

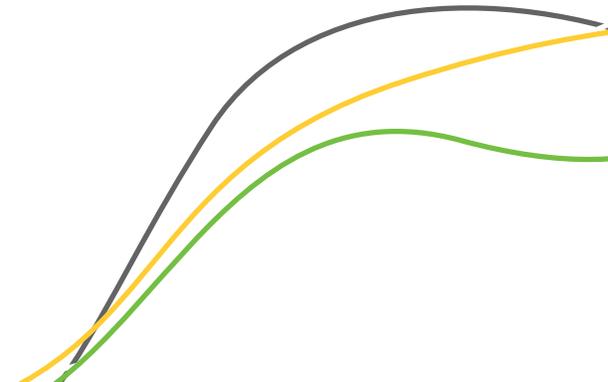


Changing behaviours  
Improving performance

# Achieving Zero Harm

## Less Push, More Pull

by **BB&A**



# Achieving Zero Harm

## Less Push, More Pull

Zero Harm has become the buzz phrase of HSE across numerous industries in recent years. In many cases signposting a hugely positive transformation in the way that organisations understand, manage and improve HSE performance.

As more organisations recognise that world-class HSE performance is now a critical business imperative, a Zero Harm ambition has helped them to change from just trying to prevent workplace hazards to achieving a true cultural shift in HSE behaviours, and building a more sustainable safety culture.

For successful organisations, it's no longer about the push, 'this is how you must behave', but much more about the pull 'this is how we want to do things here'. According to management thinker, Simon Sinek, it only takes 15-20% of an organisation's population to change their behaviour to instigate real change in the whole of an organisation. But behaviour change around health, safety and environmental issues seems particularly difficult to create.

Even in organisations who are improving HSE performance, it is often an outcome of process/a campaign rather than an outcome of a strong and sustainable culture. Organisations with the best HSE processes in the world will, and do, hit a performance plateau that they just can't seem to move beyond.

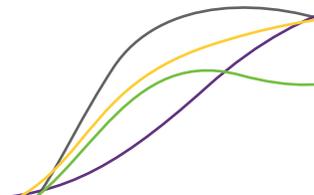
Simply put, Zero Harm is about every employee doing the right things all the time. So, how do you move to a culture where caring for yourself, your colleagues and your environment permeates every decision and every action you take?

The first step is to create a genuine, shared, compelling context and vision for HSE. One that everyone has had a chance to contribute to and agree on. One that employees demand and expect simply as 'this is the way we do things here'. Not one that is imposed as a set of rules or controls on the organisation.

Conversations are key to creating that 'pull' from the organisation. Conversations that make HSE personal and compelling for everyone. Conversations that explore the difference in beliefs, attitudes and commitment among people and enable them to form a common mindset for truly world-class HSE.

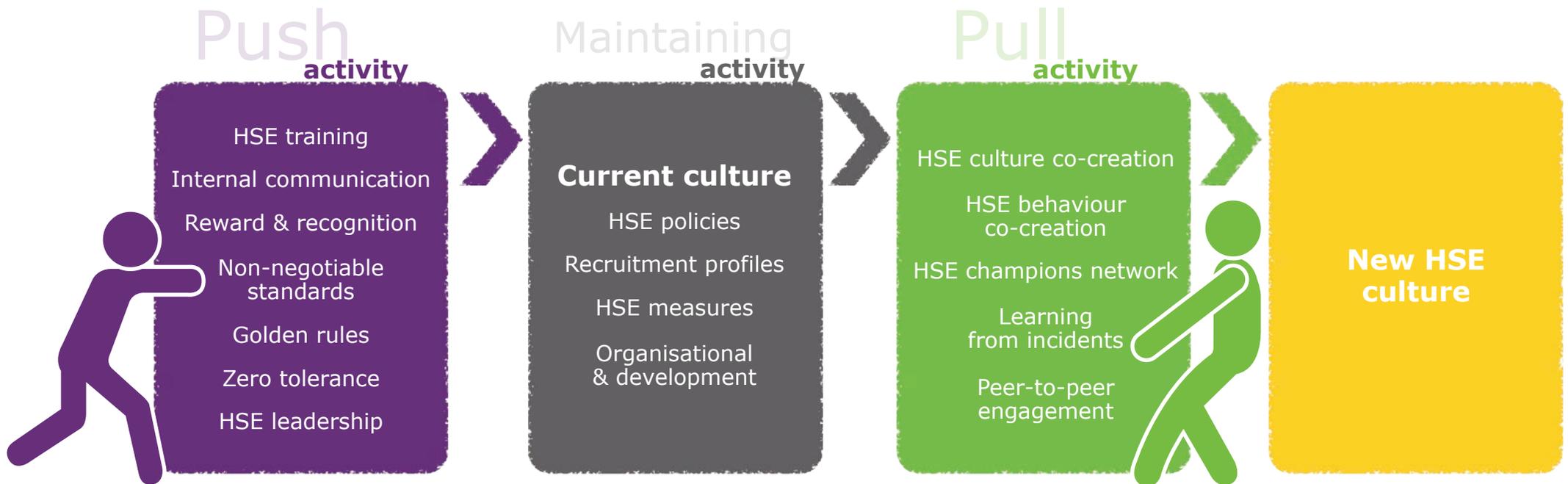
We work with organisations to involve everyone in the HSE conversation. Enabling people to be part of creating the HSE culture they expect and want to be a part of in the organisation that they work for; a more sustainable safety culture where leaders and employees are accountable for HSE.

Find out more about how to move away from push and more towards pull to create your Zero Harm HSE culture on the next few pages.



# Achieving Zero Harm

Shifting the emphasis to Less Push, More Pull



Source: 'Childress'

## Involve

as many people as possible

Your HSE culture is the sum of the behaviours of every single person who works there. So, it makes sense to involve as many of those people as possible in agreeing what that culture should be and how they need to behave in order to deliver it. Creating a great cultural aspiration with a room full of wise, senior people and then telling everyone else that 'this is the right way to go', is not going to motivate anyone to change their behaviours. Enabling people to choose for themselves what's the right thing to do, and what that means for what 'I do', is!



## Crowd source

your vision of the future

Why not harness digital tools to gather input and insights from your people about the culture today and the one they want to create. Video sharing, photos, Yammer, image based surveys all make it easy today to gather views and ideas from across a huge audience. The technology is in their pockets – why not use it? The result is powerful, real, raw input that you can then work through with a group of colleagues to refine and develop into a cultural aspiration that everyone has had a chance to be involved in.



## Co-create

some golden rules

A 'fluffy' cultural goal may sound lovely but you need to make it easy for people to understand and apply to what they actually do. So, focus on creating a succinct, core set of golden rules that fit on one page and are easily understood and implemented by everyone. Then use them to create conversations around real, tangible, relevant day-to-day situations that employees can relate to. A cultural vision that's defined by a tome of detailed descriptors and guidelines will simply be left gathering dust.



## Measure

what matters to your people

Measuring behaviours can be tricky – it relies on interpreting people's perceptions, experiences and honesty! So, focus on just a few key cultural measures that are linked to your golden rules and that have real meaning in your people's day-to-day lives. For example, how often HSE is discussed in team meetings; how easy it is to give feedback to colleagues when things aren't quite right. Set a baseline and do regular pulse checks. Once a year blanket audits won't give you a real sense of day-to-day culture but regular temperature checks will.



## Encourage

### conversations at the right level

We all love a good chat. An opportunity to share our experiences; debate what's right and wrong; give our views and hear from others. So, why is it that so much 'formal' communication in organisations is all about being 'told' stuff rather than having a conversation about it? HSE has got to be a great starting point for more and better conversations, after all there's nothing we like more than to talk about things that impact us personally. Conversations in team meetings, in the canteen, on the shop floor. Equip your team leaders with skills, confidence and simple tools to encourage conversations that are really relevant to what their people are working on every day.



## Champion

### from within

There aren't many organisations that don't have some kind of champions network, and the theory of championing change makes total sense, and after all, the biggest advocates for your improved culture are those that are living it. But a champions network is fairly flaccid without great tools and support to really build energy and the pull for change from within the business. Don't create your network and leave it to flounder – put real effort and resource behind it, free people up to deliver their change role and set an ambition to build a powerful community that really does champion change from within.



## Share stories

### that resonate

Everyone loves a story and story-telling is fast being recognised as great communications practice. Stories about HSE told about real day-to-day situations, and told by non HSE people are the most powerful. Create platforms and channels for stories to be shared amongst colleagues. The good, the bad and the ugly side of HSE all have a place in an authentic, strong HSE culture. And don't be scared of the bad and the ugly – that's where people will learn most!



## Learn

### don't blame

Pointing the finger when things go wrong just stops people from telling you that things have gone wrong. Use near misses and incidents as opportunities to learn. Share them, have conversations about them, identify and acknowledge both the process and the people factors that may have contributed. Get those involved to talk about the incident, capture their experience on camera or audio so people can hear directly from the horse's mouth, rather than from a dull, jargon filled report.



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that change HSE behaviours  
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