April '23 TOOLBOX TALK – *'Safety by Example'*

Contributor:

"The lowest standard that we demonstrate leading by example is the highest standard we can expect from others who follow. We believe that it is ok to make mistakes, and unacceptable not to learn from them. By working collaboratively, we can collectively improve".

- Paul Daly, HSQE Area Manager, Coffey.
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Potential Hazards – what could cause harm or go wrong?

- Is our industry improving or have we plateaued?
- Are we poor at learning from the past?
- Is there a lack of engagement or buy-in?
- Is the perception of "health & safety" improving?
- Do our people have psychological safety - a belief that we will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes?
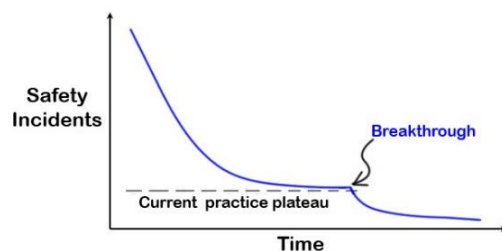
Some guiding principles:

The five principles of Human and Organisational Performance:
1. **People Make Mistakes**… We are all human and we will all make mistakes!
2. **Blame Fixes Nothing**… We can blame or we can learn, but usually we can't do both!
3. **Context Drives Behaviour**… It's much easier to change the circumstance than the person.
4. **Learning is Vital**… Are we actually learning from adverse events and from the past?
5. **How Leaders React Matters**… If we want to hear about the next near miss or the next good idea, our response regarding the last reported near miss or good idea will dictate whether we do or not (especially if it's bad news!). We can start by putting ourselves in the other person's shoes.

Some food for thought/takeaways:

Some principles that we would recommend as a starting point for 'safety by example':
- ✓ We can understand how work is done successfully.
- ✓ We can encourage others to speak up.
- ✓ We can take advantage of all learning opportunities.
- ✓ We can really look out for each other.
- ✓ We can focus on safe operations.
- ✓ We can acknowledge and thank people for their efforts and achievements.

Can we make the safe way the simple way? Make it easy to do the right thing - Make it hard to do the wrong thing – Make it very hard to do the catastrophic thing!

For Further Information:

If you are curious to know more, check out some of the links to videos, podcasts and articles below:
- David Marquet "Embedding the capacity for greatness in the people and practices of an organisation". What is leadership? https://www.youtube.com/watch?v=pYKH2uSax8U&t=330s
- Amy Edmondson on psychological safety: https://amycedmondson.com/psychological-safety/
- The five principles of Human and Organisational Performance (HOP): https://www.hophub.org/resources
- What makes an effective team – Google's Project Aristotle: https://rework.withgoogle.com/print/guides/5721312655835136/
- Learning from failure and human error (first and second stories) - https://www.youtube.com/watch?v=bQPCQqHkiVc
- The 'PreAccident Investigation Podcast' - https://open.spotify.com/show/6DnXgz038FutIfzHH6GwvN