



# Zero Harm - Friend or Foe?

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*Challenging our current thinking around Zero Harm.*



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## What we will discuss:

- “All aboard, next train to...”
- What actually is Zero Harm and what does it look like?
- Why is Zero Harm not working?
  - People make errors...
- Change nothing...change everything
- Choose Zero...don't choose Zero

*Today's Discussion.....*



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## “All Aboard, next train to...”

*What sets the direction of travel for H&S in your organisation?*

Going with the flow?

The latest article in SHP?

The Law?

Client demands?



*What is the role of the Leadership Team and the Health & Safety professional?*

*Why did we choose to use Zero Harm?*



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## What actually is Zero Harm?

*People should not get hurt or suffer poor health at work!*

“An aspirational position that we all want to achieve...”



“Its how we measure if our risk controls work.....”

***A Vision?***

***A Key Performance Indicator?***

*What could be more simple - send workers home safe and healthy every day?*



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## What does it look like?



***And what impact does this have on your H&S Performance?***

***Often the answer is NONE!***

*Often our words don't match our actions.*

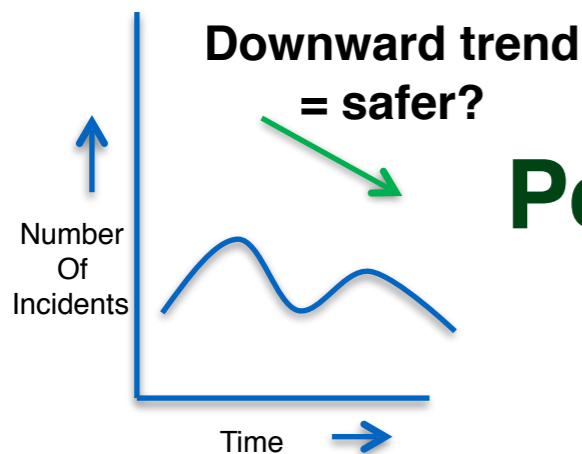




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## Why is it not working?

- Limited/no alignment with core company values
- Feedback not intended
- Rear view mirror gazing
- The tail wagging the dog
- Being misled by the data



**Perception...**

**...Reality**



*Why have we not made the bridge from business vision to everyday practices?*



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## Results vs Performance

Results (Outputs)	Performance (Inputs)
Something that ensues from an action, policy, course of events, etc	Manner or quality of functioning
To be the outcome or consequence	Mode of conduct or behaviour
<b>Focus is: what has happened, have we failed a little bit less than last month.</b>	<b>Focus is: how well we are doing the task.</b>

*The presence of H&S is not the absence of incidents!*



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***Stop The Press!***

***People make errors...***

**Not** because they are bad or misguided....

**Maybe** because they are tired, hungry, in financial difficulties, had a row with the other half etc.

*People are one critical factor for success  
Organisational and Task factors are equally important.*

People have slips, lapses, errors and commit violations...

...so Risk Controls must be tolerant of human error.

Should we be more performance-driven?



# Making the Bridge

*The passion and commitment of the Leadership team demonstrated each and every day is the crucial factor.*



*Health & Safety is no different to any other business issue in terms of how it is defined and addressed.*

*How do you make the bridge between your stated beliefs and your everyday Health & Safety performance?*



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# Change nothing...change everything...

1) Create your business values and vision  
*with Health & Safety integrated within them.*

2) Create a simple strategy and Road Map  
*to deliver your business values and vision.*

3) Your Road Map  
*must address your risks.*

4) Focus on performance  
*not purely on results.*

5) Whatever KPIs you pick  
*don't let the tail wag the dog.*



*Treat H&S like any other key business opportunity or risk.*



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## Choose Zero...don't choose Zero:

**Zero is not the problem.**

Whatever vision you choose there must be a clear strategy and plan to take it into action.

**Posters change very little**

All transformational performance improvement is anchored in accountable leadership.

**You must choose how to measure**

But focus it primarily on your performance and not your results.

**What is most important:**

How you address the risks relevant in your business.

**Pro-active Visions and Key Performance Indicators:**

These are easier to grasp and emotionally engage with.

**People will make mistakes**

Your controls have to be tolerant of that!

Zero is not the main problem!



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If you  
work hard



If you  
don't!



You get to choose!



## **Somewhere to get started:**

***“A world of work which is safe, healthy and sustainable.”***