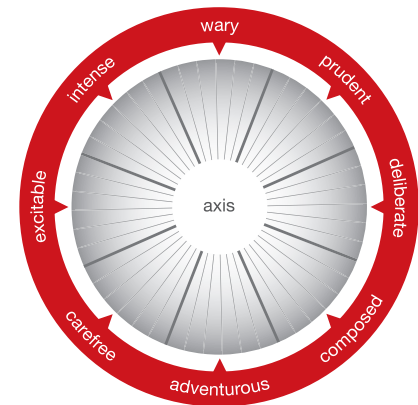




Debunking Myths About Health & Safety Risk

Geoff Trickey, MD, Psychological Consultancy Ltd
(PCL)





Agenda

- Introduction
- H&S challenges- the problem with processes
- Creating behavioural culture change
 - Increasing self-awareness
 - Group coaching
 - Team development
- Blind obedience to personal responsibility





Introduction

PCL Business Psychologists (Est. 1992)

24th year

Innovative

Research oriented

Global influence



The Problem with Processes

“(Ultimately).. safety is a choice. At some point, you have to make a decision how you’re going to do a particular job.”

Tom Harvey (Certified Safety Professional)

**“We have good processes...
If we could just get people
to follow them we would
be fine!”**



Industry-Wide Issues

Issues:

- Struggle to maintain consistent safety levels across a large, multinational organization (50%)
- The ability to keep safety at work fresh, inspiring and interesting (25%)
- Ability to influence shop floor behavior (25%)

H&S/Risk – focus has been on regulation and legislation



Moving Beyond Rule Enforcement

- Safety objectives can't be fully realised through rule enforcement alone
- Forced workplace discipline can be counterproductive- leads to a 'them and us' mentality characterised by mistrust, resentment and disaffection
- Trust and mutual respect are only achieved through proper consideration of the **human factor** in the risk equation

H&S/Risk – individual differences neglected.....



Common Themes

Irritated and frustrated
Stress and time pressure
Job satisfaction &
engagement
Communication
Mistrust and scepticism



'Them' v's 'Us' mentality
Responsibility falls to people on
the shop floor
Escalated disengagement over
years
Decreased motivation and
engagement
Disconnect from the organisation



Addressing the Issues

The focus of H&S initiatives:

- A solution based on the psychology of safety and a focus on **proactive behaviours**
- New behavioural safety models to encourage continuous improvement
- A focus on safety leadership

(Dupont S Survey, March 2014)

H&S/Risk – focus has been on regulation and legislation - individual differences neglected....

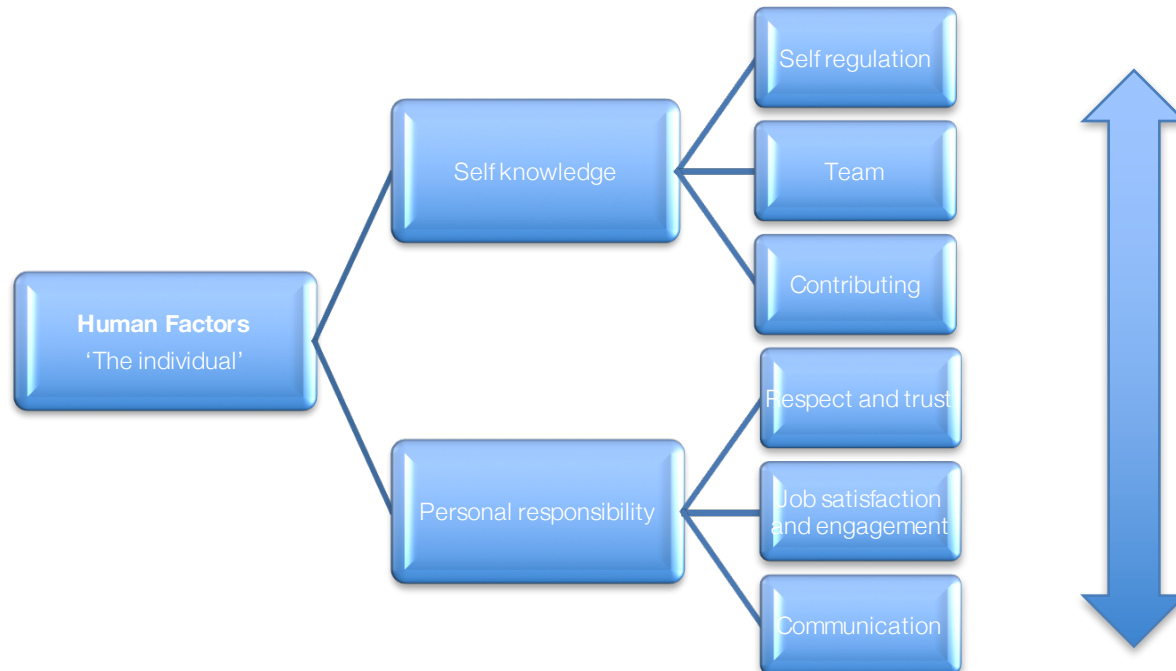
Human Factors Perspective

The Individual

‘Including his/her competence, skills, **personality**, attitude, and **risk perception**..

Individual characteristics influence behaviour in complex ways.

Some **characteristics such as personality are fixed**; others such as skills and attitudes may be changed or enhanced’ (HSE, 2016)



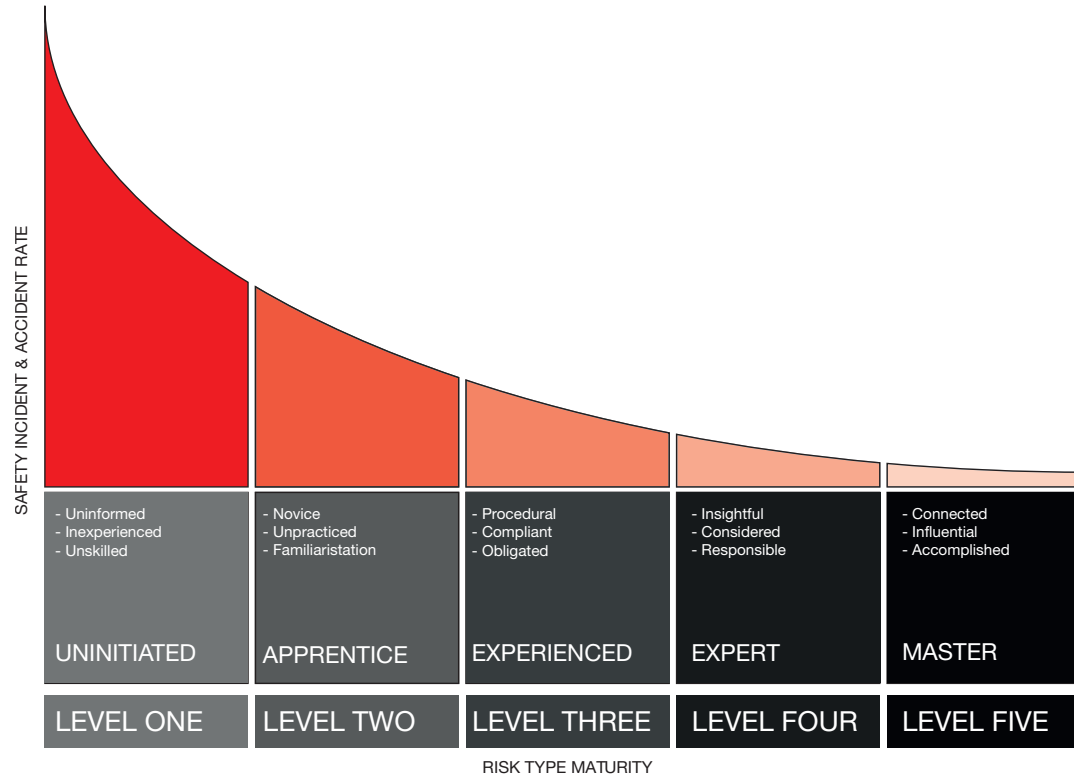


Behavioral Safety - Quotes

- 'Focusing on behavioral safety rather than non-compliance reporting can be more effective way of engaging staff'
Mandy Ruter, Validium Consulting
- '..engage people on a personal level so they do the right thing because they want to, not because they are forced to'
Clive Ormerod, OMS
- 'Training makes employees feel valued, and also minimizes risk'
Tom Symonds, Immerse Learning



Risk Maturity Model





A Framework for Culture Change





A Framework for Culture Change

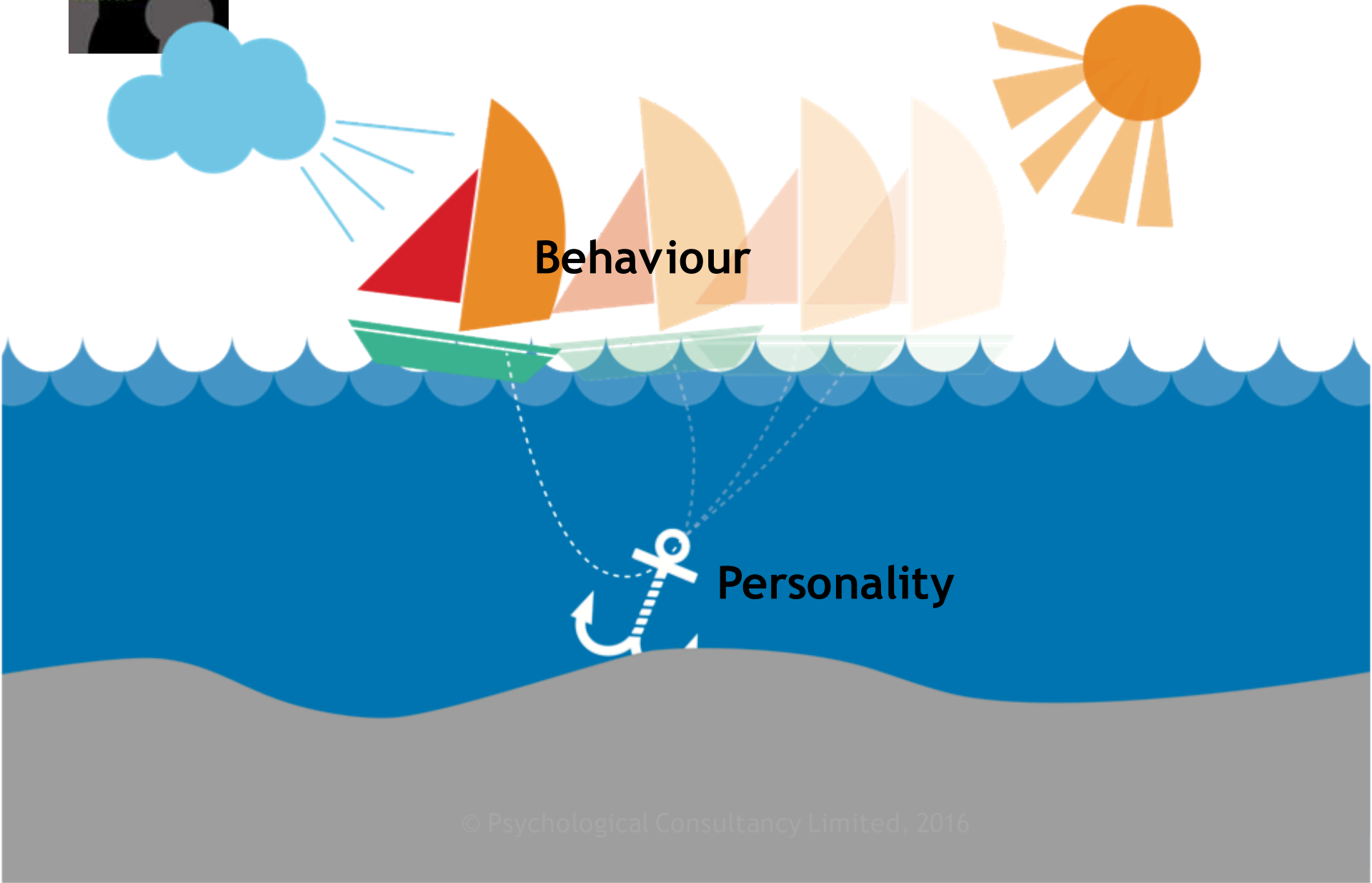




Self-Awareness of Risk Bias

- Behaviour isn't rigidly choreographed by personality – clearly, we have **free will**
- Personality is about **dispositions** that exert a ***persistent*** and ***pervasive*** influence
- We each have our own personal **risk bias**

Personality and Behaviour



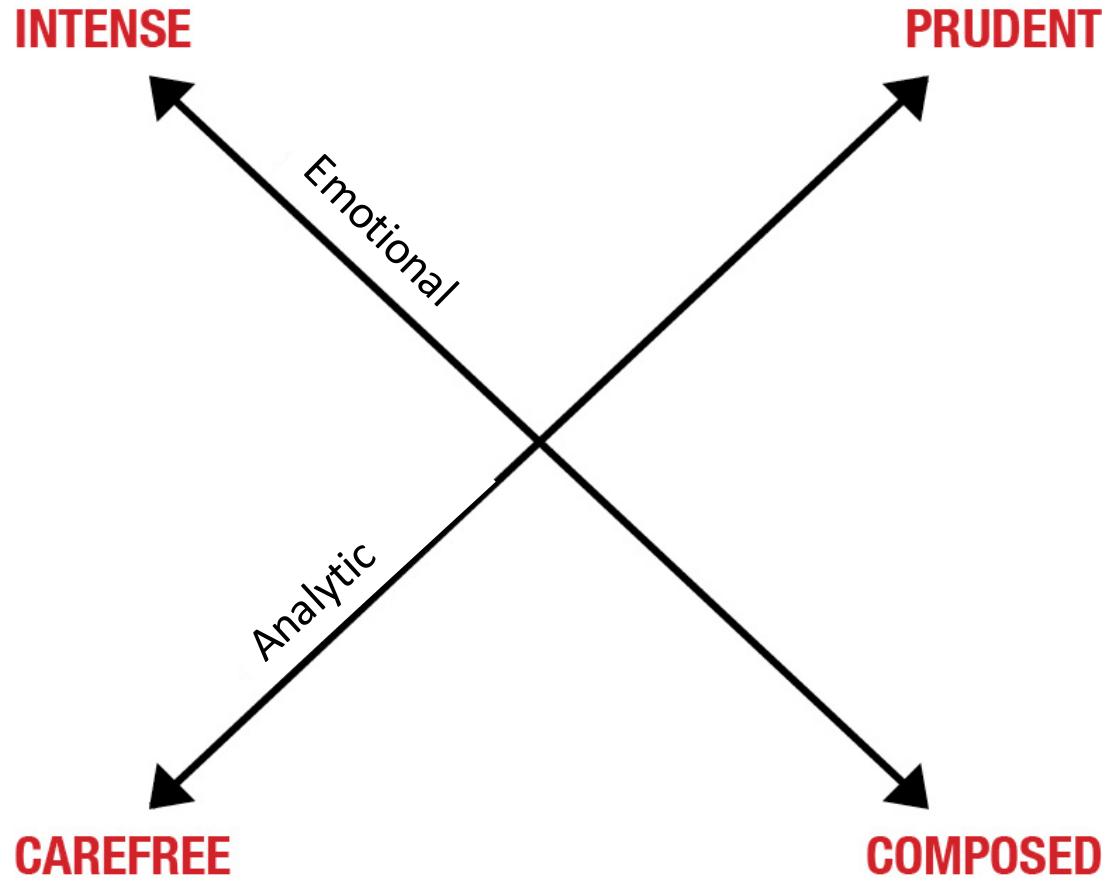


Risk Type Research

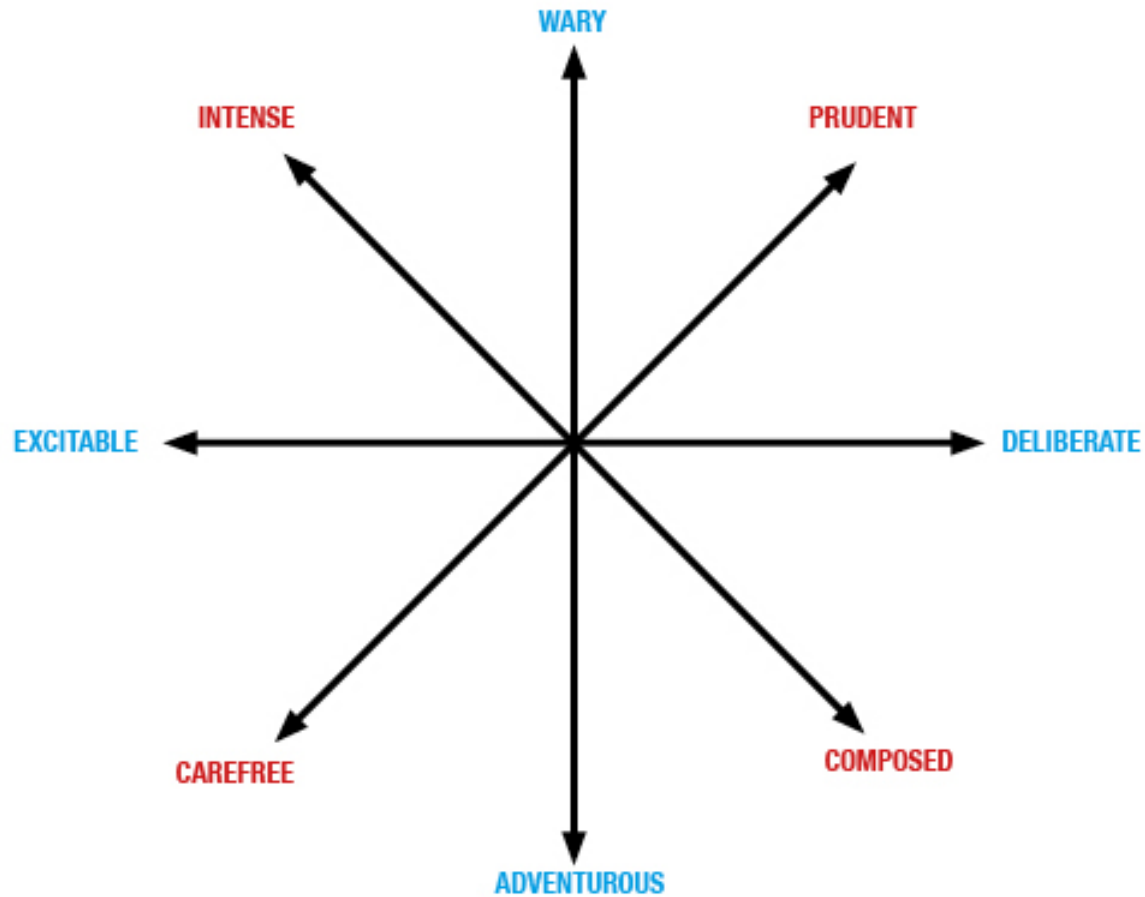
- Long established association between risk-taking and personality
- Realisation: the link is **causal** and **fundamental**
- How individuals differ in risk orientation
- Data from over 8,000 completions of the Risk Type Compass questionnaire



Risk Type



Risk Types





The Risk Type Compass

Wary

Prudent

Deliberate

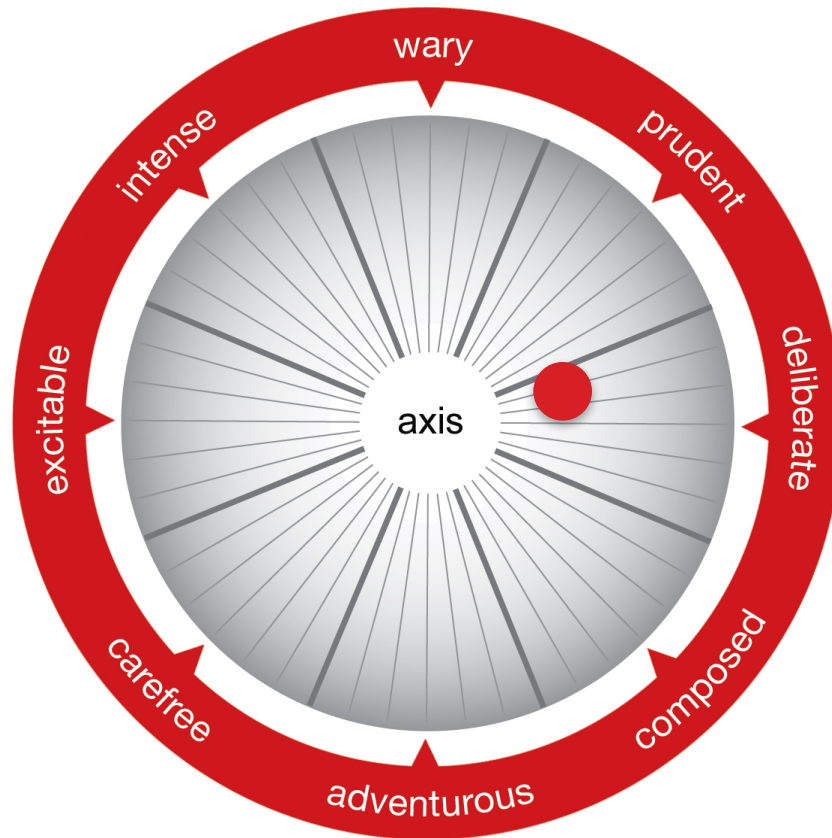
Composed

Adventurous

Carefree

Excitable

Intense





Prevalence of Risk Types



WARY 11.33%

PRUDENT 10.13%

DELIBERATE 12.60%

COMPOSED 11.07%

ADVENTUROUS 12.80%

CAREFREE 9.80%

SPONTANEOUS 11.67%

INTENSE 10.00%

Team Homo Sapiens



Phase 2 – Group Coaching





- [illegible]



Deliberate Risk Type – Implications

Safety Behaviour implications

- Detail-orientated, may miss more fundamental issues
- Calm and methodical, may appear unfeeling and unresponsive
- Cautious in approach, they could miss opportunities to innovate
- Potential to be over-confident – might feel regulations don't apply to them

Workplace behavioural implications

- The most extreme are calm, cautious and cool-headed but may be over-confident.
- Although not afraid of risk, they work to eliminate uncertainty through careful planning, attention to detail and by considering the options with care.



Wary Risk Type – Implications

Safety Behaviour implications

- May miss opportunities to innovate and improve their approach
- Can be easily irritated and experience strong feelings of frustration
- Inflexible and resistant to change
- Worried, anxious and prone to stress
- Frustrated, prone to over-react and panic

Workplace behavioural implication

- Cautious, vigilant and pessimistic.
- Enhancing their 'security' is always high on their agenda. Such people have a need for certainty and like to know precisely what they can expect.
- Not naturally emotionally resilient and will find the stress of work get to them at times.



Phase 3 – Team Development



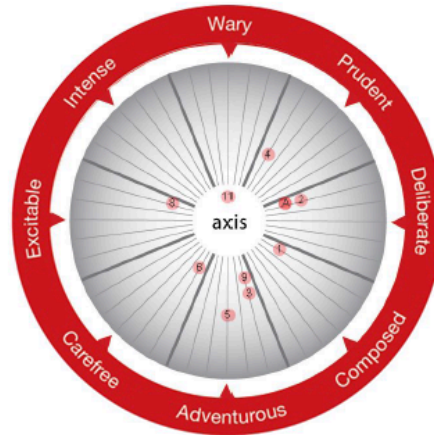


Phase 3 - Team Development

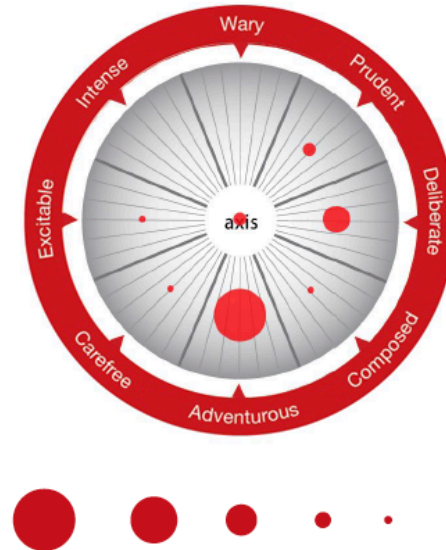
- What can **WE** do?
- Ensure that team procedures:
 - Appreciate the benefits of divergence
 - Are receptive to widely different views
 - Actively seek contrary contributions
 - Encourage openness and transparency
 - Resists 'group think'
 - Be aware of 'risk polarisation'



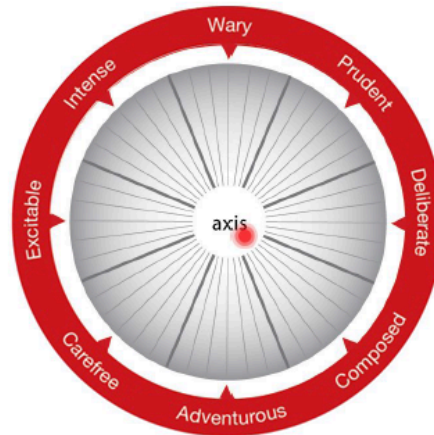
GRAPHIC A: GROUP SCATTERGRAM



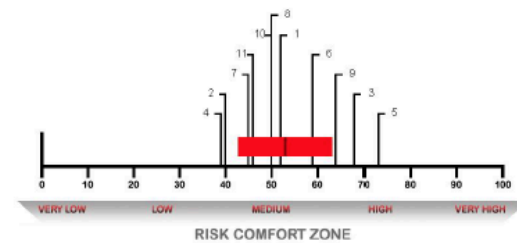
GRAPHIC B: RISK TYPE INFLUENCE



GRAPHIC C: CENTRE OF GRAVITY



GRAPHIC D: GROUP RISK TOLERANCE INDEX





Blind Obedience to Personal Responsibility

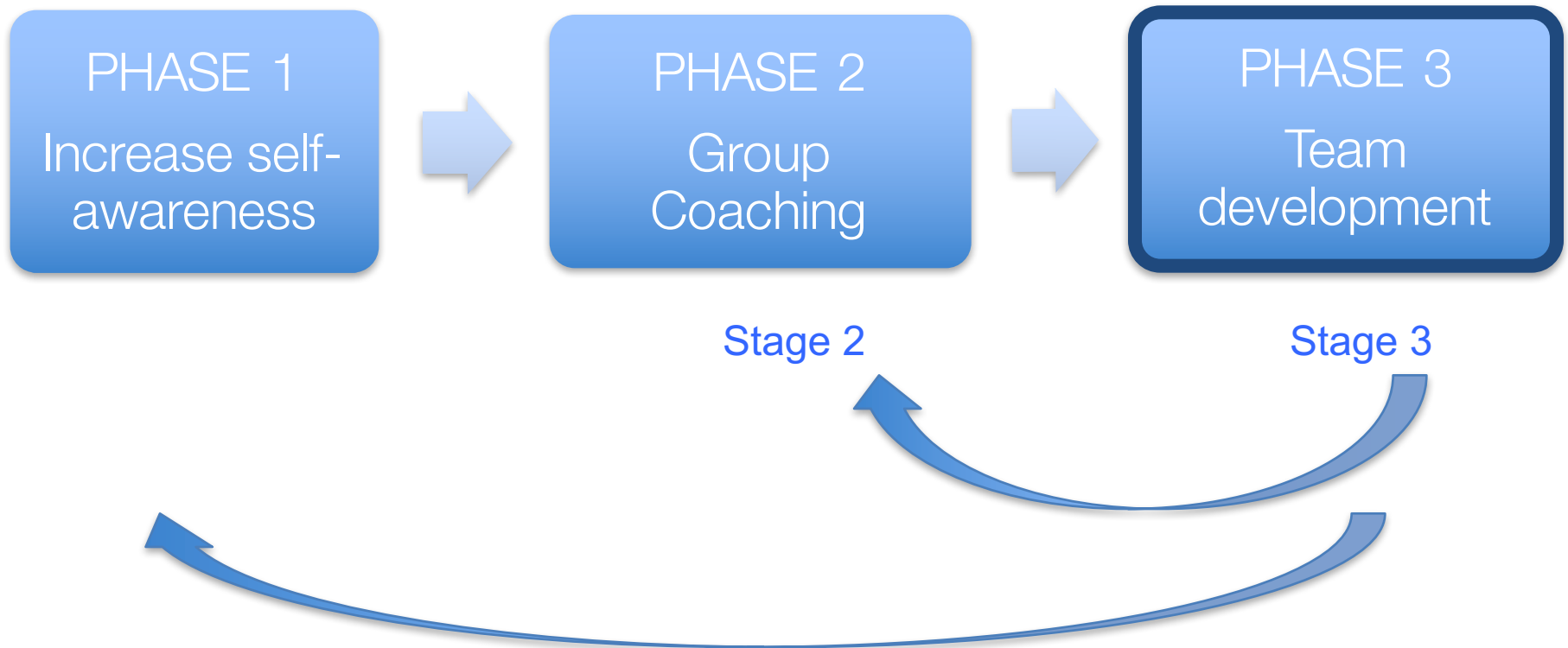
Not about over coming human nature – it is working with it, being aware of it, and **MANAGING** it

Behavioural safety:

- By focusing on the individualistic challenges faced by employees we make it personally relevant
 - Accountable for own
 -and other's safety behaviour



A Framework for Culture Change





Benefits

Business outcomes:

- Developing a positive health and safety culture;
- Reducing accidents and ill health (and the associated costs)
- Contributing to quality management and complying with legal requirements

For line managers:

- Increased team commitment to health and safety and action plan development
- Improved communication with staff
- Better staff satisfaction and retention

For workers:

- Ability to influence the direction of health and safety management.
- Develop transferable skills in H&S, communication, negotiation
- Feeling valued and having a genuine stake in improving performance.



QUESTIONS?



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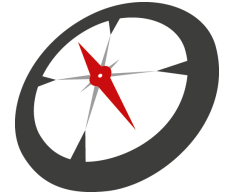
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Join the Risk Type
Compass Group on
LinkedIn





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(DSS, March 2014)

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