



behavior-based safety

Creating a Culture of Safe Habits

ADI

Are you looking for:

- > A proactive approach to managing safety that avoids the too little too late reactions after an incident?
- > Leaders engaged in day-to-day activities to promote a safe work environment?
- > A workforce that works cooperatively with each other and management to improve safety?
- > An organization in which problem solving around safety is part of the daily routine?
- > A culture where working safely becomes a habit?



Creating the kind of organization that proactively manages safety requires commitment and accountability from all employees—management to the front-line. The day-to-day actions and decisions of employees throughout the organization must consistently prompt and reinforce the right behavior to ensure the safety of the workforce. ADI helps organizations bring clarity and definition to the roles necessary to create a culture of safe habits, and the skills to sustain those safe habits for the long run.

The Science of Behavior

Why do injuries happen at work? We all know the many root causes: equipment problems, environmental conditions, lack of training, poorly conceived procedures, production pressures. Creating a safety culture requires dealing with all such barriers. Although this seems like a daunting task, the good news is there's a common denominator in every injury—behavior. Changing anything in an organization requires a focus on behavior—someone, somewhere has to DO something differently. The science of behavior provides us with a proven approach to change behavior and applies to **any** behavior in **any** part of the organization.

Behavior-Based Safety (BBS) is about more than changing the behavior of front-line employees. BBS is about identifying barriers to safe behavior and designing and implementing a strategy for ensuring that the work environment, practices, and policies support behaving safely. If you have managers and supervisors who focus so much on productivity that workers take safety short cuts, then BBS is for you. If you need engineers to change the way they go about designing equipment to have safe operation of that equipment as the priority, then BBS is for you. If front-line workers aren't consistently behaving safely, then BBS is for you. BBS helps those in the line of fire stay safe by engaging them, and it helps the rest of the organization find viable and sustainable solutions to create a consistently safe workplace.

Reinforcement (R+): The Key Ingredient

Removing barriers, encouraging safe behaviors, and ultimately creating a safer work environment requires changing behavior—changing what people say and do around safety. Changing behavior requires changing consequences for behavior. Consequences can either encourage or discourage a behavior. They are delivered by systems (e.g., incentive systems, work process systems, management systems) and by people (e.g., peers, supervisors, customers).

At ADI, we understand consequences and how to use them to improve safety. We also understand that of all the consequences, positive reinforcement is the optimal choice for sustained behavior change. Unfortunately, popular notions of positive reinforcement are over-simplified. A simple “pat on the back” is rarely enough to change behavior. By analyzing all the sources of consequences (including those embedded in equipment, procedures, management practices and the workplace culture), we help our clients reengineer the consequences so that safe behaviors become the logical choice. A big part of the reengineering of consequences involves discovering positive consequences that cause people to do safe things habitually.

Call it removing barriers, improving management support for safety, or changing the culture . . . it all boils down to changing organizational consequences to make safe behaviors more reinforcing and therefore more likely to happen.

Behavior-Based Safety

ADI's Behavior-Based Safety delivers the process and tools necessary to support managers and front-line employees in proactively managing safety. With the science of behavior as the foundation, our work with our clients includes:

Clarifying Roles Around Safety: Through our targeted Safety Leadership Survey, safety data analyses, and observations and discussions with all levels of the organization, ADI helps clients identify what each level needs to do to improve safety. Behavior change targets are captured on individual scorecards that uniquely address each role.

Focus on the Critical Few: Traditional behavior-based safety typically entails a large checklist of observable behaviors for front-line employees to work on. While thorough, such approaches require large time commitments and are disruptive to work. At ADI, we understand that by focusing on a few critical behaviors at a time, our clients can realize significant impact without causing disruption to primary operations.

Problem Solving to Remove Barriers: After critical behaviors have been identified, barriers to those behaviors can be uncovered. Our process involves establishing who can remove the barriers and how, as well the development of accountability systems to ensure follow-through.

Measurement in a Different Light: Proactively managing safety requires developing and using leading measures of safety rather than the typical lagging measures such as incident rate. BBS generates these measures and helps ensure that safety gets the same focus and management attention as production, quality and customer service.

Building in Frequent Feedback: Whether in sports, education or business, changing behavior requires feedback. The more frequent and specific the feedback is, the faster the behavior change. The BBS scorecards track daily and weekly progress, providing frequent and meaningful feedback for performance improvement.



Shared Accountability Throughout the Organization: Feedback helps us adjust our performance, but consequences ensure lasting change. A major component of the BBS process is a positive accountability system that encourages ongoing improvement in safety at all levels. With a focus on positive reinforcement for incremental improvements, our process not only creates safe habits, it also creates a more positive culture.

Make Safety a Habit

A behavior-based safety process that results in incremental improvements in safe behavior is fine, but until critical safe behaviors are habits, people are still at risk. Safety needs to become a consistent part of each employee's work day—it needs to be part of the daily routine, not something that is done only after an incident, after a safety meeting, or when being observed. Safe habits ensure that people do the right thing every time, without having to think about it.

Whether you work directly with us or become certified in our BBS technology, ADI brings you the tools and expertise necessary for lasting change. CALL US TODAY to learn how you can create a culture of safe habits in your organization.

Aubrey Daniels International (ADI) Our mission is to accelerate your company's business performance through positive, practical approaches grounded in the science of behavior and engineered to ensure long-term sustainability.

Our approach—proven in great companies worldwide—measurably improves your company's bottom line, and the performance of your employees. We meet you where you are and work to transfer our technology to you to ensure lasting change.

With more than 30 years of experience, ADI is uniquely qualified to help you assess and systematically strengthen your company's most critical drivers of business performance. These may include:

- Strategy Alignment
- Corporate Culture
- Operational Efficiency
- Safety Systems
- Employee Engagement
- Compensation
- Sales Effectiveness
- Leadership Effectiveness
- System and Process Alignment
- Performance Excellence

To explore how ADI's performance technology might be best applied in your company, please contact us.

