

# Changing mindsets in the workplace

A behavioural approach for the OSH professional

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# Health & Safety - negative perception?

- Convenient to use the negative?
- Fear sells – threat?
- Judith Hackett (2011)
  - ‘the creeping culture of risk aversion puts children's preparation for adult life at risk’
- Health & safety has great potential to be a positive contribution to society
  - Need to teach people to embrace risk – POTENTIAL!
- Without risk, we achieve nothing

# Potential – achievement?

- Beliefs
  - Effective (true or false); experts
- Attitudes
  - Framing – loss aversion (hazard and risk)
- Expectations
  - Goal setting: ‘Visualisation - creation of future memories’
- Habits
  - Proactive, win/win, understanding, synergy

# Beliefs & Attitudes

- Don't have to be true or false to be effective
- Experts - the most difficult ones to change
- Bumble bee
- 'Settled way of thinking or feeling about something' – frame of mind
- Attitudes can change depending on whether something is presented as a loss or gain

# Attitudes: Hazards v Risk

- Hazard Assessment
  - An example of narrow framing – emphasis on the specific hazard
  - Focus on the loss
  - Does not require much (any) competency
  - Finds reasons NOT to do something – focus on the obstacles - preserves the status quo
- Risk Assessment
  - An example of broad framing – considers wider parameters
  - Focus on the positives
  - Requires knowledge & experience (training)
  - Finds ways in which things CAN be done – look for the stepping stone rather than the obstacle

# Expectations

- Expectations: beliefs centered on the future
- Expectations or goal setting – as we visualise the new we become dissatisfied with the old
  - Visualisation – creation of future memories
  - Anyone can do it!

# Goal setting - OT



# Habits

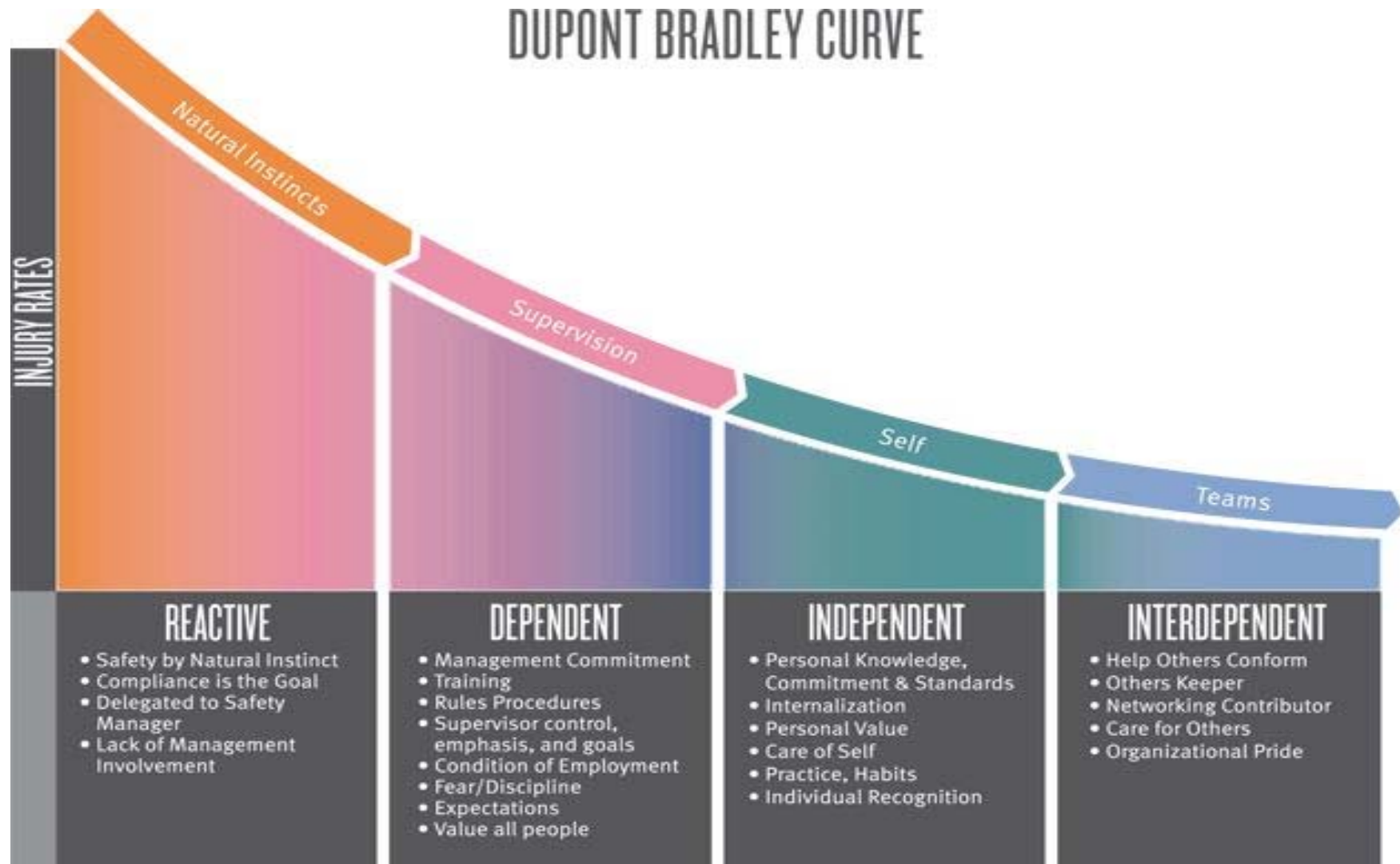
- Developing a habit is key
- Requires a relentless approach
- Become an enabler
  - What you think, you become
  - We know how to risk assess – now it time to teach others to risk assess
- To realise this we need the right
  - Beliefs
  - Attitudes
  - Expectations
  - Habits



# 7 habits of effective people (Covey)

- Proactive
- Begin with the end in mind
- First things first
- Win/win
- Seek first to understand, then be understood
- Synergise
- Sharpen the saw

# Safety Culture



# Traditional v Culture Approaches

## Traditional

- Attacking high frequency/severity events (e.g. S/T/F)
- Addressing causal factors (e.g. PPE inadequate)
- Addressing root cause (training, systems, procedures)
- Safety stand-downs & signage

## Culture

1. Strong leadership
2. Appropriate structure
3. Focussed processes & actions

# Strong Leadership

- Visible, demonstrated commitment
- Clear, meaningful policies and principles
- Challenging goals and plans
- High standards of performance

# Appropriate Structure

- Line management accountability
  - KPI
- Supportive safety staff
- Integrated committee structure
- Performance measurement and progressive motivation

# Focussed Processes & Actions

- Thorough investigations and follow-up
- Effective audits and re-evaluation
  - OSH Gemba walk
- Effective communication processes
- Training & safety management skills

# Recent example: OSH Gemba walk

- KPI for all managers/supervisors
  - Focus on New Employees
  - People – Engagement
  - Focus on specific hazard e.g. sharps & bumps
  - Change review
  - EHS visibility
- In addition, managers are obliged to observe for any unsafe conditions on the walk & log as a safe start card
  - Closure rate is measured

# Negative to positive



- **OHS 2008**
- Fatality rate 3.19 (2007), 2.6 (2008) - 44 deaths
- Construction Safety was the primary OHS concern
- Stress and Bullying were emerging issues
- Focus was on **Safety** and not Health



# Negative to positive



- **OHS 2018**
- Legislation is well established
- Fatality Rate is lowest in modern era (2.14)
  - Agriculture
- Safety and increasing focus on **Health**
- HSA on cusp of change
- New Global OHS Standard: ISO 45001

# OHS 2018- Challenges



- Ageing Workforce
- Almost Full Employment
- Remote Working
- Intoxicants- increasing concern for employers
- GDPR Implementation

# OHS 2018- Strengths



- Excellent support from HSA (BeSMART tool, Work Positive, Clear Strategy, templates, tools & guidance)
- GDPR Implementation
- Employee Wellness Standards emerging (e.g. Ibec's KeepWell at the forefront)
- Pool of competent Safety & Health professionals

**Changing mindsets is KEY!**