

Welcome to:

Petroleum Safety Conference 2018

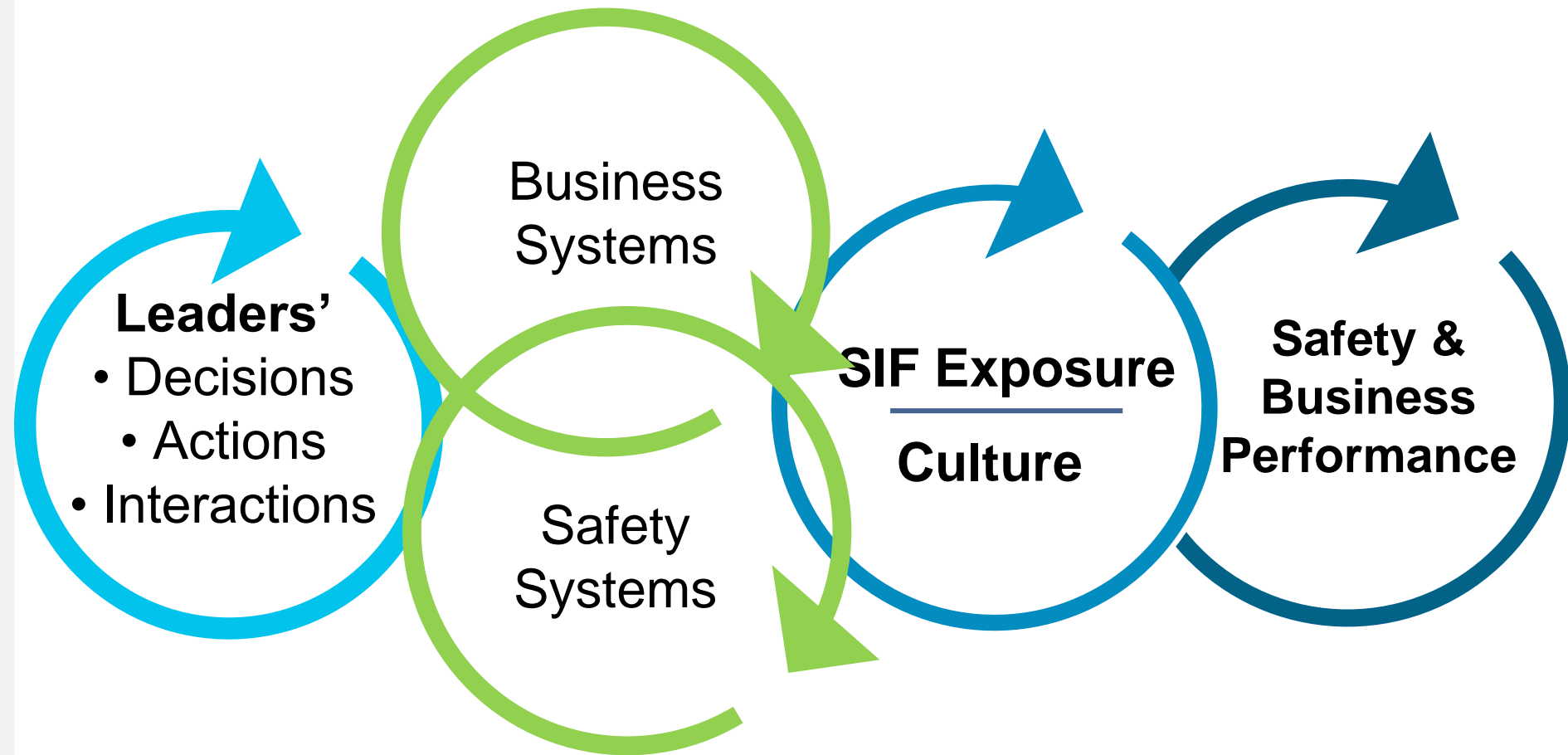
7 Insights into Safety Leadership



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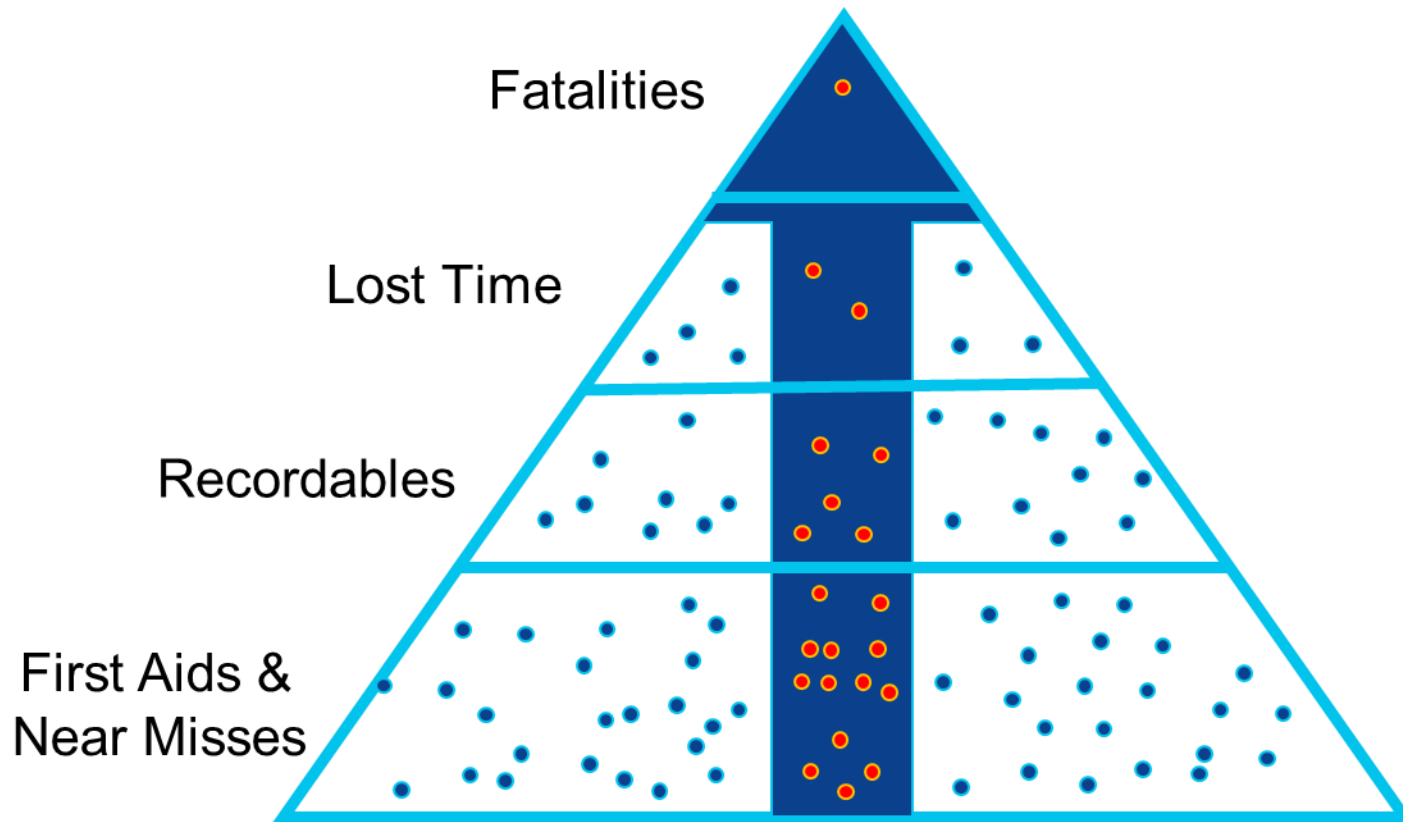
Insight 1

THE CONNECTION BETWEEN BUSINESS AND SAFETY



Insight 2

FOCUS ON SERIOUS INJURIES AND FATALITIES



INSIGHT 2: Self-Evaluation

How long have leaders in your organization been working to understand and integrate the new SIF paradigm into safety management systems, programs, and tools?

1. 0-1 years

0%

2. 1-3 years

0%

3. 3-6 years

0%

4. 6-9 years

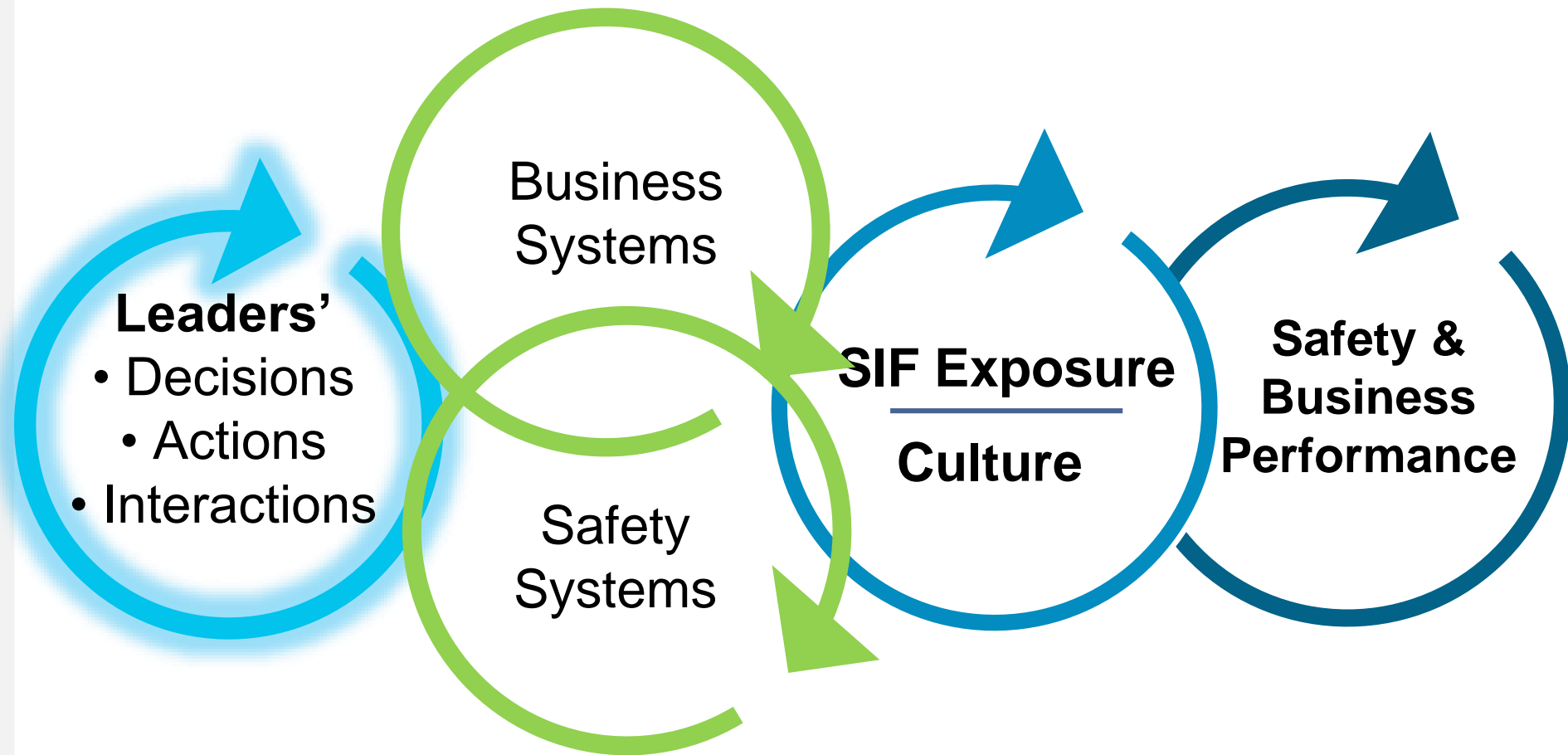
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5. Over 9 years



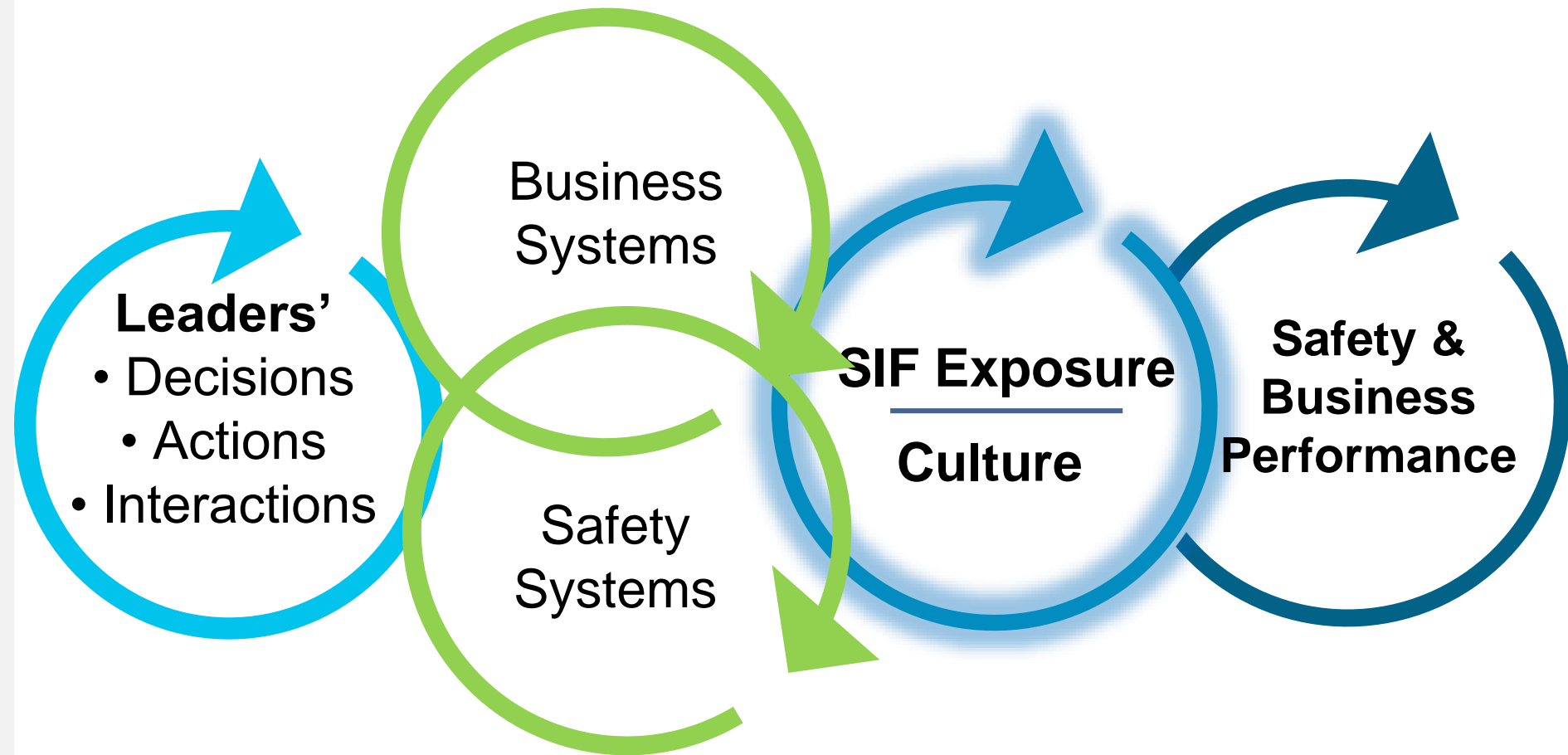
Insight 3

LEADERS SET IMPROVEMENT IN MOTION



Insight 4

CULTURE SUSTAINS PERFORMANCE




What kind of culture is good for safety and the business?



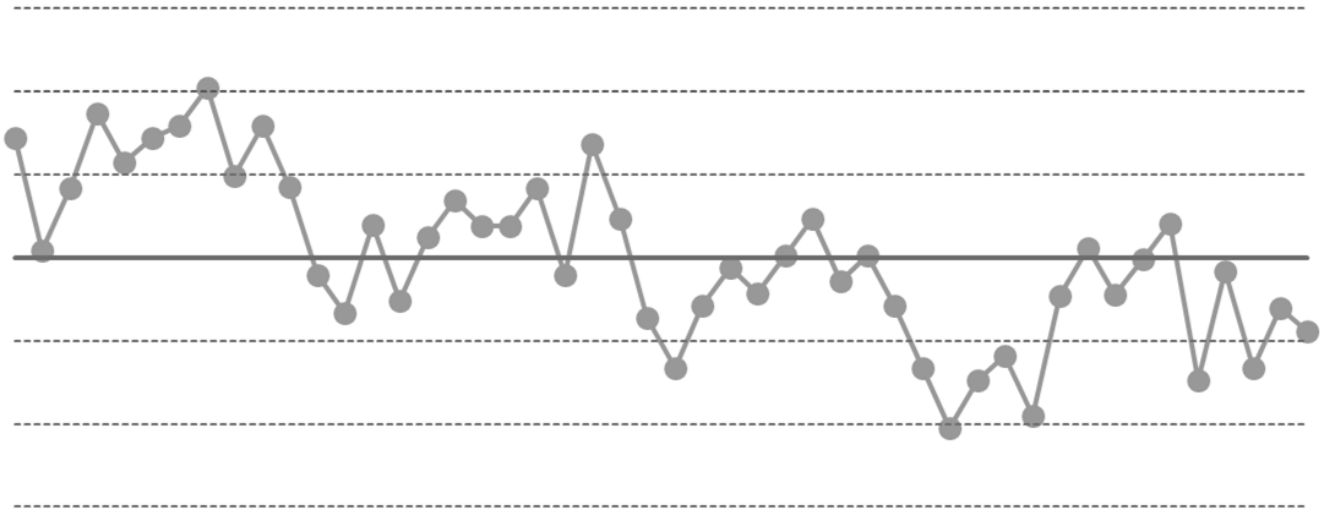
INSIGHTS 3 & 4: Self-Evaluation

Think about the impact of leadership in your company on the two critical dimensions of culture. Which best describes your company?

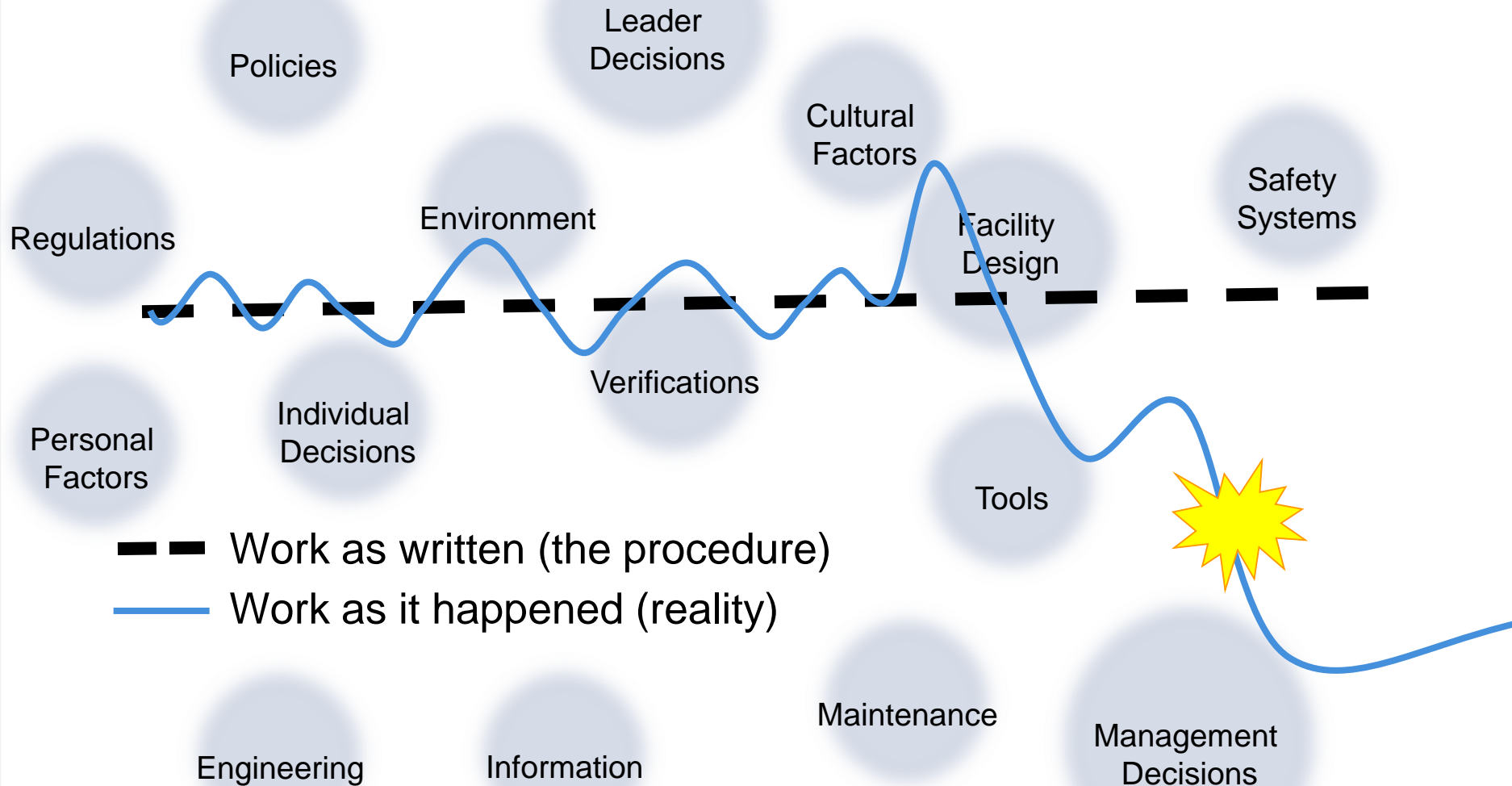
1. Trust and relationships are **strong**, focus on safety is **strong**.
0%
2. Trust and relationships are **stronger than** focus on safety.
0%
3. Trust and relationships are **weaker than** focus on safety.
 100%
4. Trust and relationships are **weak**, focus on safety is **weak**.
0%

Insight 5

UNDERSTANDING INJURY CAUSATION, VARIATION, AND PREVENTION



A Systems View of Causation



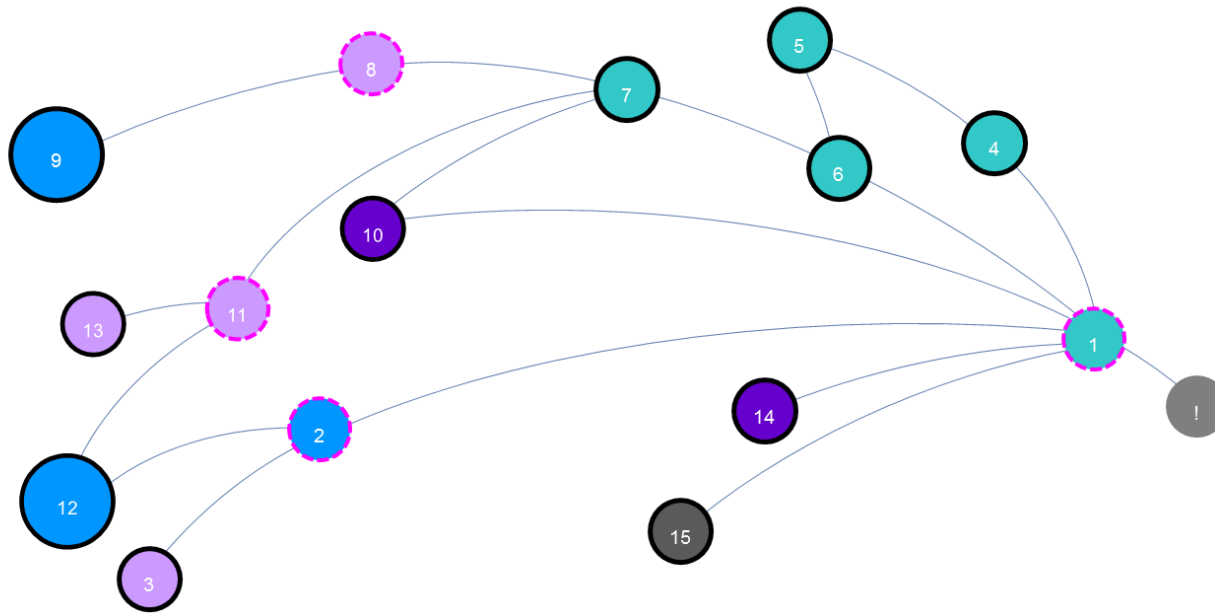
Insight 6

BEHAVIOR ... A DIFFERENT ROLE THAN MOST EXPECT



Insight 7

COGNITIVE BIAS AFFECTS SAFE DECISION MAKING



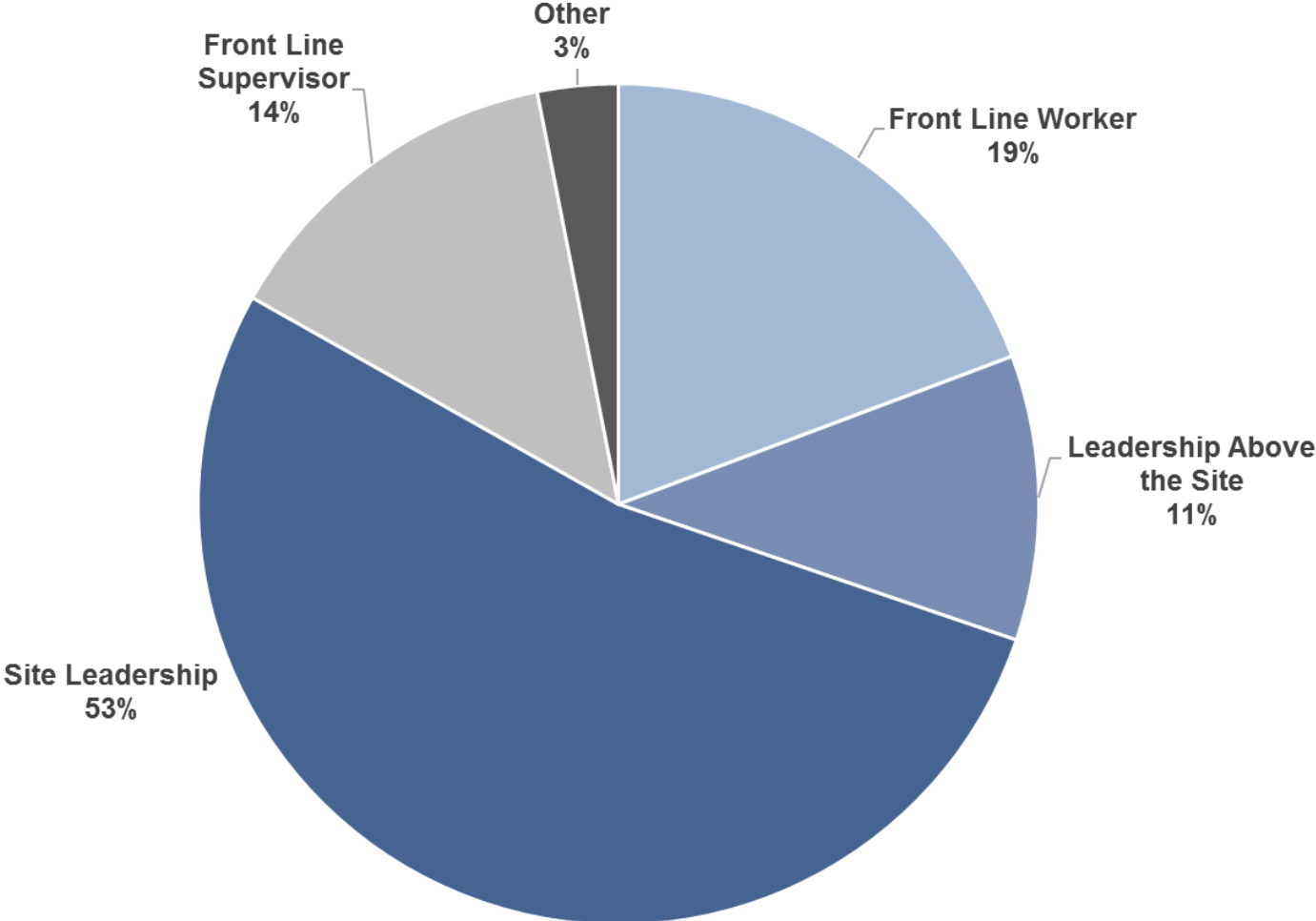
The Approach

6 partner organizations, incidents from **16** organizations, **60** total incidents, **600+** safety-related decisions

- Investigation reports
- Interview transcripts
- Live interviews
- Quarterly meetings with partner organizations



Finding: Managerial Decisions Matter



Finding: Some Decisions are Pivotal

And 92% of **pivotal** decisions leading to SIFs were made above the front line.

18% corporate.
74% site-level management.
7% front line supervisor.
1% front line employee.



Cognitive Bias

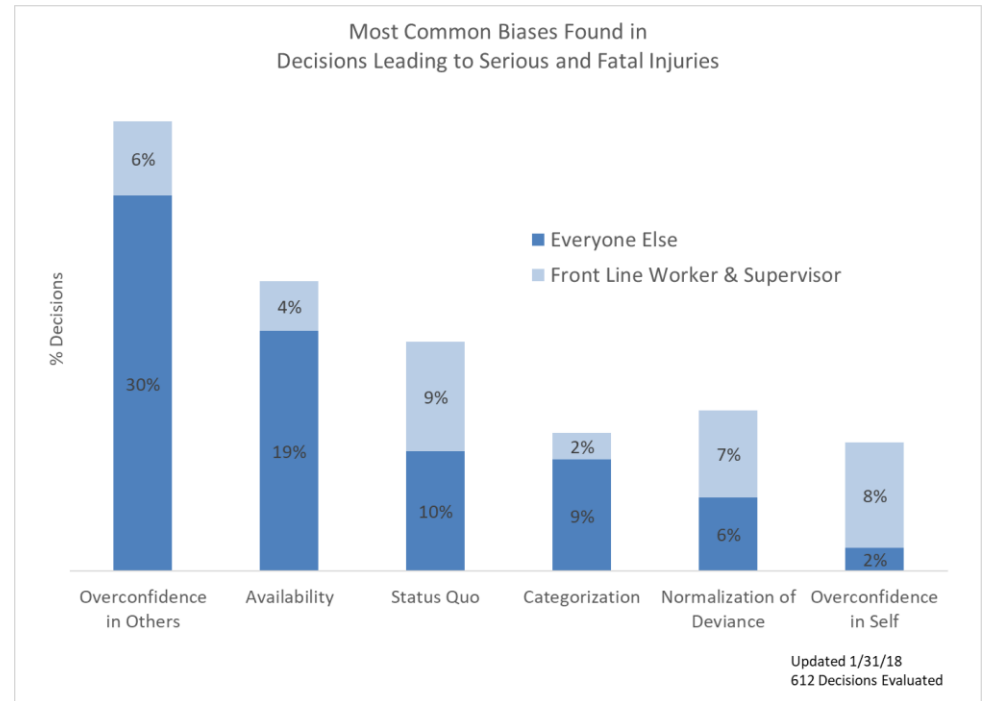
- Cognitive bias is a systematic deviation from rational judgement
- Originally discovered in research on perception and how probability judgements are made
- It shows that human perception and judgment are flawed in predictable ways



Finding: Bias Undermines Safe Decisions

At least 85% of decisions were affected by cognitive bias

- Availability Bias
- Overconfidence Bias
- Confirmation Bias
- Status Quo Bias
- Categorical Thinking
- Anchoring
- Inattention Blindness
- Sunk Cost Bias
- Underestimation of Risk
- Normalization of Deviance
- Cognitive Illusions



INSIGHT 7: Self-Evaluation

In your experience, which of these decisions have the greatest impact on the amount of exposure to risk in your organization?

1. Selection and Assignment of People to EHS Roles



2. Purchasing

0%

3. Problem-Solving Operational Disruptions

0%

4. Design & Implementation of Safety Systems/Prgrams/Tools

0%

5. Other

0%

Top 5 Takeaways

1. Make safety the heart of your business improvement strategy – because safety is the right thing for people and the smart thing for business.
2. Ensure that your safety systems ID and reduce hidden SIF potential – because the iceberg doesn't melt uniformly.
3. Assess the impact of your leadership on organizational culture – because intentions and impact are not the same.
4. Educate your leaders about injury causation and prevention – because what we understand we can control.
5. Watch for new developments in Safe Decision Making – because it might be the next big thing.

End of Presentation

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