



WORLD CLASS HEALTH & SAFETY EVENT

Michigan Safety Conference

Climate Change:
How Managing Your Own
250 Square Feet Will
Change Your Safety
Culture!

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Founder

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94 Years - Find Your Safety _____!



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Larry Pearlman

Expertise in safety, risk, organization culture, and change management.

Select clients include BP, Chick-Fil-A, Delta Air Lines, Direct Energy, ExxonMobil, FedEx, Hess, National Grid, Northrop Grumman, Pfizer, Shell, and Toyota.

In addition to Safety And, Larry has been employed by Amoco, BP, General Mills, Marsh McLennan, and Pfizer.

B.B.A. in Economics and Industrial Relations and Human Resources from the University of Iowa.

M.A. in Labor and Industrial Relations from the University of Illinois at Urbana-Champaign.

He serves as an adjunct professor at the University of Illinois since 2012 and Columbia Southern University since 2024.



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What's important
to me!





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How I Found My Safety...



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Bolton
Cruz
Herrera
Hogan
Hunnings
King
Linsenbardt
Ramos
Rodrigues
Rowe, J.
Rowe, L
Smith
Taylor
Thomas
White

© March 23, 2005



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How Did You Find Your Safety?

**Introduce yourselves to your neighbor and discuss this
question!**



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Road Map

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June 21, 1911

- Crashed into the O.L. Halenbeck in Manhattan and almost sunk upon commissioning.

September 20, 1911

- Crashed into the Naval Cruiser HMS Hawke in Southampton.

February 24, 1912

- Lost one of its 26-ton propellers on a well-known wreck in the Grand Banks.

Edward J. Smith – Captain



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Captain Edward J. Smith

January 27, 1889

- Ran The Republic aground in New York.

December 1, 1890

- Ran The Coptic aground in Rio de Janeiro.

November 4, 1909

- Ran The Adriatic aground outside New York.

Known for running ships too fast through narrow passages.

Also known for poorly training his officers.

Was commissioned to command the Titanic.



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'Safety outweighing every other consideration'



... was posted in the chart room of every White Star liner in 1912.

'Safety vs. _____'



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Video

1. Look for the role leaders play.
2. Look for how 'what my peers do' affects others.
3. Notice how safety at work affects safety at home.



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- Google “Pfizer Grange Castle Safety” to see video



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Culture Discussion

- How did Pfizer build this culture?
- Where do you think they started?
- What can you do in your own 250 square feet (or so) of accountability?



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How Do You
Define Safety?

The Absence of
Illness and Injury

The Control of Risk



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Culture is Not
Squishy

Tangible

- Management systems/measures (and their KPIs)
- Processes/hazard management
- Organization and accountabilities



Intangible

- Safety leadership and commitment
- Safety behaviors
- Safety competencies

How Would You Measure The Intangible?



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Safety Culture Can Be Measured





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- Forklift video



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You are giving advice to someone visiting a site for the first time.

What does the visitor need to know to be safe?

Does everyone receive the same message, the same time, every time?

How do you know?



What Your Organization Says About Culture... Today!



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How Do You Always
Get This Behavior?





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Road Map

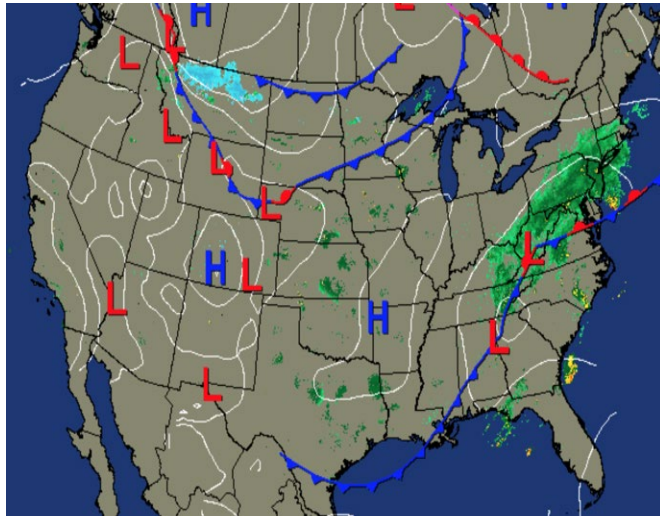
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Affecting Culture Through Climate



Climate + Events Over Time = Culture

1. Safety climate is the current “mood” of safety.
2. Safety climate can change quickly, for better or worse.
3. The front-line leader and the team have the most impact upon climate.
4. Climate changes can spread throughout an organization.



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Affecting Culture Through Climate

1. How do your leaders affect climate?
2. How do they manage production vs. protection?
3. What are the day-to-day behaviors they exhibit?
4. What metrics can we use to measure climate?





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What Do These Say
About Climate?



1. What do these images say about 'risk tolerance?'
2. How would you work with your supervisors to improve safety climate?



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Most Leaders
Believe They are
Great Safety
Leaders



Do your
leaders know
what 'good'
safety
leadership
looks like?



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Climate Model For First Level Leaders

COMMUNICATES SAFETY EXPECTATIONS

1. **Communicates** the belief that all incidents are preventable
2. Uses **standards, training and audits** to drive safety improvements
3. Accepts and demands **personal responsibility** for safety
4. Drives safety expectations including **Stop Work Authority**

ASSESSES RISKS

1. Identifies and quantifies **risks and hazards**
2. Engages employees to **identify and eliminate** hazards
3. Recognizes the role of **Human Factors**
4. Prepared to **manage incidents**
5. Reviews and shares **safety incidents**

REINFORCES SAFETY BEHAVIORS

1. Verifies that employees receive required **safety training**
2. Establishes **minimum expectations** for safety
3. Leads safety by **example**
4. Reviews **team safety performance** and shares results
5. Provides **feedback** to reinforce safe behaviors

ENGAGES EMPLOYEES

1. **Coaching** for improved performance
2. **Seeks out** and **acts** on safety suggestions.
3. Delivers **safety messages**
4. Encourages **reporting** of safety successes, ideas, incidents and near misses
5. Builds **trust** with team members

“What’s important to my boss, fascinates me!”



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Shaping climate

Positive Climate
Change Every Hour

4:1





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Conversations That
Change Climate!

1. What can get you hurt?
2. What keeps you from getting hurt?
3. Is it working?
4. How do you know?





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Engage Your Team
in Risk Assessment!



TABLE 1 LIKELIHOOD

Likelihood	Rating	Description
Almost certain	5	Unwanted event is almost certain to happen in the next year. (Greater than 90% chance of occurrence.)
Very likely	4	High probability of unwanted event occurring in the next year. (Between 51-90% chance of occurrence.)
Likely	3	It is possible for unwanted event occur in the next year. (Between 21-49% chance of occurrence.)
Unlikely	2	Low probability of unwanted event occurring in the next year. (Between 5-20% chance of occurrence.)
Rare	1	Very low probability of unwanted event occur in the next year. (Less than 5% chance of occurrence.)

TABLE 2 CONSEQUENCE

Consequence	Rating	Incident
Extreme	5	Fatality of permanent disability
Major	4	Critical injury or critical illness
Moderate	3	Temporary disability, lost time injury or illness
Minor	2	First-aid treatment with no lost time
Low	1	No injury or illness

*There are approximately 34,900 serious injuries and 85 fatalities each year due to forklift accidents in the United States.

**SIFp – Significant Injury/Fatality Potential Event
(sometimes called STKY – Stuff That Kills You)**



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Change How You
Train!





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Engaged Teams Have Fewer Incidents

- 64% Fewer Safety Incidents
- 41% Higher Quality
- 81% Reduced Absenteeism
- 14% Higher Productivity
- 10% Higher Customer Metrics

Gallup





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Shaping My 250 Square Feet!

1. Demonstrate caring.
2. Reinforce safe behaviors.
3. Engage team members.
4. Set performance expectations.
5. Pay attention to human factors.
6. Effective coaching conversations.
7. Communicate safety performance.
8. Verification and intervention.
9. Risk assessment.



Can't Do

- Don't know what's expected.
- Don't have the skills.
- Human factors.

Won't Do

- Attitudes.
- Modeling other's behaviors.



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Engagement Discussion

1. How well are your people engaged in safety?
2. What can you do as a safety professional to help your leaders drive engagement in their 250 square feet?



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Engage Procurement!



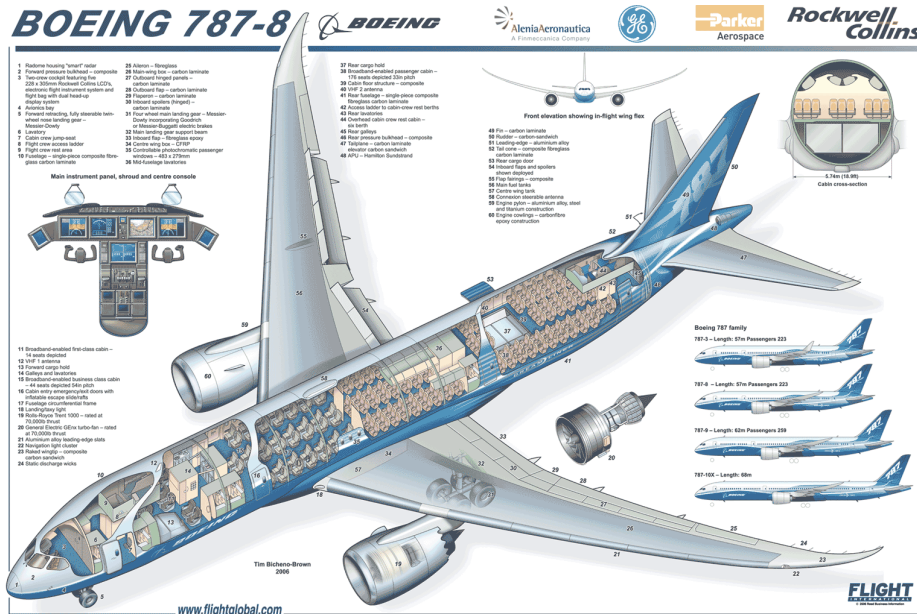
1. Avoid the tyranny of the low price!
2. Utilize the risk assessment process as part of the buying criteria.
3. How is safety integrated in project estimation?
4. The decision shapes culture.



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Design Review!



1. Get involved as early as you can
2. Place safety requirements in the purchase contract
3. Establish safety reviews at key points in a project life cycle (stage gates)
4. No equipment is started without a safety review
5. These decisions shape culture for 30 years!



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Influence Your
Executives!



Incident Investigation

- All SIFp incident investigations are signed off

Capital Expenditure Process

- No AFE over \$X is approved without a safety review
- When approving an AFE over \$X, systemically ask “If you had Z% more funding, how could you make this safer?”

Metrics

- Create a ‘near miss/good catch’ metric
- Introduce SIFp metrics

Recognition

- Launch a “President’s Safety Award”

Merger & Acquisition

- Safety is a component of Due Diligence



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SO WHAT?

- 1. Culture has tangible and intangible components.**
- 2. The culture of an organization is clear (when you're not in a fishbowl)**
- 3. Leaders can shape safety climate and culture quickly.**
- 4. Engaging employees will lead to significantly better results.**
- 5. Safety happens by design, not default!**
- 6. Executives help set risk tolerance; their actions shape culture.**





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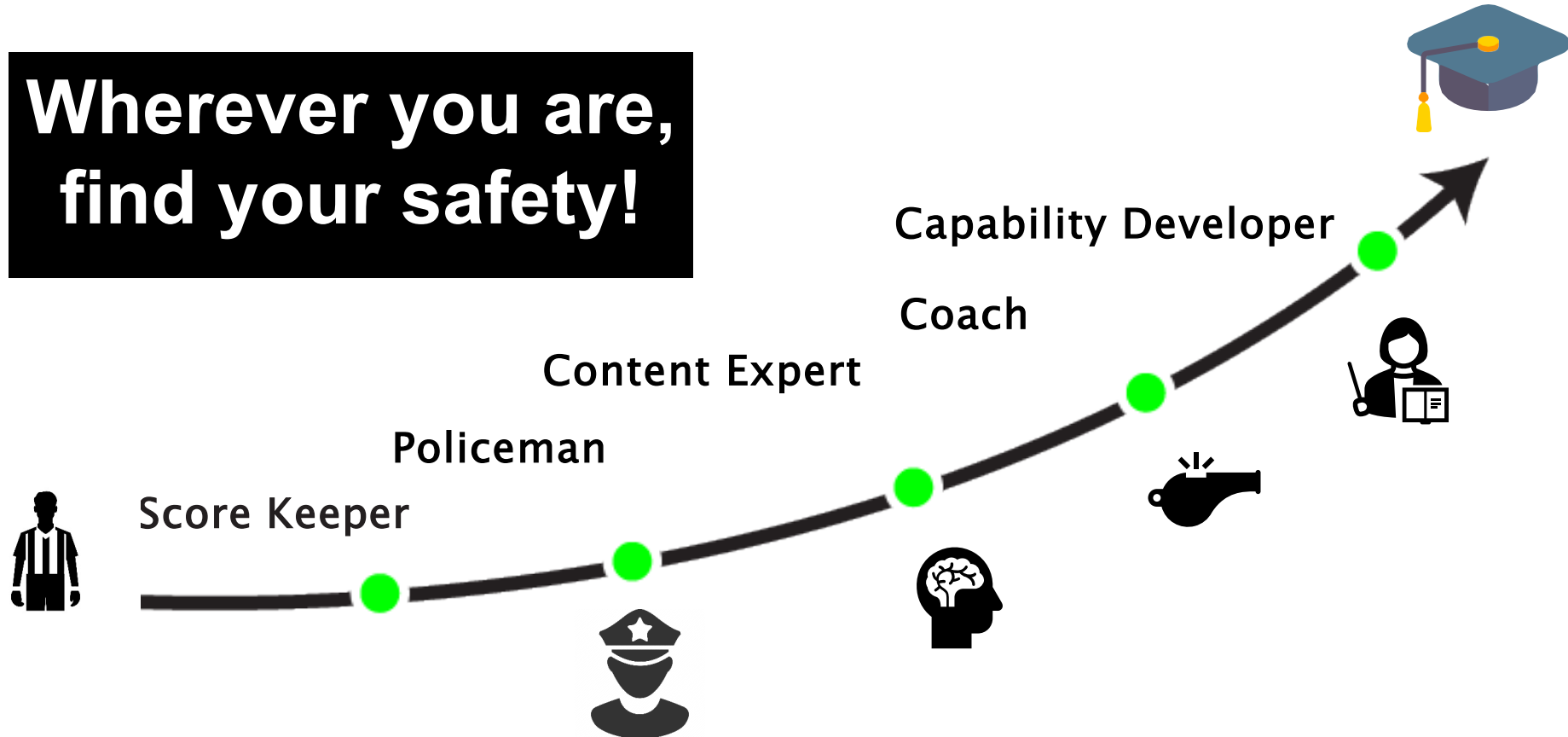
**What will you take from
this session to continue
your journey?**



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**Wherever you are,
find your safety!**





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