Safety Program Strategy Leadership (Part 1)
(continued from pg. 5)

An approach I have found useful is a strategy management framework that has been employed worldwide over the past twenty years with astounding success. It is simple to understand, as it looks at the logical relationship between effort and results – cause and effect. Here's how it works, and can work for your safety program strategy. It starts with your vision for the future for your organization, as a result of your safety program. From that vision, you will develop a game plan to get there. One that eventually provides you with consistent information about cause and effect.

You want to see your strategy through both effort and results, as one leads to the other. There is a cause and effect relationship between the two. So, our effort is how we get to results, whether we intend for it to or not. As it is the *how*, it is our strategy, whether we intend it to be or not.

The key here is to decide on what you want to focus on – the right things that will take you, over the long term, closer to your vision of an ideal future state. So, let's look at a logical framework to help you structure your strategy.

We'll start with results. After all, that's what counts, isn't it? We can look at our results through two perspectives with two key questions. The first Results perspective is *financial* results. The key question here is, What is the benefit of our safety program to our financial stakeholders? After all, this is an important question to our owners, stockholders, donors, or members, depending on your particular type of organization. Think about it this way: if you want your efforts funded, you will need to show your actual and projected results, based on both past performance and trends.

The other Results perspective is that of our *customers and stakeholders*. In order to achieve financial results, we must satisfy this group. The customers of our safety program may be primarily internal customers, your workforce, who may interface with your external customers. We need to be tracking both internal and external customer results. Your safety program may affect other stakeholders, such as regulators or other interested parties. This may include local community members, environmental groups, and others.

Safety Program Strategy Leadership (Part 1)
(continued from pg. 6)

They all expect results, so the key question here is: What benefit do we provide our customers and stakeholders as a result of our safety program? If we don't satisfy them, we can never achieve optimal financial results. Once again, there is a cause and effect between customers and stakeholders and our financial results.

Now we must look at our program itself. We need to look at the drivers of the results we seek. Those can also be broken down into two perspectives. Our *safety processes* and our *safety capacities*.

In our Safety Processes perspective, we look at the efficiency and effectiveness of the key safety processes that add value to customers and stakeholders. Once again, there is a cause and effect relationship between the our process execution and customer and stakeholder satisfaction. In other words, how well we do things leads to customer and stakeholder results, which then leads to financial results.

Driving our Safety Processes is our Safety Capacities. These include our safety skills, knowledge, abilities and attitudes; as well as tools, technology and infrastructure. They also include safety leadership capacity and governance structures. This capacity drives our processes.

These four perspectives, two results and two driving, outline the basic framework of a comprehensive, balanced and measureable strategy.

In our next issue, we will address the selection of measurable, Strategic Safety Objectives within these four perspectives, and how their selection determines your specific and unique strategy. In later articles we will discuss strategic safety program indicators, target setting and strategic safety initiatives.

Without a purposeful safety strategy, you will achieve less than optimal program results. With a balanced and measureable strategy, you determine if you are doing the right things to get to the results you want. In addition, you will be able to prove it.

Ethics, Not Rules, Drives a Safety Culture

Terry Taylor, President

Chameleon, Inc.

The reputation of an organization for ethical conduct and corporate social responsibility is one of it's most valuable assets. Every employee in the organization must be vigilant to sustain the reputation of their company, and leave a legacy for future employees to continue to build upon. It is a proven fact that ethical and responsible behavior is both right and good for business in terms of both safety and profitability for the company. This protects the business and preserves the company, as well as individual reputations, reduces the potential likelihood of new legislation, and prevents costly litigation.

The days when these programs could be safely relegated toward the bottom of the corporate *things to do* list exists no longer. Today, ethical mindfulness, and a generative safety culture, are critical in high reliability organizations such as nuclear power plants, aviation, oil and gas drilling and exploration, mining, mass transit and railways, shipping, chemical plants, and hospitals. The all too familiar tragedies of recent years have shown the safety stakes of a mishap are simply too unforgiving.

How can ethics and safety principles impact an organization's culture, and where must the emphasis be to ensure character, values, ethics, and commitment to safety among leaders and followers begin? Safety cultures must be principle driven rather than rule-based. Effective safety cultures exhibit characteristics of informed cultures, learning cultures, just cultures, and reporting cultures (Reason). Obstacles to an effective safety culture include pathological safety culture, time pressures, thinking one is above the law, managers and supervisors who condone unethical behavior, and use of rule-based as opposed to ethically based programs. Other obstacles include focus on short-term gains vs. sustainability and long-term growth, self-interest, technological advantages, globalization, and lack of awareness.

Who is responsible for building an effective safety culture? It starts at the very top of the organization. Employee emulate their leader and manager behaviors. Without demonstrated commitment and behavior, no real progress can be made. Start with a code of ethics; add safety management system training that includes a shared mental model of ethical behavior throughout the organization. What else is needed?

**Ethics, Not Rules, Drives a Safety Culture
(continued from pg. 8)**

 Establish a system of checks and balances, reinforce the right behavior, and allow for dissention (e.g., review of procedures, complaint process, team meetings). In addition, collect, analyze, and disseminate safety critical information, adapt from lessons learned, and become proactive by encouraging both individual and organizational accountability to report and share safety-related information. This results in principle-based norms, a drive for continuous improvement, personal commitment to responsible ethical behavior and to the safety culture. Leaders must act strategically and continue to follow-through by example, review progress, recognize achievements, and celebrate the organization's success.

 If you would like to submit an article for publication in The Safety Beacon Journal, please send your article to:

info@isspros.org

The purpose of the International Society of Safety Professionals (ISSP) is to promote and advance the profession of Safety Management, provide safety management education opportunities, and to create a public registry of qualified safety professionals.

Join the ISSP Today at
www.isspros.org

Why Join ?
- You will become a Registered Safety Professional (RSP).
- Members receive discounted rates for ISSP sponsored training.
- You will receive ISSP Continuing Education Units (CEU's) for ISSP sponsored training.
- You will be part of an exciting revolution in the profession of safety management.

Safety Professionals around the world, including construction, mining, aviation, oil & gas, healthcare, public, transportation, and many more communities of safety are joining the effort to shape their profession.