours is his book, “The Emperor Has No Hard Hat: Achieving REAL Workplace Safety Results.”



“Safety excellence is possible,” Alan says. “Some—not many, but some—companies throughout the world are not only making their employees very safe, they’re seeing a positive legal, moral, and financial return for doing so. I wanted to quantify how they were doing that, develop theories that I could test and verify in my own consulting practice, then unify the answers into a viable safety system that companies could use to get real safety results.”

The book explains Alan’s concept of safety, which he calls Integrated Safety Management, shortened to ISM (rhymes with “prism”). As he describes it, ISM is a set of powerful, yet simple concepts that companies can adapt to their own unique situations. The system also teaches safety personnel how to collect and analyse evidence that will verify that safety excellence has been created.

Written in plain English, the book supplements information about ISM with the entertaining saga of the fictitious Imperial Chariot & Lyre Company, set somewhere in ancient Rome. IC&L’s hapless Emperor has to rely on his new Safety Officer, Hans Preventicus, and his Line Manager, Greta Doitfastica, to guide the company from Safety Disaster to Safety Excellence. “Hans and Greta were a great way to make the ideas accessible” he says. “Not just to OH&S professionals, but to managers without a safety background who simply want to be sure their workers are safe. And it makes the book fun. Who says we can’t laugh and be entertained while we’re learning?”



“My mission with this book is simple. I want to teach people how to be safer,” Alan concludes. “No matter what size your company, ISM shows you how to really partner with your employees and make everyone safer. You see legal, moral, and financial benefits. Everyone gets safer. How could you not want to do it?”

To order a copy of “The Emperor Has No Hard Hat”, visit www.safetyresults.ca

THE EMPEROR HAS NO HARD HAT



REVIEWS FOR "THE EMPEROR HAS NO HARD HAT"

"Alan, the book looks great - and very interesting and different! I like your approach."

Dr. Dan Petersen, Author of:

"Techniques of Safety Management: A Systems Approach",

"Analyzing Safety System Effectiveness", and "Safety by Objectives"

"I've spent countless weeks studying OH&S course textbooks (Geller, Petersen, DNV, etc.) and motivational publications by Daniels, Covey, and Carnegie just to name a few. The one indispensable book I always loan out is "The Emperor Has No Hard Hat: Achieving REAL Workplace Safety Results". It effectively integrates all these philosophies into an amusing, fun to read experience illustrating simple strategies to implement as a culture progresses and matures. This is one of my best book investments and something to seriously consider aiding you."

Jeff van der Ploeg, CRSP

"I'm about half-way through your book what can I say WOW! You've got a real winner here - easy read and highly entertaining. I think the first time I sat down to read it, I almost read 100 pages. I especially like what you did with the Imperial Chariot & Lyre Corporation throughout the book it causes the light bulb to go on following the theory - excellent! My 12 year-old son liked the read also. There are many things in the book that I will be exploring and implementing with my new team - can't wait to get started."

Dale A. Danylchuk, Corporate Safety Manager

City of Lethbridge

"One of the most important books on safety in the last 20 years. I found it thoroughly entertaining and enlightening."

Jim Moroney, Executive Director

Alberta Municipal Health & Safety Association

"A timely and well written masterpiece of incorporating all the fundamental and essential elements of safety and risk management into an easy to follow guide that does not require rocket science. The storyline with the Imperial Chariot & Lyre company provides a wonderful comparison for organisations to mull over. I could apply this to many organisations here in Australia .

As for my organisation, your model and setup fits what we have been promoting to a "T" and I have already had a few other people here begin to read the book with very positive responses. So, unashamedly we are promoting the model as it enables all our positive directions to be incorporated very easily whilst at the same time promoting issues further with management in a way that we are seeing the corporate culture change significantly for the better in relation to safety issues.

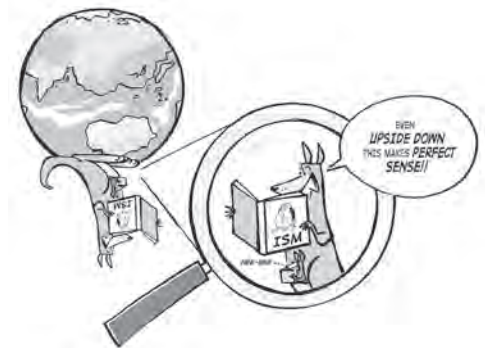
The book is such an easy and witty read and lays it out really where it is for all levels of organisation.

It is so critical in organisations to get a balance these days, but anyone who follows Quilley's scenario should be able to move ahead of the pack to ensure that safety is always an attribute of business processes as well as productivity, whilst at the same time seeing real improvements in safety. On another note - Finally someone who is prepared to challenge sacred cows and enshrined thinking and start to tear down pyramids. Good for you Alan!!!

I look forward to a sequel to the Imperial Chariot & Lyre Co."

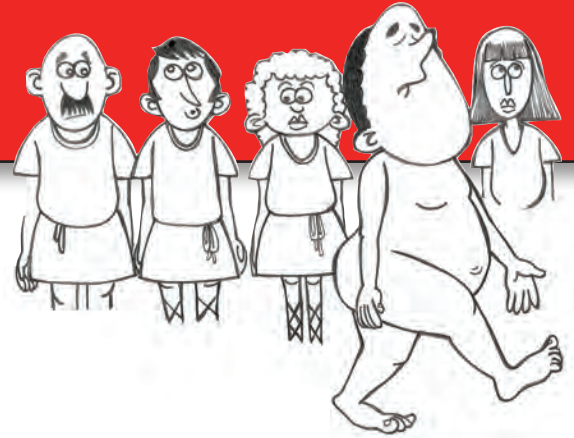
Stephen Sandilands, Manager Corporate OSH

Department of Industry and Resources, Western Australia



To order a copy of "The Emperor Has No Hard Hat", visit www.safetyresults.ca

THE EMPEROR HAS NO HARD HAT



REVIEW FOR “THE EMPEROR HAS NO HARD HAT”

Don't be shocked if Alan Quilley visits your workplace, listens to you describe your company's safety program, then tells you that you aren't wearing any clothes. Like the emperor with no clothes in the famous fable, Quilley makes a convincing argument in his book *The Emperor Has No Hard Hat: Achieving Real Workplace Safety Results*, that many health and safety leaders are aware that their programs aren't effective enough. But, he says, too often they try to ignore it like the emperor in the fable did when he paraded naked before his subjects.

“The history of OH&S is filled with dedicated folks who really did want to make things safer. The challenge, as I see it, is that someone (i.e. me) has to tell the emperor that unfortunately, he's not wearing any clothes — or in our case, no hard hat! Because traditional safety programs are just not working,” Quilley writes.

Quilley's amusing, well-written and engaging book takes the reader on a journey into a world where safety is a seamless part of what he describes as an integrated safety management system, or an ISM. Quilley describes ISM as powerful, yet simple concepts that companies can adapt to their own situations. Although he weaves his tale using the fictitious Imperial Chariot & Lyre Corporation set in ancient Rome (at least in part to avoid potential lawsuits from former customers and employers), Quilley's examples provide an effective roadmap for companies trying to guide their own chariots down a path to better safety.

Quilley collected the insights for his book in a 30-plus year career in Canadian occupational health and safety where he's worked for large corporations, municipalities and government agencies. He is a Canadian Registered Safety Professional (CRSP), writes a regular training column for COS magazine and is the president of Safety Results Ltd., an Edmonton, Alta. based safety consulting firm.

Despite the range of safety mishaps and horrors he's witnessed throughout his career, Quilley still appears optimistic that individuals and companies can turn their safety performance around.

“Reduced accident rates are possible. Healthy and safe companies are possible. How do I know? Because it's being done. There are organizations — not many, but some — that are getting excellent safety results. Much of this book is based on the observation and study of exactly what these companies do, and how they do it,” Quilley writes.

Although the book has a light-hearted tone with anecdotes, amusing illustrations and fictitious characters, the author's core message is that safety is a serious business. It's also an entertaining read. There are inspirational and thought provoking quotations spread throughout the book that help punctuate the key points Quilley is raising. The chapter on behaviour, for example, starts with the Ralph Waldo Emerson quote: “What you do speaks so loudly that I cannot hear what you say.”

The book is broken down into four main parts, has 21 chapters, and has a handy toolkit at the end that provides practical tools and tips to help safety leaders with things such as accident investigation, surveys, incident recall, workplace observations, statistical analysis tools and training observers.

The book also concludes with the offer of a bonus chapter that will be emailed to any readers who spot any errors or glitches or offer feedback.

The Emperor Has No Hard Hat is required reading for Canadian safety managers ready to put properly fitted protective clothing on their company's naked safety programs and systems.

By Todd Phillips
Canadian Occupational Safety ... January-February 2007

To order a copy of “The Emperor Has No Hard Hat”, visit www.safetyresults.ca

 IDEAS

Four pillars of safe workplaces



HARVEY SCHACHTER
MANAGING BOOKS

The Emperor Has No Hard Hat

By Alan Quilley,
MBQ Solutions Inc.,
382 pages, \$99.95

Companies these days have lots of health and safety tools at their disposal, from posters to hazard identification programs to safety gear. But Alberta consultant Alan Quilley says that, with that plethora of possibilities, too many companies ignore the most important principle in their safety arsenal: Everything in health and safety is connected.

"A bunch of isolated elements does not equal effective safety management," he writes in *The Emperor Has No Hard Hat*.

That interconnectedness applies to defining and understanding safety. Accidents happen, he says, when there is an undesirable interaction between the workplace environment and one or more human beings. A comprehensive definition of safety, therefore, must address both factors: the state of the environment and the action of people within it.

The book outlines his "integrated safety management" approach, which has four key components:

- **Safe environment:** The physical environment in a workplace matters. You must take care of it to reduce the safety risks and also to demonstrate to your workers that you have their safety at heart so they do their part. "I have yet to see an accident that did not have an unsafe condition attached to the unsafe behaviour," he says.

- **Company culture:** A company's values — its feelings about safety — will affect how it behaves, and whether the workplace will be safe. If the company is obsessed with productivity, the safety posters on the wall will be ignored. If the culture rewards safety, with managers indicating that is a priority and working to eliminate unsafe practices, the workplace is more likely to be safe.

- **Safe behaviour:** The workplace is filled with so many everyday hazards and risks that it's not possible to engineer them all out. Instead, you must engage staff in designing a safe way of behaving that they



AGENCE FRANCE-PRESSE/GETTY IMAGES

Safety is a balancing act involving environment, culture, behaviour and accountability, Alan Quilley writes.

believe in and is manageable within the context of the organization's culture and operations. You want them behaving in a way that is less likely to create safety risks.

- **Accountability:** Management and employees at all levels must be held accountable for safety, and answerable for not keeping the workplace safe. He routinely asks company management four questions: What did you do today to make safety more likely? What did your subordinates do today to make safety more likely? How did you measure how well they did it? How did you reward them for doing it? "Invariably, in companies that are world leaders in safety, everyone from the CEO on down can tell me what they're doing about safety. It's on their radar screen and you can bet they have accountability systems," he says.

None of the four principles is more important than the other. You can't pick one or two, and ignore the rest. You can approach them in any order, however — it's not a process in which one step leads directly to another, because they are integrated, each impacting the other. Attack them simultaneously, although obviously with a focus on one element at a time to create systems and support for your safety efforts.

Unlike the conventional emphasis on outcomes, such as safety

costs, he urges measuring the leading indicators of safety, such as risky behaviours and number of times line managers remind staff about safety.

It helps to show employees that, when it comes to safety, there are no sacred cows. On a plant visit once, with senior management in tow, he asked a worker what one thing could be done that day to improve safety. The employee replied, unexpectedly, that he would like to see the company replace the crane he was working on because it wasn't safe. A vice-president immediately turned to the general manager and ordered him to get a new crane. It was a hugely expensive decision, but it indicated to everyone that the company took safety seriously.

At the same time, Mr. Quilley stresses that safety is not your No. 1 priority. Your company doesn't exist to be safe. It exists to produce a product, but safety must be integrated into the way you produce. It's all connected.

His book offers a thorough explanation of his all-embracing approach. It is leavened, and clarified, with examples from a humorous story about an imperious emperor who learns how to improve his horrendously unsafe chariot and lyre factories through integrated safety management, giving the book its catchy title.

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In Addition: Look people in the eyes. Listen to them intently. Make them feel important and accepted — the only person in the world, as you chat with them.

Those are some of the tips that consultants Brian Tracy and Ron Arden offer in *The Power of Charm* (Amacom, 138 pages, \$19.95), an easy-to-read, simple guide to building a powerful rapport with others.

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Just In: Carol Evans, CEO of Working Mother magazine, provides advice, tips, and research in her working mothers manifesto, *This Is How We Do It* (Hudson Street Press, 264 pages, \$31.50).

Journalist Dave Feschuk rode shotgun with some of the big rigs that keep our economy humming and you can join him on the journey in *Every Highway* (McClelland & Stewart, 263 pages, \$24.99).

In *Values-Driven Business* (Berrett-Koehler, 156 pages, \$15.95), Ben Cohen, the co-founder of Ben & Jerry's Ice Cream, and Mal Warwick, chairman of the Social Venture Network Advisory Board, offer a practical process for running your business for profit and to change the world.

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IDEAS

Hard facts about this year's books



HARVEY SCHACHTER
MANAGING BOOKS

Wednesday, December 13, 2006

Hard facts. Dangerous half-truths. Total nonsense.

Separating one from the other is the essence of managerial success, and often quite difficult. We live in a fast-paced world of anecdote and supposition, in which managers are expected to follow their intuition, make quick decisions, and move on.

But what if we're reacting to dangerous half-truths and total nonsense, rather than hard facts?

The issue is profound, and of particular concern to those who turn to management books for inspiration, since when an idea is turned into book form it acquires an apparent substance that may mask its shaky foundations. For those reasons — and because it's an excellent, thoughtful, and informative book — I'm picking *Hard Facts, Dangerous Half-Truths & Total Nonsense* (Harvard Business School Press) by Stanford University professors Jeffrey Pfeffer and Robert Sutton as the best business book of the year (or, more accurately, in line with their quest for precision, the best of the more than 100 business books I managed to read this year).

The book argues for an evidence-based approach to management, with managers emulating doctors in following the evidence at hand when faced with decisions. It lays out some sensible rules for applying evidence-based management, in the corner office and in management research.

For the final three-quarters of the book it offers an illuminating excursion through some issues where we are prone to accepting half truths or nonsense: Whether work is fundamentally different from the rest of life, do the best organizations have the best people, do financial incentives drive company performance, is strategy destiny, should organizations subscribe to the prevailing belief they must change or die, and are great leaders in control of their organization?

That covers a lot of territory, and sometimes the twists and turns of the research they reveal can be frustrating, like management itself, but it's an intelligent guide to some of the pillars of modern managerial life.

Here are the other books on my top-10 list.

2. *Managing the Dynamics of Change* (McGraw-Hill): Probably no issue bedevils managers more than dealing with change and University of Southern California social psychologist Jerald Jellison punctures some of the half truths we have about effective change, notably about how and when to best communicate your plans, offering a new approach based on the psychological mindset of the staff members you need to persuade to adapt. It's a more practical, if less flamboyant, approach than generally offered, which we should all consider.

3. *The Ultimate Question* (Harvard Business School Press): Businesses (and non-profit organizations) struggle with building loyalty among their clientele, and Fred Reichheld, a director emeritus at Bain & Co., has been a pioneer in that field. Here he reveals the one question that his research shows you should be asking clients in your feedback surveys, and then just as importantly shows how companies build operational effectiveness based on the results to the ultimate question.

4. *Questions of Character* (Harvard Business School Press): In 2002, I picked Harvard ethics professor Joseph Badaracco Jr.'s book *Leading Quietly* as the best book of the year because it didn't have easy answers — like so many of the dilemmas managers face — and his latest effort is similar, a meditative essay that takes readers through some classic literature, such as *Antigone* and *Death of A Salesman* to illuminate issues we should be thinking about in evaluating and improving our own character. You don't walk away from it with an eight-point plan for self-development, but the eight works he discusses are fascinating, and it will expand your horizons.

5. *Leading Leaders* (Amacom): Often leaders have to lead other leaders — people who are bright, talented, rich and who have the power to resist demands. Jeswald Salacuse, a professor of diplomacy at Tufts University, guides us through those delicate leadership situations, offering some sage advice on the strategic one-on-one conversations that are at the heart of such

leadership and then setting out the seven tasks leaders must perform every day to be successful.

6. *Get Them on Your Side* (Platinum Press): Cornell University professor Samuel Bacharach presents a practical, easy-to-remember, four-pronged approach to managing the momentum once you develop an idea and gain buy-in from your colleagues. Thinking about momentum and its four elements — structural, performance, cultural and political — is an interesting way for approaching leadership.

7. *Working With You is Killing Me* (Warner Business Books): Too much of our time at work is spent ensnared in emotional traps, as somebody does something that drives us nuts and we can't figure out how to get unhooked. Consultants Katherine Crowley and Kathi Elster offer a four-step program to break loose from such situations — I'm tempted to say easy four-step process, but of course it's never easy — and they reinforce their model with many examples of how it can be applied in different situations.

8. *Questions That Sell* (Amacom): It's well known these days that selling depends on asking the right questions. But what questions? Sales trainer Paul Cherry has the answer, taking readers through the various stages of selling, with examples of questions that help to get your customers talking, position you as an adviser as you educate them about your service and their needs, and clarify the impact of using your offering. There's nothing fancy about the book — just practical, helpful questions, with explanations of when to use them.

9. *A Leader's Legacy* (Jossey-Bass): Best-selling authors Jim Kouzes and Barry Posner start at the end — the legacy you want to create as a leader — and work back to guide you through some important areas of establishing that legacy: Significance, relationships, aspirations, and courage. It's an inspirational work, focused as the topic areas suggest on broad themes, but with many practical ideas.

10. *The Box* (Princeton): This is a smoothly written history of the ocean shipping container, something most of us don't spend much time thinking about and wouldn't rush to read about, but economist Marc Levinson turns it into a fascinating economic history of the last 50 years that helps us to understand

globalization and industrial growth in North America. It fails to mention, however, the Canadian pioneering entrant in intermodal international transportation in 1953 — White Pass and Yukon Co. — three years earlier than the supposed American birth of the industry.

Honourable Mentions

The Emperor has no Hard Hat (MBQ Solutions) by Alan Quilley is a solid guide to improving workplace safety.

Leading at a Higher Level (Prentice Hall) by Ken Blanchard is a comprehensive look at modern leadership, covering such issues as vision, empowerment, self-leadership and performance management.

The Long Tail (Hyperion) by Chris Anderson shows how the traditional approach in some industries is being inverted as companies sell niche items that individually don't amount to much but cumulatively rack up huge numbers.

Hit the Ground Running (McGraw-Hill) by Liz Cornish offers advice to women taking a new post.

Dish (McClelland & Stewart) by Barbara Moses ranges beyond business to look at how mid-age women are faring in work, relationships, and the rest of life.

Focus Like a Laser Beam (Jossey-Bass) by Lisa Haneberg has lots of practical tips — and a reasonable schema — for more effective management.

I also loved *Leadership Can Be Taught* (Harvard Business School), in which Sharon Daloz Parks plunges readers into the classroom and world view of Harvard leadership professor Ron Heifetz. But that may be the ex-education reporter in me, since the book's ideas are often fuzzy and heavily geared to teaching leadership, but I mention it for others with a similar bent.

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Time to Rethink Zero-Injury Goals as a Measure of Safety

Having zero injuries is not the best definition of safety. In fact, setting zero as the ultimate safety goal actually demoralizes the very people we need to motivate to make our workplaces safe. I believe that all injuries can be prevented.

FUNDAMENTALS

Here are some of my fundamental beliefs and some of the logic that tell me that zero injuries is not a definition of safety and that we need to reexamine what we talk about and what we recognize as success.

I believe that injuries are a result of energy hitting us with a force greater than our bodies can withstand or that our bodies do not get the energy we need (food, water, oxygen). If that is the case, then a state of “safe” will be achieved when we can reasonably expect that uncontrolled energy cannot hit us and that the energy we need is there for us. It is about the act of not taking risks we do not need to when we try to produce a good or service.

If we set the goal of zero injuries and we do not have any injuries, then we must have reached our goal. I understand being happy about the result, but I know that this is not logical nor is it even wise to say that we have been safe because we have had no injuries. Not being injured while doing risky work happens much of the

time. This is akin to giving someone an annual safety award for being a “good ducker” and not getting hurt when all the time they have been taking terrible risks. A definition of “safe” is not the absence of injury. So how can zero be our definition of safe?

If a group of people doing work for a period of time without any injuries

is a result that we want, then one could argue that it was “safe.” However, in many examples, people have worked long periods of time without incident and then a catastrophic event happens. Often, through investigation, we learn that terrible risks were taken for some time before the incident occurred.



Zero injuries for a period of time does not necessarily mean your company is a safe place to work.

NOW WHAT?

Continue to strive for zero but motivate through measuring and rewarding the activities we do to create safety. If you get to a period of time when injuries do not occur, ask yourself if you know (with confidence) why you got that result. Is it because you have actually managed the work so any risks you take have been controlled to the point where no unnecessary exposure to energy occurs? Then I believe you can say with some confidence, “We are safe!”

Zero injuries for a period of time does not necessarily mean your company is a safe place to work. Table 1 is an example comparison of injury outcome measures:

Table 1

Example Comparison of Injury Outcome Measures Which Company Is Safer?

Company A	Company B
Construction Site	Construction Site
2-Story Building	2-Story Building
Worker Falls on Concrete	Worker Falls on Fresh Snowfall
Fatal Injuries	No Injuries
Workers’ Compensation Premiums—Up	Workers’ Compensation Premiums—No Change
Bad Press	No Press
SH&E Conviction	No SH&E Conviction

MOTIVATE SAFETY ACTIVITY & RESULTS WILL COME

Let’s reexamine what we are motivating people to do because what gets measured gets done. Let’s measure our “creating safety” and not just our success in “avoiding injuries.” If rewards and bonuses for staff are based on zero injuries, we motivate people to hide injuries or we reward luck. Even worse, we could have many people working hard to make their workplaces safe and because of a minor situation lose their celebration of all their accomplishments. If we do the right things and reward the act of producing safety, not many of us, if any of us, will get hurt. ☺

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Top 10 Mistakes Made While Managing SH&E

The challenge of managing the many aspects of SH&E at our workplaces can often feel overwhelming. Many legal, moral and financial reasons exist for us to pay attention to our SH&E obligations. With all of these challenges, we must ensure that we are not wasting our time, money and efforts doing things that do not work. Here is a top 10 list of common errors we can make in managing SH&E issues that hopefully we can all avoid.

1) CELEBRATE THE LACK OF INJURY AND NOT THE EXISTENCE OF SAFETY

It is a huge mistake to focus on the lack of injury as the measure that we have been safe. Everyone I have ever met can tell me of a time when they have taken a terrible risk with their well-being and have gotten away with it. Of course, we should be happy when we have recorded a period without anyone being hurt, but that does not mean we were safe. Safety cannot be defined as a lack of injury. Safety is created by what we do, not by what we avoid.

Too many companies reward the “lucky” who did not get hurt while being unsafe and the “liars” who do not report injuries to avoid being the employee who breaks the safety record. We need more focus on making our workplaces safe by doing the safety activities it takes to create safety. Safety celebrations should be shared with those people who have helped make our workplaces safe and not with those who have just been lucky.

2) DO SAFETY TO OUR EMPLOYEES AND NOT WITH THEM

Rules imposed by others do not often get the buy-in needed to actually change behavior. Involving employees in the process of establishing the safe behaviors and rules that apply to their workplaces makes it much more likely that workers will comply with those rules of behavior. Challenging groups of employees to set and review performance standards involves them in the essentials of safety.

3) DO SAFETY FOR THE GOVERNMENT

Companies in the early stages of developing their safety cultures often make the mistake of being “reluctant compliers.” They are doing safety because the government is forcing them to do it. The value of managing safety is truly beneficial to a company’s bottom line productivity and performance. The sooner a company starts doing safety for the added value to their performance,

the sooner they will start to perform. Safety is about getting everyone home every night. How we do that should be in compliance with applicable SH&E-related laws. Do not do safety for the government. Make your work safe and make it legal—your company will thrive financially because of it.

4) IGNORE THE IMPORTANCE OF THE PROPER TOOLS, EQUIPMENT, MATERIALS AND WORKSPACE

The historic myth that unsafe behavior causes 88% of the incidents we experience is simply not true. Unsafe behaviors are involved in all incidents we experience. The other part of the formula that is often ignored by believing in this myth is that unsafe conditions are also always present. We need to focus our efforts on both safe behaviors and safe conditions (tools, equipment, materials and work environment). If we only supply broken tools to humans, we should not be surprised when they get hurt. If we do not supply an easily accessible lifting machine for employees to use, we should not be surprised when they are injured by overlifting. Good tools and equipment increase the chances that workers will do their work by not taking unnecessary risks.

5) IGNORE THE CULTURE OF UNSAFE BEHAVIOR

Not making safe behavior personal and not holding each other accountable for making it safe at work is a huge mistake. Allowing fellow employees to continue unsafe behaviors is often disastrous. We are our brothers’ and sisters’ keepers. Not unlike when we play team sports, we must take the opportunity to coach fellow employees who are missing the safe behaviors they need so they go home safely every night.

6) MISCALCULATE THE POWER OF GROUPS ACTIVELY CARING ABOUT EACH OTHER

Inviting coworkers to give us feedback and coaching when they see us doing something unsafe is a wonderful way to increase the team approach to safety. Unless invited, coworkers may feel reluctant to bring our mistakes to our attention for fear of a poor reaction. We are in this together so why not open up the discussion and invite each other to help us through the challenges of behaving safely?

7) DELIVER SAFETY PROGRAMS TO PASSIVE EMPLOYEES

I am not sure what happened historically to make us believe that we could deliver safety to employees like a pizza. The sooner we hold everyone accountable for safe

production and not just production with safety added on, the better off we will all be. Challenging employees to come up with the ways to make their work safe is well documented as a surefire way to increase safety performance.

8) MEASURE RESULTS AND NOT THE ACTIVITIES THAT CREATE SAFETY

Companies who define safety activities for all of their staff throughout their organizations (including the CEO) are safer than those who do not. Demanding that the measurement of doing a great job includes doing safety tasks, such as investigations, hazard assessments, inspections and attending meetings, gets what needs to be done actually done. Not doing this ensures that safety activities will take a backseat to production every time.

9) MANAGE SH&E DIFFERENTLY THAN OTHER PARTS OF THE BUSINESS

Why would a profitable successful company with a clear record of managing success implement a safety program that does not exactly replicate why it is successful in the first place? Manage safety exactly as you manage your business and you will get similar results. Too many companies manage safety differently than their business to the peril of their safety results.

If you know how your employees and management team are motivated to give you production, why would you settle for doing something different to get safety results?

Companies often take a positive and proactive approach to motivating productivity activities yet they do exactly the opposite when it comes to safety by providing only negative reinforcement for safety. Safety is a condition of

employment is a commonly used threat. Of course it is, and so is being on time and doing your job. Too many companies focus on making negative consequences the key messages during orientation rather than telling employees that we need their help to make it safe here. You cannot ignore unsafe behaviors any more than you would ignore behaviors that did not comply with productivity systems. Stop making safety feel like a negative thing. There is nothing negative about doing work with a focus on safe production.

10) HOLD SAFETY MEETINGS THAT EVERYONE WANTS TO AVOID

I have spoken to tens of thousands of employees in my career about the functionality of the safety meetings that they attend. Overwhelmingly, people tell me they do not like what goes on in these meetings very much. The natural question is, “Why are we going to a meeting and not liking what is going on?” Fix it! At your next meeting, stand up and say you would like to discuss how to make these meetings better. Let’s all set a goal of not sitting silently at a meeting that does not address our needs. Just say no to unsuccessful safety meetings!

To improve your safety culture, own the safety process, take part in creating it, stand up and be counted. We need to do this together and to stop doing things that we know fail. Let’s be successful together—it matters a lot to you and to the people with whom you work. ☺

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The ABCs of Human Behaviour [Nov 2010]

Humans behave. We do things. We speak to each other and we take actions that others can observe, if they just take the time to look and listen. Even doing nothing is doing something.



The fascinating thing about human behaviour is that we know a great deal about it. We know the ways to motivate people, we can test our theories to see if they work, we can observe the outcomes and we can help each other to have behaviours that increase our chances of being safe.

There are many excellent human behaviour books and internet sites available for you to explore, so I won't turn this into everything you need to know about human behaviour. I will give you an overview of the essential elements we believe, through over seven decades of research, is the model for human behaviour.

There are always exceptions to the rules, but here are the basics of the ABC model of human behaviour:

Activators - What happens to motivate the behaviour
Behaviour - The observable action(s) taken by people
Consequences - What results from the behaviour (actions)

Using these definitions we can see the only things we can actually manage are activators and consequences, since the way people behave is their choice based on the other two. We simply can't manage behaviour, but the way we manage and control the activators and consequences will drastically affect people's safe behaviours. This is extremely powerful if we do it with people instead of to them.

If we are to influence safe behaviour we need to realise that we can't force anyone to do anything. What we can do is give people activators and consequences; they will decide how to react to them. If we want to positively increase the chances of safe behaviours all we can do is manage the As and the Cs.

In a Practical Based Safety Culture© people have a great understanding of human behaviour and are actively working with each other to make safe behaviours much more likely.

Manage behaviour, not attitude

If behaviour is what people do, then attitude is what people think. If you believe we can motivate human behaviour by the activators we use to help them predict the consequences of their behaviour, then what can we do to change people's attitudes?

Early in my career I was told that a 'safety attitude' is essential and that everyone should have a good attitude towards safety. I tried to get people to think that safety was good and that they should really want to be safe. The problem I found with this approach was there was not a good way to influence people's attitudes towards safety. Sure, I could give them all the information, I could find about why safety is good.

I could perhaps show them bloody pictures of injured body parts in hopes that they would be disgusted into thinking safety was good for them.

I could preach to them the virtues of a good safety attitude. None of these things would change the way they were behaving. They would tell me that after a "rah, rah" safety meeting they were on board, but I honestly believed they were telling me that so the

meeting would be over sooner.

As I became wiser about human behaviour I became much more effective in helping people become safer. I abandoned my attempts to influence attitude and started challenging folks to find ways to improve their safe behaviours. Probably to no one's surprise I became much more effective.

You see, behaviour will change when we motivate safe behaviour, which is the most important thing we can do. How someone feels about a hard hat or bump cap is of little consequence, but if they wear it, it makes a big difference. I'd like to love wearing my hard hat (I don't by the way), but how I feel about my hard hat has little to do with it protecting my head. In fact, wearing it has a great deal to do with how much my head will hurt or not hurt if something hits me on the head.

If we're successful in motivating safe human behaviour, I believe that over time my employees will have a more positive attitude about safety. If they don't change their attitude but change their behaviour, I'm good with that for now.

Attitude is internal and is difficult to measure. Behaviour is external and can be observed. Saving time and making yourself more comfortable is all too human. As imperfect humans, we often choose to do what is not always consistent with what we think. Regardless of what we think, our behaviours don't lie.

Manage an activator

The ABC model of human behaviour tells us the importance of activators. These are the attention getting things in our lives that trigger us to take action.

A ringing telephone, a stop sign, a sticky note pasted on our door reminding us to do something as we leave in the morning are all simply activators.

These are powerful tools used to enhance the chance that we will have a particular behaviour. Activators have manageable features and are an important part of any Practical Based Safety Culture©. When managed well they can improve the chances we will do those critical things that need to be done to make our work and/or play safe.

Signs, reminders, other humans talking to us, forms, meetings, notes, even our electronic calendars all work as activators to our behaviours. They are powerful if used properly.



The process of designing and using activators is simple enough:

1. Select the critical behaviour you need to have.

In this example let's use: wearing head protection where there is a danger of head injury. It becomes critical to have this behaviour because, if we don't, we run the risk of unwanted energy (gravity) acting upon an object that is above us, or the kinetic energy of something swinging into us from the side coming into contact with our head.

2. Create an activator to remind you to follow the critical process.

The people doing the work need to ask themselves "What things can we do today to remind us to follow the Hard Hat rules?" Perhaps it's a co-worker who reminds us to wear the hard hat before we head out to the worksite. Perhaps it's adding it to a pre-job meeting checklist that must be discussed and filled out before work can start. Maybe if this kind of work is done often, the workers can keep the hard hat hanging on the hook on top of their tool belts so they see it every time they go out to work.

These clues to tipping off the behaviour are only powerful if they work for the people doing the work. Indeed, this is personal. You need to ask yourself and work with others to make the activators for critical behaviours work. There is no sense in putting in place activators that get ignored. The activators that get ignored are usually the activators designed by someone else!

3. Put consequences in place to support the behaviour.

Activators without consequences don't work very well. Writing notes to yourself to do something won't get you to do the behaviour if nothing happens if you don't do it, now will it? We do what we do because of what happens when we do it. We happily do things that give us positive outcomes. So build a reward system into your activator plan. What will happen when I do this thing? Is there a process to measure that it gets done? Will someone notice? Will the consequence be positive? These are all important questions to ask yourself.

4. Review how your plans and activities are working. Are you seeing evidence that behaviours are changing?
5. Adjust if necessary and refit or change as the evidence indicates. If you've reached your goal then move on to the next critical behaviours your group needs to make habitual.

So the next time you look at a form that needs to be filled out or you're going to a meeting, ask yourself if this activator works to motivate critical safety behaviour. If it doesn't, improve it so it does.

Give them a consequence that they want

The basic formula of human behaviour includes activators, behaviour and consequences. By now we know that behaviour is a function of the motivation humans get from both the activators and the consequences. Using the power of this knowledge we have about human behaviour we can start to positively influence safe behaviours by working with those people who we rely on to have positive behaviours. It's best if we engage people in the management of their own behaviour. Asking them what activators would help them have the critical behaviours they need to be safe and successful can be powerful. An even more powerful part of the discussion needs to be how we recognise the behaviours through consequences.

Consequences are the results of our behaviours. They are the things that happen as a result of our behaviour. We can manage consequences and in fact, we must if we hope to influence behaviours. Here's where things can go dramatically wrong. Consequences can either make it more likely that the behaviour will be repeated or less likely that the behaviour will happen again. If we like what happened, we're likely to do what we need to do to make that consequence happen again. If we dislike what happened then we will do what we can to not get that consequence in the future.

Let's work through an example:

If we work in an environment that requires us to wear head protection, then there are a few things we can do to activate the required behaviour of wearing the protection. We can manage these three factors:

Activators

These are the things we create to trigger behaviours of the people we hope to influence. Typical examples include:

- Write a policy and make it available
- Train workers
- Provide signs
- Discuss the requirement at safety meetings
- Send reminder emails
- Have fellow workers remind each other
- Have our supervisors remind their staff

Behaviours

In this example there are only a few possible common behaviours:

- Wear the hard hat
- Don't wear the hard hat
- Wear the hard hat incorrectly (backwards)
- Wear a bump cap where a hard hat is required

Consequences

- Nothing happens
- People remind us
- We feel more comfortable without them
- We get a positive remark from coworkers
- We get an injury because something struck our head
- We have to take the time to find the hard hat

Practically putting this to work TODAY

Activators set the stage for behaviour, and consequences re-enforce the behaviour through both positive and negative results of our behaviour.

Our lives are filled with activators and consequences. If you want to actively help fellow humans be safer then you need to do one of two things.

1. Provide an Activator

Take the time to remind folks to be safe and to ensure that if we do see someone taking unnecessary risks, 'We're' going to react. We are, after all, our brothers' and sisters' keepers.

2. Provide someone with a Consequence

The C in the ABCs of behaviour is what happens after our behaviour. The outcomes that we experience after our behaviours are the consequences. Consequences are powerful motivators. They can be both positive and negative and can increase or decrease the chance our behaviour will be repeated. Thanking people for doing something that reduces risk and increases safety is worth the time and effort. It increases the chance that they will do it again if something positive happens to them. We can help provide the consequences for others. A positive comment to a co-worker for behaving safely increases anyone's chances that they will do it again.

The best part is that it's free!

Give real rewards, not trinkets

Rewarding and recognising safety activities and celebrating positive results is a powerful way to make safe behaviours much more likely. This process of making the things we want to happen noteworthy to make our workplace safe is very effective. Creating positive accountabilities for the people doing the work required to make activities less risky is a proactive way to lead us to believe we will be successful.

Providing negative incentives is part of the human behaviour model, but this is never the preferred method. Using negative consequences to get humans to behave in a predictable way is only effective as long as the negative things happen with some certainty. The all too common practice of threatening to fire someone for breaking the safety rules only works when you actually carry out the threat. Threatening employees with dismissal for safety violations and then not doing it can create a culture you simply don't want. No one I know wants to work for a company that lies to itself.

Acknowledging the behaviours we want with something the workforce wants is powerful. This is so powerful that when you finally get your plans in place to do it, you will be overwhelmed with the success of this stage of your safety culture evolution.

Congratulate and celebrate the successful creation of safety and you will continue to get safe production as an outcome. If you recognise people with things they don't value, you fail to motivate them and frankly, make them cynical and somewhat bitter that you haven't taken the time to find out what is important to them.

Providing a fellow worker with a negative consequence by not letting them work at-risk also makes it more likely they will do the right thing. After a while I'm sure my co-workers will start thinking things like "No need trying to do this job without the right head protection - that safety guy will just stop me and make me go and get it. I might as well just put it on now."

Good luck with your ABC challenges. Remember to always be practical with your knowledge of why people do what they do!

Author

Alan D Quilley CRSP is an author, educator, and popular conference presenter. His outspoken, humorous style is thought provoking and inspiring. He brings to his presentations more than three decades of OH&S management experience. His broad based knowledge of Municipal, Health Care, Transportation, Oil and Gas and Government OH&S challenges gives Alan a unique view of health and safety management systems and approaches.

Alan has extensive experience with educating OH&S Practitioners through the University of Alberta and The Northern Alberta Institute of Technology's Certificate and Diploma OHS Programmes.

His book, *The Emperor Has No Hard Hat - Achieving REAL Workplace Safety Results* was recognised for Honourable Mention as one of the Best Business Books of 2006. His 2010 book *Creating & Maintaining a Practical Based Safety Culture* is getting rave reviews as a perfect companion for the 'Emperor'.

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