From '*Preventing Accidents*' to '*Creating Safety*'

A maverick approach to the challenges of workplace safety

Context Statement submitted in partial fulfilment of the award of

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Acknowledgements

For someone who's never really known what he wanted to do, this doctoral programme has been a revelation. It has helped me appraise my own practice and consider why I do what I do, and, perhaps more surprisingly, why I am who I am. I'm grateful to Dr Kate Maguire for early encouragement and stimulating chats that led to my application to the Institute of Work-Based Learning, and to Dr Brian Sutton for a commitment that has never waned, and for his infinite patience, incisive guidance and direction – especially in those 'times of need'.

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Whilst in this context statement I discuss 'my' ideas and philosophies, this programme has revealed how strongly I've been influenced by certain others before me. I wish I could let Jean Piaget, BF Skinner, Kurt Lewin, Elton Mayo and Peter Drucker know how much they've helped, and hope that Andrew Hopkins, Edgar Schein, Charles Handy, Erik Hollnagel and Geert Hofstede accept this note as formal confirmation for the time they spend talking with me and answering what must at times feel like an endless stream of questions. Thank you for leading the way and allowing me to follow.

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Foreword

Living in Switzerland and working globally, with experience in more than 120 countries now, I've learned to quite literally 'watch my language' as I communicate across geographies, cultures, industries and demographics. Striving to communicate effectively I constantly review and revise my use of language in real-time, testing and selecting words to bring relevance, meaning and impact.

In its early life, this context statement was a series of personal essays which gradually took shape as I analysed my career. The word 'essay' in English seems close to the verb 'essayer' in French, meaning 'to try'. There should be no surprises then that the root meaning of the word is 'trial' or 'attempt'. This context statement here is exactly that, an essay, an attempt to explore. It is a trial of my thinking, my perspective, my approach, of my very self.

White *et al* (1979) suggest that life is a remarkably complex journey of trial and error, and that the taking of risks and embracing of uncertainties - particularly in our early and formative years - shapes our future judgement and our ability to make decisions. Without doubt my early years were filled with trials – and tribulations – some of which, until now, I'd forgotten about, in terms of their potential for impact on who, what and how I am.

Developing and making sense of this context statement has been a complex journey for me, not least as the act of reflecting is not easy. I realized through this doctoral programme that it is indeed "*an elusive and difficult concept to grasp*" (Rolfe, 2011, p162), though the more I have become "*…a researcher into* [my] *own practice*" (Schön, 1983, p299) the more rewarding I have found the process.

Whilst this submission is now complete, my journey is not yet over. The road ahead is filled with risks and uncertainties, with trials and tribulations, with attempts and explorations, all ready to be tackled. I look forward to looking back on them in years to come and understanding how they shaped my future judgement and decisions. This document, in itself and in the process of its creation, provides a valuable opportunity for me to continue to reflect on my analysis and re-contextualisation may indeed lead me to new insights that drive my practice forward and help me tackle the challenges that lie ahead, for me as a practitioner, my consulting clients, and for the broader safety profession.

Chapter 1 – Introduction to the Public Works

The public works presented for the award of Doctorate in Professional Studies plot a career journey[1] during which I hope to have solved the problems of many people and organisations through comprehending, communicating and overcoming contradicting tensions that are deeply embedded in the professional practice of workplace safety around the world, thus improving leadership and organisational culture. This, my very personal quest, has been to more tightly align and synergise the health and safety profession with good management and effective leadership concepts, using my personal style as a positive disruptor for re-positioning viewpoints, transformation of practice and creating safety under a strengths-based umbrella that encourages an evolution[2] in workplace safety.

My principal route to this evolution has been through my published work. My ideas and perspectives have been published in more than 200 professional journal articles – reaching, in the last five years, on average over 80,000 readers each month. These articles are published through several carefully chosen outlets, including a monthly column for the journal of the Institution of Occupational Safety & Health[3]; a monthly feature article for the African continents premier safety journal[4]; a regular feature for the journal *Health & Safety International*; and a regular blog for the largest online safety content provider[5] where I advocate '*The New Rules of Safety'* – a progressive take on a certain aspect of workplace safety. I have written eight books[6], four of which are included as part of the D.Prof analysis and submission. One of these books[7] has sold over 52,000 copies, becoming the global best-selling guide on safety culture. This book has been developed into a formal learning program externally accredited and certified by a leading professional body[8] which I have personally delivered to over 4,500 managers and leaders in 40 countries around the world. Another book[9] was commissioned by the Institution of Occupational Safety & Health as the official textbook to a new Level 3 national regulated

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[1] See Appendices A & B for a *Personal Biography* and *Curriculum Vitae*

[2] This approach can be viewed in my framework 'Creating Safety' with associated principles/philosophies for effective application, presented throughout this context statement and within the appendices. The 'Creating Safety' approach was introduced in my first book From Accidents to Zero (2014) and elaborated in my subsequent books.

[3] The *IOSH Magazine* column is called *The Business Book Club* and is published in traditional print format and also online (see: https://www.ioshmagazine.com/article/the-business-book-club-the-surprising-truth-about-what-motivates-us). My aim here is to take classic leadership texts and translate them into useful lessons for safety practitioners.

[4] *SHEQ Management*.

[5] *SHP*. See for example https://www.shponline.co.uk/tag/andrew-sharman/

[6] From Accidents to Zero (2014); Safety Savvy (2015); From Accidents to Zero Revised Second Edition (2016); Mind Your Own Business (2017); Safety & Health for Business (2017); Working Well (2018); Naked Safety (2018); The Wellbeing Book (2019).

[7] Sharman, A. 2014. *From Accidents to Zero: A Practical Guide to Improving Your Workplace Safety Culture*. Edinburgh: Maverick Eagle Press. Second Edition published in 2016 by Routledge.

[8] The program *Total Safety Leadership* is based on the book *From Accidents to Zero* and is externally certified by the International Institute of Risk and Safety Management.

[9] *Safety & Health for Business* (2017).

qualification in Health & Safety in the United Kingdom, and in 2019 I was commissioned again to write the official textbook to a new Level 6 national regulated qualification in safety and health.

Over the last two decades I have shifted from being a young engineer, diagnosing problems and administering solutions, to a corporate practitioner in the domain of workplace safety, and on, to what appears to be a well-respected and internationally recognised thought leader and consultant frequently requested to speak with multinational blue-chip organisations, Non-Governmental Organisations, academia, and audiences at professional development events globally. In the last ten years, I have been fortunate to share my thoughts at over one hundred professional conferences and congresses acting as event Chairman or Keynote Speaker for audiences of up to 800 delegates at a time, formally represented the professional body for health and safety professionals globally for eight years, plus worked with senior leadership teams from more than 200 blue-chip multinational corporations in over one hundred countries on five continents. In these engagements I see myself as a translator of scientific research and theories into everyday language. My goal is to turn philosophical thought and scholarly insight into clear, actionable ideas that can be practically applied to workplace safety.

Beyond my writing, consulting work, and public speaking I've held influential volunteer and non-executive roles with leading professional bodies, including my own professional body the Institution of Occupational Safety and Health, and the Institute of Leadership & Management.

Three streams enabling my contributions

Enabling my contribution in shaping the profession of occupational health and safety are three key streams:

1) *Creating impact through service*

The first stream spans more than twenty years of voluntary service to my professional institution (the Institution of Occupational Safety & Health) from supporting local branch networks as a Branch Chairman, to serving as a Board Trustee, Vice President, and since 2018 as President Elect. Beyond these roles, I've been appointed as formal spokesperson for the institution, speaking with national and international media, and hosting events including conferences, formal debates, and events at the House of Commons and House of Lords in London.

My thought leadership has been recognized objectively. In 2003 I was awarded Chartered Fellowship of the Institution of Occupational Safety & Health[10] ('IOSH'), the world's leading professional body for health and safety practitioners. Chartered Fellowship[11] is the most senior level of membership of IOSH and is reserved for those who can:

> *"…demonstrate an outstanding commitment to the health and safety profession. Fellows go 'above and beyond' the call of duty and are the 'ambassadors' of the Institution."*[12]

As an 'ambassador' of the Institution I have felt strong obligation to serve the profession, and in 2008 took up the role as Trustee of the Board of IOSH, moving into the role of Vice Chairman of the Board in 2010 and serving two terms of office[13] until 2016. In 2016 I was elected on a three-year term as Vice President of IOSH, a senior role in the institution designed to prepare post-holders for the role of President.   In September 2018, the IOSH Council of Management, a body of some 45 people elected to represent the interests of the membership voted in my favour and installed me as President Elect. I take up full Presidency of IOSH in September 2019.   In addition to my Fellowship of IOSH, I gained Fellowship of the International Institute of Risk & Safety Management ('IIRSM'), another professional body, specialising in safety and associated broader risk management, in 2007.

Inspired by the IOSH mandate to be an 'ambassador' for safety, I have become increasingly keen to 'give back' to the profession which has challenged and empowered me for two decades.   In 2006 I developed and hosted a formal debate on leadership in safety at Holyrood, the Scottish Parliament. This event invited 200 senior executives from Scotland's economy to join with Members of the Scottish Parliament and leading Health & Safety Practitioners to discuss the future of workplace safety.   In recognition of this event I received a letter of appreciation from Her Majesty Queen Elizabeth II.

Further enabling contributions was learning the synergy between safety and organisational leadership, empowering me to pursue personal development on this 'twin track'. In recognition of this, in 2009 the Institute of Leadership and Management ('ILM') conferred my Fellowship, and in 2010 the Institute of Directors ('IoD') did the same. In March 2017, The IoD requested that I develop a formal program for delivery to IoD members based on a recent book (Sharman & Hackitt, 2017). In June 2017 the

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[10] IOSH is the world's leading body for OSH practitioners with over 48,000 members in more than 100 countries. See www.iosh.com

[11] At time of writing there were 421 Chartered Fellows of IOSH, from a total membership of 47,231.

[12] https://www.iosh.co.uk/Membership/About-membership/Membership-categories.aspx Accessed on 27th May 2017.

[13] The official bylaws of IOSH permit a maximum of two three-year terms of office for all Board appointments.

Institute of Leadership & Management[14] appointed me as Deputy Chairman of the Board, and I became Chairman of the Board in June 2018.

Beyond these appointments I have variously served as Trustee and Board Director of the *Earth Focus Foundation*[15], a Geneva-based non-profit organisation founded by the Prince Saddrudin Aga Khan to promote positive environmental risk awareness and management; as Strategic Advisor to *The Risk Factory*[16], an immersive learning experience for children and vulnerable members of society; as Strategic Advisor to and Board Member of *Danger Point,*[17] an interactive family education centre aimed at raising awareness of risks and safety amongst children and adults; as an external Advisor to the *Glasgow Safety Centre,* an immersive risk experience designed for children and those with learning difficulties; and for eight years as President of the DuPont International Safety & Sustainability Awards, a global recognition programme recognising best in class initiatives in occupational safety, health and sustainability.

2) *Formal sharing of knowledge*

The second stream begins in 2006, when the academic component to my career commenced with teaching and examining on the undergraduate Bachelor of Science programs in Occupational Safety & Health and in Risk Management at Glasgow Caledonian University and subsequently a role as External Examiner from 2008 until 2014. The formal sharing of knowledge is a large part of my career, and therefore a key element in this context statement. In 2015, I was invited to become associate professor, teaching Risk Management on a post-graduate program at the University of Zurich, Switzerland. By the end of that year I was approached by Dr Sam Abadir, Program Director at the *Centre European d'Education Permanante*[18] ('CEDEP') on the INSEAD campus at Fontainebleau, France to join the faculty of CEDEP's executive development program *Leadership and Safety Culture* and began teaching there as a Professor in January 2016. In May 2017 I was invited to take Dr Abadir's place and become Program Director[19]. In August 2018, I launched my *Total Safety Leadership* program at *CalTech*, the California Institute of Technology in Pasadena, CA, USA with a cohort of senior leaders from multi-national

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[14] https://www.institutelm.com/about-us/governance.html

[15] See http://www.earthfocusfoundation.org

[16] *The Risk Factory* is an interactive safety centre located in Edinburgh, see http://theriskfactory.org

[17] *Danger Point* is a public access learning experience in Talacre, North Wales. See http://dangerpoint.org.uk

[18] *CEDEP* is commonly known in English as the *European Centre for Executive Development*.

[19] See http://www.cedep.fr/faculty/#2745 The *Leadership & Safety Culture* has been running for 10 years at CEDEP and is one of the longest operating programs at the school. Participants are senior leaders from multinational organisations from around the world. A brochure for the Leadership & Safety Culture program is provided as an appendix.

corporations in attendance. And in November 2018, I began teaching leadership and safety culture programs at *IMD*, the executive education school in Lausanne, Switzerland.

3) Translating ideas to energise the profession

It strikes me that academics tend to write for other academics, rather than practitioners or business people - using what Hopkins refers to as *"jargon that is intelligible only to others in the in-group"* (2016, p57). They appear unconcerned about being understood by the wider audience and lingual verbosity is used for effect even when their points could be easily made in common language. Whilst I accept a need for specialized writing, I am concerned that writers (and often, public speakers) on matters of safety remain resistant to broadening their audience. It is here that my skills as a 'translator' must come to the fore.

It is not impossible to take complexity and make it comprehensible. In fact, I can now discuss reasonably the concepts of black holes, loop quantum gravity, and wave fields (without any background in the topic) thanks to Carlo Rovelli (2015). Rovelli, in his treatise on quantum physics, did what I strive to do in safety: make the topic accessible. Not so, his peer, Alan Sokal, whose 1996 article '*Transgressing the Boundaries: Towards a Transformative Hermeneutics of Quantum Gravity',* whilst highly praised by reviewers turned the topic into a quagmire of obscurity[20].

One of my books, commissioned by a large global publishing house, was originally given the title by the publishers *"The dynamics of occupational health and safety in a fast-changing world"*. It seemed like a lot of words and an unnecessary, uncertain name. Their alternate, "*The impact of globalization on health and safety at work: Facing new health and safety challenges in the 21st century"* didn't really work for me either. Only on completion of the manuscript and with much cajoling and persuasion did they accept my title suggestion of "*Naked Safety*" – much more fitting for a book whose aim is to strip back the mystery and complexity from the subject. Similarly, my principal aim in writing my book *From Accidents to Zero: A Practical Guide to Improving Your Workplace Safety Culture* was that it should act as a primer towards a new way of thinking about workplace safety. My writing began from a start-point argument that we, the safety profession - and to a lesser degree, organisational management, have not been learning fully from the research and literature surrounding us. Rather, like the proverbial ostrich, our collective heads have been firmly wedged in the sand.

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[20] It subsequently transpired that Sokal's work was a deliberate hoax. I can't help but wonder whether this obfuscation is unique.

The challenge of communication in safety is long-standing. In a subject matter dominated by legislation and policy perhaps it's understandable. Over the last decade the language of zero – 'zero harm', 'zero injuries', 'zero accidents' - has flooded organisations across the globe. Zero has become the new unquestionable mantra and safety ideology. I've had CEOs and Vice Presidents from household names incredulously ask me why I'm so against the idea and pleading to tell them what number of accidents 'is acceptable' if not zero. I explain that the language of zero is perfectionist, absolute and rigid, and leading only to punishment, scepticism and negativity. It's a distraction from the main game as organisations become so fascinated with counting accidents and getting to the goal that they forget entirely what's at the heart of workplace safety: people. If we want to generate learning, encourage maturity, ownership and accountability then we need to adapt our language, we need to cease talking in a way that constrains achievement of these goals.

Golden threads capturing intentions, reflections and contributions

This context statement explores the golden threads running through my work that enhance a deeper understanding of the value of workplace safety, especially with regard to organisational safety culture and performance, from a broad perspective across the profession. This includes forays into broader leadership settings, and particularly focuses on the engagement and influencing techniques that deliver change in organisational culture with specific reference to workplace safety. It has been my intention to critically reflect upon and review my approach with the aim of presenting a consolidation of findings to the benefit of my profession – and to myself, as I move into the next phase of my career.

This work faces backwards, in so much as it concerns retrospective sensemaking, yet the purpose of the process is to look forwards, into my own future, utilising auto-ethnographical learning and understanding from my past: of who I am, what I do, how, and why. Following Rolfe et al. (2011, p.30) critical reflection takes place as I *"…take control of [my] own body of experiential knowledge and lay the foundations for a new individualized approach to evidence-based practice."* Accordingly, I sought to confront the tensions that have surrounded safety as a professional discipline, review my undertaking of work activities to simultaneously drive change in perspectives at macro (global, pan-industry, professional) and micro (organisational and individual) levels which have contributed to a step-change in perspective and depth of understanding, and delivered exemplary performance for my employers and clients around the world.

Through this praxis I have found that self-reflection cannot be learned from books in isolation (Houston & Clift, 1990) and that true experiential learning – that is to say, learning by doing and then *"paying critical attention to the practical values and theories which inform everyday actions, by examining practice reflectively and reflexively"* (Bolton, 2010, p.9) can provide a rich source of developmental insight, which in turn can be utilized to inform my approach, whether consulting, representing a professional body, speaking publicly, or, even, rather more mundanely yet perhaps most importantly, living a truer life myself and inspiring others to do the same.

To summarise, the public works submitted for the award of a Doctorate in Professional Studies therefore span:

(i) Publications - The creation of three books (the global best-selling book on safety culture *From Accidents to Zero; Mind Your Own Business; Safety Savvy*), and a national certificate qualification and textbook (*IOSH NCFE Certificate in Safety & Health for Business*), supported by an additional four published books and more than 200 journal articles, which reach more than 80,000 readers monthly.

(ii) Professional bodies - Leadership of policy and practitioner organisations including specific professional contributions in senior governance roles (including Board Vice Chairman, Vice President, and President Elect) with my professional body, the Institution of Occupational Safety & Health ('IOSH') and as Chairman of the Board of the Institute of Leadership & Management. The former has provided me with opportunities to influence internationally with other key stakeholders including the United Nations, the International Social Security Association, the International Labour Organization, the Center for Health & Safety Sustainability, and policy-makers in the House of Commons.

(iii) Conferences - Influence of policy-makers and practitioners globally through engagement in conferences, forums and events. This is partly achieved through presenting Keynote Speeches at between six and eight international professional development conferences annually (in the last twelve months this has included conferences in Africa, Australia, America, Russia, Europe and the Middle East), to audiences of up to 1,000 safety professionals and operational leaders. Each of my sessions have scored within the top three speaker sessions at all of these events. Further, for the last ten years I have chaired the *HSE Excellence* conference, the leading event in Europe for HSE practitioners. My

contribution here goes beyond chairmanship and includes heavy influence on the shaping of content and speaker invitations. Over the decade the conference has grown from an audience of 36 people (at the 4th edition of the event) to 276 (at the 2019 edition). Finally, I've used my experience in conference speaking and chairmanship to create my own event - *EHS Congress* – founded with a colleague in 2017 and designed to focus on developing the leadership capabilities of practitioners. Beyond the focus on practitioner development, I've chaired and spoken at many public body or policy-making events - such as chairing and speaking at an event in the House of Commons to commemorate the 350th anniversary of the fire of London, and the creation and chairmanship of a formal debate on health and safety at Holyrood, the Scottish Parliament, in 2008, for which I received a letter of commendation from HM the Queen . As the national newspaper reports: *"An extraordinary thing happened in Edinburgh last week – a panel of speakers from the Scottish Parliament, the Institute of Directors, regulatory bodies and the legal profession agreed on something. And the topic was health and safety. The Edinburgh branch of the Institution of Occupational Safety and Health (IOSH) hosted a debate at Holyrood to get some answers from the people who direct, regulate and enforce health and safety. And what did they agree on? The need for a pragmatic approach to risk."*

(iv)   Professional practice - Leading edge professional practice, consultancy, and thought leadership across more than 120 countries (ranging from rural locations in developing nations – such as remote sugarcane plantations in Jamaica, or oil and gas processing facilities in Uganda - to complex operations in developed countries, for example global technology giants in Silicon Valley, luxury goods retailers in the UK, or the world's largest food processing factories in Europe) which reinterprets, transforms and translates existing research and knowledge into new contexts, and develops and disseminates such knowledge, perspectives and approaches to my consulting clients – typically large multinational corporations and NGOs, leading to the emergence of a philosophy and framework I call 'creating safety'. I do this in two main ways: first I act almost as an 'evangelical audiobook' version of my writings (and that of others) as I take complex ideas and translate them into practical and meaningful guidance. Second, my physical interventions to diagnose and resolve issues faced by my clients, and support the restructuring of processes and development of their people to create a safer workplace.

My central claim for these public works is that in order to drive a successful, sustainable step-change in organisational culture which results in a significant reduction in workplace injuries, exemplary leadership and effective employee engagement are key. This is achieved through a retrospective picture that will be explained in subsequent chapters, combining:

(i) Analysing, critiquing and reconceptualizing the dominant perception of and approaches to workplace safety and health management around the world, complemented by my thought leadership, covered by this context statement

(ii) A summary and reflections on the journey of personal development and professional practice in developing, shaping and sustaining my approach to creating the public works which have encouraged, facilitated and supported changes in public perspectives, influenced the evolution of my profession, and driven step-changes in the performance of multi-national corporations. The ongoing process of reflection has led me to recognising the need to adjust my assumptions, adopt new or modified focus, and recognise that I need a different voice for different audiences – hence the diversity in my written articles, and varying target audiences for my books

(iii) An overview and reflections on supporting evidence, the development of my practice and personal style utilized in my consulting with international, diverse, high risk and complex multinational corporations and Non-Governmental Organisations.

I explore how my personal development has shifted from a practitioner of occupational safety taking a rules-based compliance approach to preventing accidents, to a recognized global thought leader striving to help business leaders and organisations take a more human, inputs-driven approach to '*create safety*' in the workplace and beyond. This development leverages an underpinning paradigmatic lens, with learning, interaction and experience from a range of disciplines and fields of practice including law, organisational behaviour, and positive psychology, culminating in a new framework for '*Creating Safety*' - which whilst still in an emergent phase in terms of conceptualisation and presentation, I hope stimulates conversation and provides core principles for effective application to generate flourishing with self-organisation for sustainability. It has become apparent to me that in creating this context statement, it in itself serves as a post-rationalisation, and the current analysis and re-contextualisation may lead me to new insights that can drive my practice forward in new or changed directions.

Reflections on my Published Works

I now pause to turn my attention to the impact of my practice, considering how my work has landed, and quantify its influence.

My public works have been developed with others in mind. Books for professionals and practitioners, for employees, and for leaders. Journal articles designed to provoke thought and encourage action, face to face – governance (IOSH) and provocateur. Key themes have been around challenging dominant paradigms and developing risk literacy. In recent years I've moved into an increasingly discursive mode, encouraging debate, discussion and the transformation of how safety is perceived and achieved in the organisational context. What I present in my submission I believe adds to my prior work, but it does not stand alone. As Kotter (2014, p ix) says *"This is not a case in which new realities mean that old ideas are no longer valid. It is more a case of adding to previous conclusions in a way that takes us to some very big new ideas."*

The process of reflection has caused me to understand how both my learning style and my frame of reference changes – from activity to activity, and across differing cultures and conditions. Naturally, the outcome of reflecting leads to the creation of assumptions, upon which my beliefs, habits and points of view are based.

Following Mezirow (2003, p58): *"Transformative learning is learning that transforms problematic frames of reference – sets of fixed assumptions and expectations (habits of mind, meaning perspectives, mindsets) – to make them more inclusive, discriminating, open, reflective and emotionally able to change."* In simple terms transformational learning is how I make sense of my own experiences, as well as a practical goal for my contribution.

Looking back at my written work, in my eight books, over 200 journal articles, and innumerable professional conference papers it is clear to me that I have not deliberately set out to create any kind of organic development. The golden thread running through them all, rather, is one of insistence and repetition. In his 19BC poem *Ars Poetica* Horace offers that *"Haec decies repetita placebit",* which today could be translated as *'things which are repeated are pleasing'.* Whilst I am not certain that everything I have said on safety has always been pleasing - in fact, I recall several occasions where my message has generated the opposite outcome: my voice does not always gain the sway I intend, nor hope - I do believe that what I have had to say has been significant, and bringing significance to safety

has therefore been my purpose. At this point I must ask myself whether this significance is something I have read into my own work – and I have no doubt that on occasion this may be true. As human beings we have a natural tendency to attribute a degree of positive bias to most things we do. The significance of my works as a whole, then, I feel, is that of demystification. I have striven to tackle the black cloak of mystery that shrouds what is, and should be, a very reasonable, straightforward and worthwhile undertaking: that of ensuring that people are able to live and work amongst risks safely. I have sought to build connection between the objectivity of scientific and academic research and the subjectivity of its interpretation. I work to erase the negative stigma surrounding the safety profession, using my words to encourage, empower and enable others to understand and embrace risk in a meaningful way.

My voice and certainty have gained over time, as the messages in my books have adjusted in both focus and audience as a result of my work in practice. For example, in *From Accidents to Zero* my initial intended audience was 'everyone interested in improving workplace safety culture'. I believed that this would encompass OSH practitioners, operational managers, supervisors and senior leaders alike. Certainly I've received positive feedback from each of these groups, though it is with operational managers and OSH practitioners where the messages were most strongly resonating. Yet I recall that within a year or so of the publication of this book, I started to feel as if I had both hit and missed the target. Through my work as a professor of leadership and safety culture at the *European Centre for Executive Development* I gained a valuable insight of a prevailing leadership assumption: that shop-floor operations can be effectively 'remote-controlled'. This manifests in communiqués such as '*Be Safe!', 'Safety First!'* and potentially misguided 'all employee' speeches intended to reinforce a leader's commitment to the pursuit of 'zero accidents'. This was a stark reveal: my messages in *From Accidents to Zero* were neither reaching the top tier leaders nor percolating down to the shop-floor where the accidents were happening. Whilst I thought that the content in *From Accidents to Zero* was clear and concise, through my consulting practice I learned that executives needed a much more distilled approach. Hence the creation of the book *Mind Your Own Business*: *What your MBA should have taught you about workplace Health & Safety* as an antidote to the lack of understanding of how leaders could effectively influence their organisation's safety culture. By re-engineering my messages with a more nuanced boardroom vocabulary over just five chapters (presented as logical steps in a sequence to achieve safety excellence) I've been able to find a different voice to reach this different audience. Despite the relative success of the *Mind Your Own Business* book, over the last two years I've frequently had top executives asking me for the 'three best things' or 'most important thing I can do' to improve safety. I've responded by adjusting the content of *Mind Your Own Business* to include a new final page

of each chapter which provides a set of reflective questions and specific actions for leaders to undertake. Now, recognising the busyness of global corporations, when delivering workshops based on the book I often begin by stating that I understand how busy these leaders are, and how they don't have time to read 300 pages of a safety book, then I ask them if they might be able to read just five pages. Usually everyone nods encouragingly, and I ask them to do just that: read the final page of each chapter. Almost without fail, within a few weeks of a session, I begin to receive emails from participants telling me they enjoyed the practical actions so much they went back and read the chapters too. As I look back on the book now, I can imagine an even more distilled version – a kind of 'fast and light guide' pocket guide to safety leadership - a new idea for further consideration, perhaps.

It was not just the upper levels of leadership that were missing my messages from *From Accidents to Zero.* In visiting the shop-floor of clients who had undertaken programs based on the book I could sense a potential disconnect between dialogues amongst workers and the discussions and language in my workshops and the book. It dawned on me that, as far as I was aware, no-one had ever written a book on safety exclusively for the workforce. Typically, written communications at this level are restricted to formal policies and procedures, and the occasional staid safety poster reminding them to '*wear protective clothing*'. My book *Safety Savvy* was designed to respond to this disconnect by making safety personal to workers in a way that felt more comfortable than simply being told what to do. Stripping back the jargon, the complexity, policies and procedures I aimed to create the feeling where the reader 'wants to be safe', rather than told to be safe. Using stories involving Rocky Balboa, Brad Pitt, Tom Cruise, Nelson Mandela, and even Homer Simpson I strive to unlock the 'five keys to being *Safety Savvy*' in this high-impact, little book. Using an easy conversational style my aim was for it to be read in less than an hour. *Safety Savvy* has become popular with exactly the audience intended, as a comment from a recent reader confirms: *"Safety Savvy is fast-paced and exciting. It relates to real life and breaks down the barriers of safety being perceived to damage performance. For us it's brought safety into our daily consciousness and it means we can speak about it as a genuine business enabler, just like reliability, quality and performance." Stuart,* Formula One Racing Team.

In re-appraising my original intentions and communication methods, I'm reminded of the old adage that there are '*different strokes for different folks*'. At times this has felt at odds with my desire to ensure clarity and consistency through repetition of key messaging (after Skinner, 1974), though on reflection what I understand is that I'm not actually creating new messages, rather finding ways to translate them into the language and format that fits the audience's needs best.

In considering the contribution to the creation of new knowledge and practice I'm conscious that real

impact doesn't come from building back-room theory nor from the exclamation of experience, rather it comes from a subtle combination of both, which I then strive to share through my written and spoken word.

> *"As the editor of Safety & Health Practitioner, the world's leading magazine for about 45,000 occupational safety and health professionals, I've had the pleasure of working very closely with Andrew over the past few years. Throughout this time, Andrew has provided some of the most thought provoking and highly regarded articles that we've featured in the publication, often on behavioural safety, organizational culture, and safety leadership.   His ability to take a potentially dry and complex subject and translate it into essential real-world practical ideas and concepts that provoke critical thought and stimulate action is at the same time articulate, impressive and very much needed.*
>
> *A thought leader in the safety and health industry, Andrew has been a pivotal figure both at IOSH and as an independent thinker. When he's not chairing conferences and presenting at international events, he also shaping the future landscape through his insightful behavioural safety books. As one of the go-to experts in the safety and health field, Andrew has become a leading blogger on SHP Online where he continues to push the envelope."*   Nick Warburton, Editor, SHP magazine

Being a thought leader means maintaining a mental library that has the breadth and depth of knowledge to understand which pieces of information can be discounted and which need deeper investigation or elaboration. This kind of critical discrimination cannot be achieved through the application of rules, but only through experience. Creative thinking and 'pushing the envelope' is on the rise, as Florida reports: *"Bizarre mavericks operating at the bohemian fringe"* are now *"at the very heart of the process of innovation… in science and engineering, architecture and design, education, arts, music and entertainment"* and coming together with *"creative professionals in business and finance, law, healthcare and related fields"* (2002, p6-8).   My work is about questions, suggestions, and recommendations, aimed principally at organizations, and also leaders – whether they are in those organizations, or coming together as a group of like-minded individuals at a conference. As a 'critical friend' I strive to help others make sense, develop confidence, build trust through my support. Collectively my journal articles and online blogs reach in excess of 85,000 people each month, sales of my books have exceeded 80,000 copies, and over 60,000 people have attended one of my training programs – delivered by me, my company, or under licence using my materials.

Chapter 2 - Theoretical Lens and Ethical Considerations

Designing research and, as I have come to realise, actually *conducting* research as an inherent way of professional practice, is about safeguarding rigor in the process and ensuring confidence in the outputs as fundamental to the quality of my work. I have considered how a research paradigm is traditionally known as *"the set of common beliefs and agreements shared between scientists about how problems should be understood and addressed"* (Kuhn, 1962) and characterised according to three dimensions (see Guba, 1990) of ontology (what we know, or see, as reality), epistemology (how we know something, or how we relate to something) both of which influence the methodology (how we best capture knowledge, the procedures, tools and sources we use).

Whilst writing this context statement, it became apparent these three elements run deeply in my work: my ontology and epistemology positions representing the worldview and assumptions I hold that influence my expectations, responses, thinking around what and how things should be done; plus, my place in relation to this knowledge and the world around me – both of which are subtle, intangible, yet emerge in my style of working and approach to life. These have influenced my methodology, representing the more visual or tangible elements of how I work, accrue knowledge and apply it.

For example, through my professional practice - which essentially, is me living and working in a natural research setting - I always place the human at the heart, deeply seeking to understand their experiences, minds and behaviours, as opposed to attempting to quantify it – so human subjectivity contributes to the knowledge (Terre Blanche and Kelly, 1999). In line with Denzin and Lincoln (2011), I position myself with proximity to these humans and the world they experience: I get into their world, as understanding of the world they experience is developed with social nuance, cultural influences and uses language and storytelling to share insights. To help me, I incorporate and merge theoretical perspectives adopted from those who have been influential in my career (e.g. Schein's 'humble inquiry') alongside my behaviour, communication, actions and processes, to educate, positively disrupt and energise evolution with a combination of evidence-based practice and my last 20 years of accumulating anecdotal evidence – in essence, my pillars of inquiry, flexible instruments and style of working – shown in the emerging framework '*Creating Safety*' (see appendices).

When I contemplate the nature of my research and my position within that, it is clear I have chosen a qualitative research approach, from an interpretivist ontological paradigm (i.e. the subjective experience of each person is what matters), followed with a subjectivist epistemology (i.e. the reality

of each person I work with is what counts) and considering my methodology is always to accrue knowledge through proximity to those I work with in order to best understand phenomena in its natural setting, autoethnography is the overall qualitative approach I choose, and a method often used in organisations with topics such as leadership (Boyle and Parry, 2007).

Qualitative research can be described as a *"variety of empirical materials – case study; personal experience; introspection; life story; interviews; artefacts; cultural texts and productions; observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individual's lives"* (Denzin and Lincoln, 2005, p. 3). This quote resonates with me as my natural style of research, certainly within professional practice, and the evolution of my other contributions held in this context statement is, indeed, to use a variety of methods that are best suited to the situation – whatever will reveal true knowledge, enable subjectivity and closeness and *"connect with people on the level of human meaning"* (Wall, 2008, p. 10).

Through this context statement, I present various examples and stories - of my own life and that of others - that document how knowledge is accrued and research conducted with that subjectivity and closeness achieved through my active role in interacting with others - my auto-ethnographical approach acting as a method of positive inquiry underpinned with a moral and ethical stance – that drives usefulness to others. This context statement can therefore be considered a story in itself, a case study of auto-ethnography as a research strategy that runs through my life's work and captures the underpinning beliefs I hold dear, and the influence and shaping of these beliefs, and my practice, by the cultural contexts I find myself in.

Auto-ethnography is a method of *"studying a particular life, (so) we can understand life"* (Chang, 2008; Ellis, 2004). Hesse-Biber and Leavy (2006, p.189-190) define it as: *"A research, writing, story, and method that connect the autobiographical and personal to the cultural, social and political. Autoethnographic forms feature concrete action, emotion, embodiment, self-consciousness, and introspection portrayed in dialogue, scenes, characterization and plot."* This resonates across my context statement and appears, almost written for me, as I use stories, writing and methods of connecting people within various cultures, social networks and (organisational) political settings. The narrative I tell to describe my research findings that contribute to the Works indeed, do describe such actions, emotions etc, within various scenes. This is supported with Chang's (2008, p. 43) view that *"autoethnography shares the storytelling feature with other genres of self-narratives but transcends mere narration of the self to engage in cultural analysis and interpretation"* and Ellis and Bochner (2000;

cited in Chang, 2008, p. 48) statement that researchers in *"autoethnography vary in their emphasis on research process (graphy), on culture (ethno) and on self (auto)"*. Again, views almost written for me, as I constantly navigate through diverse cultures, drawing important lessons from such a broad range of cultures across the globe as I glimpse things about my practice which would otherwise be hidden from those who practice solely within one regulatory framework, one country, or within a particular industry sector, or level of organisational safety culture maturity. For example, the cultures to which I am exposed whilst teaching senior blue-chip executives at the business school outside Paris are fundamentally different to the cultures extant in a platinum mine in Zimbabwe. Cultures prevailing on a Siberian oilfield are equally distant to those of tech giants in Silicon Valley, USA. And so it is, having now worked in more than 120 countries around the globe, I find myself flitting between these diverse cultures, purposefully putting myself in the moment, in the *cultures* of these organisations, which allows me to see the characteristic variations between them, and how workplace health and safety is perceived and incorporated within these organisational, sectoral and national cultures, as I move around the globe. An ethnographer's 'tools of the trade' typically include observations, fieldnotes and engagements. Indeed, these tools are mine: my regular online blogs are certainly a form of fieldnote – and frequently report from the frontline on some aspect of culture or leadership to which I have been exposed[21], my narrative style of writing in my books and journal articles too, are, in essence, formed from observations and notes in the field, and in my professional engagements I become a 'participant' in the bigger picture, the process – although always as an 'outsider looking in', rather than an 'insider looking out'. This participation spurs my development as a human being and is core to who I am and how I practice. Whilst my personal story is inextricably linked to my work it's not the predominant way that I am sensemaking (Weick, 1985) – this comes through my engagements and my reflexivity. My 'story' is essentially the tapestry woven from my experiences as I interpret and reinvent what 'field notes' really are, within the context that how we influence today is fundamentally changing.

The issue of subjectivity versus objectivity is common amongst auto-ethnographical research (Chang, 2008) and has caused me to reflect. I am a man of science, of truth, knowledge, who appreciates narrative and human personal experience as key to any reality, which has left me wondering: where does my research fit? Anderson (2006, p. 378) suggests analytic autoethnography (AA), which is what I see, as a fine balance to this personal dilemma, with associated research guidelines: the ethnographer sits within, as a full member, of the research group, or context; analytic reflexivity, adopting a scientific mind with personal reflection; the ethnographer, and their role, is visible in published texts; dialogue with informants beyond the self, hearing others interpretations through networks; the ethnographer is

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[21] See particularly the blogs for *SHP,* for example https://www.shponline.co.uk/culture-and-behaviours/andrew-sharman-new-rules-of-safety-ask-the-right-questions/

committed to developing theoretical understanding of broader social phenomena. As is presented in this context statement, all of the above guidelines resonate through my contributions.

At a deeper level, AA is a blessing as it allows my pragmatic and scientific nature to shine through in a world of subjectivity and storytelling (i.e. my epistemology - I am real-world practice orientated, people-driven, focused on positive results, assumes each person's reality is a combination of a factual external world and individual internal world), with my view on reality (i.e. my ontology - reality exists as fact, yet everyone experiences a different level of fact, whereby reality is out there to be discovered, yet always negotiated, debated, discussed, unravelled, interpreted and illuminated in a subjective manner). Additionally, clients want me to be analytical, objective and subjective all at the same time. Therefore, as mentioned above, the best methodology (or use of multiple methods) is whichever one generates positive evolution and fits to what truth works at the time, as that truth as collectively seen is the truth (thus representing key components of pragmatic worldview), with fluidity and flexibility built upon a set of fundamental pillars. I operate AA within interpretivist paradigm, as I conduct research as a participant amongst people and work with their differences - my associated real-life experiments are a series of quests to determine boundaries for such fluidity, flexibility and fundamental pillars.

This AA qualitative research approach, with pragmatism at the heart[22], brings *"the actors, their emotions, interpretations and actions within the organisation to the fore of the analysis, and for focusing on* [safety as] *an emergent process"* (Georg & Fussell, 2000) and as I enter a cultural challenge within an organisation (or indeed in a broader professional conference setting) I interpret and debate the realities in which I find myself as I seek to find a solution to create the change the client seeks. This helps embody the process of 'being safe' as opposed to achieving a goal of safety. In my dialogic attempts to critically reflect on my working life from a disassociated, holistic perspective I strive to *"recapture my experience,"* (Boud *et al.* 1985) to *"think about it, mull it over and evaluate it"* (Ibid, p.19) and, in doing so, have attempted to investigate my experience using qualities and whole-hearted judgements in order to, in Dewey's (1933, p.30) words secure *"integrity in one's beliefs"* and to *"work on what is already known and add new information with the result of drawing out knowledge, new meaning and a higher level of understanding"* (Paterson & Chapman, 2013, p1)*.*

In essence, I see reality as co-created. We all have our own versions of reality, built upon our interpretations, perceptions and experiences whilst viewing the same thing e.g. as an analogy, every

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[22] I've always felt myself to be a pragmatist in my approach to life more broadly.

individual in a football stadium watches the same match, a match that is 'reality', yet as they are positioned in different seats, with different expectations of the game, they all have unique perspectives, and those collective perspectives create reality. Similarly, when I work with leaders in organisations, I seek to understand their individual realities (e.g. by asking them to agree or disagree with statements), using my ears to listen to their stories and interpretations, and then confirming or disputing those findings with my eyes through observations to form a collective view on reality, which is to me the truth that I then use to help analyse safety issues and guide my interventions. I would therefore say I am a critical realist, because I consider and incorporate each person's perspective on 'reality', from multiple levels and angles within a constantly changing and fluid, evolving organisation or world, always appreciating the relationships and influence between the individual, group, organisation, culture etc.

Peirce (1878) described these real-life experiments as a 'laboratory philosophy', whereby I test my own theories by conducting 'rational action experiments'. Peirce's paper, entitled *How to make our ideas clear* is credited as the source of pragmatism and points towards incorporating concepts such as truth, reality and probability, which I draw and build upon with Dewey's (1999) integration of common-sense inquiry (focusing my work on positive evolution as an end result in everyday life) and scientific inquiry (using rigorous knowledge to perfect the route of evolution). These concepts have shaped my approach to each 'real life experiment' – constantly evoked through this context statement - and I have embarked with the anticipation that anything not true will be revealed to me and provide a new opportunity to refine the experiment, slowly shaping my professional contributions.

For example, at CEDEP, CalTech, and IMD I enjoy the freedom to create a paradigm shift in others, evolving their personal lens on the world around what's right, what's working, what's possible, and encouraging them to step outside comfort zones, wear new glasses, embrace blind spots, thus experimenting in a way that also chimes with James' view of pragmatism. James suggested that pragmatism holds an '*anti-intellectual tendency'* (James, 1981) and "*represents a perfectly familiar attitude in philosophy, the empiricist attitude*" (James, 1975). Certainly in my work I have striven to stimulate new ideas and thinking on safety, create open and expansive views, yet at the same time regarded my hypotheses and concepts not as fixed rules, but flexible and as John Dewey suggests, '*instruments, not answers to enigmas'* (Dewey, 1999) that are utilised in accordance with 'the logic and ethics of scientific enquiry' (Ibid.).

I have found multiple benefits from my chosen lens, both the pragmatic scientific and the evocative storytelling approach that enhanced my contributions, that resonate with Chang (2008): the approach

has been friendly and accessible, to both me and those I work with, to generate knowledge and share insights; it's enhanced cultural understanding, enabling me to work successfully across cultures and help others understand cultural influences at organisational and national levels; has helped transform me, personally, plus people I work with and their organisations; it's illuminated an external reality, balanced with each person's internal reality. I have also been careful to navigate the difficulties to ensure rigor, which is where my constant reflexive learning has been most beneficial. For example, in line with Chang's (2008) views on the hazards of autoethnography, I have been careful along the way to remember the relationship of my own judgements and 'self' to that of others, operating a fine balance to set aside when needed and use when required, avoiding focusing on myself in isolation to others; balance narration with analysis and interpretation; rely on written, recorded, factual data where appropriate - instead of relying entirely on memory, which alters over time within various bias; operating ethically (which I explain later), particularly with stories post-event.

Critical to my research, in particular through professional practice and roles within professional bodies, has been using my reflexive nature to ensure good ethical standards and an underpinning moral conduct, which I strive to embody personally and professionally. In line with Wall (2008), my autoethnographic research presented unique ethical considerations with each new person, setting, or phenomena to be understood, or story to be told. I have always endeavoured to ensure privacy and anonymity of others, sharing stories only by authorisation, or removing any identifying information (e.g. name, company, job title). To me, this is a simple matter of respect, reliability and trust – three core personal values.

The guidance presented by Mouton (1996, p. 243) resonates with me around how I should treat people - particularly as the nature of my work means people's experiences are rarely in isolation – always requiring integrity and judgement from me. This includes the right to privacy - particularly as we are often dealing with sensitive matters; anonymity and confidentiality; informed consent - so if their stories or our interactions are to be relayed (particularly in a manner that would identify them), their authorisation is received first particularly when we engage in group workshops which by nature require an element of revealing their true selves, plus consent at each stage of engagement, so they can withdraw if desired; right to remain free from harm, physically, psychologically, or emotionally, which is paramount considering my context statement is about safety.

In support of this, guidance from Tolich (2010) on research integrity has been valuable, and I have always embedded into my approach the following: putting people first and at the heart of research (this

comes naturally given the focus is improving the safety of those people); respectfully depicting stories as close to truth as possible, to avoid misrepresentation; be aware of my role in the research, that I don't operate as an observer, but guide the inquiries and as a result, must do so, whilst avoiding any power or negative authority emerging. Ellis (2007) describes this as relational ethics, which resonates with my style of working as I consider the heart and mind of myself and others, am aware of how we are all connected, and take responsibility for my role within this - whilst considering the perspectives of academics, leaders, workers and other practitioners I encounter as all equally important in their own rightful way throughout my research and narratives – which enables me to conduct good ethical practice, that can be termed relational.

Chapter 3 - The Evolution of Occupational Safety

In this chapter I contextualise the world of work in which I practice. Beginning with an outline of the legislative landscape and the evolution of safety law I explain how a culture of fear has grown around the world, leading organisations to define safety as the absence of accidents. I describe the dogmatic focus on 'zero accidents' as a misguided performance target, before contrasting safety with sustainability and introduce ideas from positive psychology that can help to move things forward.

A 'safe' world of work?

Occupational risk now contributes to more than 9% of the global mortality rate, and over 4% of global Gross Domestic Product (GDP) is lost due to injury, death, disease, and absence from work (ILO, Ibid).

Without doubt, deaths and injuries take a particularly heavy toll in developing countries, where large numbers of workers are concentrated in the most hazardous industries - primary and extractive activities such as agriculture, fishing, logging and mining (ILO, Ibid.). Around the world, employers have a responsibility enshrined in law to look after the health and safety of their workers[23]. Safety at work is one most important and developed aspects of policy within the European Union, and one of the pillars of the European social model, yet each year over 5,000 people in the European Union lose their lives at work. With over 4 million occupational accidents occurring every year in Europe there's now a one in ten chance of a worker here experiencing some form of occupational accident. Fatality rates in some European countries are now twice as high as in others, and in parts of the Middle East and Asia fatality rates soar to four-fold those in the industrialised countries with certain hazardous occupations considered 10 to 100 times riskier than average. Furthermore, moralistic questions of humanity beat as strong as a drum with cries for stronger legislation being heard across the globe yet the application of health and safety law is heavily conditioned. This context, on a global scale, sits at the heart of why I do what I do. I feel an urgent, pressing inherent need to help – organisations, individual leaders, societies, and professional sectors.

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[23] Here in Europe this falls under EU Directive 89/391 EEC.

Burdens of bureaucracy

In industrialized nations around the globe, the advent and implementation of safety laws has undoubtedly caused a significant improvement in working conditions when compared to times gone by. Of course, laws on their own do not drive this change, but rather the enforcement (or anticipated enforcement) of them – though enforcement requires not just a law upon which to base action, but a resource through which to check if employers are complying with the law.   Labour inspectorate agencies exist in all developed nations - and are beginning to grow in some developing nations - today, but each faces the same problem: that it is impossible to carry out formal inspection of all workplaces due to their number. As a result, I have often pondered – if that is the state of play, how can I create safety where there is lack of comprehensive inspection, in a way that's internally motivated, self-driven, self-organized and self-determined, by the hearts, minds and hands of those living and working around the world?

Following the global financial crisis of 2007-2008 almost all regulatory bodies cut back their cadres of workplace safety inspectors. For example, in Great Britain, often cited as having one of the best safety records anywhere in the world, field inspectors were reduced by 30% and prosecutions for health and safety failings fell by half. In order to grow development, neoliberal policy agendas around the world have encouraged the removal of organisational restrictions and various iterations of British government have sought to introduce new laws and revise or repeal outdated regulations, potentially damaging for the world of safety, unless handled properly. Here lies a challenge I've manoeuvred and, in a sense, been frustrated with, for many years.

Perhaps as a response to the UK's languishing around the bottom of the top ten in the World Economic Forum's Global Competitiveness Index[24], in the last two decades in Britain Labour has called for 'bonfires of red tape' whilst the Conservative party were *"waging war against the excessive health and safety culture that has become an albatross around the neck of British businesses"*[25] referring to what they called the 'burdens of bureaucracy' on modern business. In January 2012 Cameron announced his plans for 'fixing Britain's health and safety' by explaining *"I don't think there is any one single way*

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[24] In 2001 the UK was ranked seventh globally for overall competitiveness. In 2004, the UK slipped out of the top ten, then jumped back to ninth place in 2005, dropped to tenth in 2006-2007, back to ninth in 2007-2008, and then twelfth in 2008-2009. In 2018 the UK was back in the top ten, at eighth position. Reports accessed at https://www.weforum.org/search?utf8=√&query=Global+Competitiveness+Report&cx=00537478448757553 2108%3Azwr8u4lxoba&cof=FORID%3A11&op.x=9&op.y=19&op=Search

[25] Prime Minister David Cameron announces his war on red tape, see e.g. https://www.independent.co.uk/news/uk/politics/david-cameron-i-will-kill-off-safety-culture-6285238.html

you can cut back the health and safety monster. You have got to look at the quantity of rules, and we are cutting them back. You have got to look at the way they are enforced, and we are making sure that is more reasonable."[26] Whilst there would be cries of appreciation from certain parts of business and society for this apparent easing, with Cameron's allegations that his government "*…has a clear new year's resolution: to kill off the health and safety culture for good*"[27] I recall feeling at the time that this could be a death knell for the health and safety profession and many - myself included - feared that Great Britain would tear apart the solid regulatory infrastructure founded on the Health and Safety at Work Act and enhanced by the European Parliament throughout the 1980s and 1990s[28]. What next, I wondered?

The Institution of Occupational Safety and Health ('IOSH') - representing more than 47,000 professionals working in health and safety - condemned prime minister Cameron's remarks above. Richard Jones, Head of Policy at IOSH said: "*Labelling workplace health and safety as a monster is appalling and unhelpful as the reason our legislative system exists is to prevent death, injury or illness at work, protecting livelihoods in the process. The problem identified by the government's own reviews is not the law, but a rather exaggerated fear of being sued, fed by aggressive marketing.*" In the UK, and in many other jurisdictions, to my horror, the monitoring of labour and safety standards has now been drastically cut back over the last decade, and in some cases even replaced by '*voluntary*' industry compliance. Diminishing numbers of enforcement inspectors serve only to fuel societal concern and public outcry (Furedi, 1997).

Legislative landscapes

In 1974 Great Britain brought into law the Health & Safety at Work etc. Act[29] - essentially the foundation stone for workplace health and safety. 45 years later, the Act still carries weight, not just in the UK, but further afield where other nations have emulated its construct and content to form their own regulatory frameworks. Since 1974 further laws[30] were added to bolster safety at work. Today, in many

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[26] Reported at http://www.theguardian.com/politics/2012/jan/05/david-cameron-health-safety-monster Accessed 18 July 2016.

[27] Ibid.

[28] Whilst the government sought to reduce the regulatory infrastructure, at the same time there were in fact a number of new pieces of legislation that were enacted. Nonetheless, the significant negative communications from the Prime Minister and the subsequent media attention served only to disparage the safety profession further.

[29] The Health & Safety at Work Act can be seen to be both retrospect and proactive in its influence. The Act introduced the notion of 'managing' safety risks and in this sense safety management has, in itself, evolved as a domain-specific management system within a wider risk management field.

[30] Much of modern British health and safety legislation is based on a core requirement for the employer to provide adequate '*information, instruction, training and supervision*'. This has been adopted by most commonwealth nations, and further utilised by many other nations.

developed nations around the world, the focus remains on control of work-related health risks and the prevention of occupational accidents.

Since the early 1980s management of workplace safety has centred upon the creation and use of 'Safety Management Systems' which, when examined reveal more than a passing similarity to solid business management principles related to areas such as assuring quality or creating business excellence (see e.g. Zimolong & Elke 2006). With the benefit of hindsight we might attribute this systematic approach to the glut of industrial accidents occurring in that decade, including the sinking of the Ocean Ranger killing all 84 crew members (1982); the San Juanico petroleum explosions in Mexico killed 600 people and left nearly 7,000 more severely burned (1984); the massive release of methyl isocyanate at Bhopal which claimed up to 20,000 lives (1984); an explosion at the Pacific Engineering plant in Nevada killed two and seriously injured 300 people (1985); the explosion on oil platform Piper Alpha claimed the lives of 167 men of the coast of Scotland (1988); and an explosion at the Philips 66 plant in Houston, Texas killed 23 and injured 314 others (1989). This is just a selection of tragic events from the 1980s – hundreds more litter the archives and must, at that time, have created considerable societal tension and pressure on governments around the world to take safety more seriously. Creating and implementing formal management systems would certainly have been considered a sensible step forward to reduce the risk of industrial accidents occurring, but my view is that these are insufficient on their own. As Rundmo (2000) and Sjoberg (2001) argue, much more must be done to change attitudes and influence behaviours of those leading organisations and practitioners working in the safety domain.

Over time, these management systems have taken a standards-based approach to safety – often reflecting international standards[31] as well as being shaped by relevant local legislation. To the practitioner, charged with ensuring safety in his business, it would seem apparent that the safety management principles articulated by these standards, their foundations as enshrined in law, and as explained in most academic textbooks available on the topic, are presented on the notion that science and industry have each provided reasonable models for maintaining safe operations. But quite simply this is far from the case. Hale and Baram (1998) conducted a robust literature review that concluded that safety literature could be characterized as *"the accumulated experience of common sense"* and as *"general management principles applied to the specific field of safety and health."* Whilst Hale and

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[31] Such as quality standard ISO 9000, environmental standard ISO 14001, the early British Standard for safety BS 5750 (replaced by OHSAS 18001, and subsequently in 2017 by ISO 45001).

Baram acknowledge the potential utility of safety management systems (Ibid.) they suggest that these really only present 'best practices' of large, mostly US-dominated enterprises.

Rather than solve the safety problem, I feel this provides us with an even more sizeable and confounded challenge: the assumption that rules are necessary to guarantee safety, that standards are created to provide a framework for attaining legal compliance, and management systems are built to attain the requirements laid out in the standards. To me, this homogenic approach misses the real focus of safety, no matter where we are in the world, or what we are doing: *people*. Further, these systems do not consider cultural specifics such as how work is designed, issued and performed; leadership style; employee engagement, participation and reward (Steers et al., 2013).

Safety regulation is based on the tenet that without laws, the market itself would not provide adequate protection for workers at a socially optimal level if left unregulated (Verbeek, 2010). But here lies a paradox. I suspect that most people when asked would follow Verbeek and believe that regulations are necessarily the best available solution to keep workers safe from harm. Yet there is strong evidence to show that regulation is not effective unless it is sufficiently implemented (Tompa et al. 2007). So the question remaining is that in a climate where traditional regulation cannot ensure worker safety at an optimal level and is viewed as bad news for business, what must be done to create safe workplaces?

The power of positivity

In recent years the work of Martin Seligman has reached popular consumption as he argues the benefits of making a strategic shift towards positive enrichment of our lives as opposed to a focus on elimination of the negative. Following the ideas of his predecessor Bowlby (1969), Seligman writes that *"...feeling positive emotion and expressing it well is at the heart of not only the love between a mother and an infant, but of almost all love and friendship."*

Seligman's challenge was initially levelled at practicing psychologists, with a suggestion to shift focus from reducing patients' depression to increasing their happiness. Seligman proffers a 'Happiness Scale' as opposed to the more typical 'Depression Scale.' This subtle shift from looking through a negative lens (at mental illness) to taking a more positive frame (mental health) has begun to transform our approach to psychological strategizing and the identification of outcomes. The Depression Scale focus is on harm minimization whereas the Happiness Scale seeks to promote health and wellness. Through his challenge – first to psychologists and then, through his books and public speaking - Seligman has reminded us of an alternative approach to performance improvement, that rather than focusing on the

remediation of negatives, the repositioning of our attention to aim for promotion of positives may serve us better.

This is the foundation of positive psychology. And positive psychology has become the bedrock on which my own approach to my work is founded. The application of Seligman's logic to safety is entirely possible. Making a mindset shift in focus from the negative to positive translates to me as moving from a focus on preventing accidents to one where we 'create safety', a term I have coined and articulate in my books (Sharman, 2014; 2015; 2016; 2017; 2018) and in my consulting and public speaking work.

The rather negatively-biased 'Depression Scale' fits neatly over corporate attempts to reduce accidents to zero, but if we see zero as a point on a curve rather than the overall target and shift our scale we find new opportunities to initiate change and attain meaningful outcomes. This means taking the assumption that beyond zero there must be positive points on our scale, a 'plus one', 'plus two', 'plus three' and so on. By choosing to take an alternate paradigm we may construct the notion of 'positive safety' where the aim is not prevention of harm but the promotion of health and wellbeing. I truly believe that the current lens through which safety is viewed (injury prevention) is limiting progress for many organisations and that this mindset shift is crucial for the future success. This belief is what lies at the heart of who I am now, how I have become, and why I do the work I do.

'Creating safety' is, then, a focus on people and process rather than outcomes. By proactively and mindfully working on the inputs – such as leadership, engagement, motivation, and team spirit – good workplace safety is a natural outcome, and key to my context statement.

Amidst a culture of fear

Despite these concerns, with the media spinning negativity out of control, shifting societal perceptions of risk and practically encouraging the public to ridicule and chastise those whose work is set on a foundation of moral and ethical desire to help, protect and inspire the workforce, the enforcement body charged with regulating workplace safety in Britain - the Health & Safety Executive - now find themselves acting as a Public Relations organisation, setting up a *Mythbusters Challenge Panel*[32] to refute and debunk the negative news headlines. No matter how you see it, the health and safety 'monster' is on its back foot.

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[32] http://www.hse.gov.uk/myth/

Frank Furedi contends that a 'culture of fear' has arrived through the mix of media hype and rampaging regulatory regime. Furedi states that the term 'fear' has "*acquired powerful cultural validation"* (Furedi, 1997) as *"an emotional state in the presence or anticipation of a dangerous or noxious stimulus, usually characterised by internal, subjective experience of extreme agitation, a desire to flee or to attack, and a variety of sympathetic reactions"* (Reber, 1985). Often the only thing that drives our fear is the hype generated through the constant churn of the media spin cycle. In a society where ever more information vies for our attention, the newsroom mantra of 'if it bleeds it leads' still holds. To me, it's the constant over-exposure to 'news' that really drives societal fears and causes perspectives on risk to sway so dramatically.

Perception is central to Furedi's concept of a culture of fear. Slovic et al (1992) define risk as a concept that humans have invented in order to understand and cope with dangers and uncertainties. The idea that risk is an *invented concept* points to cognition, however I appreciate Rundmo's take on risk perception, that it is a *"subjective assessment of the probability of experiencing an accident of injury by exposure to a risk source as well as emotions related to the source"* (Rundmo, 2000) – a view endorsed by Lennart Sjoberg (2001) who points out that the affective element is driven not just by a personal sensitivity, but by the current attitude, shaped by information gathered from around us. In line with Furedi, I've found myself keen to tackle perceptions on safety and consider how I can influence prevailing attitudes, using media channels and creating my own spin that targets this fear culture.

In 2007 Merryn Ekberg seemed to predict that a reflexive age of modernity was dawning where communities unite through a *'collective vulnerability to risk'*. Since then, there has been a reconfiguration in the way that risk is understood and assessed which hinges on the subjective perception, intersubjective communication, and the social experience of living with risk. It is precisely at this pinch-point that I seek to influence and change perspectives.

What is safety? Breaking free from a paradox

Over the last two decades there has been significant development in the area of occupational health and safety (Hale & Hovden, 1998; Swuste, et al. 2014; Drupsteen & Guldenmund 2014) and studies have suggested that in this time accident frequency rates have decreased (Benavideset al. 2005; Hämäläinen et al. 2009). Sadly, though, many accidents continue to occur. There can be no doubt that

employment, safety and human rights legislation has generally improved working conditions for most developed - and many developing – countries. It can be argued that this same legislation has generally facilitated progress in reducing the incidence of work-related illness and injury. But work environments are continuously changing under the influence of new technologies and shifting economic, social and demographic conditions. Risks today are no longer purely physical; related to traditional causes such as industrial machinery and equipment. New, more irregular patterns of employment - whether flexible working arrangements, long working hours, casual labour, influx of migrant workers, native population anomalies and demographics, or the predominantly transient nature of certain sectors – can, despite robust legislation, increase accident rates.

But what actually is *safety?* The American National Standards Institute ('ANSI') defines it simply as '*the freedom from unacceptable risk*'. I pose the same question frequently in my work. Almost without fail, the answers point to an absence of accidents. This response is entirely understandable. Ibn Hazm (944-1064), heralded as the pre-eminent thought leader of the Muslim world, pointed out that the primary motive of all human behaviour is the intrinsic desire to avoid uncertainty and adversity. Accepting this position, it is immediately apparent how a rules-based approach to safety would be welcomed and a focus on avoiding things going wrong – what could be called the 'negative side' of safety – encouraged. Likewise, Erik Hollnagel suggests safety is a minimal number of accidents, or adverse events (Hollnagel, 2014) and safety management starts with '*counting the number of cases where it fails rather than by the number of cases where it succeeds'*. But this shines the light on unwanted outcomes and drives a reactive approach dependent on responding to what goes wrong.

An alternative to this view is to focus on what normally does not happen – a suggestion made by Karl Weick (1987) with regard to reliability:

> *"Reliability is dynamic in the sense that it is ongoing condition in which problems are momentarily under control due to the compensating changes in components. Reliability is invisible in at least two ways. First, people often don't know how many mistakes they could have made but didn't, which means that they have at best only a crude idea of what produces reliability and how reliable they are […]. Reliability is also invisible in the sense that reliable outcomes are constant, which means there is nothing to pay attention to."*

When I reflect on this statement, I believe it is possible to replace the word *reliability* with *safety*. In fact, in recent years safety is more frequently accepted as being a 'dynamic non-event' – a term coined by Hollnagel (2014). But as Hollnagel points out, 'dynamic events' are not guaranteed – and monitoring and managing 'non-events' presents an even greater challenge.

The flip-side, focusing on what goes right, rather than on what goes wrong, changes the definition of safety from 'avoiding that something goes wrong' to 'ensuring that everything goes right'. Here, the approach accepts Weick's notion of dynamism and the focus is ensuring that the number of intended and acceptable outcomes is as high as possible. Whilst this sounds rather grand, in simple terms the target is making sure daily work tasks achieve their objectives. This new view, introduced by Hollnagel (2013, 2014) and a central tenet to my own philosophy means that safety is managed by what it achieves (successes and things that go right), rather than a reduction in the number of failures (accidents and incidents). In order to do this, Hollnagel suggests that safety management must be proactive with regard to how actions succeed, to everyday acceptable performance, rather than with regard to how they can fail, as traditional risk analysis does (Ibid.). I'll return to this point shortly as I elaborate my own philosophy and practice of 'creating safety'.

Performance, in any area of any business is a direct product of both individual and team behaviours, therefore clarity of understanding the main drivers for particular behaviours is key if we seek to optimize organisational performance. Taking a broader view on organisational performance, traditionally aspects such as quality and production have been approached from a scientific perspective, with models such as Total Production Management and Total Quality Management developed and rigorously refined, however when it comes to safety the approach has been much less scientific. Although in the last decade the behavioural sciences have begun to offer insights on workplace safety, I found that much of this work has been ignored in practice with organisational leaders choosing to believe that with appropriate information and training, adequate instruction[33] and a healthy dose of common-sense employees will work safely and avoid adverse events. As reviews of major accidents reveal (e.g. Hopkins, 2000, 2012, 2015), there is much more to be considered.

This assumption of many organisational leaders is blind to the fact that such information, training and instruction are simply antecedents or inputs to behaviour, and, like any other trigger can vary in their inherent strength to drive the level of safe behavioural choices that are required to eliminate workplace accidents (Tucker, 2008). Accordingly, the corporate response to accidents has continued to be the implementation of a series of rules-based systems that divest workers of their own thinking and the overlaying of policies and procedures in order to tick boxes on compliance audits. I'm certainly not against regulatory requirement and see the benefit of a strong administrative framework, but agree strongly with McCarthy and Blumenthal (2006) who show that whilst the development of rules and

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[33] Information, instruction, training and supervision are core elements mandated by the Health & Safety at Work etc Act 1974, Ch 37, section 2 (2) (c). This UK statute has set the tone for much modern safety regulation around the globe.

policies is integral to the pursuit of safety improvement, it's only when their contents are fully enacted that improvement – to both performance and culture – is attained and contributes to the sustainability of the organisation (Cox, Jones & Collinson, 2006). But of course, rules are received and interpreted in different ways by different stakeholders, as Hofstede points out in his studies (2002) of corporate culture dimensions. It is precisely here that my interventions can be of value, in helping business leaders understand how to translate legislative requirements into practical, effective and efficient behaviour and practices that fit the cultural nuances of their organisations.

Aspiring to shift our point of reference

Safety and sustainability - two sides of the same coin?

Over the last two decades, as my career in safety has developed, so too has safety become more prominent on the broader corporate agenda. Is this simply because of the culture of fear and media spin? Looking more broadly, we can see that around the globe safety's matriarch, sustainability, has enjoyed a shift in focus from compliance and reputation management in the late 1990s and early 2000s to more recently a focus on longer-term risk management and development of competitive advantage (Martin & Kemper, 2012).   In a kind of 'disciplinary-keeping-up-with-the-Jones' safety now seems to be following a similar path. Without doubt things are moving, as many (often the larger) organisations see reductions in workplace accidents, but the pace at which organisations respond to the change varies widely.   Perhaps this is because safety is not firmly on the radar of business leaders, as sustainability is.

Surveys by the World Economic Forum (2011) and jointly between the United Nations and Accenture (2010) reveal that over 90% of CEOs of large corporations viewed sustainability as important to the ongoing success of their business and should be incorporated into strategic decision-making. But whilst there is commitment, action seems lacking with just 36% of senior leaders believing that their organisations take a strategic approach to sustainability (McKinsey, 2011). Sustainability's strategic role has been the focus of both academic and practitioner review (See, e.g. Bertels, Papania & Papania, 2010). There are many different definitions of 'sustainability', however perhaps the most frequently

cited[34] is that of the World Council on Economic Development. Sustainability, for the Council at least, involves operating an organisational so that it addresses the

> *"needs of the present without compromising the ability of future generations to meet their own needs"* (Brundtland, 1987)

A thoughtful, if not simplistic definition.   But in practice of course, sustainability goes beyond generational well-wishes. The oft-referred to 'triple bottom line' has been the definition *de rigour* for several years now, and it begins to spill over into safety too.   In 2013 the DuPont du Nemours corporation – often regarded as the 'world's safest company' – was given the Robert W Campbell Award for safety excellence. At the ceremony DuPont's then CEO, Ellen Kullman remarked *"For more than 200 years, the four core values of DuPont have defined who we are and what we stand for. One of these core values is safety and health. This commitment has fundamentally helped us to become the company that we are today, benefiting us across our triple bottom line."*

The triple bottom line refers to people, planet and profit, with each in equal fortitude. This definition implies sensible decision-making that considers not just the financial but also social and environmental risks, duties and opportunities. Again, by this classification sustainability is perceived as a goal to aim at, as opposed to being *how* an organisation operates.   In line with the UN and WEF surveys, sustainability then seems to be a finite yet inaccessible target - something that organisations move towards, yet never attain. Following Wheeler et al (2003) I like to consider sustainability as *'aspirational in nature, a meta-ideal, one inherently infused with societal values of justice, integrity, reverence, respect, community and mutual prosperity'* and indeed I feel strongly that the same state or process, infused with values, can be apportioned to safety.

Through my work it is apparent that many organisations view the concept of safety not as an aspirational state, but rather specifically as a strategic destination (often articulated as 'zero accidents', 'zero injuries' or 'zero harm').   Many employers actively strive to prevent injury or loss.   Declarations like *'Safety First!'* (Aecon, 2016), *'Every worker has the right to a safe and healthy workplace'* (Apple, 2018), *'Everyone, every day, home without harm'* (Aveng, 2016), *'Safety is always our top priority'* (Shell, 2019) and *'We work safely, or we don't work at all'* (Tata Steel, 2017) are just a handful of many such

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[34] Although simplistic, I do appreciate this definition of sustainability and utilise it in my own discussions on safety. I'm tempted to say that Brundtland's definition is also directly applicable to safety, in the sense that good workplace safety facilitates achievement of efficient organisational performance whilst allowing employees to return home safely to dedicate themselves to their own personal needs.

statements articulated by organisations to underline the importance of a safe workplace. It's interesting to me that the focus of 'zero harm' has, for a long time, been on physical safety, or rather workplace accidents (and, in practice, for many organisation, specifically *Lost Time Accidents*) and as a result overlooks the harm caused to health through, for example, physical labour, work pressures, and exposure to noise and substances, leading to stress and mental and physical ill-health,

In practice, however, despite the assertions of zero accidents, the safety destination persistently remains just out of reach. Indeed, many organisations even speak of a 'journey to zero' – perhaps in response to the continued failure to attain and maintain the goal. Writers in the safety domain are mixed with regard to the attainability of the goal – there appears to be two polar camps, one dominated by the profession's media and trade journals encouraging the pursuit of zero, and the other, refuting the idea that zero is possible, which tends to be spearheaded by a legitimate sociological bias from the likes of Dr Robert Long and Professor Andrew Hopkins.

In pursuit of zero

The fascination with 'zero harm' has been wholeheartedly embraced by many organisations around the world. It's the basis for several industry sector campaigns too, ranging from the production of fast-moving consumer goods, to construction, mining, pharmaceuticals, and the energy sectors including nuclear, electricity generation, oil and gas exploration, refining and supply. Without doubt it's transformed the way we view, understand and manage workplace safety around the world. As a concept, it has encouraged organisations and industries to move beyond simply minimizing hazards from machines and processes. On one hand this appears absolutely positive, and a logical evolution from a rules-based approach, through the application of standards, towards the active engagement of people in workplace activities to improve safety overall.

On the face of it, zero harm as a concept is built around the goal of risk elimination. Without doubt, around the world many organisations have been successful in reducing injury frequency rates to low levels, but when a closer look is taken, very few have managed to actually attain a level of zero harm.

As I've watched the organisational and societal[35] fascination with chasing zeroes I can't help but wonder if we've been aiming at the wrong target. I feel there's a real need to shift our point of reference, so

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[35] Over the last two decades society has been sold on 'zero' promises – from zero sugar soft drinks to zero calorie meals, from zero emissions vehicles to zero alcohol beer our fascination with zero appears endless.

that instead of aiming at a goal of zero, we look past that and see it as a point on a curve towards our actual goal. I've developed this notion after the ancient Japanese martial art of kyudo, a style of archery using a longbow. Recently reading *The Way of The Bow* revealed that the archers focus not on the target, but on creating the proper form before they fire the arrow.

Safety has traditionally been defined as the absence of accidents. The role of safety management was then to ensure that the numbers of accidents are kept as low as is reasonably practicable. Essentially this means that safety practitioners must begin with manifestations of the absence of safety, and that – paradoxically – safety is measured by counting the number of events where it fails, rather than when it succeeds. This focus on failure[36] leads to a reactive approach (Hollnagel, 2014) dependent upon responding to what goes wrong. Could it be that organisations are measuring the wrong things? I strongly believe that they are and argue through my work that we must see safety more as a 'state of being' or process, following Wheeler's view of sustainability (Ibid), and measure the inputs to good workplace safety, rather than counting the number of accidents and striving to fail less.

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[36] I'm constantly amazed in my consulting projects how keenly focused organisations are on avoiding safety failures. Counting the number of accidents and striving to 'fail less' proves time and time again to not offer the deeper intrinsic motivation that employees need in order to make effective and sustainable behaviour change.

Chapter 4 - Safety by Accident: My Personal Evolution

This chapter plots three defining moments in my career and reflects on how I learn from experience by contrasting models of reflection before concluding that reflection and rejection both provide powerful motivating forces for me.

A pivotal point

At school I was an average kid, showing brightness towards certain subjects, somehow navigating myself into the upper quartile for several classes. When most of my classmates jumped at the chance to enter the world of work at 16, I advanced into Sixth Year and became a Prefect. In 1990 I was elected Head Boy, my first foray into 'leadership'. I'm still not sure whether it was my position of local academic import, or my 'panic mode' realization that I still hadn't secured a place at university that propagated the result, but I found myself with a reasonable set of grades at Scottish Higher ('A level' equivalent) in a disparate range of subjects - including my favourite – English, gained through some rather macabre dissections of Shakespeare's *Macbeth*, Stephen King's *Cujo,* and Hemingway's *Old Man and the Sea*[37] – to facilitate my entry into university.

My School Careers Officer advised: "*You're going to Edinburgh to study Commerce"* though after several months blundering through lessons I detested I was ejected from studies and returned home. A series of sojourns in dead end jobs followed, until I finally realized that my life was going nowhere.

Looking back, I can see rejection from academia fuelled furious thought. I'd done okay at school, stayed the distance: university was an expectation, assumed, always anticipated. But before that, my initial stabs at choosing a career were surreal: re-reading a jotter from my Primary 6 class, then aged 10, my ambition was to *"be a stuntman, like Colt Seevers from* The Fall Guy[38]*".*

The sudden death of my mother, just months before these childhood career aspirations came as a terrific shock and left me bewildered. In the months that followed, with a father who worked away and a sister at boarding school, I - in the care of a succession of nannies and housekeepers - developed a fierce sense of independence and spirit of survival, perhaps thrust on me at early age. A pivotal point,

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[37] As I look back on these three titles – still favourite stories today – I can't help but notice that they all are dark tales of human values, death and injury. Perhaps these choices were early indications towards my future career.

[38] *The Fall Guy* was a popular American TV show aired in the UK on Saturday evenings.

transforming me at a subconscious level and quite possibly the single biggest – albeit subtle, hidden and only revealed to those most trusted - driver of the choices I've made and, firmly carrying me forwards through life, quietly sitting at the core of who I am.

A crucial moment

Realising I was a kid with no degree in an ocean of highly-qualified contemporaries, except my place in this ocean felt a tidal rock-pool, I jumped at the sparkling draw of the opportunity to work as a 'contractor' installing a Printed Circuit Board line in a local factory. Keeping my head down, I felt out of my depth. When I sought guidance my father's reply was concise: "*Do your best, son.*" So I did, building a solid work ethic through exhausting 12 hour shifts, 7 days a week. Little did I know how this would serve me so well two decades later as a globe-trotting consultant.

One ordinary Friday afternoon in 1997, as I casually tipped ten litres of acid into a tank on a processing line, I felt the liquid seeping through my trousers. The burning sensation was immediate, and I stripped off my clothes whilst running to the emergency shower. Wolf-whistles and peals of laughter all around as I stood naked beneath the water drench. It would become the defining point in my career, switching me from what I thought I wanted to do, to what I had no idea I'd *ever* want to do. I was 24 years old and it hadn't been long since becoming a fully-fledged Process Engineer for one of the world's leading Printed Circuit Board ('PCB') manufacturers. I enjoyed my work. The challenge of keeping chemical solutions in check - tweaking their make-up and reporting the success on Statistical Process Control charts; keeping my little black crosses flowing steadily between those steel-hard lines of Upper and Lower Control Limits – was a point of personal pride for me.

Nobel prize winner Herbert Simon stated, "*My career was settled at least as much by drift as by choice.*" Taking a perspective from this point in time, some twenty-odd years in, it could be said that my career in safety has been, and perhaps, still is, an accident, beginning with that one crucial moment.

A path to enlightenment

Following my accident with the acid, and under the tutelage of the Group Safety Manager, I quickly became hooked on workplace safety but a year later the company closed and I was out of a job. I began a new position as Process, Health, Safety & Quality Engineer with a company in London - an 'all-in-one' role based on the notion that the four disciplines were all 'systems' at their heart. It was 1999 and I'd

used my redundancy cheque to fund a course of study which resulted in my receiving a NEBOSH National General Certificate in Health & Safety. The NEBOSH (the National Examining Board in Occupational Safety & Health) certificate was regarded as the entry-level qualification for those interested in safety and I'd noticed it had become a prerequisite in all safety role advertisements, at home in the UK, and across the world. I'd chosen this for two reasons, first, I'd been enjoying the safety activities in my old job, and second, my new Careers Counsellor (aka Dad) had given me the tip-off that 'safety was going to be big' – a little nugget of advice, that, like my mother's passing, would shape the rest of my life.

The next 15 years, to around 2015 were spent progressing through safety management and leadership roles in ever-larger organisations, up to multinational corporations spanning tens of countries now occupied with strategizing for performance improvement; providing reasoned guidance to Managing Directors, VPs and CEOs who were in the grip of this new safety era; building 'Group Standards' and working out how best to influence the behaviour of workers in developing and developed nations. Gradually growing more knowledgeable - both through educating myself and reflecting on my interactions with people - and successful, my career was shaped by chance as I responded to doors opening and opportunities arising and emerging from a personal path to enlightenment I didn't even realise I was on.

Reflection as an educational journey

In 1987, Donald Schön introduced the concept of modern reflective practice, involving drawing connections between knowledge and practice from our own experience, often with the guidance and direction of a disciplined professional. Schön (1983) distinguishes between 'reflecting in action' and 'reflecting on action' through a simple analogy of being on the dancefloor, dancing (reflecting in action) and being on the balcony watching the dance from a disassociated perspective. The latter, reflecting on action, typically occurs post-performance and whilst of merit, Schön suggests that reflecting whilst in action provides greater significance for professional practice, a notion supported by Rolfe , suggesting it is a *"distinguishing feature of the advanced practitioner"* (2011, p160) and that the *"advanced practitioner is not only conscious of what she is doing but also of how she is doing it"* (Ibid. p162).

Gibbs (1988) offered a practical model of reflection that utilizes descriptive narrative as its base, encouraging the reflector to incorporate thoughts and feelings, using analysis and evaluation to arrive at a conclusion of the experience, before building an action plan for moving forward. In this current

process of study, research and self-reflection, I have followed Gibbs' methodology deliberately, and found it to provide a robust framework upon which to build structure, facilitate elaboration and drive clarity. It is, however an alternate discourse on reflective practice that resonates more strongly with me than that of Gibbs. The utilitarian approach taken by Moon (1999) suggests that *"a set of abilities and skills, to indicate the taking of a critical stance, an orientation to problem solving or state of mind"* are fundamental to efficient and effective reflective practice. Through the process of reflecting deeply on the evolution of my career, and myself as an individual, it becomes apparent that I have indeed developed a set of abilities and skills that are at the very heart of who I am, how and why I work.   Taking a critical stance on my school-time education reveals quickly and clearly that it was at best unstructured, and at worst haphazard. A reasonable grasp of the fundamentals coupled with a strong family value placed on learning (and, in early years, even simply the *understanding* of new things, whether it be names of flowers, how to fish for trout in a mountain lochan, or identifying fossils from fragments of old rock) provided sufficient fuel to move me sequentially through classes without too much pain or mental gymnastics. As a child I had a strong sense of curiosity about the world, encouraged by my parents - my father, constantly teaching in his workshop – how to mend a broken toy, or cut wood – and my mother similarly, in the kitchen. We were a 'hands-on' family which was aligned to Kolb's view that *"learning is the process where knowledge is created through the transformation of experience"* (1984, p38).

Learning from experience

Kolb (1984) highlights a cycle of experiential learning that begins with concrete experiences which provide opportunity for observation and reflection. Kolb posits that humans cycle through each stage of the model with varying degrees of strength. My own learning preferences have in the past tended towards dominance in the stages Kolb refers to as *active experimentation* and *concrete experience*, suggesting that I prefer an *accommodating* style of learning (Kolb, 1984). Specifically, I have relied on my intuition, tending to prefer a practical, immersive approach to a task, and reflection has typically been based on how I've felt at the time. From these reflective observations meaning can be derived and developed into abstract hypothetical concepts which the practitioner may learn from and begin to test through his active experimentation. Whilst the model is subject to criticism, I have found its simplicity helpful in early reflections of my own development and can recall how it reflects my approach and thirst for learning as a child.
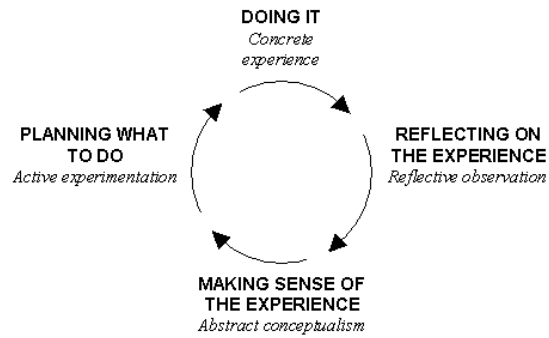
Kolb's cycle of learning

Zuber-Skerritt (1992) suggests that "*learning is a process, as well as an outcome*" and describes *"a spiral of action and research consisting of four major moments: Plan, Act, Observe and Reflect"* (Ibid, p.11). Whilst I have found that a structured process can bring clarity and aid my own reflection, I conclude that usually the first (*concrete experience*) and fourth (*active experimentation*) stages tend to be where I focus my efforts. However I am not sure that self-reflection follows such a logical path as I also notice that my brain often seeks to consider all four stages concurrently.

We can view Kolb as a spiral, or even linear model, but also consider it linked to reflectivity in practice. Working through Kolb's cycle, the active experimentation serves to provide a particular result and then the cycle begins again as more concrete experiences are formed. Kolb identified that the process of learning can be markedly different between individuals and suggested for key learning styles which are combinations of the decisions we make when approaching tasks and how we respond physically and emotionally to the actual experience itself. For example, when thinking about a certain task we must decide whether to simply watch or act. Our decision then influences what we think and how we feel as a result.   Kolb presents the four styles as:

- Diverging (a mix of concrete experience and reflective observation)
- Assimilating (abstract conceptualism and reflective observation)
- Converging (abstract conceptualism and active experimentation)
- Accommodating (concrete experience and active experimentation)

Kolb's theory[39] of learning was reinterpreted by Honey and Mumford (1986) and as part of my self-reflection, I have undertaken the self-assessment questionnaires for both models and am not surprised to learn that I am predisposed to taking a pragmatic, experimental approach to learning.

Fielding (1994, p403) suggests that *"learning styles are flexible structures, not immutable personality traits".* Looking back on my life experiences, Kolb's *accommodating* style seems to have dominated, as I've taken a hands-on experiential approach, but in the last decade, especially following some 'epiphany' moments involving how I communicate and what I believe the world of safety to be all about, I find myself spending more time in self-reflective mode and working through conceptual thoughts and ideas – perhaps as a result of my formal Masters education programs in law and psychology – and this suggests to me that perhaps I am much more in the *assimilating* style now. Of course, my natural tendency to 'roll up my sleeves' and jump in to try things out is still there, but I do find myself having to resist the urge to 'have all the right answers' or take the lead.

As my experience has broadened, and particularly through my own academic learning journey, I've learned to value the experience of *reflective observation* to understand theory and ideas and then prepare myself to better use new knowledge and insight gained to test hypotheses using data gathered during my work. Admittedly this has not been easy for me; I have to make a conscious effort to reflect and conceptualise and avoid jumping in based on gut feelings. Kolb describes this as an *assimilating* style of learning. I've found that Kolb's four stage model and associated learning styles have helped me to understand more clearly my own approach to learning (and working), however, like Gibbs I believe that *"It is not enough just to do, and neither is it enough just to think. Nor is it enough simply to do and think. Learning from experience must involve linking the doing and the thinking"* (1988, p.9). I like this notion, that reflexivity must lead to some sort of direct action that shapes future practice. Gibbs presents a useful reflective cycle which I've found myself using frequently in my own work:

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[39] Kolb's model has been heavily criticized over the years for its extravagant take on learning styles (Tennant, 1997), its lack of empirical support (Ibid.), its lack of attention to the actual process of reflection and its inability to consider different cultural conditions, argued by Dewey (1933) as of vital importance - a point I fully appreciate in my global consulting work.

Gibbs cycle of reflective learning

Christopher Johns is *"wary of cyclical or stage models of reflection"* (2013, p36) as he considers that the process of self-reflection and learning is not linear. I understand the point though considering my own personality I am aware that I do tend to jump around and move fast in my thoughts, so the step by step approach that the Kolb and Gibbs models provide does bring clarity and structure to the self-reflection process and I find myself consciously applying it in my consulting practice and public speaking.

Drawing from rejection

Maslow (1987) suggests that *"the feeling of rejection is in itself a motivating state"* and I tend to agree. My own experience of rejection - initially in losing my mother at a very early age, next at the end of first year of college, and then losing the process engineering job - has served to create a sense of accountability for my actions, build resilience, and to generate a drive deep within me to take control and to cultivate personal responsibility for my own learning and personal development. I have no doubt that it is 'potentially negative' moments like these that have created the strong desire within me to drive forward in my life and professional career, perhaps fuelled by a childhood curiosity of 'what might be' and further galvanised by each previous event.[40]

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[40] Chance (1992) talks of intrinsic motivation, where learners are not directly motivated by the learning source, but instead by the creation of opportunities *through* teaching to evoke a state of motivation – this has certainly worked for me. My career in safety has grown through a desire to keep people safe at work, not to balance scorecards or create downward-trending graphs. Accordingly, I deliberately work with a heavier bias on the affect, the 'feeling of safety' and through intrinsic motivation, dig deeper with clients into their attitudes, needs, values, beliefs and feelings, rather 'humble inquiry', or the "*art of drawing someone out, of asking questions, of building a relationship based on curiosity and interest*" (Schein, 2013). Edgar Schein believes that is warranted, and in an *"increasingly complex, interdependent and culturally diverse world we cannot hope to understand and work with people from different occupational, professional and national cultures if we do not know how to ask questions and build relationships that are based on mutual respect and the recognition that others know things that we may need in order to get the job done."* (Schein, Ibid, p2).

Chapter 5 - Career Reflections

In this chapter I discuss the first twenty years of my career, and how learnings on marketing and psychology began to shape my practice as my global exposure grew. A salient reminder to be more human provided a nudge towards fulfilling an obligation by my professional body which ultimately concludes with my decision to leave corporate life and take up consulting.

A career by chance and passion

Over the last twenty years I have advanced through leadership roles for several of the world's industry-sector giants[41], holding responsibility for corporate compliance with the regulatory agenda and charged with driving a step-change in safety performance and culture. Each role undertaken has been a marked progression in terms of both personal development and also organisational success.

My career has progressed through a range of industries, allowing me to build considerable breadth and depth of experience on my 'personal risk register'. My roles within blue-chip commercial organisations exposed me to a range of diverse challenges and honed my management skills – particularly decision-making, team leadership and performance management.   Reflecting on Fay's (1987) leadership prerequisites of openness, commitment, intelligence and curiosity, I see their application in a selection of highlights from my career, including: leading a global Crisis Management Team to identify, safeguard and repatriate over 300 employees caught under siege during terror attacks in Mumbai – the crux of which involved a 36-hour shift at the Control Centre engaging private security teams to extract employees caught under fire and being the sole point of contact with a suicidal employee who saw no other hope of extraction from the building under siege; negotiation with ringleaders of protest groups occupying the global headquarters of one of the world's largest financial institutions during the G20 summit; developing and leading strategic and tactical operations in response to global pandemics and natural disasters; representing employers during legal processes and inquiries following fatal accidents; the creation and delivery of personal resilience programs designed to reduce the impact of stress and psychosocial risk, and responding to a spate of work-related suicides.

Some of this work has been externally recognized for its value, earning several prestigious awards including the *Zurich Municipal Supreme Safety Award* in 2007; the *DuPont International Safety Award*

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[41] Prior to setting up my own consulting business, my career included roles with European power giant *Iberdrola*, global beverage producers *Heineken*, and the world's largest financial services company *RBS*.

for Innovation in 2007; the *SHP Award for Best Achievement in the Utilities Sector* in 2008; and the *British Glass Trade Association Award for Best Safety Initiative* in 2011. Looking back, the five years between 2007 and 2011 are certainly hallmarked by these external validations. Whilst a shining spotlight can be nice, I recall being frustrated with the negativity surrounding safety, and set against a backdrop of bureaucracy, disempowerment and misunderstanding my approach sought to change the frame by focusing on the 'human' inputs to safety, rather than the dogmatic reliance on the outputs – such as accidents rates. In each project I deliberately concentrated on the accessibility and applicability of the work, breaking down the common vernacular of safety which was, at that time, and arguably remains so, littered with verbose technical jargon, acronyms and regulatory references[42].

Back then I studied the work of marketing gurus such as Philip Kotler and Peter Drucker who would help me understand that I needed to '*deliver value*' which '*satisfied the needs of the target market*' (Kotler, 2005). Kotler taught me that one of the biggest challenges in marketing is getting the attention of people. His contemporary examples at the time cited Nike, McDonalds, Viagra and other cool and sexy brands[43], yet here I was with safety – not the most exciting of topics to market! Kotler's message was simple: consumers – wherever and whoever they are – are pressed for time and often too busy to pick up on new messages, therefore the challenge was to "*find new ways to capture attention and position the brand in the consumer's mind*" (Ibid. p83). The realisation emerged powerfully and armed with this sagacity, I set about spicing up safety.

Following Kotler's '3 Golden Rules' (Ibid. p43) of marketing: *focusing, positioning* and *differentiation* the creation of '*PowerWise*'[44] was a result of this new thinking – an exciting program I helped to develop for the power company I worked for - to encourage children between 6 and 11 years to think about electricity safety differently. Recently reading a book on the life of a country doctor, I was reminded of our approach to constructing *PowerWise*, when the author (Berger, 1987) references Jean Piaget's work *Language and Thought of the Child: "Young children have an almost insatiable appetite for 'the next thing"* (Piaget, J. 1923). This idea of 'next big thing' suggests to me a conveyor belt of activities, though Berger goes on to point out that rather than linearity, the perspective of a child is much more expansive *"Nothing fortuitous happens in a child's world. There are no accidents. Everything is connected with everything else and everything can be explained by everything else"* (Berger, 1987. p124).

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[42] The safety profession is filled with acronym: COSHH, FTA, HAZOP, HAZID, HSWA, MoHaSaW and practitioners – including my early self – love to quote verbatim regulatory requirement.

[43] In subsequent personal discussions with Philip Kotler I've explored his choice of examples and we've had fun considering how to 'spice up safety'.

[44] See https://www.powerwise.org.uk/pages/welcome.aspx

The *PowerWise* program – which won the DuPont International Award for Innovative Approach in 2007 – was highly interactive and played to children's inherent curiosity with the world around them in order to catch and maintain the attention of its young target audience, with an online internet resource base for parents to use with their kids, downloadable resource packs, and an in-classroom taught program where our staff would share learning with children directly. During the early days of *PowerWise*, the actual resource packs were quite light – it was through the classroom activities that we were able to understand what resources would be of most use to teachers, and feedback from teachers – and children – helped us to develop the materials into a robust toolbox of physical materials that our facilitators would leave with the school following their sessions.

At the time, the schools-based element of the program reached more than 22,000 children each year. This in itself is sufficient to make it stand out, but at a time where all other electricity providers were doing nothing in this area our sharp focus on a target audience and careful positioning via the British education system clearly set us apart from the pack and put us firmly in the spotlight. In addition to the DuPont Award the program went on to gain several other awards between 2007-2010 and it's still running after more than a decade. I was learning that good communication was key to achieving safety and in doing so, constantly reflecting on its power to make a difference.

At the RBS Group I led a program to develop a suite of global safety learning programs[45] which won international awards for *Best Learning & Development Solution* and also *Best Achievement in the Retail Industry*, both in 2009. In this complex project, delivered across 200,000 people in 90 countries, I again used Kotler's three golden rules to guide my approach to the creation of a series of online learning programs encouraging workers to focus on their mindset towards workplace safety issues. *'ThinkSafety!'* was positioned as an 'espresso hit' of 'all-you-need-to-know' about safety. The concise format helped the learning units fit into the busy schedules of finance people, and in sharp contrast to all previous learning and general communications on the subject, *'ThinkSafety!'* was not just quick to complete, but its bright colours and cool graphics helped it set it apart and quickly catch on. Very soon the phrase became common parlance in the business as more and more people began to talk about this 'new way of doing safety'. The *'ThinkSafety!'* program exposed me to a radically diverse target audience – I had never before had to influence so many people in so many diverse countries, so I set about creating focus groups in each region which I could use to sound out potential ideas for the program, check language and communication preferences, and gain help to shape content. This experience helped me to understand the challenges of multi-national and multi-cultural

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[45] A DVD containing the *ThinkSafety!* Program is provided for review.

communication and taught me the art of 'remote leadership' - working through matrix structures and in-country teams to motivate, influence and direct those who may not report directly to me in traditional hierarchical structures – and also the significant value in co-creation, not just in terms of sharing workload, but the opportunity to gain buy-in and a shared sense of ownership.

Now, realising this is another example of how Kotler's golden rules can enhance delivery of my message, at the time I can recall merely being excited by and wanting much more of. Little did I know that communicating creative and impactful safety messages would become the core focus of my work in the years to come and underpin my consulting success.

Shining light on a better career journey

After the epiphany that was my minor mishap with a bucket of acid, a move to a new role and completion of the National General Certificate in Health & Safety, filled with knowledge and able to quote sections of the relevant laws I felt empowered and used my new-found skills to direct, instruct and command action. Within a year I had made progress. Solid management systems in place, training developed and delivered, and less accidents and chemical spills. But when an opening for a safety managers job came up back in my hometown I jumped at the chance. As a 'seasoned' safety person, with my all of one year's experience, I had taken a step up. Reporting to the Managing Director I felt a sense of power - and wielded it well! I did not however appreciate either the practical implementation of my demands, nor how they were received. Over my three years in post I have no doubt that this young health and safety zealot served to upset more than a fair share of department managers simply keen to make their factories run as smoothly and efficiently as possible. I can vividly recall a couple of them actively encouraging me to find something else to do and leave them alone. More rejection, although this time it would serve to shape my thinking - and my behaviour - constructively.

I was beginning to see that safety was as negative a topic as one might imagine. Determined to drive a step-change in perspective, and also improve my own personal reputation – I began to consider that safety should enable business success.   Rather than tell people what the rules were, I took the radical move of building practical management systems and creating an NVQ Training Centre within my employer's business, which would help build competence across the workforce and in which I completed both my NVQs - in Learning & Development and in Occupational Health & Safety Management - and mentored the world's first Modern Apprentice in Health & Safety. Kolb suggests that "*learning is the process whereby knowledge is created through the transformation of experience"*

(1984, p.38). Looking back I can see that my NVQ qualifications were actually the validation of my prior experiential learning.

Being more Andrew

It was the Summer of 2001, and at final interview stage for a regional safety management role with a global fast-moving consumer goods manufacture. I'd completed the psychometric testing and passed the early stage interviews, this was the final hurdle. Two hours in, the Group Safety Manager rose and declared the interview complete. *"I'd like you to come and work here Andrew, and we'll have a formal offer for you tomorrow, but just a piece of advice, slow down a bit, go easy, I know you can do your stuff, but around here people don't really like to be told what to do."*

The interview was a stark wake-up call, here was a stranger neatly painting a vivid picture of how I could be perceived by others. In the five years that followed I worked hard to reposition myself as a 'partner' to my stakeholders and gained a mass of experience under this manager's tutelage and direction, not least in terms of exposure to a new, more positive communications style. I'd been exposed to international projects and programs, and had continued to progress my own education, commencing a Masters degree in International Safety Law[46] as well as thoroughly enjoying my work, feeling I was truly making a difference, and gaining a real sense of who I wanted to be.

An opportunity to move to a leading European energy company arrived, and I switched employers to take up this new and challenging role. After my first year in the job I was keen to receive my performance appraisal. '*Exceeds Expectations*' was the conclusion, and a neatly typed letter advised me of the impending raise and bonus. At the foot of the letter, hand-written in blue ink, was a note from my director, the words echo to this day: *"Excellent year, well done, but next year, a little less Safety Expert and a bit more Andrew, please."* I was stumped. These eighteen words had me in knots for the next few weeks; I had no idea if I'd done wrong or right. Fortunately, my boss was an approachable, straight-talking guy who I trusted, so I set a meeting to learn more about his footnote.

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[46] My context statement earned me the '*Best Postgraduate Dissertation Award*' whilst my overall performance merited the award of *'Best Postgraduate Student'* – the first time in the University's history that one student had won both awards.   At the Graduation Ceremony I feel sure that no-one was more surprised than me at this feat, especially given I was the only 'non-lawyer' in the cohort, all of my peers held undergraduate degrees in Law and the majority were practising lawyers, advocates and barristers.

This meeting was an epiphany for me, underlining the fine balance between systems and people. Or perhaps more succinctly, at the intersection of compliance and culture[47]. That direct message I'd received in my 2001 interview had not been fully utilised. So, with this realisation, in Spring 2009 I enrolled for a Masters degree in industrial psychology and organisational behaviour. Despite a high level of intrinsic motivation, I found the first year very rocky. Unlike my legal studies, psychology was far from black and white. The concepts and models baffled me, and at the quarterly residential weekends I frequently found myself embarrassed in front of my peers[48].

Learning from self-rejection

Although I briskly enjoyed the social aspects and group discussions during the weekends, I sat through lectures that were way above my intellect and felt disappointed that the professors seemed more intent on demonstrating how clever they were rather than developing understanding in their students. Back home I strained over assignments, requesting extension after extension until finally enough was enough. I was ready to jump. I had taken on too much. A challenging new job in a new company, in a new country[49], and a Masters program in a subject that was blowing my mind. Towards the end of 2010 my sympathetic supervisor heard me out whilst I stated my case for desertion. Kindly words encouraged me to take a break from the program. In the first twelve months I had watched more than 40% of the cohort fail exams or bail out, so this seemed a gentler way to let me fall and I readily accepted. The flight home was bittersweet as I realised that, this time, I was rejecting myself. Had I made things too complicated? After all, wasn't the very point of psychology to challenge thinking and explore new ideas and constructs? Isn't that what I had wanted?

A week later, I sat down at my desk with a pen, sketching out what I thought I wanted in my life. The Oxford Dictionary defines self-reflection as *'serious thought about one's character and actions'*. Whilst Rolfe et al argue that self-reflection is *"a natural human process"* (2011, p4) they state that the process being is *"difficult and challenging undertaking, but that is no reason for not attempting to do it"* (Ibid. p9). My experience is that critical self-reflection is indeed a challenge to me, however I have found the reflective model outlined in Rolfe, Freshwater and Jasper's *Critical Reflection in Nursing and the Helping*

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[47] My final context statement for the law Masters was entitled *'The Interplay between Safety Culture and Corporate Compliance'* and I'd begun to notice that the world of safety at work was much more than just ticking boxes and meeting legal obligations.

[48] With this Masters program I found myself again as a 'black sheep' – one of only five (of 70) students on the program who had not already completed an undergraduate degree in psychology. Before I graduated from the program three of the other four 'non-psychologists' had voluntarily exited the program without completion.

[49] I moved to Switzerland in October 2010 to undertake a role as Director of Health, Safety, Environment and Risk Management for the world's largest glass container manufacturer, leading a team of HSER specialists.

Professions (2001) useful to break the process down. Whilst the work of a safety practitioner is not directly matching that of the nursing profession, there is certainly a close link as the title of the book suggests – both roles are centred upon the act of helping others, specifically helping them be well (and safe).

The first step in Rolfe et al.'s model requires identification of the '*what?'.* Through my own failings early on in my career in safety it was becoming clearer that my beliefs lay in the notion that safety is about people, not rules. I realized that I had spent five years formally studying the rules and more than the same amount implementing them, often without grace, sometimes with force and anger. Keen to ensure that people were not injured in the workplace I took a hard line with managers in the workplace, driving their actions towards compliance with the laws I could so well understand and interpret. As compliance levels grew amongst my stakeholders and sites, so did my personal pride in what I perceived was a 'job well done'. Yet sometimes I could see that I was alone in my feelings of triumph.

This realization was strong and led me naturally to the second step – identifying the *'so what?'* Understanding that the people I was being paid to serve were not quite as jubilant as me it became apparent that my influencing style was not always warmly received and, particularly early on in my career I could be seen as 'a bit of a pest' – as one trusted colleague once shared with me over a quiet pint some years after moving on from that role. Whilst this stage of my self-reflection was not pleasant, once I'd faced up to the reality of the situation and gained a clearer view of how my approach affected others, I had to move to the third stage of the model - *'now what?'*- and focus on what I needed to do in order to improve my own personal experience – both in my learning and in my working lives, and that of those I worked with. My self-analysis revealed that whilst the majority of people I'd worked with had understood what I was telling them or asking them to do, I needed to understand and be receptive to their needs as stakeholders. I was beginning to realize that a different way was required, a more thoughtful, meaningful way that used feelings and values to drive progress, not policies and procedures. Without realizing it at the time, this calm, quiet hour at my desk would shape the future of how I view my work and engage with others from that day forward.

I was now learning a lesson with a triple-bottom line, as Confucius proclaimed that *"by three methods we learn wisdom: first, by reflection, which is the noblest; second, by imitation, which is easiest; and third, by experience, which is the bitterest."* I'd certainly frequently used the latter two routes with reasonable success – but with a growing ill-feeling. Using the '*What? So What? Now What?'* model of reflection had given me a sharp dose of reality and it began to dawn on me that perhaps I didn't have to understand

everything – in my work and in my studies. That there were aspects of the psychology Masters program that I didn't enjoy, like statistical analyses, and the preciousness of some teachers, and that was okay. It was time to stay focused on the *'now what?'* and keep in mind the intrinsic motivation I had to be on the program – to understand new ways of communicating and facilitating progress in workplace safety through a focus on psychological, behavioural and cultural aspects of people at work. I called the university and begged to come back. The next two years flew by and whilst assignments remained taxing, I made it to final dissertation. In recent years I'd become more aware of societal perceptions towards safety at work - almost exclusively negative, rarely a good word said about the profession – and spiced with graphic tales of pain and suffering of the everyman.

Exposing the trap, and falling into it

Around this time I had been striving to change the views of many of my stakeholders within the business where I worked - a large multinational - and reposition the role of myself and my department as business partners, enabling success and creating performance improvement, as opposed to being burdens and holding things back. Although much of modern safety law around the world only dates back to the early 1970s my conclusion on much of it was draconian, over-bearing and not fit for the world of work in which I found myself.   So why did we, the world at large, accept to be told what to do by this morass of rules and regulations? I had to find out. And so, the hypothesis for my Masters dissertation was born. I suspected that fear was influencing decision-making on safety matters. I hypothesized that leaders and safety practitioners alike were anxious that they would be held to account for a minor safety failing and that this would see them strung up in jail, disqualified from employment and their lives in turmoil.

My dissertation centred on qualitative interviews with 50 senior leaders from multinational corporations across 11 countries, all drawn from my personal network. The cohort was split with half coming from industrial leadership positions such as Operations Director, Manufacturing Vice Presidents and CEOs, and the remainder representing safety – senior safety managers and directors. I needed to see both sides of the same coin and understand whether views were similar between the oft-referred-to production/safety divide. The research clearly revealed that fear was indeed a significant factor in how organisations approached the topic of workplace safety, showing that top-tier executives feared falling foul of regulation whilst the safety leaders feared falling foul of their bosses. Motivation for action was almost exclusively driven by the perceived need to be *seen* to be doing the right thing, manifesting in the production of voluminous safety management systems and myriad safety policies, procedures and rules in order to provide protection for the executive backsides and the body corporate in the event of an

accident at work. Self-preservation was rife at leadership level – an ironic rationale for creating a safe workplace. Stunned by what I'd discovered – although not totally surprised, I had been exposed to such patterns of behaviour in my own work experiences – I knew that I had to take action, and further, that this action needed to start with me. After all, my critical self-reflection had indicated that perhaps I had fallen into the trap that I was now exposing.

Leaving the corporate world for consulting

For a safer world of work

The Institution of Occupational Safety & Health ('IOSH') was founded in 1945 and received Royal Charter in 2002. In less than five decades IOSH had become the largest body for health and safety in the world. With over 47,000 members across 100 countries IOSH is the global voice of practitioners. I've been a member of IOSH for twenty years and have served the Institution in a number of roles.   As one of only 420 Chartered Fellows, the most senior grade of membership, I feel a strong sense of duty to 'give back' to the profession.   A sentiment encouraged by the Institution's Code of Conduct, which reminds members that they "*owe a primary loyalty to the workforce and the community they serve*" (IOSH, 2009). The findings of my psychology Masters' thesis were a startling call to action for me.

With the words from the IOSH code providing the nudge necessary, in a rather radical move, in November 2013, after three years in post, I resigned my senior executive role with a global leader in the glass-making industry and set up my own consulting practice aiming directly at what I saw as a niche market, senior operational leaders – particularly those burdened by the fear I had identified in my research, for indeed *this* was the 'community' I felt I had to serve.   Leading a department of over 100 people, in an organisation of over 20,000 people had certainly allowed me to make an impact, and during my tenure accident rates reduced significantly. I enjoyed the opportunity to share our learnings and ideas at national and international conferences, but this was just one organisation. I couldn't help but feel more needed to be done. With national press and even the safety journals full of negative stories, crimes and punishment, offences and penalties it was no wonder that workplace safety had become embroiled in negativity which at best left leaders anxious, at worst it repelled them. To paraphrase Tony Schwartz (2010), quite simply, *the way we were working wasn't working*.

From boardroom table back to the drawing board

Moving from being part of the Leadership Team of a multi-national to finding myself alone with time on my hands, I began sketching out the key issues as I saw them: the anxiety amongst business leaders with regard to safety; a rapid growth in the safety profession, with a large proportion of under-educated or under-experienced practitioners fuelling the fire; and a prevailing societal view that safety was all about stopping things from happening. I could see that my own way of working had in the past contributed to these issues, but despite having had moments of realization that things needed to change, I had not been wholly successful. As Freire points out *"reflection without action is sheer verbalism, or armchair revolution and action without reflection is pure activism, or action for action's sake"* (Freire, 1921, p41).

Having left the corporate world (Rolfe et al.'s *'What?'*) and feeling full of commitment (*'So what?*) the question that continued to return to my mind was "*How can I make a real, sustainable and positive difference to workplace safety?"* As I pondered business models for setting up my own consultancy little did I know that the answer to Rolfe's *'now what?'* was soon to appear right in front of me.

Chapter 6 – Framing and Forming my Approach

This chapter shares four key aspects from my practice: my published works in which I present three books, associated learning programs, and a new national qualification; my non-executive roles with two professional bodies; public speaking and the development of my own conference series in which I am able to shape the content and direction of the thought leadership as presented to audiences of safety practitioners and leaders around the world; and the guiding forces that shape my professional practice. I also discuss my role leading change, exploring the concept of knowledge hermeneutics and how I use storytelling to 'create safety' in a more human way.

As I consider my role as change agent in this way it becomes apparent that this comes *through* my public works, especially my published works - and that these, particularly my books, have evolved in terms of content, messaging style and audience as I find myself - as a participant 'on the dancefloor' learning from my experiences and making 'adaptive moves' in reflection of my findings.

Part 1 - Publications[50]

Publications are the major part of my public works so here I introduce my entry into the world of management consulting through a piece of research for a client that would provide both the catalyst for action in writing my first two books and a solid foundation stone for my practice. I describe the challenges in writing that first book, and how a sense of courage was required to push back and take a maverick approach to changing perspectives by encouraging people to move beyond 'preventing accidents' to a more proactive model of 'creating safety'. The section focuses on my written work to share knowledge, galvanise the profession and encourage action, including how one of my books - *From Accidents to Zero* - brought together previously-competing professional bodies and became the world's best-selling book on safety culture with now over 50,000 copies sold and encouraged my creation of an internationally-accredited learning program now completed by more than 6,000 people in 27 countries, whilst a second book, *Mind Your Own Business,* tackles the heart of the challenge at the most senior level of leadership and sets out to shake up the world of executive education. A third book, *Safety Savvy,* is designed for shop-floor workers, and completes the hierarchical trilogy. Finally, having identified a gap in my approach and seeing an opportunity for redesigning the future of the OSH

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[50] See Appendices G, H, I & J.

profession I discuss my contribution through the creation of a new Ofqual-regulated qualification in safety and health.

Unique perspectives on global safety

The very first client commission on launching my consulting business in December 2013 came from the DuPont Corporation. DuPont Sustainable Solutions - the dominant global player in the safety consulting space – was keen to understand the real challenges faced by leaders.

Developing a semi-structured interview template, I leveraged my global network and DuPont's client base to conduct interviews with operational leaders and safety practitioners in multi-national corporations from twenty industry sectors across Europe, Asia, North and South America, and Africa. My research (Sharman, 2014), published in the world's leading safety journal revealed some important themes. First, safety performance is predominantly driven by the desire to reduce injuries through a zero-harm concept (and thus avoid regulatory intervention). The majority of leaders explained that they felt a moral imperative or duty to their stakeholders to eliminate all workplace accidents. The research also that 60% of respondents felt a lack sufficient capability by senior leaders to take on a guiding role in safety (an issue that would serve as the primer for the writing of my book *Mind Your Own Business: What your MBA should have taught you about workplace safety*), an inability to provide middle management with the right tools for safety improvement and half struggled to maintain consistent levels of safety performance across a large, multinational organisation.

Through this research, I had a unique perspective on the global landscape. Further, as the challenges articulated were consistent across all industry sectors involved, they were likely to be broadly applicable to all organisations around the world. In addition to the published journal article I was invited to present my findings at a number of international conferences, as well as DuPont corporate events and to their client base. Each time my conclusions were ratified by the attendant audiences. The corporate fascination with zero accidents coupled with leaders feeling incapable of acting dovetailed well with my desire to somehow influence workplace safety on a wider scale. It also represented the start of the new chapter in my career – as an author, with the emergence of a series of books that have not only been pivotal in my success, but also rewarding achievements I am proud of.

"Are you always such a Maverick?"

This was the opening question after listening to me speak at a safety conference in the UK. Kara Milne was a publisher with the Taylor & Francis Group, one of Europe's leading academic publishing houses.

I'd just given a paper, followed by participation in a learned debate with industry thought-leaders, where through both I'd upset the proverbial applecart with my assertions that we, the profession, needed to think differently about safety – specifically that we need to engage managers and encourage them to weave safety into their ways of working, rather than relying on safety advisors to do it for them.

I wasn't entirely sure if I was in receipt of a compliment or allegation. She continued: "*You have a lot to say about safety, don't you? Have you ever thought about pulling it all together in a book?*" enquired Kara. The idea was born, and I learned that 'maverick' was a way of being, an acculturation[51].

Having never written a book before, and feeling somewhat uncertain, I followed the lessons learned from post-graduate context statement writing and over the next few days I covered the walls of my office with flipchart paper and started to download ideas. Steadily, a target audience, then a framework for discussion, and key points were identified and articulated. Formal approval from the publishers and marketplace and peer validation of the proposed concept and content was given and the writing began in earnest. The publishers and I had wrested over titles: my proposal, *Naked Safety* - suggested for the stripping back of the subject with clarity – was not to their liking, and a fear of upsetting the traditional industry was voiced. Their suggestion, *The Dynamics of Safety in a Fast-Changing World,* filled me with dread. It reeked of the very essence of the bureaucracy which I strived to strip. But as the target audience of the book was safety practitioners, perhaps it would fly.

Seven months later I had written 75% of the book. And then I hit the wall. I found an especially dry text - despite the aim to provide a transformational view of safety I had fallen back into my early 'policeman'

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[51] Following this discussion, convinced that 'maverick' was an adjective for a collection of specific behaviours, I picked up the dictionary to ponder. I was drawn to the definition of *acculturation*: *cultural modification of an individual, group, or people by adapting to or borrowing traits from another culture*; also *a merging of cultures as a result of prolonged contact*. Reflecting on my career spanning Engineering, Utilities, FMCG, Retail, and Finance, and on my studies in law and psychology I felt a positive bias towards this term, so much so, that when it came to (self-)publishing my first book, I decided to name the publishing house *Maverick Eagle Press* representing both this acculturation and my desire to soar from one challenge to the next.

style of communication: directional, over-confident, and, desperately bureaucratic. I was appalled at my work and could not go on.[52]

From Accidents to Zero[53]

Reflecting on the outcomes from my psychology Masters thesis I determined that I had been writing for the wrong audience. It wasn't traditional safety people that I needed to communicate with, but their leaders. As my research for the DuPont corporation had revealed, leaders were not fully capable of leading safety, and middle managers lacked the tools. This cohort needed to understand that safety is not to be feared, but rather embraced and real clarity on how they could lead *with* safety in a practical, effective way. My thesis had made it clear: leaders – whether safety or operational - want to reach the ultimate goal of zero accidents, reducing the number of workplace injuries to the benefit of the organisation and its people. Looking at the list of topics I had scribbled out, a pattern was emerging: *Accidents, Behaviour, Culture… Zero…* and so a plan to devise 26 chapters, following the letters of the alphabet, in a systematic way to move an organisation's safety culture from *Accidents* to *Zero.* I seized the obvious and *From Accidents to Zero* became the working title as I placed the commissioned book on pause and began writing something new.

This action is a formative one for me, and the opportunity for creativity was both liberating and vital. The transition from beginning the first book to pushing pause to think differently reminded me that the solutions to organisational culture challenges don't present themselves as simple applications of theory or rules. Certainly, structure supports progress: I'd learned this from drawing on my 'mental libraries' in order to guide others in what they needed to do, moreover, having breadth and depth of knowledge is crucial to understanding which information to sieve out and which requires deeper consideration. This kind of critical discrimination doesn't come from the systematic application of rules but arrives only through experience. Such creative thinking is key to success as Richard Florida points out *"Bizarre mavericks operating at the bohemian fringe"* are now *"at the very heart of the process of innovation… in science and engineering, architecture and design, education, arts, music and entertainment"* and coming together with *"creative professionals in business and finance, law, healthcare and related fields"* (Florida, 2002, pp6-8).

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[52] A chance discussion with a marketing friend about the negative stigma surrounding safety revealed the reason I had grown bored of writing the book. Although my aim was to strip safety back to what was most important, my own actions had betrayed this, and I had created lengthy chapters which ambled around and rarely found useful conclusions.

[53] See Appendix B for discussion, endorsements and further information on this book.

Mindset shift

In response to the findings of my recently-commissioned research for the DuPont corporation and leveraging the dominant corporate interest in achieving a target of zero accidents, my aim for this new book[54] was to demystify organisational safety culture, suggesting that if we switch our mindset (and our activity focus) from 'preventing accidents' to 'creating safety' it is possible to achieve several beneficial outputs, including the sense of clarity needed to move through that cultural mist and drive a performance step change that takes organisations closer to their vision of a safe workplace that's free from harm. *'Creating safety'* is a philosophy[55] devised by me that focuses on the inputs to workplace safety excellence – leadership, worker engagement, motivation, empowerment and behaviour – in order to achieve goals and aspirations through a more human and more mindful approach, rather than the traditional dogmatic beguilement with the target of zero accidents. This would be a significant departure from the prevailing view of workplace safety[56], and indeed today I encounter people who cannot fully grasp my urge to look at things from a different angle.

My overarching premise is that safety leadership is not a hierarchical duty but rather a role that falls to each and every person, no matter who they are, or where they stand in the corporate structure. The book discusses elements that comprise safety culture, including beliefs, values, behaviours, leadership and more. Reflecting the leadership challenges identified in the DuPont-commissioned research my writing explained how improving the organisational safety in an organisation is neither onerous nor necessarily difficult. It begins with leaders getting out there and taking a proactive, pragmatic, proportionate approach to managing risks, a degree of mindfulness and engaging with workers to build positive change. The book's subtitle *'A practical guide to improving your workplace safety culture'* reflects my aim to inspire and encourage interaction – between myself as writer and the reader, and between the reader (as leader) and those around him or her. The practical guidance would be borne out of my experiences during my career and from my consulting practice as I sought to diagnose and help organisations progress on their journeys to safety improvement.

With a clear idea of target audience and structure the writing came fast, and a little over nine months later the final manuscript was submitted for print. Bypassing Taylor & Francis in fear of upsetting them with a completely random book in place of what I'd agreed to write, I had the idea to self-publish and

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[54] *From Accidents to Zero* (2014)

[55] See appendix A.

[56] Though today, some years on from the writing of *From Accidents to Zero*, other similar philosophies have become popular – including 'Safety II' (Hollnagel) and 'Safety Differently' (Dekker)

my journey to setting up a publishing imprint began and in September 2014 *From Accidents to Zero* was released, on *Maverick Eagle Press*[57].

Galvanising the profession, and breaking new ground

I wanted to connect the book to forward-thinking practitioners and approached both of the leading global professional organisations, the Institution of Occupational Safety and Health (IOSH) and the International Institute of Risk and Safety Management (IIRSM) to invite them to contribute a Foreword to the book.   To my surprise both agreed. The Chief Executive of the IIRSM was first 'off the blocks', keen to provide not just a Foreword, but also formal endorsement of the book to his institution, via the IIRSM logo on the cover of the book.

> *"With this book Andrew has opened up the field of safety culture and broken it down into bite-sized components to facilitate new, critical thought and inspire practical action. He brings a welcome challenge to the view that culture change is a long and difficult process by offering numerous pragmatic ideas to engage, motivate and drive positive evolution in the workplace."*
> Philip Pearson, Chief Executive, IIRSM

The IOSH contribution was no less significant, reflecting exactly the challenges that had caused me to forsake my corporate career in order to seek broader, deeper influence:

> *"The world of work is changing, often setting the safety challenge in a new context – particularly in business. As leaders increasingly understand the importance of good safety practice to support their business objectives, safety and health practitioners continuously develop better tools and solutions. However, it's clear that there is still a gulf between these groups. This book will be a valuable companion to safety and health practitioners, their leaders and for us all to move forward to deliver on our common mission."*
> Jan Chmiel, Chief Executive, IOSH

This double contribution provoked strong reaction for many in the safety profession. As professional membership bodies, IOSH and IIRSM were sparring partners, very rarely were they featured on the

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[57] The name *Maverick Eagle Press* was inspired by the idea of 'acculturation' – see previous section, and my desire to soar from one challenge to the next.

same bill. I found myself debating as to whether I could include both forewords, a fear of alienating the institution[58] I had worked hard for as a volunteer for many years was juxtaposed with the desire to support an institution whose aims I also believed in. For several years I had thought that IOSH and IIRSM would both be better off working in concert rather than in isolation so after much mental wrangling, I decided to include both forewords, in the hope that this small step might be, at least, in the right direction. Buoyant, I decided to go for the 'triple'. A pre-release copy of the book was despatched to the British Safety Council. Three days later the following message appeared in my email inbox:

> *"This is the 'must read' practical guide and will assist you to achieve significant safety improvements!"*

The email continued with further positive words of encouragement and endorsement from Alex Botha, Chief Executive of the British Safety Council. All three of the UK professional safety organisations on the same page, in the same book, endorsing the same message! Without question, this was a first. And I was delighted to have facilitated it.

The two leading professional journals featured reviews of the book, the first, *Health & Safety at Work* advised:

> *"This book should be subtitled 'safety psychology without tears.' If you want to know what makes people behave as they do and how you can translate that knowledge into smarter worker protection, Sharman's your man."*

And the *Safety & Health Practitioner* said:

> *"The UK's health and safety legacy is second to none. Yet, while the track record in slashing fatalities and serious injuries is to be applauded, there is a danger that complacency can creep into business practice. Health and safety can be a hard sell for businesses and safety professionals – finding fresh, innovative approaches to improving safety is a tough challenge. This practical guide to safety culture urges readers to eschew traditional perspectives and instead take a practical, big picture view on safety. A refreshing and timely addition to the health and safety conversation."*

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[58] IOSH

Each chapter provides not only thought leadership but concludes with a set of questions and ideas for action – over 80 in total are contained within the book. This 'curiosity and action-driven style' would become a hallmark of my writing style in all of my books, and was very well received by leaders in the field:

> *"This A to Z of safety represents an eminently practical knowledge toolbox, one filled with tools which will add value to the CEO and the front-line Safety Practitioner in equal measures. Relevant, accessible and applicable, this is safety distilled and a 'must-read'."*
> Steven Brown, Brewery Manager, Heineken

Within weeks of its publication, the book garnered attention beyond the United Kingdom, with the Director Emeritus of the International Labour Organisation (ILO) and Chief of Singapore's Ministry of Manpower, Dr Jukka Takala suggesting that:

> *"From Accidents to Zero is positively different from traditional safety books. Sharman points out that we need to go beyond 'business as usual'. Even excellent workplaces and organisations tend to have difficulties in continuing to improve safety. Excellent reading that encourages immediate action!"*

Even the world's largest and most successful safety consulting business, DuPont, believed the book offered something new:

> *"Thought-provoking and insightful this book progressively pushed me to see new connections, and new ways to address organisations' safety culture and risk management challenges."*
> Mieke Jacobs, Global Practice Leader – Employee Safety, DuPont

What began as an urgent download of ideas from a frustrated mind turned into value for leaders of institutions and operations, and even safety professionals. By following my instinct (and perhaps subconsciously Kotler's three golden rules of marketing (Kotler, 2005, p43)) I had been able to focus on what I saw as the real issues in safety, position my response carefully, and differentiate myself from the market through my 'maverick' perspective.

Cultural glue

The principal aim of writing *From Accidents to Zero* was for it to be a primer towards a new way of

thinking about workplace safety culture. I began from an argument that the safety profession - and also organisational leadership - had not been learning from the research and literature on occupational safety. Indeed, reflecting on the bibliography and reference list for this context statement it's obvious that whilst there is much excellent research that reaches publication, it usually ends up in highly technical (and often rather obscure) academic journals – typically beyond the radar of most safety practitioners and operational managers.

I wanted *From Accidents to Zero* to act as cultural glue - providing thoughts, actions and language that would bring safety practitioners and organisational leaders together (rather than the traditional - and often unwelcomed, as I'd found personally in my early career - 'push' *from* safety via rules-based approaches). Through its first-person narrative I wanted to create a sense of community and explain the symbiotic relationship between people, their workplaces and their organisations that I knew to be the true foundation of a robust safety culture.

Total Safety Leadership[59]

By early 2015 I began receiving requests from organisations around the world asking if I might support them on their own journeys 'from accidents to zero'.   Those first twelve months in consulting found me spanning a geographical A to Z in more than 20 countries, from Australia to Zimbabwe, advising clients on safety strategy, leadership, and delivering a program I had developed, based on the book, known as *Total Safety Leadership* ('TSL') which is accredited and certified by the International Institute of Risk & Safety Management. An A to Z of industry leaders including Apple, Bayer, Burberry, DHL, Honeywell, Lafarge, MercedesBenz, Novartis, Pfizer, RollsRoyce, Sodexo and Tata now populated my diary and I began receiving emails of thanks from leaders around the globe – from visionary CEOs to safety practitioners keen to break the boredom of compliance.

From Accidents to Zero is the core text for TSL – delegates learn the book's key messages in class and read sections of the book as homework. Through this incorporation I'm able to understand which parts of the book are most useful to delegates on the program, and through the classroom activities see exactly where additional help, support and direction is required.

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[59] See Appendix C for program and module outlines, client feedback and materials.

The program operates in two formats: in-house courses exclusively for our client organisations, and public courses that are open to all individuals and organisations to attend. The open courses are delivered in partnership with a leading global events company, Fleming[60]. With offices in eight countries, the collaboration with Fleming enables the program to be offered in places where my consulting business does not have a presence, including Zimbabwe, Kenya, Tanzania, Ethiopia, Australia, Canada, and the United States of America. In addition to providing global reach, the open courses frequently result in attendees requesting bespoke inhouse programs to be delivered in their organisations.

In the first year of launch (2015) over 800 people completed the program, quickly making it a flagship product for my consulting business that is highly regarded by participants:

> *"An inspiring masterclass - the most impactful safety event I ever attended and now I have a zillion ideas on what I want to do differently to improve safety culture in my business."*
> Global Director, Chemicals industry

> *"A fantastic program that really got me thinking about how I lead safety at work. The interactive approach brought several 'a-ha!' moments for me."*
> Operations Director, Automotive industry

The popularity of TSL continues to grow and the program is now also taught by colleagues within my business. At the end of 2018, over 5,000 people from 27 countries had graduated the program, and a further 26 *Total Safety Leadership* programs are scheduled to run in 2019.

The TSL programs allow me to identify and understand - through interaction with delegates - the major obstacles to *creating safety* and building a robust organisational safety culture. This helps me constantly refine the program and shape my thinking with regard to how I work with my consulting clients.

Delegates on the TSL programs consistently report that building accountability for safety is an area common challenge - illustrated through questions such as: *'How do we help others to see that safety is*

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[60] I've delivered 18 *Total Safety Leadership* programs in partnership with Fleming to date. Large group sizes (35 delegates) and the choice of location – often African nations, Australia and the United States - really mean that my philosophies and tools are shared broadly, and frequently where a need for better workplace safety (e.g. Uganda, Kenya, Zimbabwe, etc) is pressing. See Appendix C for examples of the program being delivered around the world.

not just the domain of the H&S practitioners?' 'What can we do to encourage others to get involved?' 'How can we share accountability for safety?'

> *"Attending* Total Safety Leadership *with you has been an eye-opener. Made me reflect a lot on why we are still doing things right rather than doing the right things. It's given me a clear direction to focus on the 3 most critical elements of success: people, people, people."* Cristiano Castagnetti, Manufacturing Excellence Director, Molnlycke.

I believe that good leadership is not about always having the right answers, but sometimes in standing back and allowing people to really think. In each TSL program I encourage learners to openly share their challenges, ideas, experiences and solutions. By resisting my natural bias for action and listening carefully, I have been able to identify ten specific focus areas that can help organisations move forward with building accountability for safety. These ten areas helped me draw tighter focus as I revised the text of *From Accidents to Zero* in preparation for the publication of the *Second Edition* hardback[61] with leading publisher Routledge. In addition to revising and extending certain chapters of the book to reflect the insight gained through *Total Safety Leadership* programs, I added an additional chapter to the book to focus in on these ten focus areas.

Whilst its popularity thrills me, it's down to its simplicity and accessibility. Each of the book's 26 chapters take the reader on a clearly-guided and robustly-facilitated journey to safety excellence that is founded on solid research, models and theories – a point noted by one of the world's leading experts on workplace safety, Australian sociologist Professor Andrew Hopkins, who wrote privately to me after receiving a copy of the book:

> *"I have just finished reading the book from cover to cover, something I don't often do. Most books written by safety consultants display little or no awareness of all the thinking and writing that exists on their subject and end up striking me as superficial. Your book is thoroughly, though not obtrusively, grounded in the literature, and I found it a delight to read for this reason."*

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[61] The *Second Edition* of *From Accidents to Zero* was published by Routledge in August 2016 and has earned several five star reviews on Amazon, see https://www.amazon.com/Accidents-Zero-Practical-Improving-Workplace/dp/1472477030 and https://www.amazon.co.uk/Accidents-Zero-Practical-Improving-Workplace/product-reviews/1472477030/ref=cm_cr_getr_d_paging_btm_prev_1?ie=UTF8&reviewerType=all_reviews&pageNumber=1

Since the book's publication, over 50,000 copies have been sold[62]. And *Total Safety Leadership* has grown, with over 6,000 leaders in over 20 countries now having completed the program. Creation of the *From Accidents to Zero* book provided an opportunity to clarify my thinking on what safety really is, and a practical tool to communicate my views, provoke thought and offer suggestions for action. Its deliberate structure - of concise chapters, each concluding with a set of specific reflection and action points for the reader to exercise – has been warmly received, and in fact, become my *modus operandii* as a consultant now.

Becoming Safety Savvy[63]

Behaviour-Based Safety ('BBS') - and arguably much of what we come to call safety culture change today - is predicated on the works of Jean Piaget and Burrhus Skinner. Ideas expressed in *The Psychology of Intelligence* (Piaget, 1950) and *About Behaviorism* (Skinner, 1976) remain strong foundations for my own approach. But an understanding of the science of behaviour was not enough on its own.

At the heart of BBS is the activity of leaders conducting 'observations' of workers and providing feedback. This 'one-way' approach has always struck me as odd, and in my experience, never galvanized worker commitment. Recalling my days as a Process Engineer and how safety had been communicated to employees back then, and the subsequent 'evolution' to BBS now, I had an idea that I might follow Kotler's guidance to "*find new ways to capture attention and position the brand in the consumer's mind*" (Kotler, 2005, p83).

Fast, light and focused

As I consider Kotler's use of the word 'brand' I know that in my mind it was safety, at its most broad, that was the thing to be positioned. *From Accidents to Zero* had been deftly targeted at operational leaders and safety professionals and had been well-received by this cohort, but in my increased engagements with consulting clients I was beginning to see a gap between what the operational leaders were saying, and the actual impact with the primary consumer when it comes to workplace safety, the worker. I knew there were no books on safety designed for employees – at best one might download

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[62] In June 2016 I delivered a manuscript for a Second Edition of the book – fully revised and extended - to Routledge – the leading academic publisher and now part of the Taylor & Francis group. It seemed that my maverick way of being had come full circle – and my guilt over having gone AWOL on their previous contract diminished.

[63] A full outline of the entire *Safety Savvy* book and accompanying programs is contained within Appendix I.

a pamphlet from a regulatory body, at worst communication came in the form of a tatty poster on the factory wall with an instruction to 'be safe'. Hardly attention-capturing.

I decided to write a book especially for workers, and in August 2015, *Safety Savvy: What you need to know to stay alive longer in a dangerous and uncertain world* was published by Maverick Eagle Press. Working with co-author Dr Tim Marsh the book took concepts from Skinner, Piaget, Lewin[64] and more and used contemporary culture (stories featuring Brad Pitt, Tom Cruise, Nelson Mandela, Homer Simpson, Dirty Harry and Mike Tyson) to communicate the key points - or the five 'truths of the Safety Savvy' as we called them. Recognising the verbosity common to safety communications of the time, we deliberately used simple terms, real-life perspectives, humour and film quotes to get the message across. Filled with sharp, brightly-coloured graphics, and packaged as a crisp, fast and light pocket book, *Safety Savvy* came in at just 96 pages – easily readable in under an hour.

I recognized that getting a book for employees to market wouldn't be easy – after all, it's not often that a factory worker might walk into *Waterstones* on a day off to look for a book about workplace safety. To support the utility of the book I developed a workshop program that could be delivered to large groups of employees, sharing the 'truths' and then giving them a copy of the book to read. Within three years of its launch this program had reached more than 15,000 employees in more than 30 countries, and in addition to its native English format the book has also been published in Russian and Portuguese to facilitate through our Train-The-Trainer programs.

Mind Your Own Business

On 23rd June 2015 I'd been moderating a live debate on the future of health and safety leadership at the IOSH Annual Conference, with a panel of seven thought-leaders, including the head of the Trades Union Congress; the Chief Executive of the Institute of Leadership and Management; a leading barrister; the Chair of the British workplace safety regulator; a senior academic[65] and a very senior commercial leader. The idea for the debate had come some months before, and I pitched it to IOSH with a degree of confidence. Having been Vice Chairman of the Board of IOSH for six years I knew well that IOSH was worried about the lack of leadership skills amongst safety practitioners. The idea for the debate had grown into two sessions; one on each day, with the audience submitting questions to the debate panel

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[64] Kurt Lewin was a social psychologist who, back in 1936 offered an elegant formula that I use frequently today: *Behaviour is a function of the Person and their Environment*.

[65] This was Dr Kate Maguire of Middlesex University, who was continuing to encourage me into commencing this doctoral programme.

in real-time though mobile technology, and a poll going out to attendees between the two debate sessions. As the main plenary session, the debate attracted 800-plus attendees and was the most attended session at conference. Having selected and coordinated the panel, devised the core questions for debate, and facilitated the discussions, I realised that I was finding not just one but two key target groups for change. The debate pointed to two clear facts: the first, that safety professionals needed to further develop their softer skillset (communication, influence, strategy), and the second, that operational leaders needed to build their confidence and competence in workplace safety.

The great safety leadership debate

That evening, over a cold beer with Dame Judith Hackitt, one of the debate panellists a plan began to take shape. I had first met Judith in 2008, on her second day in post as Chair of the Health & Safety Executive[66]. Judith delivered a strong call-to-arms to an assembled group that resonated with me, especially as she quoted Gandhi in her final words: *"we must be the change we want to see."* Over the next 8 years Judith and I had re-connected at professional conferences, sharing a few words here and there, typically around how disturbed we both were at the direction the profession was heading in, or the way the media portrayed safety at work.

The story of Goldilocks and the three bears was a childhood favourite of mine. How the golden-haired girl struggled to find a suitable chair, a comfortable bed, a tasty bowl of porridge! Eventually she got it 'just right'. As the idea percolated through my brain, I saw the connection to modern-day safety. So much of what was being done was either too big or too small, too hard or too soft, too hot or too cold. Why was it that when it comes to workplace safety it was so challenging to get things *just right*?

I noted the key points as our dialogue progressed. A week later we added meat to the bones and the concept became clear – the reason why so many organisations struggle to get safety just right is because safety is devolved to the safety professional and leaders simply abdicate their responsibility. Why? We reckoned it was because most senior leaders lacked formal training in safety. Preliminary research confirmed that not one single MBA program globally included workplace safety. No wonder leaders felt disconnected and lacked the ability to demonstrate why their organisations should take safety seriously!   No wonder these leaders fell into the trap of trying to put 'safety first' and pursue

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[66] The HSE is the British governmental regulatory body for safety at work.

such opaque targets as 'zero harm'.   As Judith and I dug deeper we realised there was a real need for leaders to think about safety the way they considered every other part of their daily work life, and with a provocative working title of *Mind Your Own Business* we got to work writing.

Over the next twelve months we drafted the content of the book[67], drawing on a collective six decades of experience to illustrate the state of safety, and argue why leaders needed to get a grip. Published[68] in 2016, with a subtitle that underlined our earlier justification for the book, *Mind Your Own Business: What Your MBA Should Have Taught You About Workplace Health & Safety* received endorsement from Professor Andrew Hopkins, an eminent sociologist and best-selling author of '*Learning from High-Reliability Organisations*' and '*Failure to Learn'* who said:

> *"Managers feel baffled by the complexity of OHS systems and regulations. What this book says will come as a breath of fresh air to them.*
>
> *There are so many myths to be debunked; importantly, managers really do not need to let fear of most unlikely legal consequences be a key driver of their decisions*
>
> *Given the background and credibility of the authors, managers should see this as a strong signal to look again with confidence at their leadership in safety."*

Hopkins has acted as expert witness in many high-profile safety cases, including the BP explosions at Texas City and Deepwater Horizon. His words provided the encouragement needed and the book has become a firm favourite with senior leaders, and the backbone of my consulting and coaching work with executives.

Leadership in the real world

In the last few years business schools have been reporting a boom in Masters of Business Administration (MBA) program. In the UK, Oxford University's Saïd Business School reports their MBA student intakes are up 50% year-on-year since 2015. Warwick Business School's popularity with MBA students has encouraged a £30 million state-of-the-art extension to its current facilities and the acquisition of an entire floor in Europe's tallest building, The Shard, in London. INSEAD, IMD, Judge,

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[67] See Appendix E for details of the book, reviews and endorsements.

[68] This would be the third book published by Maverick Eagle Press.

Cranfield, Harvard, London Business School, Wharton, Yale, Stanford, Columbia – all featuring in the various 'top tens' of business schools across the world – report healthy increases in their MBA cohorts, most seeing double-digit percentage increases year-on-year.

Porter and McKibbin (1988) reported that business school graduates are not considered by the business community to be sufficiently prepared for the real world of corporate life. They slammed Universities for not equipping their students with the requisite skills and recommended that teaching of interpersonal skills - including communication and leadership - be incorporated into business school curricula. Since the report, the increasingly complex global business environment makes skills such as the ability to understand and operate within employee, customer and team diversities even more vital.

Seeing things differently

Workplace health and safety sits firmly in the real world of work and therefore needs to be part of preparing managers to become leaders in the real world. A review of MBA programs around the globe, however, reveals that almost none include the topic.

The exception comes from Canada, where the University of Fredericton has made the bold step of creating a program with deep focus on safety leadership. The Fredericton Executive MBA is designed for business professionals who aspire to lead their businesses towards much higher performance. Its core focus is on collaborative leadership in the complex context of multiple stakeholders and objectives; then it augments this with a series of specialty stream courses designed exclusively around the needs of safety leaders. Developed in collaboration with the national professional body for safety practitioners, the Canadian Society of Safety Engineering, Fredericton believes that:

> *"The role of the health and safety unit in an organisation has been steadily and significantly rising in prominence over the last several decades. This is well-deserved, as the evidence clearly indicates that well-designed and well-managed health and safety programs contribute to a much healthier, more satisfied and more productive workforce, coincidentally with a significant financial upside for the organisation."*

The University points out that many managers of health and safety departments have reached their leadership positions without any prior higher education in management and thus face *"the dual*

challenges of a potential performance deficit, and reduced probability of promotion into executive ranks". In my own discussions with the University a smile crept over my face as I heard a version of a familiar old mantra *'If we always see things the way we've always seen them, we'll always do what we've always done.'*

Fredericton takes a fresh approach: their goal is to upskill advanced-career professionals and managers for senior managerial positions and to prepare them for success in those positions, without interrupting their career momentum, or in their words:

> *"What we need to do in executive leadership is give MBA students lots of tools to help them do stuff in safety <u>effectively</u>."*

The Fredericton MBA program, running since 2007, now boasts an annual intake of around 60 managers and cohort size has doubled year on year in recent times.

Getting the balance just right

Stemming from these realisations, my book *Mind Your Own Business* addresses the gaps within current MBA programs and other executive learning with regard to workplace health and safety with the intent of getting it 'just right'.

It helps leaders recast their relationships with safety experts and differentiate between over-zealous 'technical experts' who over-prescribe and over-regulate business affairs and help spot, support and collaborate with those best-in-class safety practitioners that can really help the organisation progress. The book demonstrates why a difference of opinion and perspective in health and safety is not just useful but indeed essential to success – in safety and in business more broadly and makes the distinction between advice and decision-taking and argues that there really isn't one right way to guarantee success in safety at work, but it's about finding a balance that's *just right* for the leader and their organisation.

Presented in five parts, each designed to build on the previous section, the end of each chapter presents reflection points together with suggestions for specific actions that will help leaders demonstrate their commitment to safety.

Mind Your Own Business has sold over 12,000 copies in two years. The popularity of the book encouraged me to develop a program – *The Safety MBA*[69] – to share the book's learnings. *The Safety MBA* features advanced exercises, three days of workshop activity, and six months of one-to-one coaching.

Given the purpose of *Mind Your Own Business,* I incorporated its contents to my teaching at CEDEP[70] and IMD – the perfect environments to reach senior executives with the urgent messages Judith and I set out to get across. Executives attending the programs at CEDEP and IMD - over 300 senior leaders each year – receive a copy of the book.

National Certificate in Safety & Health for Business[71]

There are three key figures who have influenced my thinking and practice more than any other: behaviourist Burrhus Skinner, organizational psychologist Edgar Schein and social philosopher and management guru Charles Handy. Incredibly I have had the good fortune to get to know and spend time privately with two[72] of these three. My own learning from these savants' books is immeasurable though it's been during private meetings and correspondence with Handy and Schein that I feel that I have made most progress. Aged 86 and 90 respectively, I've regarded myself as their 'young disciple' accorded face-time to ask any question and debate any point I've wished. It was during a recent afternoon[73] with Charles Handy that I realised my true purpose. Discussing my doctoral program and the idea of reflection, Charles remarked *"We learn through reflecting on what has happened. The process seldom works in reverse – though most educational processes assume that it does and hope that we can teach people how to manage before they manage."*

On reflection, my own writing has sought to help people develop by leveraging my own reflections on what has worked and offer ideas for readers to adapt and try for themselves. *From Accidents to Zero* focused on providing practical help to safety practitioners and to operational managers in order that they could drive a positive change in their organisational safety cultures and performance. *Mind Your Own Business* took a top down approach to stimulate thought amongst executive leaders and provide a clear route map on how they could demonstrate their commitment to worker safety through their

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[69] See Appendix E for the outline of this program and client testimonials.

[70] See Appendix K for the brochure for my Leadership & Safety Culture program at CEDEP.

[71] See Appendices F & G for details of the textbook and the brochure for the new qualification.

[72] BF Skinner died in 1990, before I even really know what psychology or organizational behaviour was. By 'being brave' and reaching out privately to Schein and Handy I've forged strong links based on sharing ideas and perspectives and am currently beginning a project to write a book with one of these 'superheroes' of my professional career.

[73] This refers to private conversation during a visit to Charles Handy's home in London on 11th February 2019.

visible felt leadership following Charles Handy's view that 'leadership' is *"helping[74] people to think differently about themselves."*[75] And the book *Safety Savvy* (and subsequently hugely popular workshop programs which have now been attended by over 42,000 people) was designed to give shop-floor workers a provocative, relevant and engaging text[76] that would encourage and empower them. Looking at these three books it would appear that I have covered all the bases, yet I knew that there was a specific cohort I needed to reach. All my career I have been fighting the negative stigma that surrounds the health and safety profession and have come to understand that this stigma is partially deserved by the compliance-driven approach so usual for many OSH practitioners. My various roles with the professional body, IOSH, have helped me to see that a radical step-change is required if the profession is to truly shed these shackles. In *Mind Your Own Business* I wanted to tackle the lack of safety content in executive education. Now I had to do the same with regard to the development journey of OSH practitioners. Working with IOSH, I researched and wrote a book which would be the official textbook for a new Level 3 National General Certificate *in Safety & Health for Business* in the UK[77]. Ofqual-regulated, the qualification was designed to help employers *"meet their needs and to grow the knowledge and soft skills their managers, supervisors and up-and-coming safety and health professionals require"* (IOSH, 2017).   The program (and the book) has three units: organizational management; culture; and strategy and stands as a direct competitor to the predominant[78] qualification route for those seeking a career in OSH.   My start point for this particular book was not, as has been with all of my other books, to be provocative. Following Handy's (1976) notion that the job of a leader is *"to bring out the best in people"*[79] my aim was to create a book that would hold sufficient academic rigour to justify its position as the primary textbook for a national qualification whilst at the same time develop a 'new breed' of practitioner and manager.

Launched at the IOSH Annual Conference in November 2017, the new qualification has created quite a stir, with training providers clamouring to present the program, and strong take-up across industry and individually by those looking for a new career. As the qualification also provides a route to membership of IOSH, the only chartered body for OSH practitioners, I feel confident that it helps pave the way for a

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[74] I find it fascinating and inspiring to see Handy, a former student of Schein, reflect Schein's own ideas here, with the notion of 'helping'.

[75] Ibid.

[76] Following Phillip Kotler's advice on how effectively market a concept, idea or cause, see Kotler, 2005

[77] See https://www.iosh.co.uk/Training/IOSH-training-courses/L3-IOSH-qualification.aspx

[78] The predominant route to a career in occupational safety and health typically begins with the NEBOSH (National Examining Board in Occupational Safety & Health) *National General Certificate in Occupational Health & Safety*. In the late 1990s I completed this program and found it tremendously dull, over-hinged on legislative obligation, and cite it as one of the key reasons that my own early approaches to health and safety were biased towards *telling* and taking a legal high ground. Whilst a solid technical underpinning is necessary, my view is that the NEBOSH route is severely outdated and misses the reality of workplace safety today. As a result of this thinking, I was delighted to help create this new learning program for the future of the profession.

[79] This point is offered by Handy in his first book Understanding Organizations (1976) and resonates with me each time I read it. I was thrilled to hear him utter exactly the same words during a recent conversation together.

new future of the profession[80].

Part 2 – Professional Bodies

Building communities of practice to share learning

Through my work I strive to build communities of practice, or *"groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly"* (see Lave and Wenger, 1991) and hope my approach is a primer for thought, albeit not intended to be thought-provoking, instead to be action-provoking. For example, my writing, whether journal articles, blogs, or books, always ends with a series of actions, or 'suggestive inquiries' (after Schein, 2016) designed to help identify solutions to drive change. They don't come with an iron-clad guarantee: I'm not a guru, savant or academic, but a regular guy who's simply had the privilege to work with hundreds of organisations and thousands of safety practitioners and business leaders around the world and discover what works and what doesn't. I endeavour to share these ideas, together with the *where, when, how* and *why*. As I say in my book *Naked Safety* (Sharman, 2018), it's time to strip things back, to show that workplace safety is a significant enabler to business success, a route to boosting worker engagement, job satisfaction, morale and general wellbeing - and something in which I believe every leader has an important role to play.

Using this concept of creating communities of practice has become central to my work, recognizing I cannot transform the culture of an organisation alone, so take the view that I can have most impact by 'sharing a concern' (e.g. building a public profile and associated momentum of interest and following, with conference talks, supported by social media and journal articles) and 'building a community' (e.g. creating the *Scottish Borders Safety Forum[81]*, growing and strengthening *IOSH Edinburgh Branch[82]*).

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[80] Following the success of the Level 3 qualification, IOSH have asked me to write a new regulated qualification, at Level 6. Work will begin on this in March 2019.

[81] Whilst working as a Safety Manager for an engineering corporation in the Scottish Borders at a time where safety was just beginning to grow in interest and importance in the UK (following introduction of new legislation from Europe) I found myself regularly being asked by managers and leaders at other local firms for safety advice and guidance. I founded *The Scottish Borders Safety Forum* in 2000 and organised monthly meetings in the town of Kelso which anyone with an interest could attend. I chaired the Forum meetings for two years before handing the role over. The Forum continued to exist for a decade,

[82] I have held the roles of Secretary, Vice Chair, and Chairman of the Edinburgh Branch of IOSH. See https://www.iosh.co.uk/edinburghbranch

My natural interest in shared learning encouraged me to develop my own conferences (e.g. *HSE Excellence*[83], *EHS Congress*[84], *Sustainability Leaders Congress*[85]) to bring practitioners together to share, learn and network[86]. These events attract top class speakers (including many of the leading global thinkers[87]) and provide me with a splendid opportunity – through shaping content and topic choice – to influence the attention and practice of safety professionals across Europe. My non-executive roles, particularly as President Elect[88] of IOSH and Chairman of the Board for the Institute of Leadership and Management further provide rich opportunity to influence practitioners[89] and leaders. As I step into the role of President of IOSH in September 2019 I will become the global ambassador for the organisation charged with representing and influencing over 47,000 members in 120 countries. I will, quite literally, have the world of safety watching me.

Providing others with concise resources

Helping to shape the future of safety are my writings, where I've alluded to the gaping void between safety practitioners and the business world as a personal pain point which I've been urgent in finding a solution. In a bid to bridge the gap between the disciplines of safety management and organisational leadership, I developed a monthly feature entitled *The Business Book Club*[90] for the journal of the Institute of Occupational Safety & Health ('IOSH'). Presented as a classic leadership text, the aim is distilling its wisdom into practical advice for the safety practitioner that is expected to reach in excess of 100,000 readers monthly between print and online versions. Within the last year I've written about the works of Covey, Kotter, Carnegie, Blanchard and Johnson, Buckingham, Peters, Collins, Kahneman, Schein, and Sun Tzu. The process of re-reading books from my collection deliberately through the lens of a safety practitioner has been both challenging and enlightening resulting with increased self-awareness of my own leadership style, how I interpret and respond to signals and artefacts within my working environments.

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[83] https://fleming.events/hse-excellence-europe/

[84] http://ehscongress.com

[85] http://sustainabilityleaderz.com

[86] See Appendix H for examples of these conferences and chairmanship activities.

[87] In recent years I've invited Sidney Dekker, Edgar Schein, Erik Hollnagel, Geert Hofstede and Andrew Hopkins to speak at my events.

[88] I was proud to see news of this appointment in Scotland's national broadsheet newspaper, *The Scotsman*: https://www.scotsman.com/business/companies/borders-man-to-take-up-presidency-of-professional-body-1-4798017

[89] The role of President of IOSH marks a pinnacle of my safety career and comes 20 years after my first voluntary role for IOSH – as Secretary of the Edinburgh Branch. I've steadily progressed through IOSH roles, from Branch Secretary to Vice Chair and then Chairman of the Branch, as a member of Specialist Committees and Working Groups, and then was appointed to the Board of IOSH in 2001 as a Trustee for two terms of three years each, the second term serving as Vice Chairman of the Board.

[90] A selection of *The Business Book Club* features are provided in Appendix F. All articles in this series can be found at https://www.ioshmagazine.com/article/business-book-club-key-lessons-jim-collins-good-great

With just 500 words to each feature, to condense several hundred pages of original text, I've learned the importance of being concise and art of distillation. It's a taxing, but the process of writing, reflecting and revising has brought benefit to my consulting and public-speaking too. In an era of information overload, messages are lost (Macik-Frey et al. 2007) and for over two decades, health and safety has stifled itself in information-overload. A question I often ask to leaders is *"Do you have too many or not enough safety rules, guidance, systems and procedures?"* The answer is always the same. All too often we find ourselves caught up in regulatory or technical jargon, using more words than necessary to communicate the message.[91]

Part 3 – Public Speaking[92]

A new day dawns

On a bright morning in August 2008[93] I walked onto the stage in front of 750 safety practitioners, the largest audience I had ever seen, at a conference venue in the Drakensberg Mountains, South Africa. Although nervous, my several months of planning and preparation held me calmly as I moved towards the lectern. I was about to present the keynote speech at NOSHCON, the African continent's largest safety and risk management conference. The title of my paper was '*Workplace Health & Safety: 21st Century Challenges'*.

I began my session in Afrikaans, before moving to a few words in Xhosa, and then Zulu in a bid to ingratiate myself with the locals. Reflecting on my opening line of '*Welkom om die beste veiligheidskonferensie in die wêreld!*[94] ensures that my audacity[95] and the audience's good-natured murmurings continue to echo to this day. The American advertising guru George Lois (2012) suggests that:

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[91] Similarly, in 2015 I created *The One Word Interview*- see www.TheOneWordInterview.com with the aim of distilling what's important and driving real focus. Answering five questions, 40 global leaders converged on what practitioners really need to focus on. The idea to be on point is something LID Publishing recognised. *The Wellbeing Book*[91] - in a departure from workplace safety – was a real writing challenge for me to share '50 ways to master your mind, boost your body and supercharge your soul', with each chapter coming in at no more than 750 words.

[92] See Appendix H for a summary and examples of my public speaking activities

[93] Between the years 2003-2008 I continued to develop my career as a safety manager with the brewing giant Heineken and the European power company Iberdrola.

[94] "Welcome to the best safety conference in the world."

[95] In a country of 11 official languages, South Africa presents a linguistic challenge. Each time I visit this magnificent country I take care to select *'Goeie more', 'Mholo', "Khotsong', 'Habari za asubuhi', 'Sawubona',* or *'Sanibonaani'* depending on the origin and culture of the person I wish to bid good day.

"In all forms of communication humour can be a natural way to win someone's heart. Humour disarms and make one more accepting of thoughts and images that could be hard to take in serious discourse. Say something serious in a funny way and you can win people over every time."

I don't necessarily agree that humour works *every* time and I've particularly found that British humour has failed me many times, though Lois does have a point - humour transcends verbal language, so felt a good starting point. Over the next two hours, my speech unpacked what I truly believed was a pragmatic view on safety, carefully designed to fit audience needs, and the anticipated maturity of their corporate cultures across Africa. I felt increasingly that the language around – and purpose – of safety needed repositioning. I focused on the increased value of the work of safety professionals when they focus on embracing and proactively managing risk. I discussed how we could identify and measure significant risk, bring it under reasonable control, and, critically, how to construct an appropriate vocabulary to communicate risks to workers. Although I had not intended to do so at the time, I was, through my speech, setting out a manifesto to reposition the role of the practitioner.

My session was well received, and I was invited back to give the keynote speech at NOSHCON again in 2009, 2010 and 2011. Each time represented a milestone in the 'first time' a speaker was re-invited. Since my first paper there I have returned seven times to share my views with the African masses, each time as the keynote plenary session to 700-900 delegates. In 2015, the South African Institute of Occupational Safety and Health asked me to provide the opening address at their annual conference, and over the last decade I've found myself speaking to or delivering training to leaders and forward-looking practitioners from South Africa and across the African continent, including Ghana, Uganda, Tanzania, Kenya, Nigeria, Zimbabwe, Zambia, Ethiopia and the Congo. Although hamstrung by economic development and fiscal instability these nations are determined to learn, grow and be challenged – especially when it comes to safety. What emerged as important to my own journey from these visits, was that as I work with people in these 'developing nations' I find myself challenging my own assumptions of what 'safety' really is, and how to go about communicating and delivering it efficiently and with real impact in an organisational setting.

Designing difficulties

On the 24th April 2013 the Rana Plaza mixed use factory / shopping mall complex collapsed in Bangladesh killing 1,123 people. Poor construction methods, overcrowding and blocked emergency

escape routes were cited as primary causes of failure as global interest and pressure to establish new standards of safety mounted. As developed nations rallied round to provide emergency aid, governmental bodies mandated the commercial giants using the complex to produce their branded goods to raise their game. An alliance of bodies corporate formed around the shared commitment that such a tragedy would never again occur. Safety practitioners, including myself, joined a global group to provide free professional services to companies operating in the region. Within six months though, the group had fixated on what I believed to be a most destructive force: a focus on prevention of accidents, a strong barrier to meaningful progress in my mind – causing me to experience even further frustrations with the industry. Making this worse, they were not alone.

In August 2014, health and safety experts gathered together at the 20th World Congress for Safety & Health in Frankfurt, Germany. The title of the event was *'Our Vision: Designing Sustainable Prevention'* and three core themes formed the framework for the conference tracks:

1. Prevention culture and strategy towards *Vision Zero*
2. Challenges for health at work
3. Diversity in the working world

The first theme dominated the conference, with thousands of practitioners from around the globe converging to debate the concept and practice of 'zero'. I couldn't help but think how ironic this was given the root of our modern word zero comes from the Arabic for 'empty' or 'nothingness'. Through workshops, lectures and breakout sessions the attendees lauded corporate goals of 'zero injuries' and tried in vain to define a common understanding of the term and identify practical examples. The discussions only proved that practitioners' views vary immensely when they imagine zero accidents – *'is it zero 'serious' accidents, or zero accidents of any kind?'* provided an infinitely circular debate. My conclusion at this point could only be that the topic of zero – as a goal or target – was the cause of the difficulty.

Returning home from the conference my vision was becoming clear: a world where organisations and leaders played an active part in leading safety at work; based on depth of understanding, personal commitment and robust people-focused strategies for change; where safety practitioners were not viewed as 'policemen' simply there to tell managers what they can't do, but rather as professional business partners able to add real tangible value to the organisations in which they work.

Part 4 - Professional Practice

In November 2013, increasing frustrations with the fascination of zero and prevention led me to shed the shackles of corporate life, after one too many board meetings where the President's interest in safety was limited to viewing a declining trendline on a chart entitled 'Accident Rate'. I was dissatisfied with what Hannah Arendt calls the *"reality and reliability of the world today"* (Arendt, 1958, p95) and really felt[96] that my role was one to challenge the established realities of work, the traditional mindsets towards safety, and to positively disrupt the socialized norms of behaviour.

Four truths that underpin my public works

My work as a consultant coincides with the shift we've made into a 'knowledge economy', as the translation of my experience has become a commodity for sale to others. Whilst challenging, perhaps it is the very presence of maintaining preferred 'mental libraries', and the rich cognitive tests I constantly manoeuvre, that lead me to feel in receipt of valuable and interesting lashings of psychological nourishment, and over the last 20 years I've come to learn a series of beliefs around how organisations approach the topic of workplace safety, represented in 'four truths' that underpin my approach, and my public works.

The first truth is that safety leadership is poorly integrated. As my research for DuPont revealed, many senior leaders and their organisations devolve safety to perceived experts and then back off from fully understanding it's import and value to the organisation. My work as a Trustee of the world's largest body for safety professionals has underlined this and my book *Mind Your Own Business* specifically tackles the issue head on with those senior executives. Formal integration of safety into corporate leadership development programs is rare to non-existent – in my research for *Mind Your Own Business* I discovered only one MBA program that included safety, and that was an elective option. Direct communication with the business school confirmed my suspicions – that people rarely took up the option. On the flip-side, whilst many of the soft skills, traits and knowledge required to lead effectively on safety are included in executive programs as the foundations of good leadership, safety practitioners are not often found to be included in such cohorts.

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[96] And still do.

Second, safety leadership remains an emerging area. We are still learning how to lead, though approaches tend to be founded on traditional models and experimentation is rare. Recent studies such as that by Courtice (2013)[97] indicate that, at least in the broader world of sustainability, innovations that stimulate dialogue and collaboration provide the most transformative opportunities for engagement on an on-going basis, yet these are distinctly lacking in safety leadership in practice.

Third, a more strategic approach to safety is urgently required. Only when safety is part of the overarching organisational strategy and connected directly and interwoven with the daily practices and performance metrics of leaders does it garner sufficient genuine commitment to drive cultural improvement.

Fourth, industry sector specifics and leadership perspectives are reasonably strong mediating factors on workplace safety and manifest as various drivers such as the desire to 'benchmark' with peers. Whilst on the face of it benchmarking seems perfectly reasonable, it has in fact encouraged corporate cultures in the wrong direction. As leaders strive to '*keep up with the Joneses*', a focus on having 'better accident rates' than competitors or industry average serves bluntly to drive worker behaviours underground and leads to non-reporting or under-reporting of workplace incidents.

My role as leader and change agent

What is my role as a consultant to organisations around the globe? Typically, I am hired to diagnose barriers to performance improvement and bring about change, with many clients seeking the holy grail of 'zero accidents.' Perhaps the title of my first book, *From Accidents to Zero,* leads them to me as they seek to understand the 'magic formula' to safety success. Maxwell (2001) identifies a key, arguing that the single biggest way to impact an organisation is to focus on leadership development[98] and accordingly I see my role as this, expanding their purview, not only on safety, but on the broader sustainability agenda - and indeed the wider business with regard to culture and performance, and in reframing safety from an 'add-on done by the safety department' to a unifying 'golden thread' for the organisation.

With the advent of reduced workplace inspection by safety regulators there has come the encouragement of organisational self-regulation, with various bodies around the world promoting the

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[97] Boston Consulting Group, 2009. The Business of Sustainability: Imperatives, Advantages and Actions. Boston Consulting Group *in* Courtice, P. 2013. Developing Leaders for the Future: Integrating Sustainability into Mainstream Leadership Programmes. University of Cambridge.

[98] Maxwell, J.C. 2001. The 17 indisputable laws of teamwork, p185.

concept as *'the right thing to do'*. Howard, Nash & Ehrenfeld (1999) suggest that going beyond a compliance-driven approach and adopting voluntary good practices, supported by internal rules and policies, can be an effective route for building momentum and a collective identity around sustainability aspects of the business. Howard *et al.* (ibid.) point out that the rules and policies in themselves establish new norms of behaviour, which whilst clearly lacking the might of regulatory enforcement for breach or non-compliance, hold massive potential for developing cultural maturity through peer pressure from within the organisation and from industry peers. I've found this to have a persuasive effect on consulting clients, oftentimes keen to understand what 'the best companies' are doing. Several researchers in the field of organisational sustainability commend this activity, such as Beske *et al.* (2008) and Holton *et al.* (2010) who suggest that this behavioural mirroring may indicate that an organisation is taking responsibility for improving its approach and Annandale *et al.* (2004) who confirm best practice sharing as a key element of continuous improvement.

Whilst I agree with Howard-Grenville *et al.* (2008) that such actions may be more concerned with copying what they believe to be 'correct behaviours' rather than a pure pursuit of evolving social norms, I don't share their doubt that this aspect of self-regulation is effective at embedding a culture of safety or sustainability. In fact, it's a personal aim for me in my role as practitioner-consultant to reframe the picture and encourage and support organisations to reach a point of robust and sustainable self-regulation.

Dr Kate Maguire suggests my role is as a 'knowledge hermeneut' (personal discussion, 2015) operating across a range of inter-related disciplines. Culler (1997) explains that *"Hermeneutic models come from the fields of law and religion, where people seek to interpret an authoritative legal or sacred text in order to decide how to act."* But safety resists being interpreted, as its very creation is deemed to be formed from rules and laws. Maguire says that knowledge hermeneuts are derivatives of Thoth, the Egyptian mythological Lord of knowledge and words. Regarded as the 'guardian of the moon', 'transmitter of knowledge', 'unifier of societies' and an effective conciliator[99] whilst I'm certain of the absence of lunar safeguarding, it's not difficult to draw parallels towards my role as a disseminator of knowledge and galvaniser of teams and cultures.

In my consulting and in my teaching, as within my book *Mind Your Own Business: What Your MBA Should Have Taught You About Workplace Health & Safety* (Sharman & Hackitt, 2017)*,* I strive to reframe safety as simply one element of good business leadership. Whilst my vocabulary and delivery style may

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[99] Bowles, W.L. 1828. *Hermes Brittanicus.* London: J.B Nichols & Son.

certainly be different often the underlying points may be similar to messages previously delivered by in-house safety managers.

This has led me to reflect on why consultants are so widely used. I suspect the rationale is mixed. First, as I learned through hosting the safety leadership debates at the IOSH Annual Conferences, during my chairmanship of other leading events, and through my work experience, many safety practitioners struggle in communicating with senior executives. Safety has developed its own language, as alien to business leaders as Russian or Chinese is to me, and as a result has isolated itself through the repetition of jargon, technical terms and acronyms. Second, there's a form of elevated intellect conferred on (many) consultants, who may be deemed more richly experienced than an internal staff member and thus more easily 'heard'. Third, external parties can often say things in a way that internal staff may not. I've often found that I can be more direct, more provocative, more challenging as a consultant than I was as a staff member. Finally, taking these latter two points together, Hagen's (2008) research suggests that a message delivered by external expertise may have a stronger impact on an audience that the same message presented by an internal staff member. When it comes to my impact, the words of Christophe Loch (2012) echo in my ears:

> *"Impact comes neither from building theories in back rooms (these inevitably remain dry and sterile) nor from touting experience in "war stories" (experience often does not hold up under different circumstances or with a different person). Impact comes from combining both."*[100]

Leaders don't use me to answer questions or provide evidence, they already have most of what they need. I provoke thought and get them asking questions. I galvanise thinking and facilitate decisions. Getting them to ask great questions (of themselves and others) works more effectively than me simply giving them great answers. David Gergen, Director of Harvard's Centre of Public Leadership remarks that a leader's role is to "*raise people's aspirations for what they can become and release their energies so that they will try to get there*" acts as a touchstone for me as I serve to help leaders feel confident integrating safety within their own role. This however is a serious challenge as I must do it deliberately. In the words of Poulet "*My consciousness must behave as though it were the consciousness of another.*"[101]

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[100] Loch, C. 2012. *A Call for Engagement* http://www.blogs.jbs.cam.ac.uk/christophloch/2012/07/09/a-call-for-engagement/ Accessed on 17 January 2017.

[101] Poulet, G. 1969. *Phenomenology of Reading*. Baltimore, MA: John Hopkins University Press

Burns (1978)[102] contends that consultants take on a vital leadership role when working across organisational structures and functions as they have the potential to generate significant transformational change through application of their presence, authority, impact, and the ability to reflect and leverage learnings. As a well-qualified 'practitioner-consultant' I do bring a sense of authority to the dynamic environment of workplace safety. Specialising in this domain builds client confidence and trust as they appreciate my active engagement with the issues they face. The impact of my consulting work has indeed been significant in the sharing of best practice and facilitating change – at individual and organisational levels, especially in terms of improving culture and enabling excellence[103]. But it's not just the clients that benefit, I see that each project offers me a rich opportunity to learn and as I incorporate these learnings into my consulting practice, journal articles and books, and then in using the books and other public works to reframe perceptions, understanding and expectations around safety. My role as leader and change agent thus comes *through* my works, and the cycle of transformational change continues.

Storytelling

My book *Mind Your Own Business* uses a children's story (*Goldilocks)* to underpin the key point, that workplace safety must fit neatly within the culture of the organisation, and the approach must be *just right*.

This concept is not exactly new: many business books use storytelling as a framework for the elucidation of ideas and there's a wealth of research supporting the approach. Dunphy et al (2003) suggest that storytelling helps open lines of communication, creating opportunities to come together and develop a commitment to new values, whilst Jassawalla and Sashittal (2002, p45) suggest stories are necessary for teaching organisational members how to think about and adopt new ways of doing things. Whilst research doesn't explicitly explore storytelling in workplace safety, my own experience confirms Jassawalla and Sashittal's (Ibid.) assertion that storytelling creates the *"true believers and adherents"* essential for driving change.

I often use a mix of metaphor and symbolism in my stories – confirmed by Andersson and Bateman (2000) as a powerful means of conveying sustainability messages - and the sharing of case studies in my communications with my stakeholders – whether consulting clients, conference participants, or

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[102] Burns, J, 1978. *Leadership*. New York, NY: Harper & Row.

[103] The research shows that effective leadership in safety has a strong influence on creating positive culture and boosting performance more broadly across the business. See for example, Adriana, 2009; Bansal, 2003; Berry, 2004; Bowen, 2004; Dixon & Clifford, 2007; Esquer-Peralta et al., 2008; Goodman, 2000; Holton et al., 2010; Molnar & Mulvihill, 2003.

indeed fellow members of the various boards on which I've sat. Esquer-Peralta et al. (2008) believe there is immense value in sharing stories of successful organisational initiatives and lessons learned, and in practice I notice that people are generally keen to see the world beyond their door and respond positively to learning how others approach safety challenges. Interestingly, and commensurate with Hagen's (2008) research, the sharing of case studies that present the organisation as further along the journey can inspire others to live up to the ideal. In my books *From Accidents to Zero* and also *Mind Your Own Business* I deliberately utilise Hagen's findings as a way to encourage action, sharing anonymised stories from client organisations. I also encourage others to use stories to drive progress.

Stories, case studies and vignettes are popularly utilised in ethics research (Jones, 1991; Valentine & Hollingworth, 2012) and they surely have a place in the world of workplace safety. Whilst my experience is that many organisational leaders see the benefit that good, regular and clear communication has on cultivating a positive workplace culture there are certainly many others who believe such sharing leads to a loss of power[104]. In the next section I'll argue that engaging workers in a more personal, more authentic way, is a vital input to creating a culture of safety excellence.

To boldly go beyond a compliance culture: Focusing on the human side of safety

Over the last two decades, compliance with the law has been a strong driver for organisations around the globe. Indeed, my own research, commissioned by the DuPont corporation and published in a leading safety journal (*To Boldly Go,* Sharman, 2014) pinpointed legal compliance as the number one reason modern businesses employ safety practitioners. Complying with safety rules is of course central to modern safety management systems (Burke et al, 2002; 432), which are developed to explain how to handle risks, what to do when things go wrong, combine collective know-how, and set parameters for action. Whilst the academic perspective is, in principle correct, in practice it's important to note the following, which captures the essence of my drive to boldly go beyond a compliance culture.

During my career I've observed that it is possible to manage and change behaviour through the correct application of specific rules - Pavlov and many other psychologists proved this point – and I've written extensively on this topic[105]. Emerging from this, and stimulated by my realist-pragmatic lens is a methodology which translates relevant research into actionable insights, provides a practical

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[104] Blackburn and Rosen (1993)

[105] Whilst behaviour change is core theme in all of my books, two articles '*Behaviour Change*' and '*The Pursuit of Safety*', both featuring in the journal of the *Institution of Occupational Safety & Health* were particularly well-received by practitioners and have been shared as conference papers in 8 countries.

framework designed to increase the chance of safety success by creating workplaces that engage, encourage, empower and enable people to work well, feel happy and return home without harm at the end of every shift, with credibility, competence and trust as three core leadership behaviours that sit at the heart of the culture.

This is not a formal leadership theory or safety model, it's a philosophy and emerging conceptual framework[106] with a set of guiding principles to keep the process human and sustainable: a way of thinking, working and being. Developed organically, it's an antidote to the oppression and frustration experienced by shop-floor employees, supervisors, managers and senior leaders in organisations around the world when faced with the burdens of bureaucracy that have grown in pursuit of eliminating workplace injuries and ill-health. It replaces the focus on laws, rules and procedures with a focus on how to use our strengths to 'make people safe'. It's not about preventing accidents, it's about '*Creating Safety*'[107].

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[106] See framework in appendices.

[107] See Appendix A for the *Creating Safety Framework Model*.

Chapter 7 - Making sense of leadership[108]

Following the idea of a more human, proactive approach introduced in the previous chapter, here I explain how I make sense of the world around me using enactment as a way to clarify uncertainties. I explore the influences on leadership – both my own style, and the key messages within my published works – and how by adopting a curious, adaptive, helping style I seek to drive meaningful change across the safety profession, and operational leaders at large.

Leading leaders

The context for leadership and my consulting clients is shaped by complexities of multiple geographies and cultures, and constantly shifting economic conditions in a volatile, uncertain, complex and ambiguous (VUCA) world with new challenges influencing the climates in which we work. Each new context requires understanding of problems and solutions being driven from multiple perspectives, meaning my leadership and naturally leadership of those I work with must distil and balance these.

These challenges I've faced with clients – in developing their leaders, supporting cultural transformation, creating new approaches to engaging workers and influencing their behaviour – often involve multiple, multi-level (and often, sensitive) stakeholder relationships or include complex people management issues. Whilst some manifest as technical problems, able to be resolved through the application of systems, solutions or expertise, I've experienced an upsurge in challenges increasingly adaptive by nature, or not been experienced in this way before. These adaptive challenges are too large and complex to be resolved by me alone, so I shift the expectations of me as an 'expert consultant who will fix the problem' to an understanding of my contribution as a facilitator of collaborative action, built upon trust - *"the power of trusting relationships and networks trumps authority, experience, position and individual technical expertise"* (Salicru, 2018)

Furthermore, as Greenwood et al. (2011) argue, organisations may have to contend with multiple logics, manifested through the juggling of corporate priorities – it's easy to say *'Safety First'*, but when the behaviours of leaders demonstrate that finance actually comes first, through for example an extreme focus on cost-savings, safety falls to the floor like a juggler's dropped ball. Following Greenwood's argument, I would contend that each leader within an organisation brings forward their

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[108] Please refer to Appendix N for further discussion on my consulting practice, and Appendix O for an outline of my *Creating Safety* model.

own logic, from their own perspective, with their own priorities. Whilst this may seem at first competitive, my experience has been that these differing perspectives are absolutely necessary for success. As perspectives intertwine, there is however a need for a solid core to bind them together. Safety is this core. My substantive contribution has been to pull these disciplines closer together, blending my experience with that of the different leaders, usually through facilitated workshops (or public speaking at professional development events), pulling from academia and science, translating and reframing research into contextually meaningful direction, and often through the process of experimentation, providing insights that are pragmatic and actionable, and especially when working with corporate clients, to create a space that enables and encourages that sense of moving closer and working together.

Adding to these challenges, I must balance requests placed on me by clients for short-term success with the need for longer-term execution of vision and goals (Bennett & Brandon, 2012). As a consultant, it's a privilege to be in demand and able to enjoy success through my work, but I feel a strong sense of duty to enable and empower future success in others, in the profession, so strive not to be short-sighted and acquisitive, rather focus on also ensuring I engage the next generation of safety leaders and enable them to contribute effectively. Leadership therefore becomes learning – just in front of more people - never occurring in a vacuum but as a highly contextualised phenomenon.

Each aspect of my career has encouraged growth of interpersonal skills and underlined the importance of leading through personal values in order to galvanise commitment and motivate others to act. I believe fully in the power of collaboration and strive to empower those around me to achieve higher levels of contribution, working to support the development of capabilities, competence and confidence in others. As my career developed - and particularly in the last decade as it moved into consulting - I've recognised the importance of adapting my leadership style and responding contextually with a need to ensure decisions are taken by the right people, in the right places, at the right time, and not held back for a few people to take. My priority is on having a valid and appropriate solution to a problem - not it being 'my' solution - that the majority can faithfully get behind and support, captured in the words of Herbert Simon (Nobel Prize for Economics), *"The most important resource is not information, but the awareness of actors."*

Adapting my leadership

Although in my corporate roles I've had responsibility for leading departments of up to 100 people, generally safety in the organisational world is often centralized, without direct reports and reliant on robust stakeholder networks, trust and influencing skills, similar to consultancy. Operating at an individual level, as a consultant, I find myself heeding Goleman's advice (2000) that I should adjust my leadership style to suit different situations. I appreciate Goleman's use of metaphor when he remarks that seasoned players instinctively choose the right golf club (or leadership style) at the right time (the situation), to get the right result. I haven't always been good at this, in my early years selecting the wrong club – often a strongly transactional style of leadership – has led to my balls being, quite literally, knocked out of play.

At this point in my reflection it may be expected of me to label my leadership, which in truth causes me angst. One day I can be fully servant in style – humbly (influenced by the work of Schein, 2015) seeking to support the achievement of greater good, the following day transactional – driving specific actions, and the next day, transform thinking and beliefs. Perhaps, as a consultant working internationally across geographic and psychographic borders and within a range of cultural maturities this should be expected, and here I might conclude that my leadership style is thus *adaptive.* As I have changed roles frequently across a wide range of sectors, I've gained insight into what works, what does not, and what needs to be adapted within myself. I feel the evolution of my career includes my ability to adapt, influence and engage people to aid my personal progression and that of others. To achieve this my primary intrinsic motivational drivers include being non-litigious, empathetic to business needs and providing people and groups with control and an aspiration to be different, underpinned by ethical practice initially favouring a deontological approach, being guided by a sense of duty within a framework of rules and obligations (Waller, 2005), moving to an approach more aligned to consequentialism, holding a strong preference to weigh options in order to achieve a morally balanced output (Anscombe, 1958; Seedhouse, 1998). Through this doctoral program it's become clear that I prefer to engage and gain consensus, whether directly managing people or working as a consultant so that safety is *done with* rather than *done to* people. I feel my leadership style now sits somewhere between a democratic and coaching approach (Goleman, 2000).

Looking deeper, I notice a bedrock of beliefs and values that underpin my actions, a sense of frustration at the social stigmas surrounding safety as a discipline and a strong desire to make a difference. Following Goleman (2004) my leadership could be categorised as *embodied,* leading through ambiguity

and complexity, heavily emotional in both style and purpose, and driven by intrinsic motivation.

Adaptation, enactment and sensemaking

Consultants, generally, have a negative reputation, with plenty of business jokes to underline this point. I can't help but wonder what has caused this mistrust. Reflecting on my own early experience, as a Principal Consultant with an American multinational consulting group, revealed an approach based on the 'consultant as hero' model, where the consultant rides in on his white charger to diagnose problems and then recommend solutions. This heroic 'telling' style didn't feel quite right to me, though and memories of my former method of working as a corporate safety manager, freshly graduated from my Masters degree in International Safety Law, flooded back. I can see clearly that I had very much utilised the 'telling' style back in those days.

When I founded my own consulting practice in 2013, I noticed several clients had previously been working with much larger consulting firms. They shared a similar experience: that their receipt of the 'diagnose and recommend' method had not gone down too well. These attempts at 'diagnostic organisational development' (as Heifetz calls it) emphasise that the complex problems of today are not the same as technical ones that can be solved through the application of specific tools. The traditional view of (and approach by many to) consulting – dominated by a period of observation and diagnosis followed by a rash of interventions – is not the way the process actually works. Often preferred is what Edgar Schein calls "*adaptive moves*" - finding workable responses through a different kind of communication: more dialogic, more human.

In my shift from the corporate world to consulting, I found an opportunity to reframe the consulting experience for my clients, leveraging my own personal (uncomfortable) experiences using the classical, heroic telling style to underline in me a strong need to find a new way to build consulting relationships that would galvanise commitment to and from my clients, and facilitate a sense of deeper meaning (and satisfaction) for me in my work. As I reflect on these times, it would appear that I was doing what Karl Weick calls 'sensemaking' – sharing the burdens of doubt and insecurity that my clients came to me with, and exploring and co-creating potential next steps with them. Weick (1985) suggests that sensemaking is an adaptive behaviour where understanding and experience shape each other and can only be achieved through the making of robust connections and a solid, shared understanding of the problems at hand.

On one hand, humans tend to attach to the familiar and appreciate a sense of stability and flow. When something disrupts this flow, like a serious workplace accident, for example, and we don't have a relevant prior experience on which to base our decision-making and action, we are thrown into a moment of uncertainty to uncover an appropriate response. It's exactly here where that telling style of consulting seems to jar – especially in matters of human safety, as the victim becomes a number on a chart, an unidentified object, usually simply referred to as the 'I.P.' or Injured Person. Justification of this is offered for reasons of confidentiality, though I can't help feel this dehumanising of events is at the core of the way we see safety at work.

I've come to learn that when past experience doesn't explain current experience, I (and those working alongside me, whether consultants on my team, or my clients) need to use Weick's idea of sensemaking to revise our interpretation of what's really going on, combined with Luscher and Lewis (2008, p221), who argue that when sensemaking is driven by a desire for organisational change there needs to be 'workable certainty' to avoid confusion, stress and paralysis.

It is in this way, slowly but surely, we clarify the uncertain reality in front of us though action and reflection – something Weick calls '*enactment'* which I use for organisational culture assessments, testing and validating perspectives of employees in focus groups with pre-designed statements pertaining to elements of organisational culture. It's also a useful tool when working with groups of leaders envisioning the future and deciding how to take action on findings from culture assessments, and during programs where we are able to make adaptive changes as things unfold. I've learned these processes of enactment and sensemaking are not linear; often no logical direct link, so I must remain alert to 'go with the flow' and avoid becoming trapped in a mistaken interpretation of events (as in Weick's analysis of the 1949 wildfire at the Mann Gulch in Montana, USA). Doing this successfully allows me to gain deep insight into the way the organisation truly operates, and what it's like to be part of the culture there.

During culture assessments and also in 'emergency response' situations – such as post-accident moments - it's incredibly helpful to be '*on the dancefloor'* - as Heifetz and Linsky (Ibid.) affirm and engaged in collective enactment, but I find that I can only make true sense when I '*get up on the balcony'.* This action, of taking a step back – and finding some quiet time to reflect and think deeply – is vital for me and seems to allow the jigsaw to come together in my mind. Being on the balcony also provides space to consider the context I find myself in as a consultant and help me prepare to respond.

Helping leaders lead

Schein (2013, p18-19) suggests that the word 'consulting' traditionally connotes *"to help in the role of expert and / or doctor"* by providing expert information, services, diagnoses, and prescriptions in the form of recommendations, while, above all, keeping professional distance.* Across my career I've certainly had plenty of experiences of 'being the expert': providing information or direction and resolving a problem. Whilst this authoritative style may bring things into order, such as when I'm working with an organisation post-serious accident, when there is strong external pressure for lessons to be learned and action taken, as Tannenbaum, Smith-Jentsch and Behson point out, *"when situations are complex and unfolding…"* (such as in supporting a culture transformation or building leadership capability) *"…the traditional command and control approach is unlikely to have a constructive effect."* I've also undertaken the role of 'doctor' – making a formal assessment, diagnosing issues and then recommending a course of treatment – though I've noticed this seems to work less effectively and relies on a deep understanding of the organisation's DNA, structure, significant observation of the reality. The third way I've come to operate – as a 'process consultant' – is where I work with the organisation to explore and co-create a better way to help the organisation become more effective in creating a safer workplace. This has been useful, though I've observed that when faced with more complex challenges, for example, when considering cultural influence spread across several continents in the same organisation, or within a large operating group that are occupationally diverse or filled with many micro-cultures, operating on process rapidly seems to lose its efficacy.

In discussing these challenges over a private dinner with Edgar Schein recently, he shared a beautiful idea which neatly brought together Heifetz and Linsky's dancefloor and balcony metaphor with Weick's concepts of sensemaking and enactment. Schein explained that the dialogic relationships which I strived to create and work within were akin to the improvisation of a jazz band, riffing off each other, following each other's lead, getting 'into the groove' and going with the flow. As the musicians proceed and music is created, each member identifies their own opportunities to add notes or to step back for a moment. In this way the concept of 'dialogue' (after Isaacs, 1999, and Barrett, 2012) can be achieved.

Reflecting on Schein's words, and indeed his personal approach to life, I understand that being 'on the dancefloor' has created many experiences that have helped me "*learn how to learn*" as Ed Schein and Warren Bennis call it in their book *Personal and Organisational Change through Group Methods* (1965). My time on the balcony helps make sense of experiences and allows me to construct mental models

that can be applied to future situations, yet the problem – in that the complexity and ambiguity in today's modern world of work, coupled with amplified occupational diversity, cultural nuance, and different languages, assumptions and understandings, – persists and indeed continues to grow. At the present rate of change there simply isn't the time to take the traditional tack of bringing all of an organisation's leaders together in one place to really build trust and understanding, let alone have meaningful discussion. It really does seem that I have to improvise, just like the jazz band.

Professional intimacy

Schein's traditional definition of consulting mentioned above stresses the importance of the consultant maintaining 'professional distance' which I've found almost impossible following a diametrically-opposed tack needing to have a closer, more personal, different relationship with clients and in order for this to truly enable them to develop and enjoy success in the areas I support, there are three elements that dominate my approach. I need to demonstrate genuine care about the client, that I am committed to helping them with their challenge, and I am curious to learn more about what they do, how they do it, and how I can provide support that helps alleviate their issues.

As I get more personal with clients I've realised why the traditional understanding of consulting – observation, diagnosis and intervention – is not really what happens in practice. Rather, the very first response I make – whether a quick chat with someone after speaking at a conference, lunch with a potential client, or initial meeting to 'test the air' – is already an intervention which produces some kind of result. Usually this first result is information, from me, which is diagnostic in nature, which then leads me to another intervention (in what I say or do next as a result of this information), and then on it goes, in a series of adaptive moves. I believe that it's this series of back-and-forth intervening and gaining more information that really leads to the development of a personal relationship, and then as the process continues, the discovery of a potential action to alleviate the problem. It's not the traditional 'consultant-solves-problem-with-solution' but instead my figuring out the next adaptive move that my client can make. Of course, this move is co-created during the process with the client and replaces the formal intervention diagnosed in the traditional manner. As the relationship gets more personal we (the client and I) create adaptive moves that will in turn change the situation and thus require the next adaptive move to be identified. This shared improvisation is of course iterative, and increasingly personal.

Yet there are barriers to the process. In the last few years I've come to recognise and work with three specific trends that impact the way I work: multiculturalism, complexity, and social responsibility. We live and work in the age of globalization. As organisations collide, merge and grow together multiculturalism becomes the 'new normal'. More and more of the projects I work on are framed within in a team context where leaders and subordinates come from diverse occupational background and different cultures. This brings an exciting challenge: with dynamic growth and vast geographic scope comes complexity. In an 'always-on' world, social responsibility pushes to the fore. Leaders must pay more attention to ensure that their organisation fits well into the new world, without jarring against environmental, community or other social expectations. Within the context of these trends, the corporate leader needs to be able to create an environment where people will bring forth the information they need and be open to accept help. This is also the new reality for me as a consultant. Leaders today (myself included) must depend on subordinates for knowledge that they themselves don't have. Recognition of the knowledge and abilities of others and using and applying that is essential in a complex world. It's vital that leaders understand how little they might know - about safety, or indeed any topic - especially compared to subject matter experts, and recognise valuable knowledge in others whilst developing their own understanding and perspective. This would become a core issue for me to tackle in a future book, as I encourage leaders to *Mind Your Own Business* (Sharman & Hackitt, 2016).

Curious inquiry

Commitment, care, and curiosity - these '*Three C's*' - have become my *modus operandii* – as a consultant and in non-executive roles – as Chairman of the Board of the Institute of Leadership & Management, Vice President, and President Elect of the Institution of Occupational Safety & Health and I've noticed how they are interwoven in my teaching practice and when speaking at conferences too. With more than two decades of working in safety and culture change my commitment is clearly demonstrated, and I find the act of caring second nature. The third element, curiosity, has required more effort to cultivate.

Looking back on my working life I see constant movement: not quite a state of flux, not necessarily linear, for I believe that creativity does not follow a straight-line path. Looking more deeply, I come to understand that my diffuse movement is deliberate – between corporate roles, into writing – and publishing, and consulting where every day and every challenge is different – and supercharged by a curiosity that has been developed since childhood. Now, I use my curiosity to keep complacency at

bay. I use curiosity to help me step onto a stage in front of hundreds of people, to avoid becoming stuck in a rut, to help me find and develop myself.

Curiosity is the technique that builds in me a mind-set of creativity and a focus on understanding. I use it also as a consulting tool: in preparing for a speaking engagement or consulting visit, I systematically work through a set of questions in my mind:

> *What is this visit for?*
>
> *What is my contribution supposed to cover?*
>
> *What is the best possible version of my contribution?*
>
> *Who is the audience?*
>
> *What do the people I will meet expect?*
>
> *What do the people want to hear about, generally?*
>
> *What do they want to hear from me, particularly?*
>
> *What do the people need to know?*
>
> *What message do I want to be sure they receive?*

Psychologists define curiosity as 'wanting to know'. It starts out as an urge, a simplistic desire, but then becomes more active, more searching: a question.   Curiosity is to me the behaviour caused by having a spirit of enquiry. It's what creates life as we know it. Zoologist Paul Meglitsch said that *"nearly every great discovery in science comes as a result of providing a new question rather than a new answer."*

Listening to learn

Schein (2013, p78-80) advances that how we listen is a choice[109], and that the way in which we listen has fundamentally different consequences for the relationship we are in or seek to build. First, he explains that 'self-oriented listening', is, as the name suggests, a method for gaining value for the self, or helps us find a way to connect the needs of the speaker to our own skillset, experiences, needs or values. As a consultant, I do need to find ways to connect what I can do to the needs of the potential

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[109] My first meeting with former MIT professor Edgar Schein, a man I've admired for the fullness of my professional career, was most unusual. On meeting the 'Godfather of Organisational Culture', Schein opened with *"I've been very keen to meet you because I'm captivated by the work you do, I really want to hear all about it"*. This surprised me. More so when his questions began seconds later: *"What are the challenges you're facing in your work right now?"*, *"How do you handle those?"*, *" What's the thing that you're most excited about?"* The pattern continued for an hour, almost without pause, and I was there, 'on the hook'. Schein took such a genuine interest in who I was and what I did that I welcomed his questions and worked hard to provide answers that would be useful and interesting to him. Several hours later, as the spirited nonagenarian and I reflected on our evening together Schein offered that he had very much enjoyed *listening to* and *learning from* my experiences. He wasn't the only one learning that evening!

client, but as Schein points out, this style of listening can cause us to miss what the consulting client really is after, to be understood and then supported.

'Content-empathetic listening' is, by contrast, where we strive to find the problem or issue lies and where our focus needs to be in order to be of service. This is a natural 'stage two' in my consulting repertoire and I often find myself - perhaps due to previous training as an engineer, and supported by my *Lean Six Sigma Black Belt* studies and certification – operating naturally in this style, though do need to be mindfully aware so as not to drift quickly into being seduced by the content so that my mind quickly draws on experience and provides the answers to questions before they are fully set, or understood. On one hand, whilst this style of listening helps me get to the root of the problem, it almost always misses the heart of the issue.

And that's where I need to include Schein's third listening style, 'person-empathetic listening'. Here my goal is to understand how the person is actually feeling, to learn about their concerns and share their experiences in a way that's meaningful and allows me to decide on my 'adaptive moves' to support them or to drive change in the right direction. It's this style of listening that I have to make a conscious effort to switch into – especially when I'm undertaking organisational culture assessments and asking employees what their experiences are.

My intention in each communication opportunity is to build an open and trusting relationship. Actually, it strikes me that even the relationship-building process in itself can lead to actions that the client feels are valuable. These are never significant diagnoses or global interventions, but rather those 'small, adaptive moves' that Schein suggests are key to effective and sustainable culture change.

Humble help

I am in the business of *helping*. Indeed, Schein's (2016; 2009) definition of 'consulting' centres on the verb. Yet the process of helping is complex, for both the helper and the person being helped. For a client to ask me for help signifies a need, though at the same time, in most developed cultures today, asking for help can make one feel inferior and vulnerable. Organisations may come to me for help as a result of external pressure – following a serious workplace accident with regulatory enforcement interventions or pending civil action. These clients undergo a learning process with me under mandate from a third party – a regulator or legal counsel, for example. Yet others are intrinsically motivated to work with me – these seek to learn and improve because they *want* to. They want to know how to learn

from the 'almost accident' – the non-event.   Learning from near misses typically lacks that external pressure, and the sense of urgency to 'do something' is much lower as other drivers are required - strong intrinsic motivation for learning and becoming more is needed, as well as a mindset shift to view near misses as a positive input for learning.

When I am asked for help, if I'm not careful I can give advice or direction that is *not* helpful - and may even make things worse. It's here that I must go beyond commitment and care, avoid the temptation to simply make an assumptive diagnosis and instead dig deeper, and utilise curiosity to ensure the help I provide is indeed *helpful.*

My stakeholders are often multiple, spread across teams within an organisation. I see a 'team' as a group of people engaged in perpetually and mutually helping each other in pursuit of a shared objective. 'Helping' is key here – to both the team, and me as consultant. The Oxford English Dictionary defines 'help' as to: *"make it easier or possible for someone to do something by offering them one's services or resources."* I extend this idea and believe that help is giving people the ability to do something that they cannot do for themselves. My view is shaped by my own experiences where I've found that my desire to help people on occasions where they don't ask for help or need help, or could indeed do the thing I provide for themselves can lead to insult, offence or feeling less than they actually are, (certainly when someone tells me how to do something I already know how to do I feel insulted!) so I need to take great care when I offer help.

An important part of any relationship is the 'getting-to-know-each-other' phase. It's here where trust is established, yet it strikes me that this phase is often skipped in a business context, and this was certainly my experience whilst working for the global consulting organisation before I set out on my own. There the focus was on minimising non-fee-earning time and in quickly diagnosing problems so solutions could be sold to the client. In fact, in the early stage of my career as a safety manager I can now see that I did something similar, diving in to 'solving problems mode'. Thankfully I've since realised the immense value of closer, more personal relationships, and understand that there's a key step - before that of diagnosis – that helps create a much more human way of working.

Schein (2013) advocates what he calls 'humble inquiry' - an approach firmly centred on a sense of 'not knowing', permitting oneself to be ignorant to the situation at large, this, he believes, fosters a spirit of enquiry in the one party who has a need or desire for information. I've found that this first stage of questioning is crucial for me as a consultant in that it helps me to create a climate in which I can display my genuine interest in the client and they can start to build the client's trust in me and helps them to understand that I am truly keen for them to tell me what's really going on. Humble inquiry is something

I suspect we all know how to do – after all, it's the simplest form of curiosity we all had as kids – yet although we continue to practice humble inquiry as adults with our friends and family, when we transfer to the workplace there appears to be a definite switch to a more formal, professionally distant style of inquiry that focuses on finding out what needs to be done.

The first contact with a potential client is one based on hope. I hope that the client wants to work with me. The client hopes that I can help them with a problem. But more than that, as I am a stranger to the client, they also likely are in a position of hoping to be able to trust me. And I am hoping they will tell me what's really going on. My experience is that only in taking time to be gentle with my questions, to approach the client from a position of humbly not knowing the answer, and to begin by building a more personal relationship, am I really able to move myself into a position of being able to consider helping them. Help, after all, can only really occur when both parties trust each other.

Now when I truly understand the client's problem, I can progress my inquiry and dig deeper with diagnostic questions like *"Why do you think this is happening?"*, *"What could be the cause?"* and *"What ideas have you already tried?"* Here my direction continues to be exploratory, though each question is targeted at uncovering data that can help shape my views on potential courses of action and allow me to eliminate potential suggestions.

With the client's trust and a greater clarity of the situation only now can I move into the third phase of my consulting approach. Here I use questions that are confrontive to essentially provide content, for example *"Have you considered doing…?" "Here's what I think you could do…"*

When I'm asked for help I must consider which level I need to respond – with a humble question, a diagnostic question, or a confrontive question. Whilst it might seem that the client wants direction from their first contact with me, what I've found is that this three-stage process provides greater value – for both parties – in terms of galvanizing the relationship, building trust, helping identify a more accurate and effective solution to a problem, and, for me, avoids me jumping in too fast with premature advice.

As I reflect on my consulting, particularly this humble, human-focused and caring style I try to adopt, I realise it's pivotal to the trusting relationships with clients that have emerged and was touched recently to receive the following:

> *"When working with Andrew Sharman on workplace safety, he gets you on the hook very quickly; rules, management systems, statistics, performance indices, even your personal*

commitment will not do the trick. Workplace safety is the result of the right connectivity between those who lead and those who are led – so it's all about people. It's as simple as that – and this conclusion hits you, leaves you puzzled and uneasy at first. Yet it is at the same time very encouraging and energizing and unleashes a lot of power and motivation to try again, in small steps, every day, differently than before." Dr Beate Ehle, Global Vice President, BASF

Chapter 8 – Contextualising Culture

Being curious, inquisitive and helpful is not straightforward. My practice has me working across myriad countries, industries and cultures so here I explore the challenges I face and how my response is adapted through my language choice, communication style and personal interactions. I conclude with a deeper look at how I use storytelling as a way to humanise my approach and strip things back to provide greater clarity.

Communicating across cultures

In my role as consultant I'm required to do two things: *observe* – individual and group behaviours, interactions and *interpret* – strategies, performance, and also behaviours and messages. Barna (1982) points out that there is a distinction between these two actions and reminds that when it comes to inter-cultural communication there is a range of stumbling blocks that have potential to halt progress. To ease the stumbling, I'll learn a few words in the local language, representing the first barrier I often encounter just enough to offer a welcome and note of thanks to my audience, but I'm aware that knowing a little of a foreign tongue may only make me a 'fluent fool', so I take care to minimise my forays.

Nelson Mandela remarked that *"if you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart."* It's a line I've relied on many times in both conference speaking and in my training programmes. Whilst communication across languages can prove challenging, I've noticed that when I'm either speaking in a foreign language or communicating with those for whom English is not their native tongue, I tend to be more deliberate, more logical, and take more time to think about what I want to communicate.

Stemming from this, during my introductions to the group at the start of a program or workshop, I explain that I'm from Scotland, living in Switzerland and working globally. I then make a point of asking *"How is my English?"* This serves two purposes – first, it injects a bit of humour, but second, it serves to remind myself and any other native English speakers present that we need to speak 'international English'. As the day unfolds I check back in on pace, vocabulary, volume and clarity. By setting this out up front, it seems to encourage participants to engage more fully, share when they don't understand, and build a sense of inclusion amongst the group. But it's not just my words I'm paying attention to. I've learned for many western cultures are typified by externalized participation – where participants

get stuck in, sharing ideas and opinions, expressing feelings and wishes, and using body language to convey messages (such as eye contact and body positioning to demonstrate they are paying attention) and indirect references (such as intonation and 'coded' language). This isn't the case for other cultures.

Contextualising Culture

Language is of course far more than just vocabulary and grammar, there's also an element of cultural cognisance that's required. When working in Asia I notice that the norm is to internalize personal contribution, by showing respect or deference to the speaker through listening quietly. Such cultures do not encourage open debate but rather promote deeper thought and reflection. In the past, I'd not fully understood this, and tried harder to bring out the contribution – using humour, direction, and even instruction – only to create awkward moments for both of us. Asian cultures are suggested to be 'high context' cultures in that they communicate through a range of ways rather than just the words used. The silence and gentle suggestion I've experienced have been indirectly communicating to me.

The British culture is also deemed to be high context too, with examples of exemplary politeness and a general wish to avoid direct confrontation. Whereas I've found American, German and Dutch corporations to have much lower context cultures. Here the focus is much more on the words being used, and communication tends to be much more direct and unambiguous. In seeking to create an authentic atmosphere and leave a lasting impression I take my cue from Grout and Fisher (2007, p.195) who suggest that *"in the short term the artist may get the attention but it is the quality of the painting that really has the lasting effect."* I'm conscious that my observations on another culture are essentially split judgements – half about the other culture, and half about me and my perspective – so I must adapt my approach to communicating based on the understanding I have built around the context.

Meyer (2014) following Hofstede (1980) offers that Low Context cultures require explicit, simple and clear communications, essentially telling what's necessary, often through the model of *'I'll tell you what I'll tell you, then I'll tell you, then I'll tell you what I told you'*. In line with Meyer's observation, I've noticed that Anglo-Saxon cultures tend to fall strongly towards Low Context, with USA, Australia, NZ, Germany and the Netherlands all having less need to be able to 'read between the lines' and enjoying much more direct communication. What is said is almost always what is intended. Here I find that speaking clearly and recapping key points is an effective way of ensuring I am understood.

Interestingly, the UK stands out from this Anglo-Saxon grouping, lying somewhere between High and Low Contexts, and my personal experience underlines a sizeable gap between the USA and the UK when it comes to communicating. This is most noticeable when I'm working in the UK (as a Brit) and have American delegates within a cohort. Perhaps, subconsciously I find myself assuming that people 'get it', only realizing that I haven't 'read the air' when the Americans raise hands with their clarifying questions. On the face of things, the Americans look similar, sound similar and generally speak the same language as the British, but the 'small gaps' in cultural context can lead to big challenges unless we realize the potential and work diligently to provide the context needed. This cultural dissonance is something I face in my work not just being in different countries but working with diverse groups of nationalities within groups[110].

High Context cultures tend to have more sophisticated, nuanced or layered conversations. The romance languages push towards higher context, and this is revealed in certain words such as *sottinteso* in Italian or *sous entendu* in French – translated literally as '*as heard'*, suggesting that one needs to listen to what is *implied*, not just the words that are actually spoken. In High Context cultures words can also have multiple meanings, so nuance, layering and context require to be added to communicate effectively. On a recent trip to Japan I learned first-hand with a brief yet informative lesson from a colleague on the importance of 'reading the air' – looking for nuance, considering context, and observing body language. (The Japanese have a word for people who can't do this very well - '*Kuki Yomenai*'.) I've felt the necessity of reading the air in other High Context countries including China, Saudi Arabia and Zimbabwe, each of which underlines Ellen Langer's excellent point in *The Power of Mindful Learning,* that we need to be able to ask ourselves (and answer) *"What else is going on?"*

In order to answer Langer's question, in High Context cultures I essentially have to 'listen with all of my senses'. In France I've noticed that meetings will often end with someone saying "*Et voila!".* This is indeed a solid conclusion and needs to be understood. The literal translation approximates as *"and there it is"*. Though it has diverse meaning, from an acceptance of fact or a concurrence of agreement, to resentment of a point, a vocal exasperation, or, simply, relief that the meeting is finally over.

A second major barrier I need to be aware of is stereotyping. Classical stereotyping, such as the Germanic love of logic, the cold-heartedness of Russians, the stubbornness of the French, and the thriftiness of Scots prevail strongly, though my experience is often in contrast to the stereotype. I've realised that I do two things to help me avoid stereotyping – the first is to try to learn a little about the

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[110] For example, in my teaching at *CEDEP* we've counted up to 24 different nationalities in one class.

culture I will be in. Typically I do this on the plane ride in, scanning inflight magazines and local newspapers, and then in the hotel checking 'what's on' and often asking reception staff for a snippet of trivia about the local area.   The second action is that I try to interpret the behaviours I encounter from the national culture perspective, rather than just my own. In following the work of Geert Hofstede, particularly his syntheses of national cultures (2002) I've become familiar with and use frequently tools based on his research to help guide me through the typical dimensions of cultures that I may not be familiar with. One online tool, the *Culture GPS* uses Hofstede's dimensions of culture (notably identity, hierarchy, gender, truth, and virtue) to suggest how one national culture might interact more successfully with another. This I've found tremendously helpful. As I consider this approach now, I also feel that in doing these actions, they in turn help me to self-check my preconceptions of a particular culture, which in itself is eminently useful. Whilst I recognise that Hofstede's perspective is not universally accepted (and indeed is challenged by some, see e.g. Trompenaars and Hampden-Turner (1997)) I feel that his syntheses do provide a useful start-point for me, upon which I can layer other perspectives gained through my practice, and from the work of others (e.g. Schein, Hopkins, Slovic).

Observing and interpreting behaviour presents a third challenge. Earlier in my career it was easy for me to decide whether a specific behaviour was 'good' or 'bad'. Indeed, the idea of classifying behaviour in this way prevails today in most of the Behaviour-Based Safety approaches used by many large organisations, something I find quite useless. Evaluation is a natural third stage of attributing meaning, and seems to naturally follow observation and interpretation, however I need to take care that my own cultural biases do not kick in at this stage. I've been aware of this is Asian cultures, where food choices or treatment of animals have been different to my usual attitude. It's not as easy as just telling myself not to judge, however, I must make considerable effort to notice the tendency towards judging and then make a mental step back from allowing my mind to do that and remind myself that I can't really evaluate the behaviour of someone from another culture until I first understand some more about them, and their cultural values.

As I consider physical barriers to communication, I realise that there's a fourth potential block to efficacy in the form of non-verbal communication. As a particularly tall man, at almost two metres in height I am aware that my physical presence can be intimidating, so I make deliberate attempts to reduce this by adjusting my posture, or by building space around me. Beyond this, I need to consider my gestures and expressions, as Luft and Ingham's (1955) Johari window reveals, each communicates more than the words that leave my mouth. Non-verbal communication is two-way, so to avoid confusion I work harder to mindfully notice the gestures, postures and expressions of others and avoid

interpreting them or taking them personally. For example, I used to find Italian hand gestures quite disconcerting in the past and noticed that when dealing with people who used lots of hand gestures and body or shoulder shrugs I would become more 'alpha male' in my responses.

Finally, communicating across cultures is stressful. Even when we use the same language there is so much that affects the interaction. Holding myself to a high standard of work quality I sense that I sometimes begin to get stressed when my message isn't received the way I might want it to be. This is particularly noticeable when I teach at the business school in France. Whilst people tell me I am fluent in French, I know very well that often, when 'in the moment', riffing (like Schein's jazz band analogy) off the people I'm working with, I can struggle to find the right word to make my point. I've realised though, that in times like this I can really help by giving myself benefit of the doubt, accepting that there will be some ambiguity in cross-cultural situations where both sides may not fully understand what is expected, and to try to find other ways to reduce the potential block – such as by offering additional words in English, or by using non-verbal communications.

Peeking backstage

Schein (2014, p111) advocates that in order to develop deeper connections and more trusting relationships we must *"get down off the podium and let the audience take a peek at what is backstage"[111]*. This involves revealing who we really are, behind the mask of public image. I've felt increasingly comfortable doing this as I've developed my own philosophical shift in safety being more about creating a culture of care than a climate of compliance, and frequently share my stories of the personal event that led me into this career, or the experiences I've endured with fatal workplace accidents.

Schein warns that in personalizing relationships like this, there is a risk. Allowing people to *'peek backstage'* requires both strength of character, and a solid reading of the situation in order not to over-expose oneself. I've discovered that getting to know people at a more personal level is in itself a process of learning. In some cultures – for example in the USA, the UK, and in Australia, I've learned that by sharing a little vulnerability helps to galvanise trust, and encourages others to do the same, whilst in higher context cultures including China, Japan and Malaysia, the same degree of authenticity is received with difficulty. Here, if I reveal more of myself that my audience expects, this can lead to discomfort,

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[111] In private conversations with Schein in August 2018 this idea was repeated and underlined by him as crucial. Schein's use of mixing metaphor was humorous, with suggestions of dismounting from podia, theatre curtains, and even allowing people to "*glimpse beneath my kimono*"!

shock, or even offence being taken. I understand that it's not just at the high and low contextual extremes that communication challenges exist as I try to build meaningful connections. Two recent events serve to reinforce the need for me to be sensitive and sociologically aware across different levels of cultural context.

The first example was when meeting a client of several years, after a gap of some three to four months. This lady and I had known each other for around five years and enjoyed some exciting and successful work projects together. During this time we had come to learn about each other's love of architecture and nature, and on occasions, shared some photographs we had taken. On spotting this person during a coffee break at an international conference held in Amsterdam, I made my way over with a smile, grasped her hand and leaned forward to kiss her cheeks in the standard European way. The lady froze in apparent terror, and when my greeting was over, looked straight at me and demanded *"What are you doing?"* Replying that I was pleased to see her and greeting her in the normal way, she maintained her icy glare and said simply "*I am Finnish, we do not do that."* It was clear that what was 'normal' for me, was certainly not for her. Hofstede (2002) refers to this type of situation as a 'culture shock', as Finland, a lower context culture required nothing more than a simple verbal expression of pleasure in meeting the client again.

A second experience was during a keynote session to the top 200 executives of a global chemicals company. As a French company I might expect the leaders to be more sophisticated and nuanced with their communication, though on this occasion failed to apply this knowledge. In a bid to 'rev them up' and build commitment to leading with safety, I shared an account of a fatal accident involving a former colleague's family member. Retelling the story in first person seemed to me to provide the emotional impact that it had on me when I first heard the story from my co-worker and the audience appeared stunned at the end of the tale. Only some days after the event did I receive feedback that I had been 'too strong' and that "*the French understand much more from a story than the words that are used.*"

Both are examples of steep-learning around how I might choose to connect across cultures, so I try to judge whether to let people peek backstage, or fully draw back the curtains. In doing so, I recall Otto Scharmer's *Theory U* (2007), which digs deeper into matters of context in communication in order to help find deeper connections - within oneself and with other relationships. It is this more meaningful connection that I strive for in my work.

Talking safety

Communicating on risk

In her anthropological review of risk through the ages Åsa Boholm (2015, p154) suggests that in the 1970s the concept of risk management was new and burdened by societal misperceptions as risk experts *"presented statistics without much thought about whether or how the numbers were understood by their audience"*. This disconnect between public perception and expert assessment prompted early research into risk communication and spurred a pedagogical mission to re-educate the public. I can't help but feel that Boholm's view on the 70s is as relevant today with regard to safety.

Many safety practitioners urge their organisations to communicate their aspirations and initiatives to employees. This sounds sensible: if workers don't understand the intended goals, they will likely feel excluded from the organisation's proclaimed reality. The predominant model of risk communication was devised by Shannon and Weaver (1949) and has been considered by others as the definitive model of communication more broadly. The 'transmission model' operates on a simple base concept; the sending and receiving of signals, as Lundgren and McMakin (2014, p14) neatly illustrate.

> *"Risk communication is represented by the traditional model of communication* (Shannon, 1948)*. That is, there is a source of communication that generates a message that goes through channel to receiver. For example, a regulatory agency (the source) may decide that a chemical poses an unacceptable risk to the public (the message) and issue a press release (the channel) published as a story by the news (another channel) that is read by members of the local community (the receivers)."*

Certainly, this traditional model dominates the practice of workplace safety today. But is it effective? As a consultant I see many organisations setting out safety as an imperative in their corporate mission, vision and values statements, which, according to Strandberg (2009) may help foster alignment amongst workers in an organisation and perhaps, even inspire and motivate employees to take such obligations to the next level (Epstein, 2008). It may also prime leaders to challenge their people to do something great (Hart, 2005). But Habermas (1985) suggests that one-way dissemination of data is destined to fail when communicating with non-experts, such as workers – or, arguably, managers - and that accommodating social diversities and engaging in open two-way dialogue serves to better improve trust and transparency and leads to more effective risk communication. I totally agree.

Translating and decoding language

I see my role in the world as a translator of knowledge and complexity for the tribes in which I live, work and lead. I've observed a distinct void between what research and academia produces and what is actually applied in practice. Straus et al. (2009, p165) define this as a *"dynamic and iterative process that includes the synthesis, dissemination, exchange and ethically sound application of knowledge"* in a way that is a *"move beyond the simple dissemination of knowledge into actual use of knowledge."* My core skill is this translation of information and knowledge – principally from the domains of law, leadership, psychology, and health and safety – as I strive to translate and synthesise from many different fields.

Boholm believes that risk communication is a '*hybrid of applied practice and science'* (2015, p155) in that it necessitates the translation of scientific data into comprehensible information. It must, however, do more than simply transmit information. In order to be effective, risk communication must engage stakeholders, be persuasive in shaping attitudes and influencing behaviours, promote consensus and build trust (Renn, 2008) in a positive, regular way, both up and down the hierarchical structure (Holton, 2010). I've found that a simple way to build engagement is to use suggestive inquiry, so that my diagnostic questions introduce new content whilst concurrently serve to influence the direction of how the stakeholder engages and shares with me. I'm conscious that this method of communication can be at once both helpful and risky – in that I may give premature advice and thus undermine my own credibility. Over time I've come to realise that in order for suggestive inquiry to be most helpful, I need to ensure that I have the trust of the stakeholder.

My experience of working in more than 120 countries has presented me with a range of challenges that I rarely experienced whilst working as an employee of a single organisation. In the last 12 months for example I've supported clients across industry sectors as diverse as oil exploration, technology design, fast-moving consumer goods, steelmaking, ship-building, aviation, construction and formula one motor racing, in more than 30 different countries on five continents. These projects have had me working through the full organisational hierarchy, from the Boardrooms and Leadership Teams of Fortune 500 firms to regional management and shop-floor supervisors. The workplaces I've encountered span the remote oil fields of Siberia, 'mega-factories' of 6,000 workers in China, glitzy offices of global fashion brands and the hallowed halls of the world's most valuable technology company, *Apple*, to working with the leadership teams and Pit Stop Crews of *MercedesBenz Formula One Grand Prix*. They each require a level of cultural translation and decoding.

Communication within global work environments is certainly challenging, especially in workplaces where codified language dominates. In their study of air-ground communications between airline pilots and control tower crew, Lopez, Condamines, et al (2013) reveal that even where operators share the same education with regard to codification, this can still result in miscommunications that lead to accidents. Khammal & Textoris (2015) report that the specific language and phraseology to be used - whilst intended to be unambiguous - like all language, does have limits. It is at these times that communication falls to '*plain language*', a more spontaneous, creative and non-coded use of a given natural language. It's interesting to note that the guidance for use of this plain language is that it should be concise, precise, direct and non-ambiguous. Precisely how I try to communicate across cultures.

My school-time modern language studies have helped a little, and I deliver some work in French, though the principal language of business for most of our clients is English. When I meet people for the first time and I explain where I'm from, they often remark with surprise that I 'don't sound Scottish!' I've learned over the years that a Scots accents is challenging for many people around the world. I recall a difficult moment on a conference call with my department at a former employer where a manager called Mike, based at one of our plants outside Edinburgh, UK, had just shared details of a project he was busy with, when Carole, a young Parisienne who knew I spoke French requested that I '*please translate what Mike just said into English'*. Fortunately, this episode was taken in good humour by Mike, but translation does play a certain part in my consulting work too. I find that I use translation in two senses during my work, the first is by strict definition where everything I say is literally translated by an interpreter to the local language. As my reputation has grown internationally, I've found myself delivering training with real-time translation into Russian, Chinese, Arabic and Japanese. At first this was a testing time – for me, the interpreters and the delegates – as I'd often be asked to slow down or to repeat what I'd said to allow time for the message to be understood, translated and shared. This process has brought about a change in me in that the more I experience synchronous translation the more I understand it's inherent challenges. This causes me to think very carefully about my word choice, my annunciation, cadence, inference and even my use of humour. On a recent trip to deliver a two-day leadership program the interpreter remarked that she felt 'much calmer than usual' after a day working with me. Maria went on to explain that usually she finds my pace a little too urgent, and hard to translate effectively the passion and energy that I put into my delivery. The more we worked together the easier it became for Maria to understand what was really at the heart of my messages and to be able to relay these in the way I intended.

Cultural codification

In 2014 I was invited to act as Chairman of the *Global Environment, Health, Safety and Quality Excellence Summit* in Shanghai, China.   Arriving at the conference venue a couple of hours before the event started, I noticed a small translation booth in the corner of the room. As the venue filled, I became aware that I was the only non-Asian in the room. The translation facility was for me. For three days every word I said in English would be translated immediately into Mandarin and shared wirelessly into the headsets of the attendees. And every word the conference speakers or inquisitive attendees spoke would instantly turn to English in my left ear. Seizing the opportunity before the summit began, I chatted with the translator, and quickly I realized that my usual provocative communication style, dry British humour and use of metaphor needed to be moderated.   That first day I learned that communication is not just about the transference of thought or the provocation of action but includes the regulation of cadence and timbre and careful consideration of vocabulary choice. Looking back, I see that in effect I was acting as my own internal translator before my thoughts were shared with the official translator before they travelled to the final receivers. This process of self-censure and validation is consistent with Zimmerman's (1987) framework for risk communication which underlines the importance of the sender despatching signals on the receivers 'wavelength' and anticipating and avoiding signal-distorting 'noise' – either literally, or metaphorically in the case of a lack of trust between receiver and sender leading to the former being unwilling to listen to the sender and the further risk of emotional upset.

I often notice that my messages on risk can be codified, that is to say that I may speak a certain language of 'safety'. The receivers of my communications must therefore be able to decode the message to comprehend it: they must '*speak the same language'*.   On the face of it, this may not be a significant issue when I communicate with native English speakers, however as a majority of my consulting work is international, delivered in English, sometimes in French, and more frequently over the last few years through the services of an interpreter, I find myself taking extra care to articulate clearly what it is that I want to say. To do this, I often use metaphors[112] to illustrate and reinforce key points. Interestingly, Lakoff and Johnsson (1980) suggest that the words used actually have meaning as and of themselves, independent of the sender's intentions or desires. Their version of the transmission model theory suggests that the thoughts of the sender are *'transformed into words that travel by means of speech or*

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[112] One of my 'career heroes' - management guru and social philosopher Charles Handy – is well-known for his significant use of metaphor. In private conversation with Handy in February 2019 I asked him why he did so. His response was illuminating. "*Because people hear in pictures*." Handy went on to explain that intellectuals and academics often get caught in the trap of providing detail through words, when actually he's learned (over a 60 year career) that metaphor and imagery provides a must faster, efficient and sustainable method of sharing knowledge and making key points stick.

writing to a receiver, who then understands the thought behind the linguistic expression' (Sperber & Wilson 2003). I know that I am considered to be a 'thoughtful' person, and those that know me well often mention that it's easy to understand what I'm thinking. Is this because I say what I think, or because the transformation of my thoughts into words is lucid?

Working globally, I've learned that Western workplace safety principles and practices are not universally applicable: they must be adapted across cultures and regions. Steers et al (2013) suggest that typical Western business principles such as worker engagement and participation, collective decision-making, and team-oriented leadership are culturally bound, and I've observed this in practice. Macik-Frey et al (2007) argue that consideration of deeper cultural differences - related to work values, cultural awareness, racism, discrimination and their relationships to worker wellbeing and safety – is essential and it's something I've been keen to develop as I span the world with my consulting work. Each week becomes a 'culture communication lab' as I interact with people from diverse backgrounds – one week I may start in Uganda, then to South Africa, before ending in Sweden. Others may be in the remote Siberian Taiga on an oilfield, with top-tier champagne producers in France, amongst the buzz of a mega-factory in China, or in the global headquarters of an innovative tech company in California. Each experience adds to my mental libraries and increases my understanding of, and dexterity of dealing with, the dynamics and diversity of culture.

Some of the earliest experiments in psychology concerned the phylogeny of language, and it fascinates me the way that the language of safety has developed over time. Certainly, it is the prevailing negative vocabulary of safety[113] that causes me to think differently and fuel my desire to change perspectives. Safety communications traditionally tend to be biased toward the language failure, such as the prevention of accidents, elimination of risk, protection from harm and avoidance of injury. As my experience in the field has grown, I've felt an increasingly strong sense of responsibility in changing the game through my work and have strived to do this through how I communicate.

Developmental psychologist Jean Piaget viewed language acquisition as a part of more broader learning process as humans learn way more than just vocabulary and grammar, suggesting (1947) that the process usually leads to reception of cultural nuance and know-how, which I always reflect upon. Burrhus Skinner explained (1974) that this is because language acquisition is learned entirely though imitation, repetition and reinforcement. Noam Chomsky argued that humans are born with an innate mental structure which he referred to as the 'Language Acquisition Device'. This has certainly been

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[113] I'm referring specifically here to the notion and targets of 'zero accidents', 'zero injuries', 'zero harm' and the (false) prioritization of 'safety first'.

influential, despite much of the basis for his theories being undermined with alternate views.   In language we often privilege meaning over the phonetic rules of decoding (ie meaning-centred learning) and this is what I aim for with my writing and my consulting: building *meaning.*   Operating internationally, I must focus on this - especially when using translation.   Meaning must take primacy and the rules of decoding follow.

My first book, *From Accidents to Zero*, has been very well received globally – despite being available only in the English language. When a large oil and gas client asked me to provide the book in Russian, I relished the challenge. Partnering with a native Russian who had often provided translation services for me to clients when delivering the *Total Safety Leadership* program (on which the book *From Accidents to Zero* is based) was a solid first step – Maria was familiar both with the content, my personal style of communication, and the actual meaning behind the words. Yet this was not simply a job of 'translation' in its purest sense. Rather my manuscript needed to be decoded and rebuilt in order to develop comprehension in its new intended audience. Working closely with Maria I focused on three specific aspects: (i) revising of the content with the context of the new audience: cognisant particularly of the Russian high dependence on hierarchy, need for avoiding failure, and preference of rules and procedure (after Hofstede's (2002) dimensions of organizational culture); (ii) adjusting the over-arching communication style of the book to align with a High Context culture (after Meyer, 2014. This is key, as Lopez, Condamines et al (2013) point out that miscommunication has the power to cause (as well as reduce) accidents.   This is a point that had hitherto not been as obvious to me in my usual communications in my native language. In a High Context culture where 'everything matters' I had to look much more critically at the emotional connections and nuanced direction given in my text so that when the new audience 'read between the lines' they would not be receiving messages I had not intended. To underline this important point, and following Hofstede's (2002) insight that Russians do not tolerate ambiguity well, I leveraged Skinner's (1974) learning of the importance of repetition, actively repeating key phrases throughout the book to help readers construct a clear picture of the 'creating safety' framework that perhaps was more subtly presented in the English language version of the book; and, (iii), following the precept of 'everything matters', and aware of the restrained nature of Russian culture (Hofstede, 2002), eliminating the use of 'British humour' throughout the book in recognition that my voice may not always gain sway.

Once we had completed the Russian translation, the draft was sent to another Russian colleague who proofread for understanding – and offered several suggestions for improvement, before it returned to Maria and I for final review. Even at this later stage we found a number of areas where the actual point

of the text was unclear to Maria. Through a process of 'reading aloud together' we compared the English and Russian versions and engaged in deeper discussion about the true meaning of my words. Only then were we able to go to print with the new Russian version of the book. I learned through this process that translation is much more than simply replacing words. Fundamentally, communication in safety needs to be truly *comprehensible* - otherwise, there will be no action.

Making it personal

I've been criticised in the past for using the first person. Back in the corporate world I'd be guided by my bosses to use the third person in my summaries to the Board or Executive Team and to refrain from giving my opinion.

The manuscript of my first book[114] was rejected by the publishers for *"the superfluous extension and abject articulation of personal perspective"*. This feedback in itself seemed rather derisory to me and left me more than a little deflated. I tried re-writing the text in the passive voice with phrases such as "*It is argued that…"* but found myself struggling to convey the particular view and fearing that readers would be left guessing the point I was trying to make. In the end, I have come to learn that it is better for me to locate myself within the sentence and to write *to* and *for* my intended readers. As safety is a most personal topic, and my prevailing view is that safety has been marginalised and depersonalised, I believe that working and writing in first person facilitates a more human perspective, and deeper connection, which in turns leads to stronger commitment to action.

For me, writing is all about engagement with the reader, and this is a principle that I hold fast to guide me in my work. Not just in writing but in consulting and public speaking too. I run through a mental checklist: who is my audience? What do they know? What do they need to know? How could they practically use what I have to share? In following this approach – in my books and journal articles – I've received frequent positive feedback that when reading my writing it's '*like being in a conversation with you'.*

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[114] This was indeed *The dynamics of occupational health and safety in a fast-changing world*!

Capturing attention by telling stories

William James (1890) wrote: *"Everyone knows what attention is. It is the taking possession by the mind in clear and vivid form, of one out of what seem several simultaneously possible objects or trains of thought."*   On a topic generally regarded as dull and disinteresting, I've learned I must capture the attention of my audience quickly – within the first few sentences, in a similar way a newspaper headline might.

Attention is important to psychologists because it's a core mental process and provides a basis on which to study other mental processes, especially learning. Alan Allport reckons (1980, p113) that *"hard-nosed information-processing psychologists use attention as a code name for consciousness"* though I believe that it's actually focal attention, the thing we are currently giving attention to, and that which lies at the centre of our consciousness, that Freud meant when he talked about 'the conscious'. As Porges & DiGango (1990) point out, only when a person is consciously and *"actively engaged in voluntary attention can functional purposeful activity and learning occur."*

In learning how to communicate, one of my strategies for writing has literally evolved as my own personal story has unfolded.   This evolution was not deliberate or conscious. Standing on a stage in front of 250 top leaders of an American national power company, I shared experiences – how I got into the world of safety through a personal accident; a photograph of an overturned forklift truck that had fatally crushed its operator; a video of a site leader walking away in ignorance moments before an employee plunged to his death from an unsafe scaffold; the tale of a leader's epiphany, holding the skull of a dying colleague. As I left the stage after my talk, a gentleman came to speak with me. His first line resonated. *"You tell amazing stories!"* Up until this point I'd not considered my role as a 'storyteller'. I had previously thought of myself more as a 'subject-matter expert'. But with this comment, and some reflection that I have come to realise storytelling is an effective means of communication for me. American sociolinguist William Labov (1972) showed how stories are often shared for the purpose of communicating important dilemmas and challenges. When the story is shared, Labov argues that the perspective of the storyteller becomes clearer, indeed the teller shares the experience of what is was like to be within the story itself.

Without doubt there is a certain appeal and simplicity in listening to stories – we want to reach the ending and we journey with the storyteller to get there. A story brings things to life in a way that a policy, directive or law cannot. Stories bring a sense of urgency, immediacy, legitimacy. Stories are *real*. I find that I can make sense of the world by telling stories. Bruner (1990) suggests that there are

two modes of human thought that are used in the interpretation and understanding of the world around us, writing that the first mode:

> *"... the paradigmatic or logico-scientific one, attempts to fulfil the ideal of a formal, mathematical system of description and explanation. It employs categorization or conceptualization and the operations by which categories are established, instantiated, idealized and related to one another to form a system."* (1990, p12)

Adler (2007; 2008) explains that this mode is process-driven and helps us form systematic approaches to dealing with experiences and to identify the underlying relationship between sets of observable variables around us. Whilst there is certainly an element of science in my work, I find myself resonating more strongly with Bruner's second mode, which he referred to as the 'narrative mode' where meaning is ascribed to experiences through the creation and sharing of stories. For me, it's this way of 'narrative knowing' (Bruner, 1990) that helps me to structure, shape and store my experiences, and build connection with those I share stories with.

My first book, *From Accidents to Zero,* is in essence, a story that takes the reader through 26 chapters, from a dark and unsatisfactory beginning to a conclusion that's free from harm. In Bruner's words the chapters are filled with *''human or human-like intention and action and the vicissitudes and consequences that mark their course''* (1986, p13). I tap into emotions – mine and the reader's – in a way that the usual safety communications, biased towards statistics, cannot. Though popular, my books have attracted criticism for both their simplicity and style. Yet I feel clarity and storytelling help me communicate – whether with safety practitioners or business leaders. It's more authentic, more relevant to the world of safety I experience through my work. After all, what is an accident, if not a story of events leading to an unhappy ending?

Through my narrative I leverage personal lessons to draw out insight and content, encouraging readers to build and share their own stories - of why safety is important to them, of why they need to step up and take action – in order to create new, bigger, organisational stories of safe and healthy workers. - Storytelling helps build closer bonds between myself and my audience as we share experiences and perspectives. As these connections strengthen, so too does my sense of trust in the audience, and I often find myself sharing deeper, or darker stories - ones that have touched me intimately, for example those involving deaths at work, sharing bad news with relatives, or the terrorist attack and hostage situation I describe in this submission. I realise that there is a certain amount of risk involved in becoming so vulnerable with an audience, especially as a 'hired-in expert', though my intimate sharing

often encourages feelings of confidence, connectedness and trust within the group and frequently a group member will offer to share their story. This use of 'self-disclosure' as a way to develop trust effectively engages people emotionally and breaks down defence mechanisms, and in practice for me – especially when I reflect on my early style of safety leadership – has proved much more effective in fostering the change in attitudes and behaviours that I am asked to catalyse by my clients than by devising and applying sets of rules and increasing bureaucracy. It takes strength to continue to share my stories in this way. Messages like this one, received after delivering a two-day Total Safety Leadership program – based on the *From Accidents to Zero* book – to a group of senior safety leaders provide that strength:

> *"Andrew, I wanted to say again 'thank you'. These two days have been amazing – you made me fall in love again and again with my job and made the way simple and clear – not easy, but enlightened. Thank you for your strength and your passion."* SB, *by text message*, 12th October 2017[115]

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[115] After attending the Total Safety Leadership program, 'SB' – a regional safety leader for a global drinks company – contracted with my consulting firm to run the program across her entire business – from North America, Latin America, the Caribbean, Africa, China, Australia and across Europe. This contract was extended to include *Safety Savvy* workshops for employees, Train-the-Trainer programs, and senior leadership masterclasses.

Chapter 9 – Conclusion

As the previous chapters have moved towards reflection, here I focus tightly on the personal journey I've described in this submission and how it has shaped who I am.

The answers

"All he'd wanted were the same answers the rest of us want: Who am I? Where did I come from? Where am I going? How long have I got?"

Harrison Ford's dramatic voiceover in the climactic scenes of *Blade Runner* as he pondered the purpose of Rutger Hauer's character feel apposite as I reach the end of my own story.

Throughout my working life I've attempted to shift mindsets, attitudes and beliefs of a large body of people – from subordinates, peers and leaders within organizations, to members of my profession, and the wider public and society in which I live and work. Sharing my knowledge and ideas and giving others a voice has always been central elements in my career – beyond the boundaries of any given employer organisation – whether papers to professional development conferences, lobbying of governments, volunteering for and representing my professional body.

I have never had a 'career plan'. In the corporate world I moved from organization to organization as new roles appeared and caught my interest. The skill of the head-hunter to position his bait in front of my nose: a larger pay-check and the promise of *'being able to significantly influence'* senior folks. Over a period of two decades, each role I undertook was a 'step up' from the last, until I found myself seated in the boardroom of a global industry leader, managing a department of 130 people across 20 countries for a Fortune 500 corporation: I had reached the top of tree. And there I decided to cut it down and start again, as an independent consultant.

Mezirow suggests that a *"defining condition of being human is that we have to understand the meaning of our experience"* (1997, p5) and that *"it is not so much what happens to people but how they interpret and explain what happens to them that determines their actions, their hopes, their contentment and emotional wellbeing, and their performance"* (Mezirow, 1991, pxiii).

This doctoral program has been an excellent opportunity to review and validate my work over a twenty year period in an environment which has not enjoyed the interest and respect it deserves from its stakeholders, where rules and regulations dominate thinking and approach, and knowledge typically manifests through complex interplays between individual practitioners, their employing organizations, professional development opportunities and personal interactions – all under the negative pressure constantly generated by the media.

Through this program I've explored my personal value set, and how this has influenced the development of my career, my thinking and my actions. I've also considered the evolution of my awareness of the challenges and issues within my practice as a leader in the field of H&S and how the professional challenges I have faced have shaped my thinking, behaviour and development of skills. Beyond understanding myself better, I've attempted to evaluate the contribution I've made to professional practice, find the golden threads that connect my efforts, and explore not only why I'm driven to this line of work, but why I feel so strongly about the topic of workplace safety, and my role in its ongoing development.

In preparing my submission I've been thrust into a process of deep and critical reflection about the choices I've made and the decisions I've taken as a practitioner as I have struggled to get to grips with the various cultures within which I've found myself. This psychological critical self-examination has been very personal and caused me to think hard on who I actually am, how I operate, and why, exploring the evolution of my own leadership style and my motives for action. Cumulatively, my reflections bring significant value to me as an individual as this Doctorate in Professional Studies has been the missing piece of the jigsaw that is *me*. The process of reflection and writing has forced me to take a step back from the warp-speed of work and assess my contributions to the field and set a clear course for my future. I've learned that my own knowledge has been developed through robust scientific research and the practical application, testing and dynamic revising of this knowledge. Now the missing piece is in place, though, I realise that this submission has never really been about me, but rather the world of safety. As I look to the future now the next steps are clear as I redouble my efforts to shift mindsets, attitudes and beliefs of a large body of people - the profession, organizations, and the public at large by contributing to practitioner and policy discourse, shaping the profession, and guiding organizations to thin differently on what safety really means.

Who am I?

Social heroes are often credited with shaman-like powers to conjure up valuable innovations and assume the status of 'thought leaders' (O'Conner, 2006). Whilst I don't consider myself a social hero, Joseph Campbell's monomyth resonates strongly:

> *"A hero ventures forth from the world of common day into a region of supernatural wonder: fabulous forces are there encountered and a decisive victory is won: the hero comes back from this mysterious adventure with the power to bestow boons on his fellow man."*

The hero starts his journey in the ordinary world with a call to adventure by entering an unusual world of strange powers and events. If he accepts the call, he faces tasks and trials. At its most intense, the hero must survive a great challenge, with help from others. If he survives, the hero may achieve a great prize (the *'boon'*) which results in the discovery of important self-knowledge which may be used to socially improve the world.

In September 2016, sitting in a coffee shop in Melbourne, Australia with my mentor (and 'professional hero') Professor Andrew Hopkins, he reflected on a valid criticism of his own work contribution. Andrew told the story of a conversation with James Reason[116] where Reason has asserted that the 'problem with (Hopkins) work was that he had not transcended his disciplinary origins in sociology'.

Hopkins' sociological approach to safety is commonly referred to today as the 'human factors' that contribute to workplace accidents. It's an approach I have come to know well, through my own academic studies, but more so in the application of my learning. Like Hopkins, the initial driving force for my work in safety was a "*sense of outrage*" (Hopkins, 2016, p109) that so many people lose their lives or suffer serious injury at work This perspective persists for me, though now the sense of outrage extends to include the white-collar leaders that offer up ignorance as rationale for their inaction.

Where did I come from?

My 'sweet spot' in the world of occupational safety and risk management is found between the domains of administrative law and organizational culture. Gaining a Masters degree in International Health &

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[116] Professor Dr James Reason is a key figure in workplace risk thinking, author of many books on the topic.

Safety Law and Environmental Law certainly allowed me to comprehend the regulatory landscape in which I've been operating, and has fostered both a healthy respect for rules and rule-making as well as developed an instinctive understanding for their structure and interpretation. Rules only provide an administrative framework and boundary, so my Masters degree in Occupational Psychology and Organizational Behaviour provided an opportunity to consider safety from a different, more human, angle and comprehend how organizations, teams, groups and individuals function – within the frame of a rules-based structure, and also beyond, in more fluid, dynamic work environments. Through my work on this doctoral program, specifically through the process of reflection I've come to realise that these formal studies merely awoke a curiosity for learning and provided food for thought. It is my continual engagement with practice where I have consolidated my thinking and truly learned. This in itself is a revelation for me, having traditionally believed in the primacy and privilege of theoretical knowledge, until now understanding through my personal development that there is another way. Following Rolfe et al, 2011, p30) *"practitioners take control of their own body of experiential knowledge and lay the foundations for a new individualized approach to evidence-based practice."* This hasn't been easy and I've had to lean in to the discomfort of my work – the cultural nuance, the language barriers, the non-stop international travel.

My experience shows me that with human beings involved, especially with the contextual diversities of corporate and national cultures, there is no single definitive answer. This is certainly reflected in the way I operate as a consultant, in the delivery of my training programs, and in my formal teaching. The triad of *awareness-knowledge-skills* has become not just an order of learning but even a continuous goal for me as a practitioner. This doctoral program has, to a large part, been a reflection on my skills and experiences, a raising of self-awareness and a search for self-knowledge. And it concludes with an admission, of how little I have properly known about myself - a paradox distilled by Socrates: "*I am wise not because I know, but because I know I don't know."*

Early in my career, my approach was to force compliance with rules, systems and regulations. This often worked, though left a bad taste – in the mouths of my stakeholders, and eventually in my own. The turning point for me was in my studies of psychology, where I discovered a more helpful way of considering accidents as organisational failures catalysed by poorly-constructed incentive schemes, ill-thought performance metrics, and inadequate organisational structures to provide the necessary direction and support for a workplace safety to develop. Identifying, diagnosing and resolving these 'organisational opportunities for improvement' has become my *modus operandii* as a consultant and, fortunately, creates a much more positive environment in which to work.

The second learning I've taken from psychology is that the behaviour of people is very much an outcome of culture. Back in 1936 sociologist Kurt Lewin – suggested that behaviour is a function of the person and their environment. It's a formula I share frequently with clients and speaking engagement audiences as it essentially shows that an accident is rarely the fault of a single individual, but rather a result of social context. In order to prevent accidents occurring, we need to focus our efforts on the organisational context that causes the behaviours.

Reflecting on my work, what is it that I really do? Am I 'in safety'? In risk management? In leadership? No, I am in the business of communication. I interpret knowledge and messages to communicate not with professional scientists or academics, but to the common man – whether they be safety professional, business leader or shop-floor supervisor. The range in depth of understanding amongst these stakeholders means avoiding the technical jargon deeply rooted in the safety profession, and in the language of law. Through my communications – whether verbal or written – I seek to stand alongside the social science academics and contribute to change. I want to make a difference. The final question at the end of this submission then, must be 'have I made a difference?'. On one hand, the fact that I have been asked, and continue to be asked to speak to audiences around the globe suggests that the answer is yes. Beyond this, I have regularly received correspondence from those with whom I speak and work. I'd like to share just one here:

> *"Dear Andrew, Having these short, focused but very meaningful discussions with you truly helped me as a person and as a manager to deeply understand the importance of safety for my and our company. It felt like all coaching sessions were part of a nice puzzle, all pieces coming together in the end in the sense that in the end all depends on how I look at things at people I work and live with. Safety is no longer some-thing but very much some-me. Thanks for the journey*!" Bernard van Hecke, Senior Vice President, Leadership Development, Bekaert. Participant of *Executive Safety Leadership Training* and personal coaching.

Where am I going?

In the Epilogue to Moby Dick, Ishmael tells us that he is *"…floating on the margin of the ensuing scene, and yet in full sight of it."* This sounds familiar to me. But floating on the margin risks directional control, as BF Skinner stated: *"I did not direct my life. I didn't design it. I never made decisions. Things always came up and made them for me. That's what life is."*

Burrhus Skinner was regarded as the founding father of behaviouralism, the branch of psychology that I find myself most connected to. An impatient man, Skinner devised and conducted his myriad experiments in order to change the views of those around him. I'm not sure whether I'm *like* Skinner or my consumption of so much of his work has influenced my approach. On reflection, the starting point for all of my work – whether within my professional body, working for an employer, or through consulting – has usually been a feeling of impatience at the sight of 'safety' – as dressed up by the media, misunderstood by the organization, confounded by over-zealous safety officers and paralyzed by legislators and lawyers. I have resented seeing safety confused at every turn and I've found myself with an inherent desire to track down and deconstruct the ideological abuse which I believe lies within.

In *Tao Te Ching*, Lao-Tzu asks *"Do you have the patience to wait until your mud settles and the water is clear?"* In undertaking this doctorate I realise that not often have I had such patience. It has been through the process of reflection and articulation of my experiences and personal learning that I've noticed the mud come to settle out, and my mind become clear. Bisson (2016, p193) offers that *"Self-reflection is a humbling process which has no destination. It is driven by an intrinsic motivation to know ourselves so that we can be the best that we can be."*

Reflecting on the development of my personal journey has thus forced me to consider my practice, my motivations and my choices as I've struggled with paradoxical tensions and social and corporate impact whilst developing my own leadership style and building 'my brand'. The process has encouraged deeper though on why safety has been beleaguered by so many and reinvigorated my motivation to engage critically with the negativity and uncertainty that surrounds the domain. Given the negative stigma I avoid traditional teaching methods and instead focus on intrinsic perspectives – pushing on personal feelings and desires, exploring values, injecting an element of humour, using images or film clips to illustrate points. I've found that this approach can bring out a much richer dialogue and strengthen the commitment of the leaders I work with. This alternating style I find myself using is consistent with Fleming's VARK model which suggests that individuals have a strong preference to either visual, aural, reading or kinaesthetic stimuli (Fleming and Baume, 2006).

An influence on my work is a passionate desire to communicate in a way that's both desired and useful. I strive to communicate with the audience in mind – usually I am communicating with businesspeople, not academics or professional psychologists, so that means stripping back the jargon and technical terms.

I want to actively contribute to safety – I want to make a difference, to contribute to change, to make the world a safer place. So the final question here must be 'have I made a difference?'   The fact that I have been invited so many times to speak about my work and my perspectives suggests that the answer may be positive. Beyond this, I have received numerous emails from clients, audience members and others who have expressed gratitude for my contributions. Here is one that really touched me:

> *"I have been writing this note to you forever and not getting it to you. Just wanted to let you know that your safety leadership course was the best course I have ever attended and the best investment I have made this year. You were teaching, but unknown to you, you were speaking to and into my life. Because of your course I am now not just a better safety leader, but also a better mother to my son now, and also more advanced on the road to emotional and psychological healing. I took the things you taught us and applied them to my life. My son was battling with alcohol and drugs at that time. I had done all I could and been advised to do but it just seemed to make the problem worse and push my son further away from me. After your course I changed my behaviour and influenced him in different ways. He is now on the road to recovery and we are relating oh so much better. Thank you for this priceless ability and empowerment. I do not have the words to say thank you. So as you run your course again be encouraged that it has real impact. It has changed two lives this year already."* (personal communication by email received from Rudo Mbulawa, 21 November 2016, participant at *Total Safety Leadership*, Nairobi, Kenya)

Social psychologist John Bargh remarks that we have 'primitive brains' with up to 95% of behaviour caused by habit - unconscious or consciously. This program has provided me opportunity to see that there's a balance between knowing and wisdom (Johns, 2005). Being able to reflect on my own philosophies and my practice has really helped me to more deeply understand the rich tapestry of what it is I call 'my work', further, it's helped me to connect the dots in who I am, and why I do things the way I do, and, crucially start to form ideas on what I want for the future of my career. This is what Jones and Jones (1996, p7) call 'bimadisiwin' and defined as *"a conscious decision to become. The dance cannot be danced until you envision the dance, rehearse its movements and understand your part. It is demanding, for every step needs an effort in becoming one with the vision. It takes discipline, hard work and time."*

How long have I got?

Good safety is a by-product of long-learned mastery. And this mastery - of understanding humans - is built up through the act of *submission*. The competence gained through this submission is not only the ingredient for gaining real, genuine safety but also for the economic success of the organisation more broadly. But this competence doesn't *guarantee* success; indeed, it's not my role to warrant it. As Aristotle (1355) said: *"It does not belong to medicine to produce health, but only to promote it as much as is possible."* I'm a cross between a mechanic and a doctor – somewhere between diagnosing and fixing not of my own making. I practice a 'stochastic art': variable, often filled with complexity, and not fully knowable (as these challenges are not of my own making) and requiring a certain disposition or perspective towards what I'm trying to do, fix, or influence.

Working as a consultant is a non-stop learning experience - due in part to the variety of organizations which I work with. I really enjoy getting inside of these organizations, quickly learning about their structure and determining their needs. My clients are typically very large multinational blue-chip corporations, household names and typically leaders in their field, and spread across a broad range of industry sectors – from aviation and aerospace, to pharmaceuticals, construction, fast-moving consumer goods, power generation and supply, mining and metals, utilities, and many more. My work is primarily around culture change, engaging leaders and working closely with them to lift their capabilities, to improve culture and enable excellence. Safety is the golden thread that connects what I do – and provides a theme to focus on – however clients' feedback attests on a daily basis that the organizational impact and net benefit is much broader than just reducing the number of accidents.

Aside from being a practitioner with deep and varied experience, my inherent and consistent desire to seek to challenge traditional methods of thinking and communicating add a new dimension to behavioural or organizational change. I truly believe that good safety management plays a key role in the broader success of any organization and that successful safety comes through the articulation and implementation of solutions and enablement, not through the erection of barriers and bureaucracy. After finding my feet in the early years, nearly two decades ago, I've strived to be recognized as a business partner who works with key individuals and the wider team not just to protect, but to enhance corporate reputation, developing culture in a way that engages people and galvanizes them around a common cause in a way that minimizes loss and harm. I've done this by being an innovator, a maverick, an agent provocateur. I believe my persistence, self-awareness and to some extent my social deftness helps improve my emotional intelligence (Moon, 2004). My broad learning experiences have also exposed me to a variety of global cultural differences, business priorities, financial constraints,

operating climates and individuals working at all levels. These experiences have taught me that there are many different points of opinion, perspective and solutions which I have managed adopting a humble, inquisitive, helping style.

My roles within blue-chip commercial organizations have exposed me to a range of diverse challenges and honed my management skills – particularly decision-making, team leadership and performance management.

My non-executive roles with the world's largest professional body for safety professionals have taught me the value of evidence-based decision-making and enhanced my skills in building and maintaining robust relationships with a range of stakeholders – from staff to practitioner members and from political parties to the media.

In recent years the creation and leadership of my own consulting business has provided opportunities to consolidate my skillsets, underlining the importance of seeing the 'big picture' and having the ability to clearly articulate future vision. Working with some of the world's largest corporations as clients, as well as leading NGOs including the United Nations, World Health Organization and the International Trade Centre has developed my understanding of the differences - and synergies - in perspective, commitment and approach.

Each aspect of my career has encouraged the growth of interpersonal skills and underlined the importance of leading through personal values in order to galvanise commitment and motivate others to act. I believe fully in the power of collaboration and strive to empower those around me to achieve higher levels of contribution and work to support the development of the capabilities, competence and confidence of the teams which I lead and support.

Leaning on the thinking of Drucker (1999) this process has allowed me to cultivate a deeper understanding of myself, by helping me to identify my most valuable strengths and my most intractable weaknesses. It's helped me understand how I learn, how I work with others, and, surprisingly taught me much more than I expected about my own personal values system. But beyond this introspection this work has returned great dividend for my professional work – showing me where I make (and can make) the greatest contribution through my work. As Drucker says (1999) *"only when you operate with a combination of your strengths and a disciplined self-knowledge can you achieve true and lasting excellence."*

Chapter 10 - In Closing

I feel it pertinent to recall Engels (1886): *"theory without practice is sterile, and practice without theory is blind."* Reflecting on the last twenty years, I've watched myself combine intellectual engagement, active learning and applied practice and feel that this melange has significantly improved my personal awareness, leadership ability and impact. Working through others has been my aim in order to avoid the 'forever leader' pitfalls described by Farquhar (1994) and to build capability in those I work with. As Lumpkin (2010) says *"Leadership is a behavioural process through which one person influences the behaviours of others in the accomplishment of a shared goal."*

Looking back over this submission, one recurring theme appears. This is that I have wanted to make a difference. Academics have a great wealth to offer the world of workplace safety and can bring about social change, yet much of what they do remains stuck in theory.

Paul Klee inscribed in one of his later works *"Should all be known? Oh, I think not."* The painter, at once expressionist and surrealist, seems to answer my questions. In his diaries he notes *"Now that I shall have to reconsider and bring order into the thoughts I have jotted down. Some things strike me as repetitions of a thought in a different form."*[117] Through my work I have sought to contribute to change, by translating the science and research into comprehensible form, specifically with the aim of making the world of work a safer place to be.

Klee reminds me of what lies ahead now: *"We construct and keep on constructing, yet intuition is a good thing. You can do a good deal without it, but not everything."*[118] And so to conclude, my work may perhaps be best described as a contribution to something bigger than me: that is the health and safety movement that has grown across the world in recent years. As movements gather pace, they produce their own intellectuals, who in turn provide the language, ideas and directions for the movement. This, then, is my role. One within a larger mass, shaping the future and laying solid foundations for others to build on. There is still lots to do to spread the message, fighting the tide of negative media coverage. Turning this tide is not an easy task but is one we must achieve for the sake of future generations. Safety professionals need to continue to promote sensible risk management and protect the reputation of health and safety as an important contributor to society and economy. It's about winning hearts and minds - after all what better to be passionate about than the health and safety of the future.

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[117] The Diaries of Paul Klee, 1898-1918, edited with an introduction by Felix Klee. University of California Press, Berkeley and Los Angeles, 1964, p.170.

[118] Paul Klee, Creative Confessions and their writings, Tate Publishing, London, 2013, Exact Experiments in the Realm of Art, 1928, p.18.

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Appendices

The majority of the evidence submitted for assessment can be found in the public domain, most notably my eight books and many journal articles.

To demonstrate the dissemination of learning, influence and impact and in addition to the resources included in this section I have submitted a selection of hard copy materials for assessment.

Appendix A – Creating Safety Framework
Appendix B – From Accidents to Zero
Appendix C – Total Safety Leadership
Appendix D – Safety Savvy
Appendix E – Mind Your Own Business
Appendix F – Safety & Health for Business
Appendix G – IOSH Qualification Brochure
Appendix H – Public Speaking
Appendix I – Supporting the Development of Practitioners
Appendix J – Journal Articles
Appendix K – CEDEP Brochure

Appendix A - Creating Safety Framework

'Creating Safety' is an action-research methodology, developed over 20 years of combining common-sense real-world inquiry and scientific-based practice, with anecdotal data collection from a pragmatist-realist lens, has positively disrupted and energised evolution within hundreds of workplaces around the world, regardless of the catalyst for creating safety.

Initially commencing as a series of real-life experiments, with fluidity and flexibility at the core, driven by passion to re-position safety in a positive light amidst a fountain of truth, what has emerged, is a rigorous philosophy and methodology for creating safety, presented in a dynamic, easily comprehended step-change *cycle of evolution*, enabled by a set of entirely *human pillars* that act as flexible instruments for a style of working to engage people and positively create safety, supported by a set of *sustainability pillars*.

'Creating Safety' model

This doctoral program has caused me to set the model to paper, and whilst this exercise has been valuable, I accept that there is some work to do to finesse the model and formally bring it into the real world. It is provided here as an illustration to support the discussions within the context statement. Further development of the model continues.

As explained in my book *From Accidents to Zero* organisations (and their people) progress through a '4-E' cycle of evolution, driven by persistently demonstrated leadership behaviours which fluctuate from being subtly present in-between each progression within the cycle, then at various touch points (i.e. as a person/organisation moves onto a new E), they increase in intensity.

The model is founded on three key leadership behaviours, each I have learned the importance and value of through my own practice. These are:

- Credibility
- Competence
- Trust

There are two 'Guiding Pillars' which modulate the evolution of safety culture between them, these are:

Human Pillars
- *Energise conversations* – ask the right questions, be interactive, listen appreciatively and talk with humility, use positive language, allow safe-space for all voices to be heard
- *Make it human* – be mindful, present in zone, one thing at time instead of lots things at same time
- *Live a circle of trust* – personalise relationships and interactions, recognise and respect all roles as important regardless of hierarchy, show vulnerability when appropriate, remember its real people with real families, focus on 'why' before 'what' or 'how'
- *Be authentic* – think, feel and behave true to your values and organisation, show passion and let your dynamic nature and strengths emerge
- *Keep it relevant* – translate technical and legislative requirements into practical relevance and show how to do it as part of daily activity in a simple way, pull science into meaningful examples illustrating what people really do to make difference, using role modelling to practice
- *Connecting on a human level* – in order to truly bring about evolution of safety, leaders must be more human

Sustainability Pillars
- *Strengths-driven* – identify and replicate collective strengths by focusing only on what works, what we did that had a positive result, what was best in class, magic moments we are proud of and mapping these to build upon.
- *Business first* – remembering the purpose of the business and what will always reign
- *Focus on creating safety* – as opposed to a reactive approach and 'preventing accidents'
- *Out-behaving* – going beyond regulatory compliance
- *Input-driven* - to get the right outputs, allow self-determination and self-organisation for sustainability

Appendix B – From Accidents to Zero

This, my first book, published on my own imprint, set up specifically to bring the book to market much faster than traditional publishing could, has – rather incredibly – become the world's best-selling book on safety culture, with over 52,000 copies sold since publication in Autumn 2014.
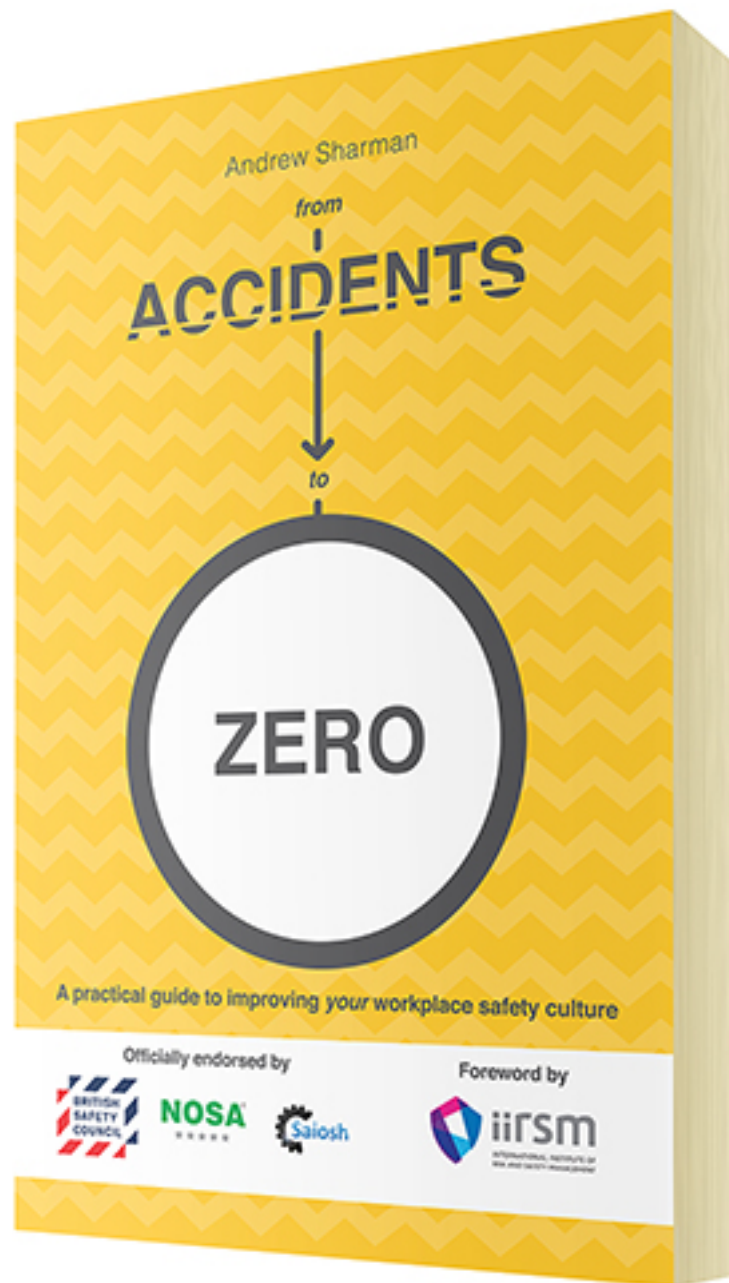
The book has been very well-received, here's some examples of praise shared:

"The world of work is changing, often setting the safety challenge in a new context – particularly in business. As leaders increasingly understand the importance of good safety practice to support their business objectives, safety and health practitioners continuously develop better tools and solutions. However, it's clear that there is still a gulf between these groups. This is

often explicitly expressed in terms of assurance, governance and reporting – but in reality it is about engagement, communication and understanding. Andrew Sharman has engaged with wisdom from the world outside safety and provided us with 26 windows through which we can address this challenge in a new and imaginative ways. This book sets up the opportunity for all parts of any organisation to start these essential conversations and offers an invitation to take the first steps to acting differently. It sparks insights into how both traditional methods and novel approaches can be brought to life in real world situations. Sometimes real progress requires the bringing together of developments in different areas of human endeavour. As such, Andrew's book provides us with a valuable service by making those links. I'm sure this book will be a valuable companion not only to the safety and health practitioner but also to their leaders and peers, for us all to move forward to deliver on our common mission."
Jan Chmiel, Chief Executive, Institution of Occupational Safety & Health

"Take a time-out from the power-point factory today and remind yourself how you can save lives, stop injuries and unlock the potential of your teams to drive a culture shift with this fresh and direct step-by-step user guide."
Peter McLellan, Global Head of Health & Safety, DHL

"With this book Andrew has removed the complexity to provide real world insights and practical approaches to support the evolvement of any organisational safety culture. Essential reading!"
Dave Stevenson MSc CMIOSH, Director of Health & Safety, Burberry Group plc

"A refreshing and practical introduction to Safety Management; an engaging style that is both insightful and thought provoking"
John Holt, HSE Director, RollsRoyce plc

"A common-sense and thought-provoking view deconstructing the mysteries of "safety culture" and how revitalising the concepts of people making safety personal and actually thinking about safety are vital in modern times. Andrew's absence of technical jargon, which many safety professionals often love to use, means that this text book is ideal for directors and senior managers to dip into for inspiration, as well as those new to managing and influencing safe behaviours alike in the workplace."
Ian M.B. Scott, General Manager, Safety , Health and Environment, Balfour Beatty

"From Accidents to Zero, inspires Health and Safety professionals to think outside the same old worn out accident prevention methods and look to cutting edge culture focused strategies. This book is a must-have resource for all Health and Safety professionals interested in achieving new results in the social age."
Chet Brandon, Vice President Operations, ATI Physical Therapy

<u>Amazon Reviews</u>

From Accidents to Zero has become the world's best-selling book on safety culture. A recent *Amazon* five-star review offers:
"As someone who has worked in health and safety for over 30 years and read most H&S books out there I'm usually skeptical about what a lot of H&S authors write and how practical their

advice is in real practice at work. This book is really good. I like the concise A-Z sections that get to the point without over doing the topic."

But it's the acknowledgement that really resonates with me here:

"At last someone has put their head above the parapet and had the courage to say what Health and safety people know to be true on how ridiculous 'zero' is. You will like this book, it flows and is easy to read and understand, which is how it should be."[119]

Downloadable Resources

The book is designed to take readers on a journey – from Accidents, to Zero – and the centrefold of the book features a roadmap of its chapters. The roadmap can be downloaded, without charge, in large poster format from our website www.FromAccidentsToZero.com
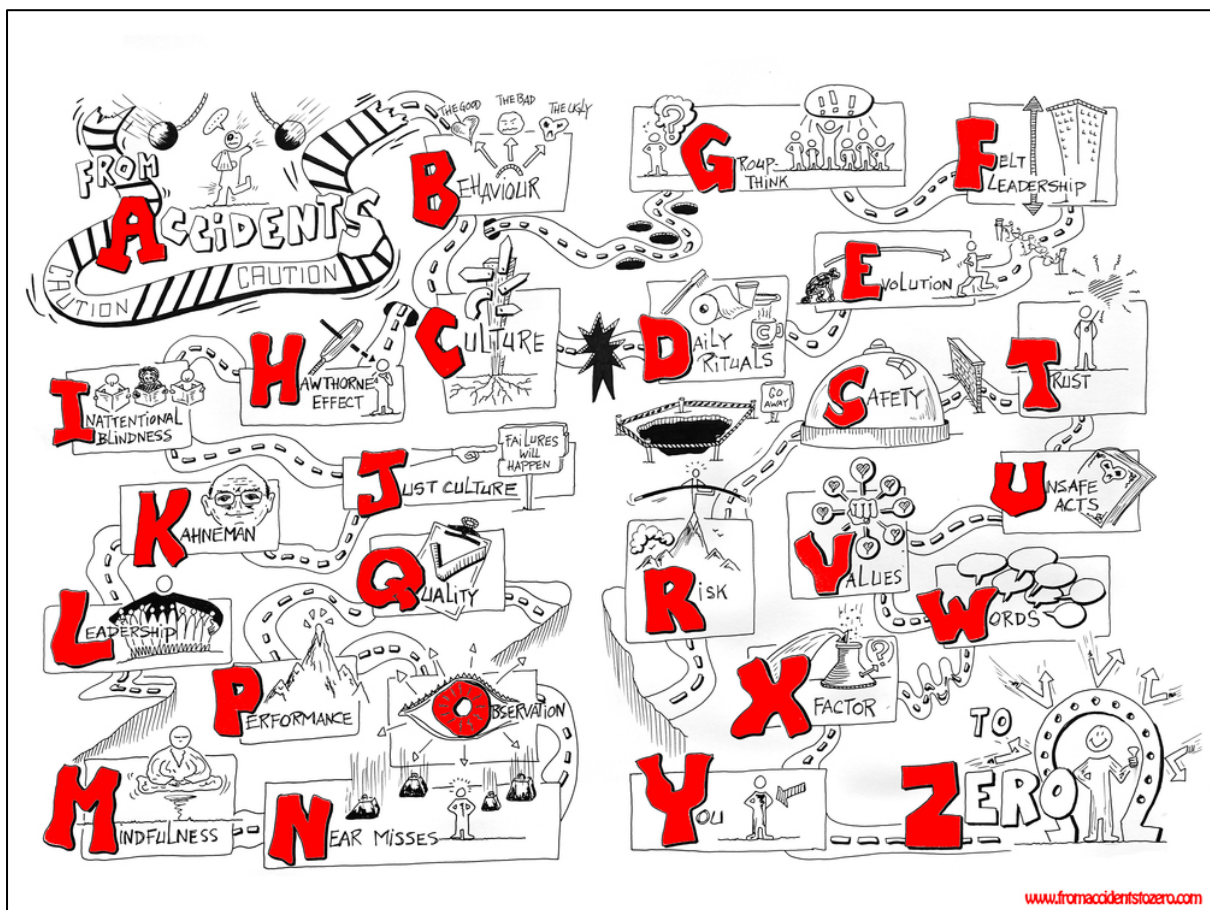
[119] https://www.amazon.co.uk/Accidents-Zero-Practical-Improving-Workplace/dp/1472477030/ref=pd_cp_14_1/258-5643954-5339400?_encoding=UTF8&pd_rd_i=1472477030&pd_rd_r=3b87264f-21b9-11e9-9599-f7e3d20a9d9c&pd_rd_w=TOJAu&pd_rd_wg=uXMzO&pf_rd_p=0ca7ef78-a9c4-4935-a8ff-59221f1ded3e&pf_rd_r=0J97Y6J4DPZE6KS260WC&psc=1&refRID=0J97Y6J4DPZE6KS260WC

Journal Reviews

From Accidents to Zero has received several positive reviews in safety journals

https://www.shponline.co.uk/culture-and-behaviours/book-review-accidents-zero/

"Health and safety culture is a complex subject; even deciding on a common definition itself is something that has been widely deliberated. There have been an exhaustive number of books and papers written that claim to hold the secret of how to develop, implement and improve an organisation's culture. It is a subject that has many multiplexes, many of which themselves have been comprehensively explored.

You can't blame me then for perhaps initially being rather sceptical of a handbook, of just 144 pages, which claims that it will improve your workplace safety culture. However, I have happily been proved wrong.

From Accidents to Zero tackles a broad range of topics (in 26 chapters from A-Z), but in a manner that tests previously accepted theories and rules about the subject. Rather than bamboozle us with complex graphs, research and jargonised writing, Andrew Sharman asks some very probing questions (at the end of each chapter) which the reader can then apply within their own organisation.

Endorsed by the British Safety Council, IIRSM, NOSA and with a Introduction written by IOSH Chief Executive Jan Chmiel, the book challenges you to think about situations, people and events, and then inspires and guides you to diagnose and remedy your own safety culture deficiencies. It is a refreshing read with an approach that doesn't impose rigid systems or strategies, which can often be problematic to promote within one's existing safety structure. After all, doesn't every workplace vary in size, complexity and culture anyway?

I like the way it has been written – you can just pick it up and read any chapter at random and with each one being just four or five pages in length, it makes it a very easy and digestible format. This book has found its place nicely in a modern world; where for most, finding the time to sit and read for hours at a time is an extravagance. It will travel well in any briefcase, or indeed kindle and so becomes an essential tool for any safety practitioner, however seasoned."

Reviewed by: Simon Toseland, compliance services director for Salisbury FM Group

And from the journal of *The Royal Society for the Prevention of Accidents*:

epidemiological studies on clinical effects among healthcare workers assigned to manual patient handling tasks. It concludes that the implementation of preventative policies is possible and can be effective – but only if they are part of a specific strategic plan.

- Next, *Manual handling in the healthcare sector: the international approach to risk assessment* starts by looking at risk assessment methods in the international literature (such as laboratory studies involving the reconstruction of biomechanical overload of the lumbar spine) and in guidelines for the prevention of risk due to patient handling. The ISO-CEN 12296 Technical Report, which has two aims – to improve the working conditions of care givers by reducing overload, and to

tion and quantification of handling manoeuvres. An example of description and quantification of disabled patient handling tasks is given.

Thereafter is a description of operator training; onsite inspection; an analysis of patient handling devices; and an example of onsite inspection with a description of the equipment and environment/furnishings.

- *Analysis of outpatient services and day hospital.* The authors make the point that shorter hospital in-patient stays has inevitably led to a greater reliance on outpatient services. Consequently, larger numbers of disabled patients have to be catered for in outpatient departments – which are usually understaffed and not necessarily designed for them.

SAFETY CULTURE

"**W**herever you are, whoever you may be, at whatever point in your journey to zero accidents you find yourself, this book has something just for you."

Now, many might find such a claim to be ever so slightly hubristic and thus approach the content of this slim, 140 page volume in a somewhat prejudiced frame of mind. However, it was a relief to find that, for each of the 26 topics listed (in alphabetical order), there are some real surprises and genuinely useful information.

For instance, the letter 'K' stands not for

Know-how or Kinetics but Kahneman who with his partner, Amos Tversky, identified that the human brain is capable of taking mental short-cuts to solve problems or issues, a procedure which is known as heuristic(s).

There are three types of heuristics:

- *availability heuristics* (which help us to estimate the probability and likelihood of something happening based on information we can recall;
- *anchoring heuristics* (based on the idea that we often take decisions related to specific reference points within our memory); and
- *representativeness heuristics* (which help us to predict the probability of something happening based on the proportion of relevant items in play). It is this one that has most significance for safety.

Guessing which category Mr Sharman – who holds Masters degrees in international health and safety law and organisational psychology – intends to use for each letter is quite an interesting exercise in itself. 'H', it transpires, is not for 'Hazard', as might be expected, but the 'Hawthorne Effect', the story of which should act as a warning to researchers not to jump to conclusions about the evidence they gather.

The 'Hawthorne' in question was the name of a suburb of Chicago which was home to

Andrew Sharman

from

ACCIDENTS

to

ZERO

A practical guide to improving your workplace safety culture

Officially endorsed by   Featuring a Foreword from the

NOSA   IIRSM
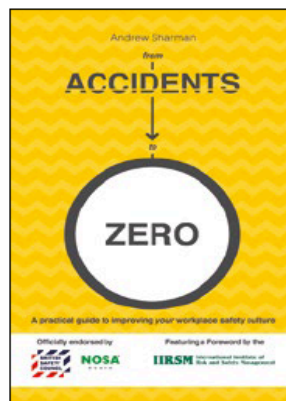
the factories of the Western Electric Company in the 1920s. A sociologist, Elton Mayo, conducted an experiment to see if increased lighting would increase worker productivity. One group of workers continued to work in their normal gloomy conditions, while a second group had the lighting gradually increased, and the expectation that productivity would increase as a result was duly 'proved'.

However, the researchers subsequently found that productivity also increased in

the group without the benefit of additional lighting! They eventually concluded that the increase in productivity in both groups had nothing to do with their working environment but was due to the fact that so much attention was being paid to them.

The final letter, of course, is 'Z' for the Zero of the title. It is a word which features heavily in safety parlance – zero injuries, zero accidents, zero harm and so on. But, as the author points out, goals and targets of zero do not appear in other fields because they simply do not have a motivational effect – the very act of framing progress in terms of loss is demotivating. People are more interested in gaining something of value.

This is a cracking little book which is full of ideas and suggestions for future action. It is founded on a fine grasp of theory but avoids any hint of the lecture room and academia. It should be widely read.

From accidents to zero: a practical guide to improving your workplace safety culture. Andrew Sharman. Maverick Eagle Press ISBN: 978-0-9929906-0-2. £20 www.fromaccidentstozero.com

Jacky Steemson

152

http://www.mindtherisk.com/literature/75-from-accidents-to-zero-by-andrew-sharman

"Andrew Sharman has a refreshing style of writing which is spiced up with personal experiences and observations that are sometimes thought provoking, recognizable (the discrepancy between "Safety First" slogans and the actual appearance of a facility - described in the great chapter on Values) and sometimes hilarious (like his experiences on rollerblades in public to explain social facilitation in the chapter on Groups). This personal touch helps to make the material even easier accessible and more understandable. The bite-size character of the chapters (most 4 to 5 pages long) facilitates reading the book in small, yet in themselves finished portions. I used to read one on my way to the office and another on the way back (I pity those who drive their cars to work). The subjects are described in a practical way and really easy to understand, also for non-safety professionals thanks to the absence of too much jargon.

One of the greatest elements of the book are the questions for reflection that are added at the end of each chapter. These questions will encourage you to think about the things you've read and how they may affect your day to day work, or how you can use them in improving safety (culture) in your work situation. Value for money and highly recommended."

From practitioner journal *Health & Safety at Work*:
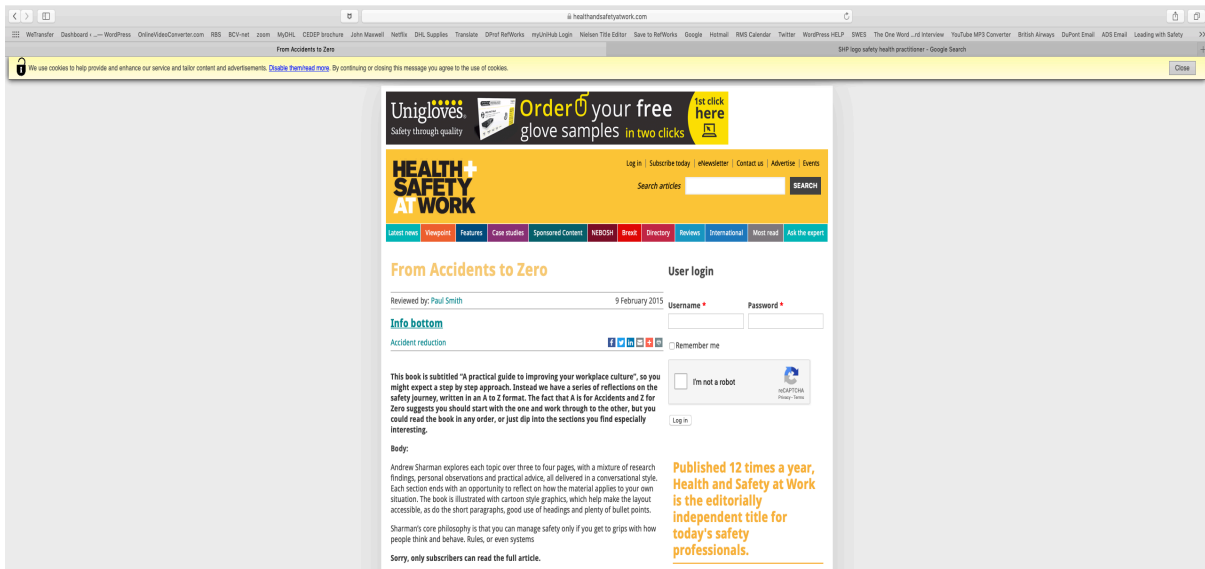
https://www.healthandsafetyatwork.com/reviews/accidents-zero and full review in printed journal:

Russian Language

The *From Accidents to Zero* book is also available in Russian language.

<u>Second Edition</u>
A second edition of the book, in hardback format, with extensions to chapters and a new 'epilogue' was published by leading academic publisher Gower in 2016.
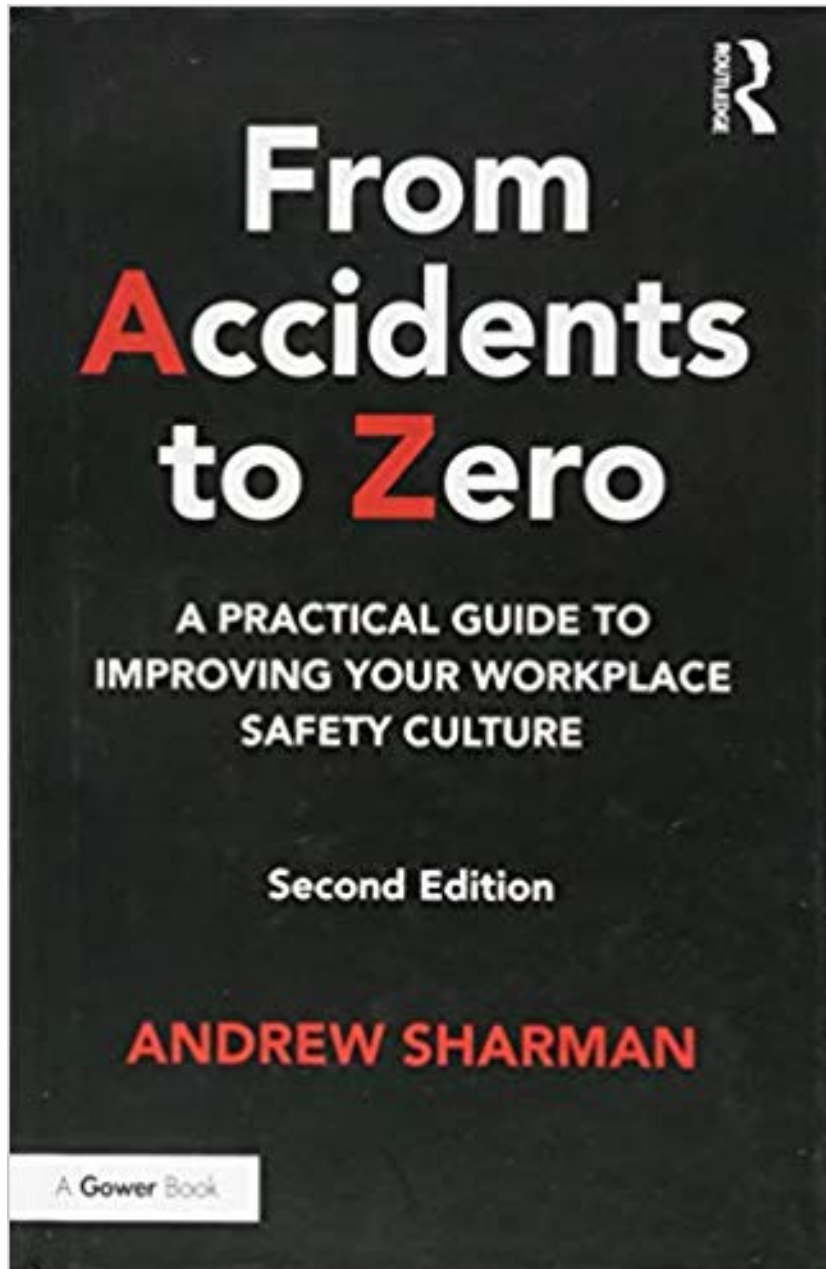
Following the publication of the first edition of the book in 2014, I ran a number of discussion groups based on the concept of building organizational safety culture. These groups – in the USA, Asia, the Middle East, Australia, Africa and Europe – worked hard to identify some of the major obstacles to *creating safety* and building a robust organizational culture. One aspect kept rising to the top of the list at every one of these sessions: *Accountability*.

Members of the discussion groups shared their views that this was an area consistently fraught with challenge. Amongst their concerns were questions such as:

'How do we help others to see that safety is not just the domain of the H&S practitioners?'
'What can we do to encourage others to get involved?'
'How can we share accountability for safety?'

The groups openly shared their challenges, ideas, experiences and solutions. Listening carefully, ten focus areas could be identified as having helped these organizations move forward with accountability for safety. These are elaborated in the 'epilogue' and can be found as a separate Appendix.

Appendix C – Total Safety Leadership

Total Safety Leadership is a two-day program based on the book *From Accidents to Zero.* In the last six months the program has been delivered in North America, Africa, Europe, Asia, and Australia to support corporate leadership development programs in multinational corporations and NGOs. An outline of the program follows in this appendix. On successful completion participants are awarded certification by the *International Institute of Risk & Safety Management*, and a one-year membership of the *Institute of Leadership & Management.*

Example of certificate issued by IIRSM

Since 2014, over 6,000 people from 22 countries have completed *Total Safety Leadership*, here's what they have to say about it:

> *"An inspiring masterclass - the most impactful safety event I ever attended and now I have a zillion ideas on what I want to do differently to improve safety culture in my business."*
> Global Director, Chemicals industry

> *"A fantastic program that really got me thinking about how I lead safety at work. The interactive approach brought several 'a-ha!' moments for me."*
> Operations Director, Automotive industry

> *"We embarked on the Total Safety Leadership program in 2016 and so far over 200 of our senior leaders have completed the 2 day course with a further 150 scheduled to attend before the end of this year. The program has significantly impacted our corporate culture, with leaders*

across a range of disciplines from operations, HR, finance and commercial now fully engaged and actively involved in demonstrating exemplary leadership behaviours that are already positively impacting our group's safety performance."
Group EHS Leader, Construction Industry

"What an inspiring masterclass!! This was the most impactful safety event I ever attended and now I have a zillion ideas on what I want to do differently to improve safety culture."
Operations Manager, Chemicals industry
"… an inspiring program that really got me thinking about how I lead safety at work. The interactive exercises brought several 'a-ha!' moments for me."
Global Director, Automotive industry

"I arrived at this program thinking 'oh no, another health & safety course' but within the first few minutes I quickly realised that this was no ordinary safety course. By the end of the first day I couldn't wait to do my homework and to read the book. By the end of the second day I left the classroom feeling confident that my new knowledge and skills would drive a step change in how safety is done in my workplace and I was eager to start using the new tools in my Total Safety Leadership *toolkit. Fantastic course, thank you!"*
Site Manager, Mining industry

"WOW! You have us all converted! In two days of Total Safety Leadership *I've learned more about what safety <u>really</u> is all about than I did in years of formal study. The deep insight you shared with us will allow us to raise our game and drive significant sustainable safety change throughout our company, thank you."*
Regional Manager, FMCG industry
"Bright ideas delivered in a simple, straight-forward way, so that they went straight to our heads and to our hearts. We all know that rules and procedures are very important to build a robust safety culture, but Total Safety Leadership makes it clear that we also need to pay great attention to what people think and feel about safety. This program has significantly influenced my personal leadership style, in this regard let me express my gratitude to you once again."
Chief Executive Officer, Oil & Gas industry

"The energy in this program is contagious and the approach defies convention, breathing new life into what can be perceived as dry subject matter. Excellent!"
Department Head, FMCG industry

And finally, a very personal note from a participant in Africa, demonstrating the level of personal connection established during the program.

"Andrew, I have been writing this note to you forever and not getting it to you. Just wanted to let you know that your safety leadership course was the best course I have ever attended and the best investment I have made this year. You were teaching, but unknown to you, you were speaking to and into my life. Because of your course I am now not just a better safety leader, but also a better mother to my son now, and also more advanced on the road to emotional and psychological healing. I took the things you taught us and applied them to my life. My son was battling with alcohol and drugs at that time. I had done all I could and been advised to do but it just seemed to make the problem worse and push my son further away from me. After your

course I changed my behaviour and influenced him in different ways. He is now on the road to recovery and we are relating oh so much better. Thank you for this priceless ability and empowerment. I do not have the words to say thank you. So as you run your course again be encouraged that it has real impact. It has changed two lives this year already."

Rudo Mbulawa, 21 November 2016, participant at *Total Safety Leadership*, Nairobi, Kenya

TOTAL SAFETY LEADERSHIP: FROM ACCIDENTS TO ZERO

INTERNATIONAL MASTERCLASS

An innovative, practical, interactive workshop highlighting the essential leadership, culture and behavioural aspects of workplace safety to systematically move your organization forward on your journey *From Accidents to Zero*.

> *What an inspiring masterclass!! This was the most impactful safety event I ever attended and now I have a zillion ideas on what I want to do differently to improve safety culture.*
> **SENIOR EHSS MANAGER, SABIC**

KEY TOPICS

O Safety Excellence and the journey to Zero Accidents
O Transactional, Transformational & Servant Leadership
O Going beyond Behaviour-Based Safety (BBS)
O Mindful Safety
O Effective Motivation and Engagement – Moving From Theory to Practice
O Affective Communication Skills
O Felt Leadership / Values-Based Leadership
O The Role of Human Factors
O Advanced Influencing Skills

WITH ADDED VALUE FOR YOUR ORGANIZATION

O Develop impactful, meaningful leadership across your organization at all levels
O Enhance leadership capabilities through increased self-awareness
O Improve communication, morale, motivation and engagement
O Move beyond Behaviour-Based Safety observations to gain higher levels of workforce engagement & participation in safety activities
O Build a structured process for safety leadership interventions and conversations
O Reduce workplace accidents and incidents

Each delegate will receive a copy of the best-selling book on improving workplace safety culture entitled *'From Accidents to Zero'*.

OVERVIEW

Leadership is essential to the success of all organizations. But in today's fast-paced world of work, leadership needs to be more action-focused than position-driven. This is especially true when it comes to matters of workplace safety.

Safety leadership is not just about the application of policies and procedures; it's about winning hearts and minds. So this interactive workshop will equip you with the knowledge and understanding to develop commitment, drive positive change and build a robust culture of safety in your organization.

Drawing on robust research, proven methods, and concepts from a diverse range of sources including Science, the Arts, Buddhism and Greek mythology we will explore the critical components of effective safety leadership. This 2-day masterclass will help you to build a practical toolkit of simple, high-impact tools and techniques designed to develop your leadership capability and confidence, and return rapid results in your workplace now.

REASONS FOR ATTENDING

* Understand the psychology behind human behaviour and learn how to apply pragmatic solutions to improve workplace H&S
* Learn which leadership styles most effectively influence the way we think, work, lead and live
* Gain advanced leadership skills to drive a positive, sustainable impact in your workplace
* Learn how to conduct high impact safety interventions using practical tools and straightforward jargon-free techniques
* Learn the '6 Eternal Rules of Employee Engagement' and gain tips and ideas for building engaging dialogue and conversations around safety in your workplace
* Learn how a mindful approach to safety fosters a positive climate for performance improvement

> *... an inspiring masterclass that really got me thinking about how I lead safety at work. The interactive exercises brought several 'a-ha!' moments for me.*
> **GLOBAL EHS DIRECTOR, AUTOMOTIVE INDUSTRY**

TRAINING METHODOLOGY

Based on the global best-selling book *From Accidents to Zero: a practical guide to improving your workplace safety culture* this interactive 2 day masterclass uses a range of discovered learning techniques including individual activities, syndicate exercises and group discussion to stimulate critical thought and to embed ideas, concepts and knowledge.

Throughout the masterclass participants will be encouraged to reflect critically on their own work and leadership styles, organizational cultures and real world experiences in order to develop their personal action plans for implementation upon return to the workplace.

WORKSHOP STYLE

This masterclass has been conducted around the globe, from Europe to Africa, Asia and the Middle East, and from Australia to the United States, bringing together safety professionals, operational leaders and managers from across industries to share and learn the route to safety excellence.

WHO SHOULD ATTEND

- Persons responsible for leading safety within an organization at a global, regional or local level - HSEQ / HSSE / EHS Directors, Leaders, Managers and Advisors
- Those dedicated to reducing exposure to workplace accidents, incidents and injuries
- CEOs, Senior Executives, Site Leaders, Department Heads and functional Managers and Supervisors interested in developing leadership skills from a safety perspective
- Behaviour-Based Safety Coordinators, Senior Safety Representatives

SUITABLE FOR ALL INDUSTRY SECTORS, INCLUDING:

Oil & Gas • Petrochemicals • Automotive • Engineering • Manufacturing • Metals, Ceramics & Mining • Chemicals • Energy, Utilities and Power Generation / Supply • Food & Beverage • Construction • Transportation • IT • Consumer Goods • Pharmaceuticals • Governmental Associations / Bodies • Pulp & Paper •

We're pleased to now offer a
Half-day Executive Workshop
for your senior executives and top team.

Contact us at: info@fromaccidentstozero.com for more details.

MODULE 1

Impactful Leadership

- The importance and value of effective safety leadership
- Transactional, Transformational and Servant leadership
- Adaptive leadership

MODULE 2

Safety Culture & the Performance Paradox

- The philosophical roots and development of safety culture
- Putting *'Safety First'* and how to avoid the *'Zero Accidents'* trap
- Just Culture

MODULE 3

Moving Beyond Behaviour-Based Safety

- Behavioural patterns and why people behave as they do: Human Factors, Triggers & Consequences
- Break through the Performance Plateau: aligning Behaviour-Based Safety approaches

MODULE 4

The Reality of Risk

- Risk perception, sensitivity and tolerance
- The influence of society: examining why and how reputation impacts organizational risk

MODULE 5

Understanding Change

- Positive disruption and building commitment to change
- Viral change: spreading successful change leadership

MODULE 6

Motivation & Engagement

- *'Have to'* or *'Want to'*?: Generating real desire for safety
- The *'New ABC model'* Affective, Behavioral & Cognitive psychology
- The *'6 Eternal Rules'* of Employee Engagement

MODULE 7

Leadership 2: 'Doing More With Less'

- The X Factor: the most effective safety leadership traits
- Daily Rituals: 7 zero-cost practical tools to make a difference now
- Mindful Safety Leadership

iirsm
INTERNATIONAL INSTITUTE OF
RISK AND SAFETY MANAGEMENT

QUALITY
GUARANTEE

*Delegates will receive a certificate of completion from the **International Institute of Risk and Safety Management***

For further information please contact us:
t. **41 (0) 786 249 414**
e. **info@fromaccidentstozero.com**

In addition to be provided to our (RMS) consulting client base, *Total Safety Leadership* is also offered in an open (public) course format, in partnership with global events company Fleming. This partnership has extended the reach of the program, into Africa, Australia and America. Here follows a selection of covers for the program delegate pack.

Masterclass

Fleming.
TRAINING

Total Safety Leadership: From Accidents to Zero

30 - 31 March 2017
Nairobi, Kenya

NTA Number: NITA/TRN/1236

www.fleming.events

Your prominent trainer:

Prof. Andrew Sharman
Chief Executive, **RMS, Switzerland**
Vice President, **Institution of Occupational Safety & Health - IOSH, UK**

Course **Approved & Certified by IIRSM**

Safety Excellence and the Journey to Zero Accidents

Going beyond **Behaviour-Based Safety (BBS)**

Masterclass

Fleming.
TRAINING

Total Safety Leadership: From Accidents to Zero

20 - 21 July 2017
Perth, Australia

NTA Number: NITA/TRN/1236

www.fleming.events

Your prominent trainer:

Prof. Andrew Sharman
Chief Executive, **RMS, Switzerland**
Vice President, **Institution of Occupational Safety & Health - IOSH, UK**

Course **Approved & Certified by IIRSM**

Safety Excellence and the Journey to Zero Accidents

Going beyond **Behaviour-Based Safety (BBS)**

Masterclass

Fleming.
TRAINING

Total Safety Leadership: From Accidents to Zero

4 - 5 October 2017
Amsterdam, The Netherlands

www.fleming.events

Your prominent trainer:

Prof. Andrew Sharman
Chief Executive, **RMS, Switzerland**
Vice President, **Institution of Occupational Safety & Health - IOSH, UK**

Course **Approved & Certified by IIRSM**

Safety Excellence and the Journey to Zero Accidents

Going beyond **Behaviour-Based Safety (BBS)**

Masterclass

Fleming.
TRAINING

Total Safety Leadership: From Accidents to Zero

1 - 2 November 2017
Zanzibar City, Tanzania

www.fleming.events

Your prominent trainer:

Prof. Andrew Sharman
Chief Executive, **RMS, Switzerland**
Vice President, **Institution of Occupational Safety & Health - IOSH, UK**

Course **Approved & Certified by IIRSM**

Safety Excellence and the Journey to Zero Accidents

Going beyond **Behaviour-Based Safety (BBS)**

Appendix D – Safety Savvy

Behaviour-Based Safety ('BBS') - and arguably much of what we come to call safety culture change today - is predicated on the works of Jean Piaget and Burrhus Skinner. Ideas expressed in *The Psychology of Intelligence* (Piaget, 1950) and *About Behaviorism* (Skinner, 1976) remain strong foundations for my own approach. But an understanding of the science of behaviour was not enough on its own.

At the heart of BBS in the workplace is the activity of leaders conducting 'observations' on workers and providing feedback. This 'one-way' approach has always struck me as odd, and in my experience, never galvanized worker commitment. Recalling my days as a Process Engineer and how safety had been communicated to employees back then, and the subsequent 'evolution' to BBS now, I had an idea that I might follow Kotler's guidance to "*find new ways to capture attention and position the brand in the consumer's mind*" (Kotler, 2005, p83). As I consider Kotler's use of the word 'brand' here I know that in my mind it was safety, at its most broad, that was the thing to be positioned, however there would be no doubt that there was indeed an opportunity to position my consulting business well with the client-base.

SAFETY SAVVY – THE BOOK

From Accidents to Zero had been deftly targeted at operational leaders and safety professionals. I could see a potential gap in the market with the primary consumer when it comes to workplace safety, the worker. Research revealed that there were no books on safety designed for employees – at best one might download a pamphlet from the regulatory body, at worst communication came in the form of a tatty poster on the factory wall with an instruction to 'be safe'. Hardly attention-capturing. I decided to write a book especially for workers, and by Autumn of 2015, *Safety Savvy: What you need to know to stay alive longer in a dangerous and uncertain world* would be published by Maverick Eagle Press. Working with a co-author, Dr Tim Marsh, the book uses concepts from Skinner, Piaget, Lewin as solid bases to ground its content in practical science. Recognising the verbosity common to safety communications of the time, we deliberately used simple terms, real-life perspectives, humour and film quotes to get the message across (stories featuring Brad Pitt, Tom Cruise, Nelson Mandela, Homer Simpson, Dirty Harry and Mike Tyson) to communicate the key points - or the five 'truths of the Safety Savvy' as we call them.

Filled with sharp, brightly-coloured graphics, and packaged as a crisp, fast and light pocket book, *Safety Savvy* came in at just 96 pages – easily readable in under an hour. I recognized that getting a book for employees to market wouldn't be easy – after all, it's not often that a factory worker might walk into *Waterstones* on a day off to look for a book about workplace safety. In addition to its native English format the book has also been published in Russian and Portuguese to facilitate through our Train-The-Trainer programs.

The book has been very well-received by its intended audience, and review in both leading safety journals have been positive, see below:

Safety Savvy » Safety Programs

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...ational Health | Training & Careers | Workplace Hazards | Transport | Fire & Emergency | More ▼

Safety Savvy

What I like about Dr Tim Marsh and Andrew Sharman is that they are able to take a highly complex subject, behavioural-based safety, and present it in a lively, may I even say, entertaining fashion. The latest offering, *Safety Savvy* is no exception.

When my safety career started, back in the mid 1990s, health and safety literature typical consisted of deep volumes of hard backed encyclopaedia-style books, chockfull of regulations and case law.

It just goes to show how much things have changed when, today, we can pick up a pocket-sized paperback, just 93 pages, packed full of stats, stories and anecdotes that will really get you thinking.

This time round Marsh and Sharman have taken famous movie quotes and have cleverly related them to situations in society, which have an impact on health and safety, giving it a really broad appeal.

The book has large bold graphics and text and is in a format that will snugly fit inside your back pocket, ideal to pull out when sitting on the bus, waiting for a train or just relaxing down the pub. In fact, it is written in a style that feels like the authors are chatting to you over a pint, asking you, the reader, the questions, making it highly thought provoking.

For people that still think health and safety is about clipboards and checking fire extinguishers, show them this and disprove the perception. I bet they will even pause to read a few pages.

Simon Toseland is compliance services director for Salisbury FM Group.

Safety Savvy by Dr Tim Marsh and Andrew Sharman is available for £15 plus VAT at:

www.rydermarshsharman.com

The authors are offering a 20 per cent discount to readers when they quote the code SHPSavvy20. Visit:
http://bit.ly/1K7q53Z

Review in SHP (*Safety & Health Practitioner)* published 29 September 2015*,* readership of around 80,000 globally. https://www.shponline.co.uk/resources/safety-savvy/

BOOK

RUNNING WITH SCISSORS: 10 REASONS TO INVEST IN SAFETY IN SLOW TIMES

ZeroSpeakCorporation

Content ✚✚✚✚
Presentation ✚✚✚✚
Value ✚✚✚✚

Kevin Burns, the author of this intriguing title, is a safety blogger (ZeroSpeak) with a wealth of ideas and opinions, all easily readable.

In this short book (only 56 pages), available online from the author, Burns presents 10 brief chapters addressing aspects of safety in an economic downturn when the first action of executives is often to cut the budget — hence the scissors in the title.

He argues, however, that an economic slowdown is an opportunity to invest in safety. He suggests that, since most workers are not injured at work, safety managers should look less at injury and more at the synergies between production and safety. He says health and safety managers do safety a "disservice" and aligns this assertion with the limited management training that many of them receive. He argues that no organisation became great by cutting safety; and, in fact, health and safety ensures cash flow.

Along the way, the reader is treated to various research based references and quotations to support Burns' arguments, including from the Harvard Business Review. One point I found particularly interesting is the view that executives do not expect safety to generate revenue: food for thought for safety professionals.

Through the chapters, Burns makes links with staff turnover, reputation, fraud (mainly insurance claims), workforce engagement, recruitment, scrutiny and scalability. These latter two refer to, respectively, the extent to which organisations may be subject to external enforcement visits and to the idea that safety culture can be developed in a small environment with a few people and then scaled up to the wider workforce. The comment that in many organisations the more critical "inspectors" are the workforce is particularly perceptive .

I had difficulty with the concept of a "core go-to group of high performers" as the basis for raising safety performance, particularly in the economic context; I suspect this might be the basis for a book on its own. I would also have liked more clarity, possibly with examples, on the concepts of an "outside in" or "inside out" safety model. I assume this refers to the imposition of safety standards, as opposed to growing them within the workforce.
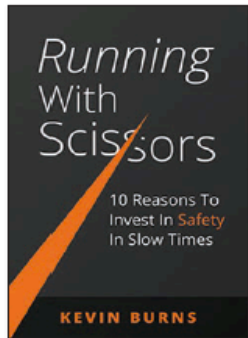
In attempting to capture a variety of aspects involving "buy in" for safety, the author is mostly successful. I found the book interesting and thought provoking. Whether all of the content or ideas would pass the rigour of an academic test is open to question, but as a means of stimulating thought and debate the contents of this well presented and accessible book are highly recommended. NEBOSH students would do well to read it. There is also enough material here for the more experienced safety practitioner. Best of all, it's free.

I take away the succinct idea that "safe production is revenue, unsafe production is a gamble", and I would recommend that everyone reads the thought provoking epilogue.

JOHN NORTON-DOYLE

Price: free
Website: www.kevburns.com

BOOK

SAFETY SAVVY

Dr Tim Marsh and Andrew Sharman

Content ✚✚✚⊕
Presentation ✚✚✚✚
Value ✚✚✚⊕

As chair and CEO of RyderMarshSharman, the authors of this new volume are well known in the world of health and safety. They have both previously penned highly engaging books, and have now teamed up for what could usefully be the first in a series of "safety savvy" publications.

This book runs to 93 pages, and the authors themselves estimate it will take you only around 30 minutes to read it. Nonetheless, they have packed in a lot of interesting facts and entertaining stories into a pocket sized publication.

They acknowledge the UK has worked hard to earn a worldwide reputation for workplace safety that is then often disparaged by the seemingly continuous stream of "elf and safety" type stories in the press. They have therefore decided to share five "truths" known to the safety savvy.

The first chapter considers the part that luck plays in safety, with a particular focus on falls: as they so succinctly put it, "gravity is a bitch". The point is well made that, once you lose control and roll the dice, it's the dice that determine what happens next, not you.

Another chapter, "The Everyday Holocaust", immediately grabs the reader's attention when it compares the number of people killed in one of the worst atrocities the world has ever seen with the number of road accident deaths that occur worldwide. The book considers the numerous dangers associated with driving: poor vehicle maintenance, the use of mobile phones, alcohol, tiredness, speed, road rage, pedestrians, and other drivers. It really does seem to be "one of the most dangerous things you can possibly do voluntarily".

The authors next look at why people behave unsafely, breaking down the topic into individual causes, organisational causes and the role of temptation. They offer several hard hitting examples of why we behave the way we do and how we are all influenced by the actions of others.

The penultimate chapter touches on well-being, from both physical and mental perspectives, and rightly highlights the link to general safety. The fifth and final chapter revisits why we might give in so easily to temptation and focuses on what the reader could do to help themself. Ultimately the authors are asking all of us to think about what we are doing, or are about to do, and be more safety savvy.

So does the book give value for money? It is certainly a yes from me. The graphics and artwork throughout are eye catching, and the authors make clever use of famous film and TV quotes to add emphasis.

This is an enjoyable and thought provoking book and, for the record, it did indeed take me the predicted 30 minutes to read on my journey into work on the bus. But I read it for a second time on the way home.

DONALD MUIR

Price: £15
Website: www.rydermarshsharman.com

Review in HSE (*Health and Safety at Work)* published 3 December 2015*,* readership of around 45,000 globally. https://www.healthandsafetyatwork.com/reviews/safety-savvy

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SAFETY SAVVY – THE BESPOKE BOOK

Often my consulting clients want me to reinforce their own key messages in safety to their workforce. I saw a simple way to do this by providing company specific editions of the *Safety Savvy* book. Whilst many authors and publishers offer clients the opportunity to include a corporate logo or sticker on a book jacket, I knew that through my ownership of Maverick Eagle Press – the publishing house of four of my books - I could go further than this. I began to offer bespoke editions of the *Safety Savvy* book which feature not just corporate branding on the cover, but also the inclusion of a special *Foreword* written by a senior leader.

Example of bespoke *Safety Savvy* book cover for client

A FOREWORD BY ROBERT NALLI — EVP EMEIA & GLOBAL SYNTHETICS BUSINESS

Dear Colleagues,

I am delighted to be able to share this inspirational book with you as we move forward on our journey to create an environment of total safety in the EMEIA region.

Our aim across the Bridon-Bekaert Ropes Group is to develop and embed a fully integrated safety culture, where there is no harm to anyone in the company.

This doesn't just mean creating more policies and systems — what it will require is a change in our day to day behaviour. That's why we've launched "WeCare".

Safety isn't optional; it's our common responsibility starting with me. We need to speak the same language, take ownership and share best practices if we are to realise our aims.

Over the course of the next 89 pages, Safety Savvy will challenge you to think about safety in a very different way.

You can count on my commitment to our safety journey, as I am counting on yours. I look forward to realising the success together!

Robert Nalli
EVP EMEIA & Global Synthetics Business

Example of bespoke *Safety Savvy* Foreword for client

The idea of bespoke editions of *Safety Savvy* has become popular with very large clients, and I've since extended the concept to another book, *From Accidents to Zero*.

Example of bespoke *From Accidents to Zero* book for client

Welcome

Hi everybody,

I'm pleased to introduce Andrew Sharman's book to you all. *From Accidents to Zero* is about what we set ourselves as a goal while creating a 'no-harm-to-anyone working environment' at Bekaert.

BeCare will help us on our journey towards this goal by driving our actions and behaviors in the right direction.

Andrew's book will add some inspirational language and thinking, so we really create a mindset of care.

You can count on my absolute commitment for safety. And I count on your commitment too, every single day. Safety isn't optional. It's our responsibility.

Matthew Taylor
CEO, Bekaert

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SAFETY SAVVY – THE WORKSHOP PROGRAM

To support the utility of the *Safety Savvy* book I developed a workshop program that could be delivered to large groups of employees, sharing the 'truths' and then giving them a copy of the book to read. Within three years of its launch this program has already reached more than 15,000 employees in 13 countries. An outline of the program is provided here:

WHAT YOU NEED TO KNOW TO STAY ALIVE LONGER IN A DANGEROUS AND UNCERTAIN WORLD

This dynamic half-day workshop will get your people thinking differently about safety and is the catalyst to supercharge awareness, boost safety consciousness and inspire new energy to driving safety culture change across your organization.

KEY TOPICS

- How to **reduce reliance on luck** and *stay safe* **all day, every day**
- The *Organizational, Social & Personal* factors that influence safety
- *Say Something!* - the importance and impact of speaking up for safety
- *Living, Loving, Laughing & Giving* - the four keys to personal wellbeing
- *Making it personal* - your commitment to being *Safety Savvy*

WITH ADDED VALUE FOR YOUR ORGANIZATION

- The perfect starting point to *drive safety culture* change from the grass-roots of your organization
- Participants will see safety from a new, dynamic and *highly personal* perspective
- A *more alert and safety-conscious workforce* reduces accidents, improves productivity and boosts engagement on a daily basis
- Fast-paced, *highly interactive* and *fully engaging* all participants ensures maximum impact in minimum time away from the workplace

Each delegate will receive a copy of the best-selling book on how to stay alive longer in a dangerous and uncertain world – *'Safety Savvy'*

OVERVIEW

What allows some people to stay safe and avoid accidents whilst others seem prone to injury?

And why do some companies have lots of accidents whilst others have none?

This highly participative workshop explores the *Five Truths of the Safety Savvy* – the five things that everyone needs to know, think and do in order to **stay safe** - at work, at home, and in life.

Fast-paced, dynamic and highly interactive this workshop is perfect for groups from shift teams, departments and across the organization and will leave participants clear on what they need to do to *go home safely today, tomorrow and every day*.

REASONS FOR ATTENDING

At the end of this workshop your people will:

- Take **personal responsibility** for safety and commit to being *Safety Savvy*
- Appreciate the impact their **personal behaviour** has on workplace safety and encourage a **culture of care** across your organization
- Understand the **organizational, social** and **personal causes** of workplace accidents
- **Make smarter, safer choices** at work, at home, and in life every day
- Feel **engaged, encouraged**, and **empowered** to work safely and **actively contribute** to a human-focused, interdependent safety culture

"Safety Savvy is a fast-paced and exciting safety course delivered in a way that engages all participants. It relates to real life and breaks down the barriers of safety being perceived to damage performance. For us it's brought safety into the consciousness of the team and it means we can speak about it as a genuine business enabler just like reliability, quality and performance."

TEAM SUPERVISOR, AUTOMOTIVE INDUSTRY

TRAINING METHODOLOGY

Dr. Tim Marsh and **Andrew Sharman** have created a melting pot of safety awareness with their book **"Safety Savvy – What you need to know to stay alive longer in a dangerous and uncertain world."**

This workshop includes a mix of team and individual exercises, as well as open discussions to focus attention on the importance of safe behaviours in everyday life.

Utilizing a 'discovered-learning' style this unique workshop uses excerpts, clips and quotes from blockbuster movies and characters including *Rocky, Dirty Harry* and *The Godfather* to focus attention and inspires action with real-life stories involving leaders such as *Nelson Mandela* and film stars including *Brad Pitt* and *Tom Cruise*. Through this workshop participants will change the way they view workplace risk, realize their own role in ensuring safety, and feel empowered to take positive action.

WHO SHOULD ATTEND?

Safety Savvy is ideal for the entire workforce as well as first-line supervisors and team leaders. Its approach provides a fresh perspective which energizes people, eliminates negativity, and sets the scene for safety success.

SUITABLE FOR ALL INDUSTRY SECTORS, INCLUDING

- Oil & Gas • Petrochemicals • Automotive • Engineering
- Manufacturing • Food & Beverage • Pharmaceuticals
- Metals, Ceramics & Mining • Administration & Services
- Energy, Utilities and Power Generation / Supply • Chemicals
- Construction • Transportation • Consumer Goods • IT

WORKSHOP CONTENTS

MODULE 1 DO YOU FEEL LUCKY?

- The nature and role of luck in safety
- Breaking the chain of events and the Domino Theory of accident causation
- Gravity-related behaviours and consequences

MODULE 2 THE EVERYDAY HOLOCAUST

- Seeing the unseen: the extreme safety risk we all face every day
- How to drive to survive and stay safe as a pedestrian
- How to avoid road rage by driving like the Buddha

MODULE 3 WHY PEOPLE BEHAVE UNSAFELY

- Individual, organizational and social causes of unsafe behaviour
- Getting the job done - *safely*
- *Say something.* Every time you take action on unsafe acts, practices or workplace conditions, it matters!

MODULE 4 DO IT / DON'T DO IT

- Health & wellbeing: why we need to take action *now*
- Living, Loving, Laughing & Giving: how to make great healthy lifestyle choices
- Identifying, managing and avoiding stress and boosting happiness

MODULE 5 IT'S ALL ABOUT YOU

- The Five Truths of the *Safety Savvy*
- Why your personal behaviour *always* makes a difference
- Personal commitment to be *Safety Savvy*

TRAIN-THE-TRAINER

We also offer *Safety Savvy* as a *Train-the-Trainer* program where your selected employees are trained in the content and delivery of the workshop and learn presentation and advanced communication skills including body language, non-verbal communication and much more.

The course culminates with your new trainers delivering the *Safety Savvy* workshop to a group of your employees. A final assessment, formal personal feedback and trainer certification complete the process.

For further information please contact us:

t. **+41 (0) 786 249 414**
e. **team@RMSswitzerland.com**
w. **www.RMSswitzerland.com**

SAFETY SAVVY – THE TRAIN-THE-TRAINER PROGRAM

Safety Savvy has become a strong success as a book and workshop program and clients see it as a fast and dynamic way to get their employees thinking differently about safety. A barrier to further success of the program has been the lack of capability in my consulting business to deliver the program in languages beyond English. In 2017 a large oil and gas client based in Russia, having rolled out my *Total Safety Leadership* program to their leaders, enquired about using *Safety Savvy* in their business. Working together we created a Russian language version of the book and translated the workshop materials into Russian too. This would be the start of a *Train-the-Trainer* product offering in which one of my consultant team (or myself) would spend five days training client delegates in the content of the *Safety Savvy* workshop and provide coaching on delivery and presentation techniques. After five days delegates would deliver the training back to the master trainer, who could then certify them as an official *Safety Savvy Trainer*.

With more and more trainers running the *Safety Savvy* program around the world, my messages and philosophies are reaching many more people than I could alone. Through my consulting business I have shared *Safety Savvy* in this model with 22 companies across 9 countries, including Kenya, Uganda, South Africa, UK, Germany, America, France, and of course, Russia. Collectively, delivered through the Train-the-Trainer model, *Safety Savvy* has now reached over 27,000 employees *(in addition to the 15,000 people who have attended one of my programs)*, with one company delivering the program to over 1,000 people in their first three months, and more than 2,000 completed the program within six months of its launch.

"The roll out of the Safety Savvy Train-the-Trainer course to our staff meant they were very well equipped to rise to the challenge of delivering Safety Savvy to nearly 3,000 colleagues across over 300 sites. The course really brought them together as a team and after only 12 weeks they'd successfully delivered 75 courses, encouraging in excess of 1,100 colleagues to look after their own safety and wellbeing, and feeling confident to 'Say Something' if they see areas for improvement."

Andrew Taylor, H&S Director, **CEMEX**

I feel proud of the take-up of *Safety Savvy* and suspect that it is the practical utility and dynamic nature of the book and program that develops such interest and enthusiasm. It's a personal thrill for me to be able to sign certificates warranting that someone has become a *Safety Savvy Trainer.*

Safety Savvy Trainer certificate issued to participants who complete the five day Train-The-Trainer program.

The Train-The-Trainer program is an intensive program that really challenges participants, as their recent feedback underlines:

"I've learned lots: Consolidating company and family values into the general foundation, the basis of being. Discovery of my internal potential as a mindful personality. Feeling myself a part of a team. Learning new communication skills. Ability to get feedback. Handling difficult delegates. Being able to handle yourself on stage and speak in public. Copying gestures, making note of colleagues' skills and Andrew's skills. Thank you!"

"Along the workshop, I went the entire path of becoming a trainer from zero to nearly a 'master' (as Andrew said). I learned to not be afraid of speaking in front of an audience, to control my anxiety and behave in the right way. These five days will be useful for me in future."

"Andrew helped me to look at myself from outside and this way to grow professionally"

"The training was conducted at a supreme level. Andrew Sharman turned us into safety savvy trainers like we could not believe, and all this in friendly environment, too"

"The workshop went on a positive note all along. The material is put into plain and clear language. Throughout the entire workshop, everything was interesting, easy to understand, and the five days flew by as one moment. It was an enjoyable and positive experience of working side by side with Andrew Sharman"

"Positive, very emotional. I learned a lot of new things, most importantly, the truths about safety: "Say something", "Be safety savvy"

ДОКТОР ТИМ МАРШ И ЭНДРЮ ШЕРМАН

ПОДКОВАН В БЕЗОПАСНОСТИ

ЧТО НУЖНО ЗНАТЬ, ЧТОБЫ ДОЛЬШЕ ОСТАВАТЬСЯ В ЖИВЫХ
В МИРЕ, ПОЛНОМ ОПАСНОСТЕЙ И НЕОПРЕДЕЛЕННОСТЕЙ

Safety Savvy Russian language version, available in paperback and e-book formats

<u>SAFETYSAVVY.COM</u>

With the increase in people delivering the program, I created a specific website to share the program and provide additional resources.
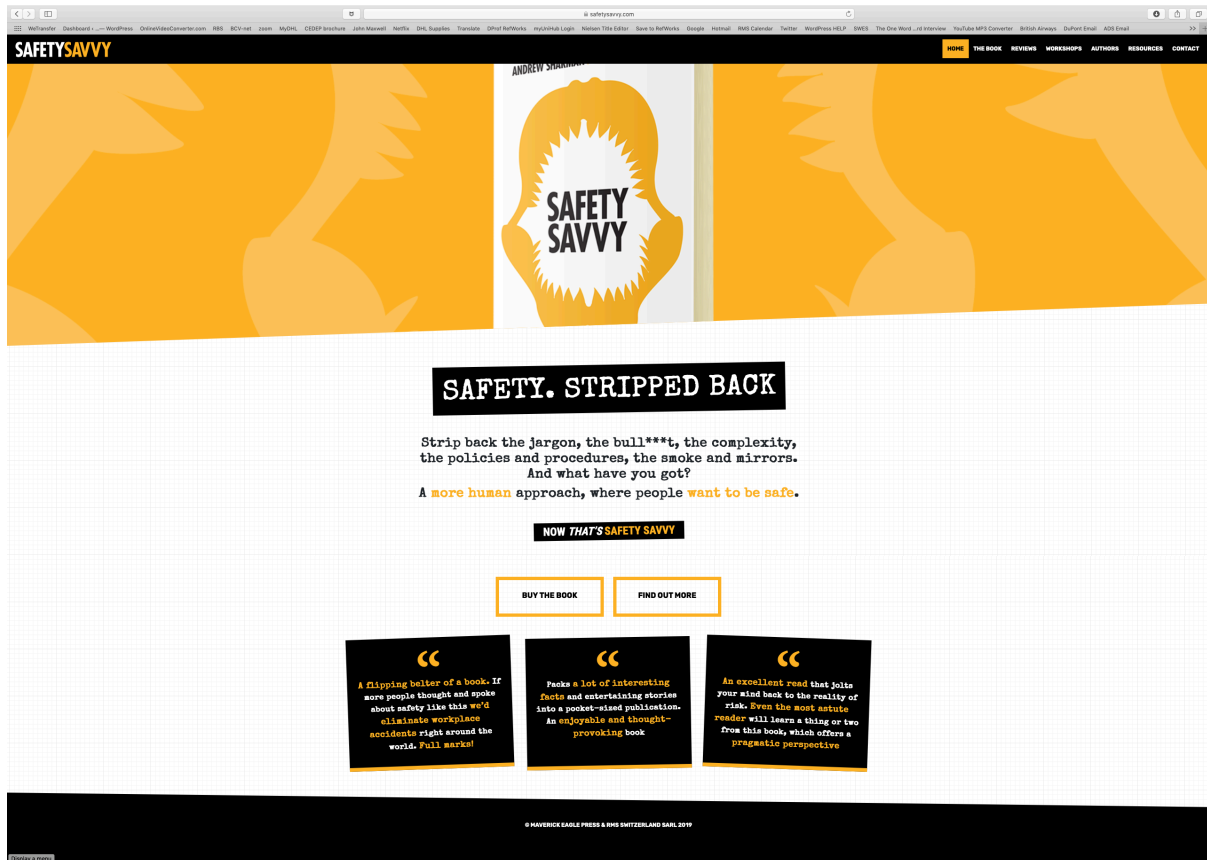
Home page of <u>www.SafetySavvy.com</u>

At <u>www.SafetySavvy.com</u> there's full details of the book, program and Train-The-Trainer model, together with additional resources including *Safety Savvy* posters which are free to download and use.
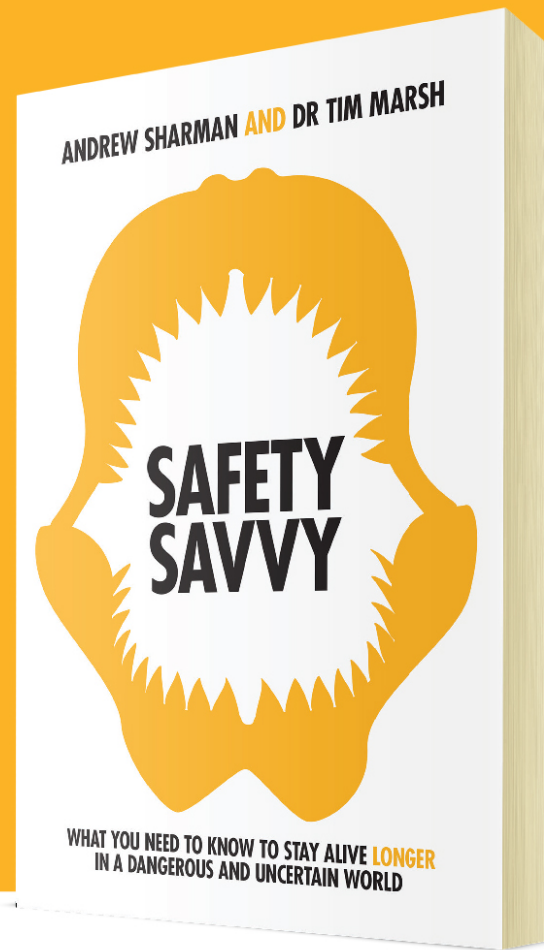
Sample poster from www.SafetySavvy.com

Sample poster from www.SafetySavvy.com
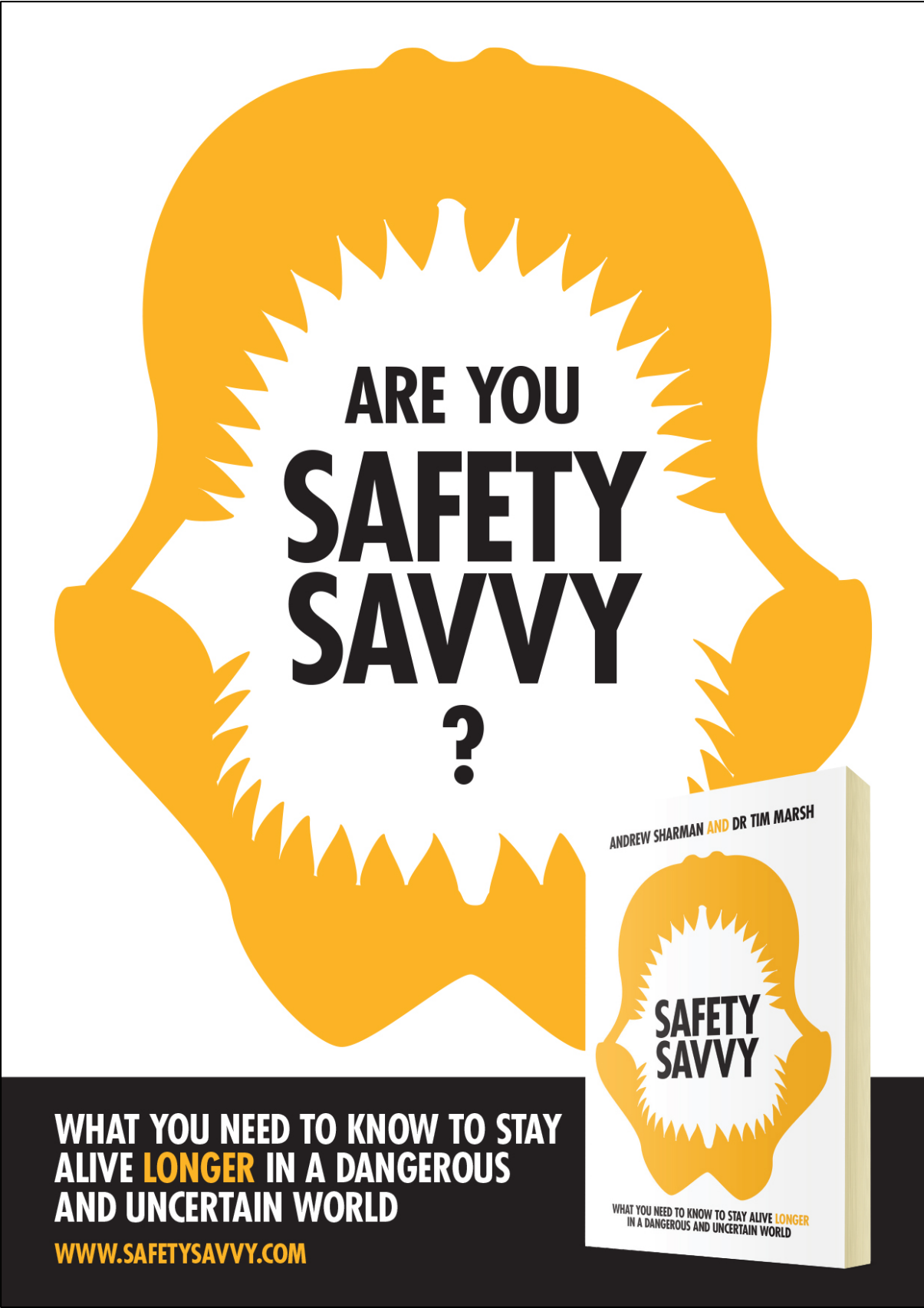
Sample poster from www.SafetySavvy.com

<u>SAFETY SAVVY – A CONCLUSION</u>

What began as an idea to engage shop-floor employees in safety in a different way - by providing an exciting and easy-to-read, relevant book – has turned into a high-impact multiple approach to change mindsets and behaviours.

The book was first published in September 2015, and from that point until December 2018, just over three years in total the summary of impact is beyond my expectations. Over 18,000 copies of the standard edition of the book have been sold, 6,000 copies in Russian language, and 11,000 bespoke editions made for specific clients. We have trained 15,000 people through our half-day workshop program, and a further 27,000 people have attended a program delivered in client organizations through the Train-The-Trainer model.

As my SafetySavvy.com website asks: when you strip back the jargon, the bullshit, the complexity, the policies and procedures, the smoke and the mirrors, what have you got? The answer is a more human approach, where, now quite evidently, people want to be safe.

Now that's *Safety Savvy*!

Andrew Sharman &
Dame Judith Hackitt DBE
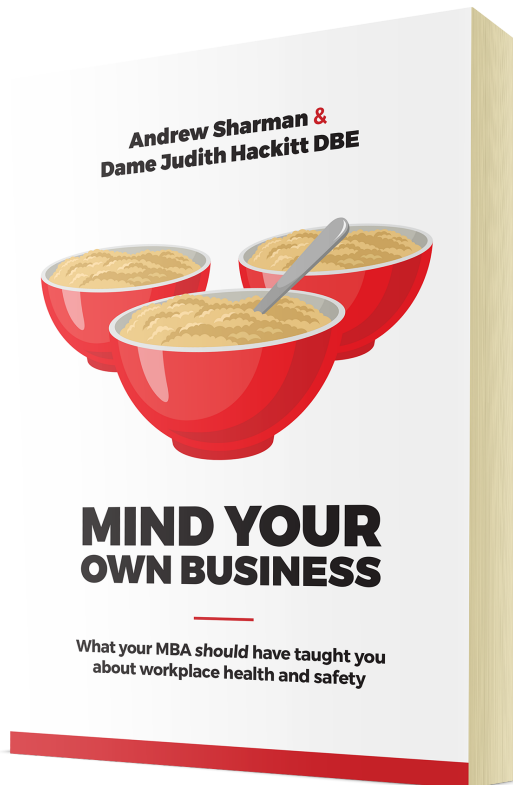
MIND YOUR
OWN BUSINESS

What your MBA *should* have taught you
about workplace health and safety

"Managers feel baffled by the complexity of OHS systems and regulations. What this book says will come as a breath of fresh air to them.

There are so many myths to be debunked; importantly, managers really do not need to let fear of most unlikely legal consequences be a key driver of their decisions

Given the background and credibility of the authors, managers should see this as a strong signal to look again with confidence at their leadership in safety."
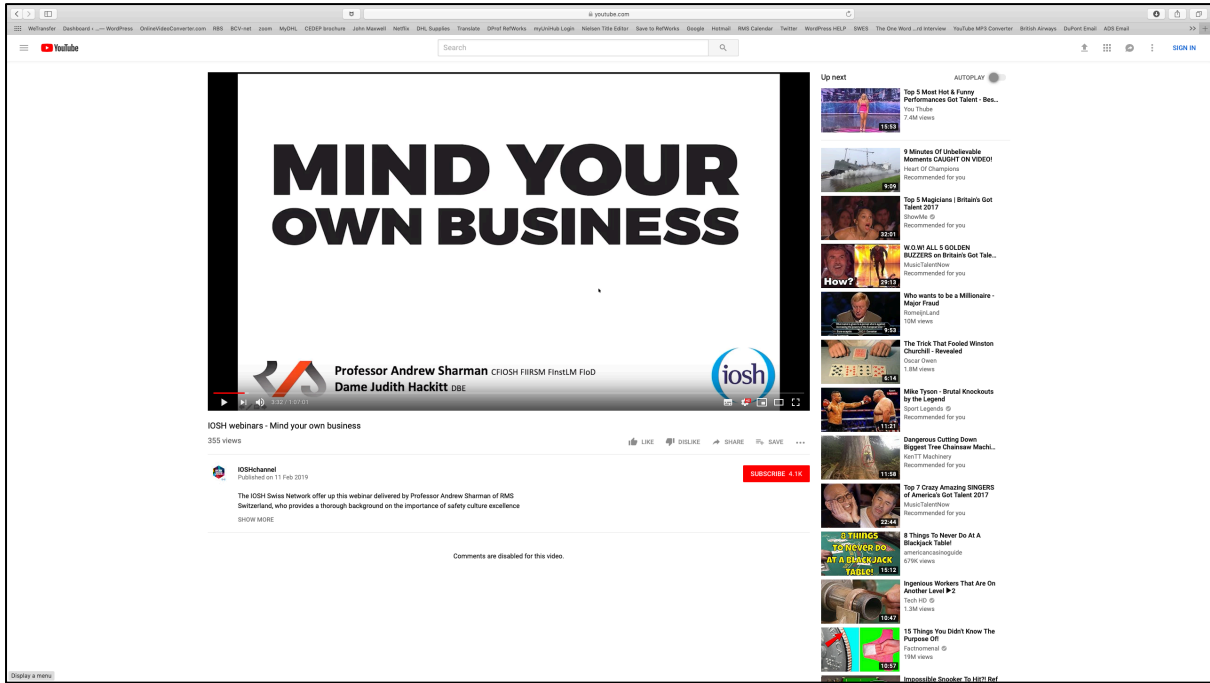
Professor Andrew Hopkins

Andrew Sharman &
Dame Judith Hackitt DBE

MIND YOUR
OWN BUSINESS

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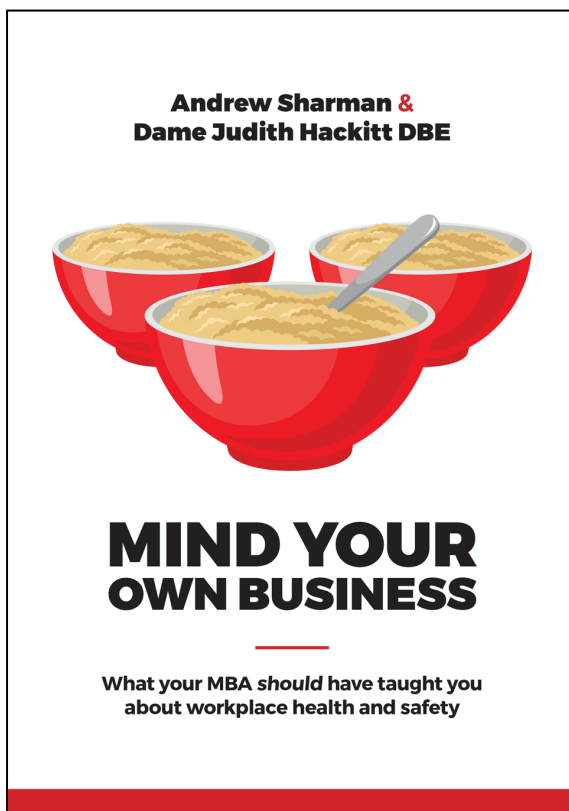
In many organizations today, it seems that safety has lost its way. Everyone tells you how important safety is, but it's seen as burdensome and bureaucratic. It shouldn't be – after all what could be more important than taking care of the most valuable asset in your business – the people who work in it?

For many leaders safety has become about paperwork, policies and procedures - doing things because others say they must be done, rather than doing the right thing and leading from the front. People can have very different ideas and understanding about risk in general, about how to identify which risks really matter, and how they can be managed effectively. This panoply of views makes it difficult for leaders to gain clarity and confidence about how they can play their true part in leading safety. So it gets put in the "difficult" box and leaders look to others to do it for them.

Together **Andrew Sharman** and **Judith Hackitt** get under the skin of how and why many leaders tend to complicate matters by compartmentalising different types of risk. They explore why leaders encourage specialists to take control for them and consider why responsibility for health and safety is delegated to others when leaders would not surrender other aspects of leading their business.

Mind your own business draws a line in the sand for 'stealth and safety' and argues that all leaders – no matter their prescribed remit or domain – need to embrace workplace safety in order to be successful. The book sets out to reframe health and safety as a core value and a real leadership mission. Sharman and Hackitt argue that a straightforward and inclusive approach to safety should be a core part of all management and leadership training – especially MBAs – and explains in clear, practical terms why and how, when it comes to matters of workplace safety, minding your own business will help you get things *just right*.

"Managers feel baffled by the complexity of OHS systems and regulations. What this book says will come as a breath of fresh air to them. There are so many myths to be debunked; importantly, managers really do not need to let fear of most unlikely legal consequences be a key driver of their decisions. Given the background and credibility of the authors, managers should see this as a strong signal to look again with confidence at their leadership in safety." **Professor Andrew Hopkins,** sociologist and best-selling author of *Learning from High-Reliability Organisations* and *Failure to Learn.*

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Safety, health and wellbeing in the world of work

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REVIEWS

Andrew Sharman and Judith Hackitt DBE, Maverick Eagle Press (www.fromaccidentstozero.com), paperback and ebook available

Mind Your Own Business

15 March 2017

As the subtitle of this book — what your MBA should have taught you about workplace health and safety — suggests, it is not aimed at OSH practitioners so much as at the people who employ them.

Rating:

●●●●○

Consultant and academic Andrew Sharman and former Health and Safety Executive chair — and current EEF employers' body chair — Judith Hackitt are clearly aiming to promote top-down understanding of what good safety and health management looks like and how senior executives can help shape it.

The authors also want to break down their readers' preconceptions about OSH professionals. "In these pages we'll help you recast your relationships with experts in health and safety," they promise.

To remove some of the common misunderstandings among executives of what makes for sound safety management, they explain the theoretical framework that underpins it. The text is interspersed with crash courses in concepts such as risk perception and cognitive biases, Heinrich's safety triangle (and its limitations), root cause analysis and the hierarchy of controls.

They explain the traps that organisations (and OSH practitioners) can fall into: fetishising zero accidents, letting regulation drive policy and over-reliance on paperwork. They introduce readers to the idea that OSH is not just about preventing harm, but should be framed as a more dynamic protective process. They emphasise the value of creating a positive, enquiring safety culture, learning from accidents and moving on.

The emphasis throughout is on setting tone at the top and the role those at board level should play in making sure they are not focusing on the wrong metrics or creating a blame culture.

The style is clear and conversational, with plenty of personal anecdotes and examples of good and bad corporate practice.

The central conceit may be a little simplistic for the average MBA graduate; echoing the story of Goldilocks and the three bears it suggests that rather than too little or too much safety and health management in an organisation, executives should be looking for the amount that's "just right". But if it introduces board members to the fact that more is not always better in the eyes of the profession, then it's a useful image.

The book should give any senior manager you can persuade to read it a refreshed view of the OSH profession and a clear idea of the support you can offer their business. Then, of course, you'll have to live up to their expectations.

Review of *Mind Your Own Business* in *IOSH Magazine*. Featured 15th March 2017 in print publication of journal (circulation 48,000) and online at https://www.ioshmagazine.com/article/mind-your-own-business (readership circa 80,000 globally)

THE SAFETY MBA

Your staff look to you for leadership but they see a gap when it comes to something which matters to them.

Do you really care about their health and safety? Does it show?

This innovative, interactive program fills the gap that lies at the heart of achieving success in your organization by enabling you to develop an authentic leadership style which will motivate everyone in your organization to join you on the journey to health and safety excellence.

> " *An inspiring, action-focused program for modern leaders striving to regain a sense of balance when it comes to workplace health and safety."*

KEY TOPICS

Focusing on issues that **you** identify, you'll gain a better understanding of why – when it comes to workplace safety - you need to *Mind Your Own Business* to understand yourself and the dynamics of human behaviour at work and make a sustained difference in your leadership performance and organizational culture.

- Defining a clear and achievable safety vision
- Influencing with impact
- Leading safety across cultures
- Developing leadership potential in others
- Enhance and expand your leadership styles
- Leadership and sustainability
- Enabling personal and organizational change
- Changing mindsets and behaviours
- Dare to care – concrete concepts and achievable actions

In three intensive days the focus is on you: your leadership style, your vision, and your impact on your organization. Explore your personal leadership preferences and patterns, learn how to leverage your strengths and discover how to achieve safety excellence.

This program is based upon the ground-breaking book *Mind Your Own Business* by Dame Judith Hackitt and Professor Andrew Sharman. A personalized copy of the book is provided to every program delegate.

OVERVIEW

Many people have completed MBAs to learn how to lead in business. Yet one very important aspect has been overlooked. Health and safety is no different from any other function: you have to own it and be seen to lead on it. But in a world where health and safety is shrouded in myths and legends about what might happen if you get it wrong there's a real temptation to leave it to the 'experts'. But you can't. Why? Because it matters too much to your business

This program enables you to inspire, engage and empower the people you lead. You'll see that it getting workplace health and safety *just right* is actually quite straightforward - as long as it comes from the heart, rather than from management systems and paperwork.

We'll guide you on a journey past the myths, and show you how external factors influence your organization. We'll help you build a concise view of your organizational culture, envision positive change and plan your route to excellence in workplace safety. You'll leave the program feeling like you have the key to unlock the full potential of your team and your organization because you'll now have the missing module that wasn't covered in your MBA.

REASONS FOR ATTENDING

The *Safety MBA* is designed around three leadership principles of experience, self-awareness and 'change begins with me'. We'll explore leadership concepts and frameworks that deepen the process of learning from experience and help you become more aware and conscious of what's going on around you, by identifying and leveraging subtle clues order to drive and embed real change. In this program you'll:

- Learn tools and techniques that will help you get the balance *just right* for your organization
- Boost your capacity to change and move to the next level of safety culture and performance in your organization
- Discover your leadership roots, diagnose your leadership style and develop a solid personal plan to drive results
- Learn effective leadership dialogue, revitalize your vision and leverage your strengths to inspire people to work safely
- Build the capability and confidence to lead real safety change in your organization

Participants will use the *Culture Compass™* – a diagnostic tool developed through over 20 years of corporate culture assessments around the world – to define the core characteristics of your own organizational culture, and develop a bespoke *Routemap to Safety Excellence™* to drive and embed positive change.

PROGRAM STYLE & TRAINING METHODOLOGY

Based on the ground-breaking book *Mind Your Own Business* this dynamic program uses a range of discovered learning techniques to stimulate critical thought and embed ideas, concepts and knowledge to drive your organization towards safety excellence.

An intensive 3 day program designed to support you in understanding where you are right now with organizational safety performance and culture, how you got there, and then build a solid plan to move you quickly and sustainably towards your new goals for workplace health & safety excellence.

You'll learn through self-awareness and action-oriented 'minds-eye' exercises, including role-play, deliberate practice, deep learning, classroom discussion, intense interaction with peers, and by working with expert coaches individually and in small groups.

WHO SHOULD ATTEND?

The *Safety MBA* is for experienced leaders who want to achieve the next level of safety excellence for their organizations, by leveraging their personal leadership capability. Participants generally have a minimum of 10 years of management experience and come from a wide range of functional backgrounds, industries and geographic regions.

> *Managers feel baffled by the complexity of safety systems and regulations. Managers really do not need to let fear of most unlikely consequences be a key drive of their decisions. Hackitt and Sharman send a strong signal to look again with confidence at their leadership in safety."*
>
> **PROFESSOR ANDREW HOPKINS** – Best-Selling Author of *'Learning From High-Reliability Organizations'* and *'Failure to Learn'.*

PHASE 1 – ORIENTATION   The *Safety MBA* program begins with your pre-work:

- Your High-Performance Leadership Story   • Personal Leadership Lifeline   • Critical Pattern Recognition   • Assigned Readings

PHASE 2 – INTEGRATION   This phase runs over three days of intensive classroom-based workshops.

What, Where & When?
In **Day 1** it's all about gaining clarity, so we'll focus on:

- Understanding the work environment – the impact of myths and legends
- The dangers of doing health and safety driven by compliance and fear
- Workforce attitudes: the dis-colouring effects of external factors and your behaviour
- Gaining a clear and robust assessment of the current safety culture in your workplace
- Identifying your best practices and highlighting opportunities for change

Why?
In **Day 2** we'll move to envisioning the future for your organization and focus on how to leverage your leadership style and values to create success.

- What does success in safety really look like? Envisioning success
- *Bumps, Barriers & Blockers* – the real personal and organizational obstacles to success
- *Supporters, Allies, Defenders & Objectors* – workforce assessment
- Why them? The X Factor of successful leaders
- Honing your safety leadership – building authenticity, competence and confidence

How?
Now it's time to make it happen. So in **Day 3** we'll go for it and create a solid and sustainable plan for action!

- Developing an implementation plan
- *Viral change* – infecting others with safety and creating networks
- Bringing things into balance - aligning experts to work for – and with - you
- Powerful benchmarking – maximising learning from others
- Defining success and measuring progress – using metrics that add real value

PHASE 3 – ACTIVATION

The final phase of the program supports, embeds and activates the culture change process through a series of structured one-to-one coaching and mentoring sessions via telephone or videolink to improve safety culture and enable excellence in your organization.

For further information please contact us:
t.   **+41 (0) 786 249 414**
e.   **team@rmsswitzerland.com**
w.   **www.RMSswitzerland.com**

Here's some feedback from a couple of recent course graduates:
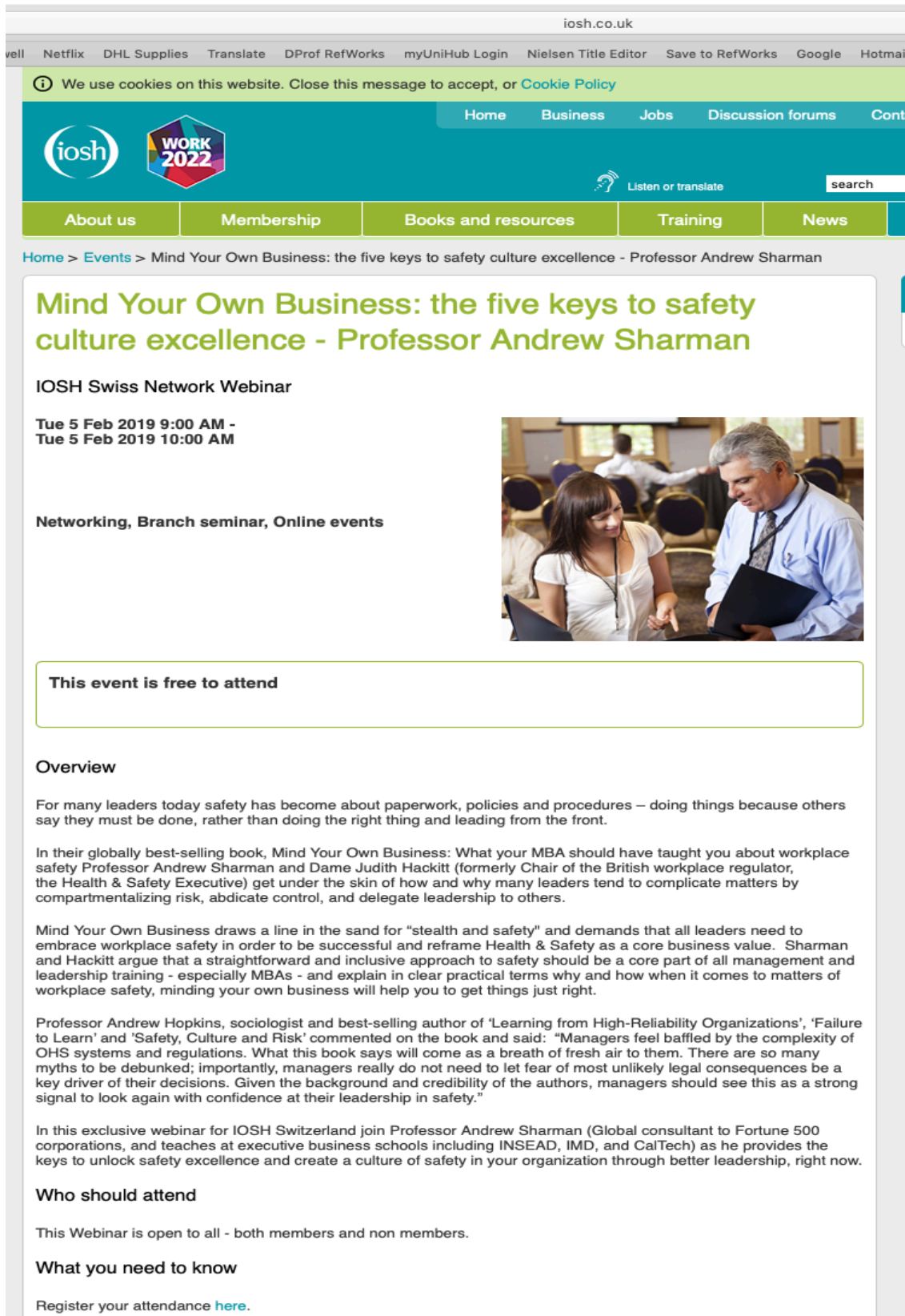
"I enjoyed the coaching sessions very much. They were strong moments in which I was continuously challenged. I appreciated those privileged moments, where we discussed the content of your book and how I might adapt my leadership to drive real change. During those sessions I was able to get answers on my specific questions, but the discussions went much further. I was challenged on my correct understanding of the principles. We had open discussions, touching very broad topics on safety, culture, leadership, team work. At the end of the sessions, I was invited to come up with actions and make things concrete. In the next session we evaluated my experiences related to those actions. Very effective! These coaching sessions made me understand how safety really works and how culture and leadership are key towards creating a safe environment for our teams. That felt good and supported me. Building on trust, our sessions grew more into like two friends talking to each other. You made me clear what 'creating' safety can mean and triggered me to really do something, thank you so much!"

The above comment came from Francis De Bie, an Operations Senior Vice President at a global steel company, at the end of his six months of coaching. Prior to the program Francis had very limited understanding of workplace safety, and as his words indicate, he made strong progress. The program with Francis included the entire global top team of his company, with the CEO and top 50 leaders, all of whom received coaching. The company went on to roll out *Total Safety Leadership* and also our *Safety Savvy* program across their business.

"A month-and-a-half has passed since I participated in your workshop in Amsterdam and I just wanted to drop you a note to say I was really inspired by the way you positioned safety, culture and behaviour. Since returning to work, I have been having lots of conversations on (safety) culture with associates throughout our site, operators, production team leaders, maintenance technicians and team leaders, engineers, and of course my peers in the management team. I have gained a lot of insight into what is working and what is not working here on site. I started experimenting with positive positioning of safety. Not prescribing learnings after incidents, but have a meaningful conversation with people concerning incidents and asking them for their own learnings. I can say, Doors are opening and attitudes are shifting. Of course I know I am not there yet but will definitely keep going on this journey, thank you sincerely." Richard Jordan, HSE Manager, Mars

Webinars

I've also shared the contents of *Mind Your Own Business* via online webinars. The most recent, on 5th February 2019 was for IOSH and had almost 300 people in attendance.

The webinar was recorded and can be viewed here:
https://www.youtube.com/watch?v=069_jweM_QI The recording was viewed 355 times between its date of upload on 7th February and 19th February 2019.

I ran another webinar for SHP – the world's leading OSH journal, in conjunction with information specialist Barbour. This webinar – delivered with my *Mind Your Own Business* book co-author Dame Judith Hackitt had over 600 people attending.
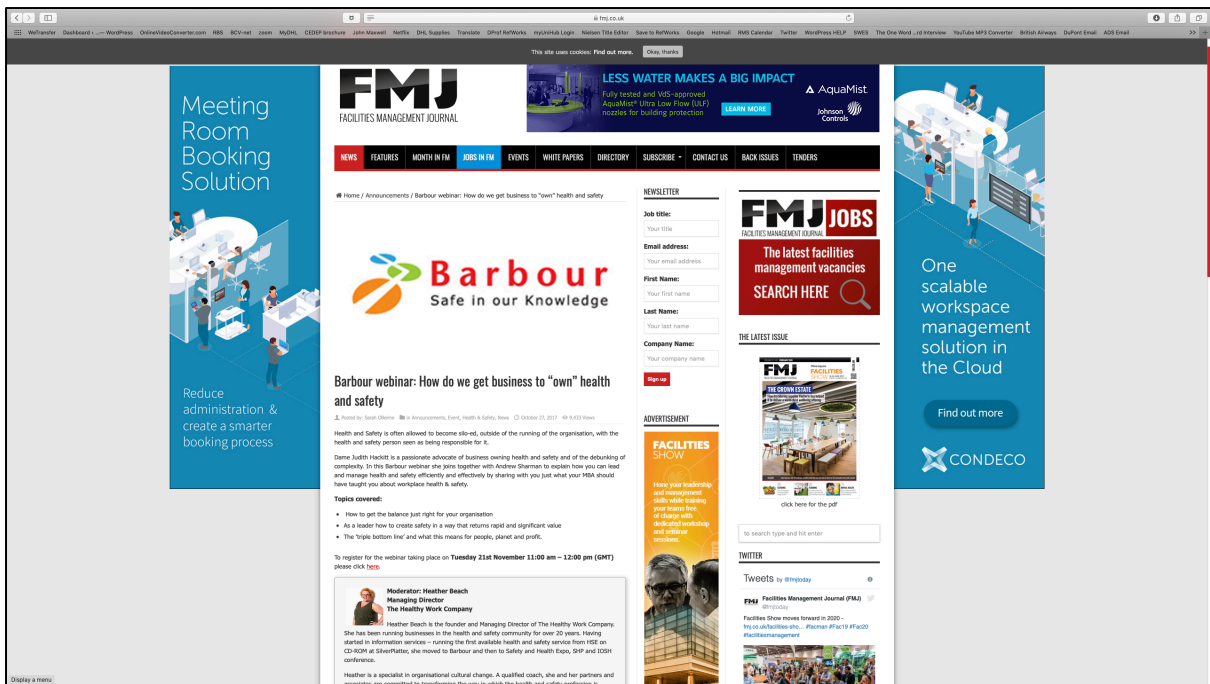
The webinar can be viewed here:
https://www.barbour-ehs.com/webinar/how-to-own-health-and-safety-webinar

As this webinar had so many questions from the audience, I wrote a special online blog to share answers, this can be accessed here:
http://devshp.ubmemea.webfactional.com/culture-and-behaviours/dame-judith-hackitt-andrew-sharmans-5-tips-getting-business-hse/

One month after the webinar was aired, my LinkedIn post sharing details of the webinar had been viewed an extraordinary 6,628 times.

Appendix F – Safety & Health for Business book

Safety and Health for Business

Written by Andrew Sharman CFIOSH and IOSH

The IOSH **Safety and Health for Business** qualification provides a business-centred approach to occupational safety and health in organisations. The qualification focuses on three key areas: employees, culture and organisational strategy.

Safety and Health for Business has been designed in response to a positive trend in the world of work, in which businesses increasingly identify good safety and health as a driver for improved productivity, reputation and resilience.

As the world's leading professional body in safety and health, IOSH is uniquely positioned to support organisations in redefing their approach to safety and health in order to drive business value.

The textbook provides relevant and insightful knowledge, guidance and techniques that will support delegates in successfully completing the IOSH Level 3 Certificate.

This qualification provides aspiring safety and health professionals with the business acumen, strategic insights and core technical competence to be able to shape the culture of organisations and contribute meaningfully and sustainably to their success.

Safety and Health
for Business

A new Level 3 qualification for
a new generation of safety and
health professionals

(iosh) Training and Skills
For safer and healthier working environments

Invest in the future of safety and health

The Ofqual-regulated Level 3 Certificate in Safety and Health for Business has been developed by IOSH in collaboration with awarding body NCFE. It is cost-effective, time-efficient, regulated and highly relevant for businesses.

It has been designed with employers for employers to meet their needs and grow the knowledge and soft skills their managers, supervisors and up-and-coming safety and health professionals require. This distinctive business-relevant qualification has been developed with input from leading organisations and thought-leaders across key sectors worldwide.

Safety and Health for Business is taught in flexible, engaging ways. It can also take less time to complete than other regulated qualifications,

meaning delegates are able to spend up to a quarter less time away from the workplace.

The qualification builds on Managing Safely, IOSH's tried-and-tested training course to equip supervisors and managers with the right knowledge and skills to evaluate safety systems, identify areas for improvement, implement control measures and reduce risk. Delegates must have completed this within the last three years.

Successful completion of this course enables delegates to apply for Associate or Technical IOSH membership giving access to these benefits and more:
- a global community of like-minded professionals leading positive change
- chance to enhance their knowledge with access to technical expertise
- opportunity to build their professional network and connections
- improved career prospects enabling them to maximise their potential.

Qualification outline and assessments

Each of the three units is assessed in a unique, more flexible way designed to test a range of soft skills vital to both delegates and their employers.

Unit 01
Safety and health management in an organisation
Focused on the value of workplace health and well-being, including health hazards, safety hazards, health assessment, global trends and good practice, including CPD.

Assessment
Delegates develop and write a business case to implement an enhanced safety and health management system within an organisation, putting theory into practice in a way relevant to all sectors, organisations and workplaces.

Unit 02
How to influence a safety and health culture within an organisation
Going beyond compliance, this unit gives insights into and teaches ways of delivering positive safety culture change, tackling behavioural and operational challenges to boost business performance and strengthen corporate governance.

Assessment
Delegates complete a project researching organisational health and safety culture, using primary and secondary research methods to collect data. They produce a report evaluating the existing safety culture and recommending an improvement plan.

Unit 03
A strategic, business-focused approach to safety and health
This unit explores organisations, their functions and how to effectively influence success. This includes topics such as accountability, ethics, compliance, managing uncertainty, and other long-term strategic megatrends affecting modern business.

Assessment
The delegate analyses the main functions and aims of an organisation, including how strategic drivers affect its operation, then develops and delivers a presentation they could use to brief a senior management team.

IOSH is the Chartered body for health and safety professionals. With over 47,000 members in more than 130 countries, we're the world's largest professional health and safety organisation.

We set standards, and support, develop and connect our members with resources, guidance, events and training. We're the voice of the profession, and campaign on issues that affect millions of working people.

IOSH was founded in 1945 and is a registered charity with international NGO status.

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tinyurl.com/IOSH-linkedin
youtube.com/IOSHchannel

The IOSH-NCFE collaboration
IOSH Training and Skills has worked with global organisations and leading practitioners to develop this qualification and its course materials.

It collaborated with Ofqual-regulated awarding organisation NCFE to develop the NCFE IOSH Level 3 Certificate in Safety and Health for Business, which is regulated by Ofqual on the Regulated Qualifications Framework.

NCFE provides valuable support and experience of designing and developing qualifications for business.

Appendix H – Public Speaking

Occupational safety and health research has tended to focus more towards extrinsic or organisational influences, such as policies, rules and corporate values (Hopkins, 2006) rather than looking at intrinsic or individual factors (McKendall et al, 2002; Martin & Cullen, 2006). This has a significant practical impact for organisations as they look more keenly to metrics and scorecards – typically reporting data such as the number of accidents occurring - and risk under-estimating the importance of individual behaviours and decision-making.

In the last 20 years, I have witnessed massive shifts around the interpretation of rules[120]. As the safety profession evolves, practitioners have devoted more of their time to the clarity and understanding of rules handed down by states and commissions as national laws and international standards, and in turn many have worked well to translate these into comprehensible rules within their organisations. This has been good news for safety generally, with evidence from Marchand, Simard, Carpentier-Roy and Ouellet (1998) confirming that rule compliance is a useful predictor of accident rates.

Though as Iszatt-White (2007) and Weick (1993) have shown, even clearly set out rules cannot control behaviour all of the time, due to human nature becoming explicit within a cultural context. Whilst for example, the long-term negative effects of working with hazardous chemicals can be prevented through the application of suitable rules, behaviour-based workplace hazards require people to pay more attention, be aware, take greater care. A useful example is at the interface of pedestrians and transport. If we imagine a loading or delivery yard with forklift trucks and lorries moving frequently, rules – such as those requiring pedestrians to wear high visibility clothing and stick to designated walkways – set an expected standard of behaviour. In addition, signage warns those on foot of the dangers, and vice-versa. Whilst those who install the signage have little impact on the pedestrian's behaviour, their action is important in terms of raising awareness of risks.

In recent years there have been several high-profile aviation incidents which have captured the public psyche, perhaps most resonant of these involves the arguably safe landing of a passenger jet on the Hudson river in the centre of New York. Following the event, the pilot, Captain James Sullenberger III explained that during the emergency he allowed his experience and instinct to guide his actions. Sullenberger even went as far as to say that he was sure he'd *"broken several rules in the book"* yet despite this, returned all 155 passengers without harm. In a recent study on the behaviour of pilots Loukopoulou (2008) concluded that events in real life cannot be precisely reflected in a set of rules. Whilst rules provide a sense of stability or frame for behaviour, when it comes to complex or unusual situations it seems to me, the mental models developed and utilized are what shift the needle between success and failure (Mathieu, Heffner, Goodwin, Cannon-Bowers & Salas, 2005) and hence drive a need to focus on culture (Hale & Borys, 2013).

Accordingly, in my conference presentations I have sought to encourage audiences to think past the foundation that rules provide and engage them in critical thought that pushes the edges of what we know as workplace safety. Here follows some examples of the public speaking I've done.

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[120] Rules-based safety, when applied to the management of behaviour is certainly of significance and has featured heavily in the literature (see e.g. Cooper 2009; Stajkovic & Luthans 2003; Zimolong & Elke, 2006). Whilst rules may provide a cultural standpoint and systematic approach for safety at work, they can't be created and left to operate on their own. It's essential to have a culturally driven system for managing the rules which encourages their use, discourages their infringement, and provides feedback on their utility. Human nature, however serves to drive inconsistencies with regard to use, application and reference to rules (Reason 1997; Krause, Seymour & Sloat 1999; Alper & Karsh 2009), which cultures need to account for. For example, deviation or subjugation may occur through a lack of understanding or awareness of a rule, through lack of monitoring and feedback, or derive from a local social climate or culture (Hale & Borys, 2013) – it's hard to follow a rule when colleagues don't, and supervisors are reluctant to enforce its use.

Evolving fear into function

In this talk, I argue that despite enjoying unprecedented levels of safety, our society today promotes a 'culture of fear' to cope with the uncertainty and change we face in our lives. Under the cloak of anxiety, modern society advocates hesitancy and over-precaution as virtuous rationale for inaction. The busier we are with our lives, the narrower our paths become as we choose comfort over transformative thinking.

I take the audience (of almost 900 people) on a personal journey through the evolution of fear into a positive force. In this talk I offer a technique for reframing perspectives on risk and harnessing the power of fear in order to reinvigorate our interactions with the world.

Conferences

Conference

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Excellence
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Get on top of the game with true HSE leaders

24 - 26 April, 2019, Novotel Amsterdam City Hotel, Netherlands

HSE Excellence has become the premier EHS event in the Europe, Middle East and Africa region. I've been chairing and creating the event in collaboration with my partners at Fleming for 9 years now, with the 14th annual edition coming in April 2019. Here's an extract from the 2018 Post-Event report.

Testimonials:

"Most probably the leading HSE event in Europe. Great organization, selection of top relevant topics and highest-level speakers. And the cherry on top of it all, Andrew Sharman's energy and dynamism in the chair!"

Eduardo Blanco-Munoz, Global HSE & Industrial Risks Director, LISI AEROSPACE

"This type of conferences is as vibrant as the host! Well done. I enjoyed the passion of the MOC."

Susan Pheiffer, Chef Safety Officer, Exxaro

"A great EHS Business School where the experts in the matter network and self develope learning from each other."

Faustino Martinez, EHS VP, Befesa
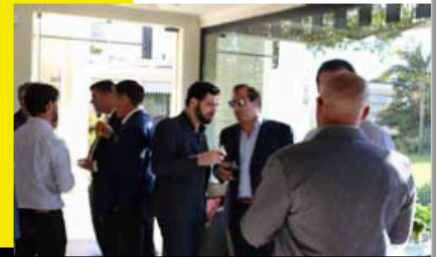
"I'm glad to have participated to the Fleming conference, HSE Excellence Europe, with Henri Virtaten our Kalmar Service Operations Global QEHS. It's a fantastic opportunity to learn and share all the EHS experiences with different business sectors, industries and suppliers."

Fabio Calvi, Service VP Operational Excellence, Kalmar

"It was the first time I attended the event and exceeded expectations. Most of the speakers are professionals with long years of experience in the field and who made very appealing presentations. It was also a great opportunity to know what is being done in these areas around the world."

Luisa Andrade, QHSE Manager, 4Tune Engineering

"It was absolutely magnificent to have the chance to participate on the 12th Health and Safety Excellence Europe event organized by Fleming in Lisbon Every HSE professional needs to keep up with developments in the field. If we don't update and improve your skills, you'll lose touch with other realities/experience and your knowledge will fade. That's why I recommend that all HSE professionals visit at least one seminar, like this, per year."

João Pedro Silva, Corporate HSE Coordinator, Lactogal

"Event was very well structured, informative and full of high energy people."

Melih Guneri, OHS Cluster Manager, Tetrapak

"Once again the HSE Excellence conference has produced a forum to hear from some of the very best speakers on safety and well being, to meet like minded colleagues and professionals and to see some of the available software solutions that can help with health and safety management."

Kieran Phelan, Global Compliance and EHS Director, Willam Grant and Sons

"#2018HSEExcellenceEurope #Fleming Events Fantastic knowledge sharing experience! Fantastic to see corporate level taking care of health&safety! People matters, wellbeing matters! Thanks to Andrew Sherman for his fresh and funny leading! Thanks for the opportunity to hear Dr. Edgar Schein! Thanks to all for these 3 days!"

Susana Teixeira da Cunha, EHS Manager, Labesfal-Fresenius Kabi Portugal

Geographical Distribution

%	Country
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9%	UK
8%	Netherlans
6%	Italy
6%	USA
6%	France
5%	Germany
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2%	Finland
2%	Sweden
2%	Turkey
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Post Show Report

10ᵗʰ Annual

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"Beyond the plateau:
Visible HSE Leadership by All"

HSE Excellence Europe

17 & 18 May 2016
The Westin Grand Hotel, Frankfurt, Germany

In the Chair

Andrew Sharman
RyderMarshSharman, Switzerland
Chief Executive

Special Address

Patrick Hollingworth
Australia
Motivational Speaker on Leadership,
Teamwork & Safety

Key Topics

- 21ˢᵗ Century Leadership and Workforce Engagement
- **Practical Stress Measurement:** The William Grant & Sons Way
- The Novo Nordisk's NovoHealth Story
- **Emotional Insight:** Safety from the Heart
- From OHSAS 18001 to **ISO 45001**

Book Raffle: The Five Truths of the Safety Savvy

SAFETY SAVVY

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THE 9TH ANNUAL HSE EXCELLENCE EUROPE

„Beyond the plateau target Zero"

19 – 21 May 2015, Parc Hotel Alvisse, Luxembourg

BOOK RAFFLE
A practical guide to improving your workplace safety culture:
From Accidents to Zero by Andrew Sharman

IN THE CHAIR

Andrew Sharman
RyderMarshSharman, Switzerland
Chief Executive
and
Bestselling Author of
From Accidents to Zero: *A practical guide to improving your workplace safety culture*

KEY SPEAKERS

Judith Hackitt
Health and Safety Executive (HSE), UK
Chair

Dil Sidhu
The University of Manchester, UK
Chief External Officer

Francois Germain
Total Refining & Chemicals, France
Vice President Safety Division

HSE

Excellence Europe

"Beyond the plateau: Visible HSE Leadership by All"

17 - 18 May 2016
The Westin Grand Hotel, Frankfurt, Germany

IN THE CHAIR

Andrew Sharman
RyderMarshSharman, Switzerland
Chief Executive

SPECIAL ADDRESS

Patrick Hollingworth
Australia
Motivational Speaker on Leadership,
Teamwork & Safety

KEY SPEAKERS

Jean-Philippe Berillon
ENGIE Global Gas & LNG,
France
Senior Vice President Security
& Safety

Kevin Furniss
APM Terminals, The
Netherlands
Vice President Health, Safety,
Environment and Sustainability

Dr Richard Judge
Health and Safety
Executive (HSE), UK
Chief Executive

Fleming.

South Africa Health and Safety Conference 2015

Building a professional future for health and safety

12–13 May
Gallagher Convention Centre, 19 Richard Drive,
Midrand, Johannesburg 1685

Saiosh   iosh

Key speakers

Thobile Lamati
Deputy Director General
Inspections and
Enforcement Services
Department of Labour

**Andrew Sharman CFIOSH
CMIOSHSA**
Chief Executive
RyderMarshSharman

Ian Harper CFIOSH
President
IOSH

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ISMA UK

INTERNATIONAL STRESS MANAGEMENT ASSOCIATION

Growth 2018

**Promoting stress-free health & wellbeing
for increased performance**

Friday 9th November 2018

Royal Over-Seas League, Overseas House, Park Place, London SW1A 1LR

MEET THE AFTERNOON EXPERTS...

Tom Meyers

Belgian osteopath D.O, International Member of ISMA a forward thinker, speaker and author of 'Futurize Yourself'. He's the founder of the Reaset Approach a novel hands-on body-mind and educational approach based on osteopathic principles especially suited for people with stress related ailments.

The purpose of the session is to introduce - as most stress management techniques are based on mind over matter principles - a body-mind approach to manage stress.

Celynn Morin

Registered dietitian and works as a full time professional speaker and corporate wellbeing consultant. Celynn was one of the founding members of the Professional Speaking Association in South Africa and has recently moved to London to expand her business in the United Kingdom and Europe. Celynn has been awarded her Certified Speaking Professional designation. Celynn has co-authored two books and developed a variety of online video programmes. She has co-founded the Resilient Energy Center which brings various science-backed frameworks to time poor, stress rich people to help them shift from feeling stressed, tired and sick to feeling energized, balanced and well.

Professor Andrew Sharman

Consultant, speaker and coach based in Switzerland, working globally with Fortune 500 companies to improve their culture and enable excellence. Clients include the world's coolest tech company, the most sophisticated fashion brand, the fastest Formula One team and some of the largest organizations around the globe, and NGOs including the World Health Organization and the United Nations. Beyond his consulting, Andrew teaches leadership and safety culture at the European Centre for Executive Development (CEDEP) in France and at Caltech (The California Institute of Technology) in California. He leaps off mountains and swims with sharks for fun.

ISMA

Occupational Safety and Health Seminar on

'Leading Forward - Building a Great Safety Culture by Creating Safety in the Workplace'

Date:	14 June 2016 (Tuesday)
Time:	7:00 p.m. – 8:30 p.m. (Registration at 6:45 p.m.)
Venue:	Seminar Room, Construction Industry Resource Centre, Construction Industrial Council, 44 Tai Yip Street, Kowloon Bay.
Organiser:	Institution of Occupational Safety and Health (Hong Kong)

Contents:

This talk is based on the best-selling book *From Accidents to Zero* and will look at how to build a positive organisational culture of safety based on the mindset of 'creating safety' (as opposed to just 'preventing accidents') that encourages managers to lead, and empowers workers to collaborate in order to develop and sustain excellence in both safety culture and performance.

Speaker:

Professor Andrew Sharman, CFIOSH, FInstLM, FIoD, FIIRSM
Andrew is the Chief Executive Officer of RyderMarshSharman, a global consultancy specializing in organizational safety culture and leadership. Additionally Andrew is Professor of Leadership & Safety Culture at CEDEP, the European Centre for Executive Development at INSEAD, Paris, France and Visiting Professor in Culture and Human Error at the University of Zurich, Switzerland.

Andrew holds Master degrees in Occupational Psychology, Organizational Behaviour and International Health & Safety Law. He is proud to be a Chartered Fellow of IOSH, a Fellow of the International Institute of Risk and Safety Management, a Fellow of the Institute of Leadership & Management and a Fellow of the Institute of Directors.

Far from being risk-averse, Andrew loves adventure sports including climbing, free flying, sea kayaking and swimming with sharks.

Andrew's latest book **From Accidents to Zero** is the fastest-selling book on safety culture of the 21st century, find out more at www.fromaccidentstozero.com
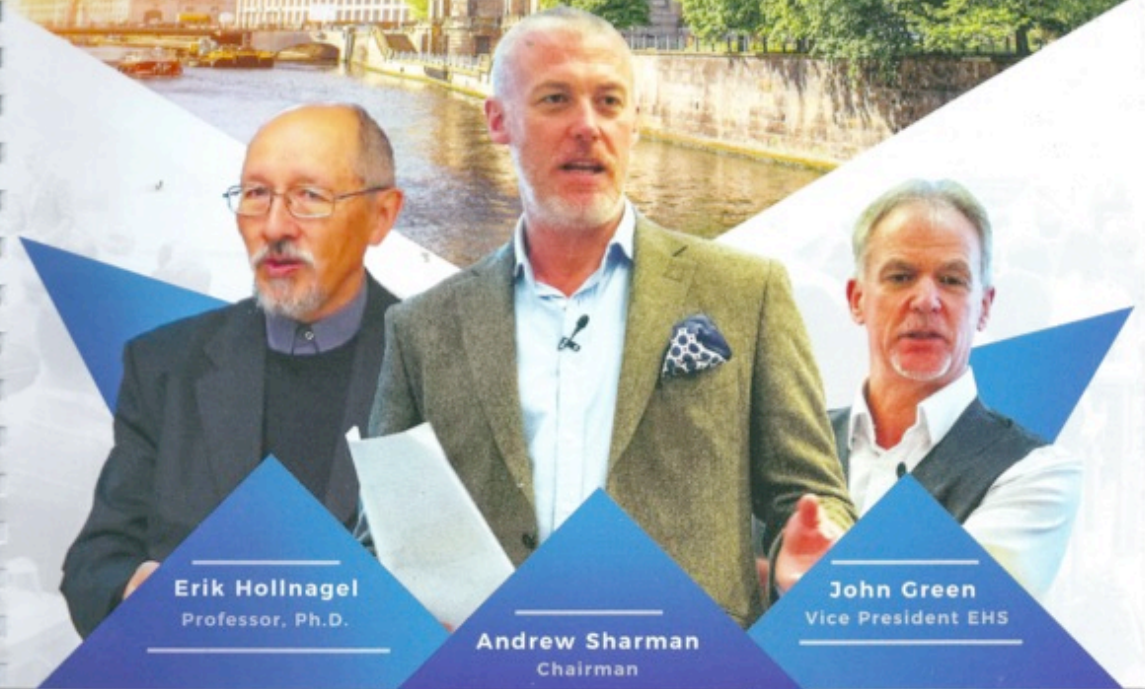
IOSH Big Debate(s)

In 2014 and 2015 I created and moderated The Big Debate at the IOSH Annual Conference in the UK. This plenary session had around 800 people in the audience and was reported as a highlight of the conference by delegates in their feedback.

Highlights from the Big Debate sessions are found at https://www.shponline.co.uk/legislation-and-guidance/iosh-2014-big-debate-you-are-a-regulator-stick-to-regulating/ and on YouTube at https://www.youtube.com/watch?v=bV-SjDsFyIc

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International Safety Awards 2013
Gala Dinner

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We proudly present our keynote speaker

Andrew Sharman MA MSc
CFIOSH FIIRSM FInstLM MIoD
Director – Environment, Health & Safety and Risk Management
Owens-Illinois Inc.

Andrew Sharman holds the position of Director – Environment, Health & Safety and Risk Management for Owens-Illinois Inc., the world's largest glass container manufacturer, with around 28,000 employees in 21 countries.

Previous to this role he has enjoyed senior EHS & Risk Management roles in power generation and supply; consumer goods; financial services and heavy industry. He enjoys his work, but can be found dreaming of adventure frequently.

Andrew is a Chartered Safety Practitioner and Chartered Fellow of the Institution of Occupational Safety and Health, as well as Vice Chairman of the Board of IOSH, the world's largest body for safety professionals. He's a Fellow of the International Institute of Risk & Safety Management, a member of the Institute of Leadership & Management, a registered European Occupational Safety & Health Manager. He holds a first class Masters Degree in International Health & Safety Law and Environmental Law and is a member of the Health and Safety Lawyers Association.

Behavioural and cultural aspects of workplace health and safety are of great interest to Andrew. Particularly when harnessed positively, these elements can return positive and sustainable dividends to both the organisation and its employees.

Far from being risk-averse, Andrew loves 'high risk' adventure sports including climbing, free flying, sea kayaking and swimming with sharks.

> The behavioural and cultural aspects of workplace health and safety can return positive and sustainable dividends

5

Conference Programme and Booking Information

5-6 March 2019, NEC, Birmingham

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TUESDAY 5 MARCH

Human Factors, Safety and Risk Management

Chair: Professor Andrew Sharman, President-Elect, IOSH and Chief Executive, RMS

8.00 **Registration**

9.15 **Development and Application of ISO 45001 to Improve Health and Safety in the Workplace**
David A Smith, Director, IMS Risk Solutions

9.50 **ISO 45001 Occupational Health and Safety Management - Where Does OH Fit In?**
Susanna Everton, Occupational Health Nurse and Chartered Safety Practitioner

10.15 **Exhibition and Workshop Theatres**

11.00 **Effective Risk Management - Transcending All Aspects of Business**
David Snowball, Director of Regulation, Health and Safety Executive

11.30 **Naked Safety - Stripping Back the Mystery Surrounding Safety Culture to Drive Sustainable High Performance**
Professor Andrew Sharman, President-Elect, IOSH and Chairman of the Board, Institute of Leadership & Management

12.00 **Assessing and Managing Pilot Medical Risk as Part of Aviation Safety Management Systems**
Dr Stuart Mitchell, Head of Aeromedical Safety Systems and Emerging Technologies, UK Civil Aviation Authority

12.30 **Exhibition and Workshop Theatres**

2.10 **Hand Dermatitis - Latest Trends and Triggers**
Dr Ira Madan, Consultant Occupational Physician, Guy's & St Thomas' NHS Foundation Trust

2.45 **Sun Safety Knowledge, Attitude and Behaviour Change in Outdoor Workers**
Dr Jonathan Houdmont, Assistant Professor of Occupational Health Psychology, University of Nottingham

3.20 **Exhibition and Workshop Theatres**

3.50 **Monitoring Behaviour in Safety Critical Roles**
Dr Alan Scott, Consultant Occupational Health Physician, Optima Health

4.25 **Driving Safety and Medication**
Dr Iñigo Perez, Medical Adviser, DVLA

5.00 **Conference Ends**

WEDNESDAY 6 MARCH

Human Factors, Safety and Worker Protection

Chair: Professor Sir Anthony Newman-Taylor, Professor of Occupational and Environmental Medicine, President's Envoy for Health, Imperial College London and Chair, WHEC (HSE Workplace Health Expert Committee)

8.00 **Registration**

9.10 **Introduction to WHEC Forum**
Breast Cancer and Nighttime Shift Work
Professor Sir Anthony Newman-Taylor, Professor of Occupational and Environmental Medicine, President's Envoy for Health, Imperial College London and Chair, WHEC

9.35 **Sedentary Work and Health**
Professor Peter Buckle, Principal Research Fellow, Imperial College London and Visiting Professor, University of Nottingham

9.55 **Diesel Engine Emission Exposures and Risk of Lung Cancer in the UK**
Professor Martie van Tongeren, Professor of Occupational and Environmental Health, University of Manchester

10.15 **WHEC Forum Open Discussion**

10.40 **Exhibition and Workshop Theatres**

11.25 **Psychological Health and Safety in the Workplace**
Ivan Williams Jimenez, Research and Development Advisor, IOSH

11.50 **How Psychologically Safe is Your Team?**
Hamish Moore, Chief Executive, Wellbeing Works

12.15 **Implementing Psychological Safety in London's Most Demanding Emergency Care Department**
Dr Malik Ramadhan, Chair, Board of Emergency Care and Trauma and Lead Clinical Director of A&E, Bart's NHS Trust London

12.45 **Exhibition and Workshop Theatres**

2.25 **A Holistic Approach to Alertness and Engagement**
Professor Tim Marsh, Managing Director, Anker and Marsh

3.05 **It's Not About the Fall It's About the Bounce**
Jason Anker MBE, Chairman, Anker and Marsh

3.45 **Conference Ends**

Human Factors and Ergonomics

Chair: Professor Peter Buckle, Principal Research Fellow, Imperial College London

8.00 **Registration**

9.10 **Factors to be Considered When Selecting a DSE Programme**
Martina Clooney, EHS Specialist (Ergonomics), GSK

9.45 **Fatigue and Shiftwork - Ergonomic Assessment and Interventions**
Richard Scaife, Director, Occupational Psychologist & Chartered Ergonomics and Human Factors Specialist, The Keil Centre (invited)

10.20 **Exhibition and Workshop Theatres**

11.05 **Applying Ergonomics: What Really Works and What Really Doesn't**
Professor Peter Buckle, Principal Research Fellow, Imperial College London
Jon Berman, Technical Director, Greenstreet Berman
Dr Ian Randle, Managing Director, Hu-Tech Human Factors Ergonomics

12.10 **Q&A and Discussion**

12.25 **Exhibition and Workshop Theatres**

2.05 **Toyota Motor Europe - Ergonomic Systems and Processes to Maintain a Highly Motivated, Healthy Workforce in a Lean Manufacturing Environment**
Stuart Bassford, Ergonomics Senior Specialist, Toyota Motor Europe

2.35 **How Can We Help Mobile Workers?**
Ed Milnes, Ergonomics Consultant, Guildford Ergonomics

3.00 **Upper Limb Disorders: Risk Assessment of Repetitive Tasks**
Margaret Hanson, Chartered Ergonomist, WorksOut

3.25 **Exhibition and Workshop Theatres**

3.55 **The New MAC Tool Changes**
Matthew Birtles, Principal Ergonomist, HSE

4.25 **Ergonomics Approach to Reducing MSD Risk in Manual Work**
Zaheer Osman, Senior Ergonomist, Adept Ergonomics

5.00 **Conference Ends**

International Conference on the Prevention of Accidents at Work

In November 2019 I will present the Keynote Address at the 10th International Conference on the Prevention of Accidents at Work in Vienna. This is a key milestone of my career as I shall present why we need to change our mindsets from 'preventing accidents' to 'creating safety' to an audience of practitioners and, crucially, academics. It is here that I shall challenge the academic bias and encourage real action and change.

10th International Conference on the Prevention of Accidents at Work
Vienna, 23-26 September 2019
The Future of Safety in Digitalized World
(Education and Training track)

The Performance Paradox: What your MBA is missing
Professor Andrew Sharman
Chief Executive, RMS
President Elect, Institution of Occupational Safety & Health
Chairman, Institute of Leadership & Management

Is Good Safety *really* Good Business?
The International Labor Organization (ILO) reports 2.3 million deaths per year globally as a result of workplace accidents or work-related diseases. That's a global average of 13 fatalities among every 100,000 employees. In developed countries the rate lies between 0.5 and 3.5 deaths per 100,000 workers whilst emerging economies, such as sub-Saharan Africa, Latin America and Southern Asia the rate rises sharply to between 17 and 19 per 100,000.

Beyond the human tragedy the economic cost of accidents is significant. The ILO put the average cost of workplace accidents at around 4% of global Gross Domestic Product - that's about 2.8 trillion US dollars. In Singapore accident costs are 3.2% of the country's GDP – the same in Italy. In Australia it's 5.9%. And if involuntary retirement due to work-related accident or ill-health is included, it leaps to as much as 15% of GDP in Finland.

The phrase '*good safety is good business'* if oft-repeated, but is the maxim true? The World Economic Forum found that organizational efficiency and workplace health and safety go hand-in-hand: simply, the lower the number of accidents, the higher the organization's competitiveness and productivity.

The Health & Safety Leadership Paradox
In the last few years business schools around the world report booms in Masters of Business Administration (MBA) programs with double-digit percentage increases year-on-year. But researchers Porter and McKibbin suggest that business school graduates are not sufficiently prepared for the real world of corporate life and that MBAs don't equip students with the necessary skills. They recommend that the teaching of interpersonal skills - including communication, engagement and leadership – urgently be incorporated into business school curricula.

Getting the balance right
This talk addresses the gaps within MBA programs and other executive learning with regard to OSH.   Sharman will explore why a difference of opinion and perspective in OSH is <u>essential</u> to success – in safety and in business more broadly. He'll make the distinction between advice and decision-taking and consider:

- What creates the right safety culture? Does focussing on the small stuff like lids on coffee cups and holding the handrails really lead to high performance or deep cynicism?

- How to choose and use the right tools to manage risk efficiently and effectively

- Cultivating a safety leadership style which is right for you and for the business you lead

- Creating a culture where everyone knows and discharges their responsibilities

- The X Factors of OSH leadership

This talk will include content from Professor Andrew Sharman and Dame Judith Hackitt's global best-selling book ***Mind Your Own Business: What Your <u>Should</u> Have Taught You About Workplace Health & Safety***

Professor Andrew Sharman is an international consultant in organizational culture for Fortune 500 corporations, and Director of the *Leadership & Safety Culture* program at the *European Centre for Executive Development (CEDEP)* in Fontainebleau, France, and teaches at the *IMD* business school in Lausanne, and *CalTech* in California, USA.

The Safety MBA program

Based on my book *Mind Your Own Business* I've developed a three day program which is delivered to clients and an open (public) course. Here in this example delivered by one of my colleagues at RMS.

Making the Change program

As *Mind Your Own Business* is designed to build leadership and organisational change, I developed a broader 2 day program for clients and an open (public) course that removes the safety content.

International Awards program design and chairmanship

In 2007 I was awarded the *DuPont International Safety Award for Innovative Approach*. In 2008 DuPont asked me to lead the awards program, redesigning its approach and categories, and to take on the role of President of the Awards Jury, a position held for 8 years from 2008-2015. The Awards ceremonies were one day events, held annually in different parts of the world. Here's examples of programs from two different editions.

International SOS Awards program

In 2015 I stepped down as President of the DuPont Awards program, to concentrate on my consulting business. At the same time I was approached by the International SOS organisation and commissioned to design an awards program for them, and act as Chairman of the Awards Jury.

Appendix I – Supporting the Development of Practitioners

I have a network of over 6,000 people in my *LinkedIn* account
(https://www.linkedin.com/in/adsharman/) and often I receive notes from practitioners asking for support or guidance. Here follows two recent examples that were particularly resonant.

Messaging

Search messages

Mark Russell 4:35 PM
You: Hello Mark, Thanks for your note, and for sharing you...

Oliver Sanandres ... 4:32 PM
You: Hi Oli, sorry for my delayed reply - I don't use LI...

Piotr Książek 4:05 PM
Piotr: Hello Andrew. Hope you are fine and you had a safe tri...

Julia Castle 3:29 PM
Julia Castle is now a connection.

Dermot Gallagher 12:58 PM
Dermot: Hi Andrew My name is Dermot Gallagher and I am...

Bryan Rice Feb 14
Bryan: Andrew Sharman, Hope this note finds you well. I woul...

Paul Rees Peak Perf... Feb 11
Paul Rees: Hi Andrew, If you would like to deep dive into th...

Patricia Hay BA (hon... Feb 11
Patricia: Thank you for connecting Andrew, your time...

Stephanie Rottet (R... Feb 11
You: I live in Rolle

Richard dos Santos ... Feb 11
You: Hey buddy, sorry you were part of the cuts. Hope the ne...

David BA Feb 10
David sent an attachment

Dermot Gallagher
Mobile • 33m ago

TODAY

Dermot Gallagher • 12:58 PM
Hi Andrew

My name is Dermot Gallagher and I am based in Dublin Ireland. I added you on LinkedIn once I came across your profile and will be getting your book shortly, can't wait!

I've very much enjoyed and learned from looking into your website. I'd like to ask a favor of you based on my respect for the way you've developed your career. I'm at the point in my own career where I feel I need some mentoring to more effectively develop my management and leadership skills so that I can possibly move into a directorship role.

I was hoping that we could speak either via Skype or phone every few weeks (30mins) to discuss your counsel regarding areas I should address. I would put together a meeting agenda for each discussion, make a list of any follow-up items that came out of our discussions, complete the action items in between our meetings, and report back on my progress.

I plan to commit what ever it takes to follow up on our discussion items.I know that your schedule is an exceptionally busy one, so if it simply isn't possible to work this type of commitment into your other activities, I certainly understand. In that case, thank you for considering this request, and I will simply look forward to perhaps meeting you one day.

Best regards
Dermot Gallagher
EHS Manager
+353858161439

👍   Thanks   Hi, Dermot

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Messaging ✏️

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Dermot Gallagher   5:09 PM
You: Hello Dermot, thanks for your note, pleasure to meet...

Mark Russell   4:35 PM
You: Hello Mark, Thanks for your note, and for sharing you...

Oliver Sanandres ...   4:32 PM
You: Hi Oli, sorry for my delayed reply - I don't use LI...

Piotr Książek   4:05 PM
Piotr: Hello Andrew. Hope you are fine and you had a safe tri...

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You: I live in Rolle

Richard dos Santos ...   Feb 11
You: Hey buddy, sorry you were part of the cuts. Hope the ne...

David BA   Feb 10
🔗 David sent an attachment

Yaroslav Panasenco   Feb 10
Yaroslav Panasenco is now a connection.

Steve Piscina   Feb 8

Mark Russell
Head of HSQE at AGSONE   ...

WEDNESDAY

Mark Russell • 12:27 AM
Hi Andrew, i read your wellbeing book, I liked it, I think there is an area that no body talks about in mental health and that is what do you do when it all goes seriously wrong. My son is studying a chemical physics at university and one day he decided that life was not worth living. He could not see the point in life and tried to hang himself. Fortunately a friend saved his life. As you imagine dealing with that was not easy. The first thing that I have learnt over the last four weeks is that these mental health hazards are not so easy to see or spot. Its not like a trip hazard, Trying to identify the cause is not always the best course of action. Asking the why question is something that comes later. As a safety practitioner it is not the same as doing an accident investigation. To get the truth you have to understand their feelings and that is not easy but it is the key to recovery.
Talking about feelings is key but what do you say? What do you say to friend or family member who has tried to kill themselves. Be a friend focus on them don't judge, just reassure them tell them that your their and that you care. I spent every day talking to him, At first he did not want to open up, after a week he realised that I had his best interest at heart. Getting help from mind and the mental health clinic is key, they spoke face to face with him on a daily basis. They managed to get him to explain why he felt the way he did and were able to help him build coping mechanisms. Anxiety and coping with this is not easy. The main issue that we found was that he did not appear to have a clear direction of what he wanted to achieve and why. He just decided that a degree might be a good thing to have. When you are studying hard to achieve results but can not see why your doing it, is a problem. I think that if my son had questioned what he wanted to do this mental health issue may not have happened. To climb everest just because its there is not always enough. I think has to be more to be considered with the mind. I was thinking writing an article on this experience but I not sure, it is very personal but I would like to share the lessons that I learnt and the mistakes I made. What do you think how do you think it would received?

Regards

Mark

TODAY

Andrew Sharman MA MSc CFIOSH FInstLM FIoD FIIRSM • 4:35 PM
Hello Mark, Thanks for your note, and for sharing your experience with me. I'm sorry that you and your son have been through a tough time. Congratulations on the way you handled it. I reckon this is indeed a good topic for an article and if you feel like having a go, I suggest you do. Only by people speaking up will we be able to get to a point where the conversations happen earlier. Very best wishes, Andrew

Write a message or attach a file   ⌃

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I post regular features on *LinkedIn* and have a strong following, here's my most recent posts showing up to 10,000 people reading them:

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**Andrew Sharman MA
MSc CFIOSH FInstLM
FIoD FIIRSM**
Chief Executive Officer at
RMS Switzerland
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How to ensure that what you do in #safety is strategic, effective and aligned to the organization's bigger picture? Here's 5 key questions to help:
https://lnkd.in/eVGCSHg #iosh #behaviour #safetyculture #5why #keys #shp

The New Rules of Safety: Ask the RIGHT questions!
shponline.co.uk

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Andrew Sharman MA MSc CFIOSH FInstLM FIoD FIIRSM   · · ·
Chief Executive Officer at RMS Switzerland
3w

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Andrew Sharman MA MSc CFIOSH FInstLM FIoD FIIRSM
Chief Executive Officer at RMS Switzerland

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Delighted and proud to be installed as President Elect of #IOSH – the world's leading organization for OSH practitioners – and in the same week be featured in my local newspaper in Scotland #SouthernReporter

Acid accident leads to top safety role
thesouthernreporter.co.uk

183 Likes · 79 Comments

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Andrew Sharman MA MSc CFIOSH FInstLM FIoD FIIRSM
Chief Executive Officer at RMS Switzerland
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Darren Sutton · 1st
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Your drafts

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Chief Executive Officer at RMS Switzerland
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#Wellbeing #Technology

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Appendix J – Journal articles and blog posts

I'm constantly writing. With a monthly blog feature called *The New Rules of Safety* (SHPonline), and regular print and online features *The Business Book Club* (IOSH Magazine, monthly), *Sharman on Safety* (SHEQ Management, monthly), and bi-monthly features in *Health & Safety International* and *Health & Safety Middle East.* In this appendix I provide examples of some of these articles and blogs.

To boldly go...

A new industry survey commissioned by DuPont Sustainable Solutions shows that many companies lament the lack of innovative approaches to workplace safety. Is that really the case and what can companies do to kick-start plateauing workplace safety performance? **Andrew Sharman** reports.

In the past, companies across international borders and industries have focused on improving behavioural safety and building effective safety management programmes. Now that the workplace safety performance of many has levelled off, they are asking themselves, 'What next'? Are there any truly innovative, leading-edge solutions that can revitalise employee motivation for and interest in workplace safety?

In March 2014, DuPont Sustainable Solutions (DSS) commissioned a survey to find out. Mieke Jacobs, global leader of employee safety at the company, told me why: "DSS is continuously looking to improve its safety performance as well as that of its clients. As a leader in safety, we need to understand what the market wants, what the future of safety holds and how we can evolve in order to innovate in this area."

The resulting market overview paints a qualitative picture of the current workplace safety status quo. Drawing on interviews with safety directors and vice presidents from leading multinational blue chip companies based in Europe, Asia, North and South America, as well as the Gulf region and Africa, the findings are indicative of views from a diverse range of industries. Nearly 20 different industry sectors were represented, including food, power generation, the automotive and oil and gas industries plus aviation, public transport, chemicals and engineering.

The questions posed reflected four ▶

THE PURSUIT OF SAFETY

The science of behaviour has evolved to a point where behaviour-based safety (BBS) has become a core element for many companies. **Andrew Sharman** looks back at its roots and ponders where we go from here.

Think about the last time you were in a bad mood. Perhaps something didn't go as you planned at work? Maybe you had an angry word with your partner at home? Or the kids didn't tidy up. How did you behave? Did you slam the door as you left the room? Thumped the table with your fist? Raised your voice? Vowed never to buy more toys? Or did you calmly smile to yourself and let it all go?

As our individual behaviours come together with those of others around us, they collectively form and shape the cultures of the organisations, family units and social groups we belong to. The oft-used definition of culture 'the way we do things around here' may be simple but I think it's a great way to look at things – especially workplace safety culture ('the way we do safety around here') – because culture is all about behaviour.

In the beginning there was dog

The name Pavlov is recognised by many as the scientist who in the late 1800s showed that he could create a reflex behaviour in dogs; first, making them salivate by presenting them with a biscuit, then encouraging them to link the sound of a bell with being given the biscuit, so that in time, the dogs would salivate on hearing the noise – even without the presence of a treat. These early experiments in behavioural conditioning led to the subsequent stimulus-response psychological theory.

While appealing in its simplicity, we know that people are (usually) more complex than dogs, and their reflexes cannot always be as easily influenced. We must bear in mind that a stimulus – whether a biscuit, free lunch, or a monetary reward does not in itself elicit a particular response, it merely modifies the likelihood of a behaviour occurring.

Conditioning behaviour

Pavlov's classical experiments evolved into what we now call 'operant conditioning' where the worker responds to factors in his environment and moderates his behaviour accordingly. His behaviour is strengthened or 'reinforced' by consequences. The antecedent-behaviour-consequence model has become a staple in many organisations' approach to influencing safety behaviours. The antecedent (or 'activator' or 'trigger') invokes certain behaviours and a positive reinforcement strengthens the behaviour that produces it, while a negative reinforcement strengthens the behaviour that reduces the likelihood of the consequence.

Modern social learning theory has evolved along this line, but remember that the potential for occurrence of a behaviour depends on the expectancy that the ▶

This article – *The Pursuit of Safety* - in which I track the evolution of Behaviour-Based Safety from the early days of Jean Piaget and Burrhus Skinner, to the present day, was one of SHP's most popular articles in 2016 in both the print and online editions of the magazine, and was 'Top Story' online for several weeks (see next page):

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The pursuit of safety

The science of behaviour has evolved to a point where behaviour-based safety (BBS) has become a core element for many companies. Andrew Sharman looks back at its roots and ponders where we go from here. Think about the last time you were in a bad mood. Perhaps something didn't go as you planned at work? [...]

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THE HAPPINESS ADVANTAGE

PEOPLE AROUND THE WORLD CONSISTENTLY RATE SUBJECTIVE WELL-BEING AS THE MOST IMPORTANT THING IN THEIR LIVES – MORE SO THAN SUCCESS AND INCOME. FREQUENTLY IT EVEN RANKS ABOVE FAMILY TIES AND PERSONAL CONNECTIONS. AS WE KICK OFF 2018, LET'S DISCUSS HOW TO IMPROVE OUR HAPPINESS AND BOOST OUR WELL-BEING

Despite what we may at first expect, well-being is not directly related to socioeconomic status, gender, race, or level of income or education. So, the young administrative assistant cycling to work in their old tennis shoes may be as happy as the business leader driving to the office in her top of the range BMW and Christian Louboutin heels.

The desire to improve our well-being has grown immensely and in recent years the meteoric rise of self-help and personal-improvement books, apps, online forums and blogs certainly serves to underline this and fuel a constant loop of generating interest and providing satisfaction.

With the surge in interest, the definition of the term well-being has also become easier, with both the self-development authors and the social sciences moving to define the previously hard-to-classify term of "subjective well-being" with more clarity. Nowadays, well-being is about "feeling good", or perhaps in one word: "happiness".

THE HERITABILITY OF HAPPINESS

The pursuit of happiness seems to intrigue psychologists as much as it intrigues journalists, Hollywood film makers and society at large. Research suggests that we may be born "happy" – inheriting our cheerfulness and subjective well-being from our parents.

According to recent studies, we are all born with a level of happiness, known as the hedonic set-point. Fortunately, for most of us, our set-points are usually above zero, in other words on the happy side of neutral.

In a study of subjective well-being in more than 2 300 individuals, social psychologists David Lykken and Auke Tellegen at the University of Minnesota, found that almost

DRIVEN TO DISTRACTION

A RECENT STUDY BY THE WORLD HEALTH ORGANISATION REVEALS THAT THERE ARE NOW MORE MOBILE PHONES THAN PEOPLE ON THE PLANET. SO PERHAPS WE SHOULDN'T BE SURPRISED TO LEARN THAT MOBILE USE IS NOW THE BIGGEST CAUSE OF DEATH AT THE WHEEL AROUND THE GLOBE. IN THIS ARTICLE, ANDREW SHARMAN EXPLORES THE PSYCHOLOGY OF DISTRACTION ON THE ROAD AND IN THE WORKPLACE

A recent study of in-vehicle video footage estimated that around 22 percent of crashes are caused by driver distraction. Further, drivers who perform a secondary task, such as talking or texting on a mobile phone, while at the wheel are between two and seven times more likely to crash.

Drivers using mobile phones are now around four times more likely to be in a crash that causes injury – irrespective of being on a hands-free or hand-held phone. Interestingly, their crash risk remains higher than normal for up to ten minutes after the call has ended.

In Australia, researchers at Queensland University found that drivers using mobile phones have slower reaction times, difficulty controlling speed and lane position and they brake more sharply in response to hazards, increasing the risk of rear-end crashes.

Driver reaction times are 30–percent slower while using a hands-free phone than driving with a blood alcohol level of 0,05 grams of alcohol per 100 ml of blood (the current limit in South Africa), and nearly 50-percent slower than driving under normal conditions. Drivers who text while at the wheel are 23 times more likely to crash than a driver paying full attention.

So, with data like this, why do drivers continue to use their phones while on the road?

The research suggests that many drivers believe that they are always in full control of their vehicle and believe that using phones while driving does not pose a significant risk to them.

However, scientists at the University of Utah show that drivers are not able to correctly estimate how distracted they are, and 98 percent are not able to divide their attention without a significant deterioration in driving performance.

THE POWER OF BELIEFS

Ajzen's theory of planned behaviour (1980) has become one of the most popular in the prediction of an individual's
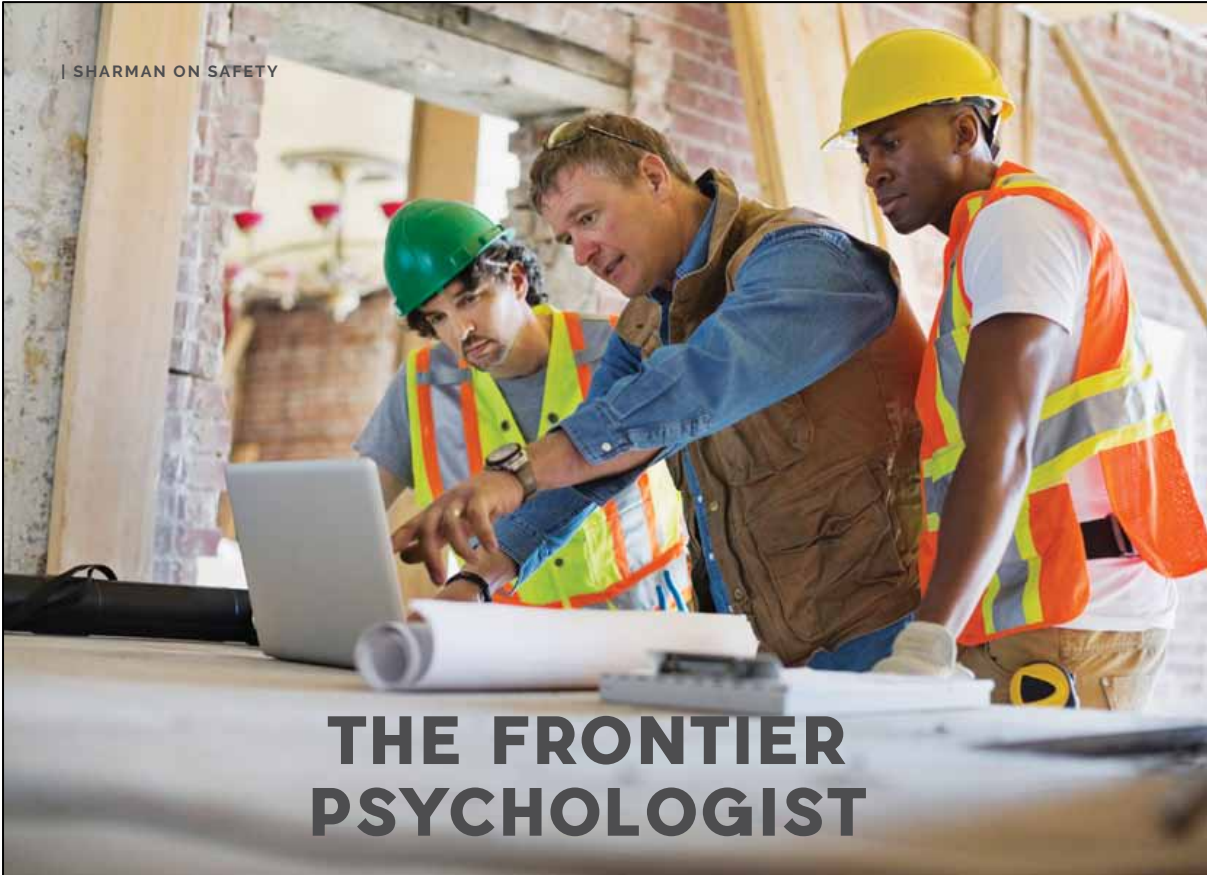
THE FRONTIER PSYCHOLOGIST

HOW CAN WE REVITALISE EMPLOYEE MOTIVATION AND INTEREST IN WORKPLACE SAFETY? ANDREW SHARMAN BELIEVES HIS NEW RESEARCH SHOWS THE WAY FORWARD

Traditionally, companies, around the world and across international borders and industries, have focused on building effective safety-management programmes to reduce workplace accidents.

However, now that the safety performance of many companies has levelled off, they're wondering what to do next.

DYING FOR THEIR JOBS

The International Labour Organization (ILO) reports that almost 2,8-million fatal accidents occur at work every year. This means that every day almost 7 700 people die of work-related disease or injury. By the time you've finished reading this article 80 people will have lost their lives at work.

In addition, there are around 374-million non-fatal, work-related injuries and illnesses each year. Many of these result in extended absences from work. It's certainly a sobering picture of the modern workplace – where workers have the potential to suffer serious consequences as a result of simply "doing their job". It's quickly apparent that the way we're doing things isn't working.

In a bid to understand why, we conducted research interviews with more than 60 safety directors, CEOs and operational vice presidents from leading multinational blue-chip companies based in Europe, Asia, North and South America, as well as the Gulf region and across Africa.

The findings are indicative of views from a diverse range of industries, with over 30 different industry sectors represented, including food and beverage production,

power generation and supply, automotive, oil and gas, aviation, public transport, chemicals, mining, heavy engineering and fast-moving consumer goods.

The questions posed reflected four strategic themes: Drivers for and challenges to great workplace safety; Safety innovation and inspiration; Confidence and competence; and Future focus.

By assuring the participants' anonymity, the ensuing dialogues provided a rich source of thought and opinion from some of the most influential international safety practitioners and business leaders around the world.

CURRENT WORKPLACE SAFETY MOTIVATORS

A number of important themes emerged from the interviews. The first was that safety performance in around half (49 percent) of the companies is driven by the desire to reduce injuries and fatalities through a "zero harm" campaign or initiative.

A third of respondents see this as their moral duty and feel the need to meet stakeholder and industry peer expectations.

The same percentage (34 percent) also believes that good safety performance is necessary to protect corporate reputation. Penalties in the form of regulatory fines and also the fear of enforcement action are a relatively small motivator, being cited by only around a fifth (18 percent) of interviewees.

However, the proportion of companies to have enshrined safety in their organisational values (as opposed to simply

BACK TO THE FUTURE

William Deming's 14 principles for management can transform the quality and effectiveness of business, argues **Andrew Sharman**.

Twenty years ago as a young engineer, my remit – alongside safety, health and the environment – also included quality.

At that time there was a concerted effort to drive the four disciplines together into one framework. I was told that because each could be managed with systems and frameworks it made sense to save time, effort and resource to have them fall under the responsibility of one department.

As a naïve youngster I nodded enthusiastically and got on with my work, enjoying the mix of activities in which I became engaged and sucked up the opportunity to broaden my skills base.

Since that time, the trend for integration appears to have reversed and for many organisations the four strands have become separated back out into specialist functions.

My own career progressed in a similar way – principally focusing on safety and risk, with peers taking on the baton for quality. I've continued to observe strong synergies between the disciplines, however.

Immediately following the recent global financial crisis, I picked up a book that I thought might inspire some new thinking.

Its title – *Out of the crisis* – certainly resonated even though the book had been around a while. Written in 1982 by William Edwards Deming, it argued that in order for organisations to succeed they needed only two things – commitment and an ability to open themselves up to new thinking.

Deming, considered by many as the 'father of quality', went on to articulate 14 principles for management to follow in order to significantly transform both the quality and the effectiveness of their business:

1. Adopt a new philosophy – we are in a new economic age, management must awaken to the challenge, learn their responsibilities and take on leadership for change.
2. Create constancy of purpose towards improvement of products and services, with the aim to become competitive and to stay in business. Decide to whom top management is responsible.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.

4. End the practice of awarding business on the basis of price tag.
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and continuously decrease costs.
6. Institute training on the job.
7. Institute clear leadership. The aim of supervision is to help people and machines and gadgets to do a better job.
8. Drive out fear so that everyone may work effectively and efficiently.
9. Break down barriers between departments.
10. Eliminate slogans and targets for the workforce asking for zero defects and new levels of productivity. These only create adversarial relationships.
11. Eliminate work quotas on the factory floor. Eliminate management by numbers and numerical goals.
12. Remove barriers that rob the hourly worker of his right to pride of workmanship.
13. Institute a vigorous programme of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

As I read Deming's propositions, a bell rang loudly in my head. The same is happening right now. Over 30 years after they were written, Deming's principles are as relevant today as they were then. In fact, arguably, Deming's principles are more relevant today than they were when originally published.

Nowadays, in a world where change is the new normal and business transformation is core to survival, these 14 points offer a clear framework for success. What's more, they provide us not just with guidance on improving quality, but also help us to create a robust roadmap for driving sustainable workplace safety improvements and building a robust organisational culture. Perfect – with or without a DeLorean. ∎

Andrew Sharman is chief executive of RyderMarshSharman – see page 4 for more details

Image © Alamy

A TALE OF THREE
SAFETY
LEADERS

Safety culture is often defined as "the way we do things around here". The nurse, the mechanic and the prophet help us to explore cultural differences from around the world and how leadership is key to creating safety excellence

I recently returned from a week of work in Siberia: three flights, two taxis and a train ride; it was certainly a long way from my home in Switzerland. It's Russia at its most remote.

I'm no stranger to long-distance travel: the previous week I'd been working in Johannesburg, one of my favourite places in my most favourite country in the world; glorious South Africa, where it had been upwards of 30°C with scorching sunshine and warm, happy faces everywhere.

In Siberia I had been well wrapped up in my goose-down jacket, woolly hat and gloves and thermal underwear: -25°C is no joke.

As I wandered downtown, dodging Russian drivers – keen to get wherever they were going – while simultaneously focusing on the snow and ice beneath my feet, it was clear that the relaxed flip-flops and the sunshine smiling "sawubona" of South Africa had been replaced with heavy boots and a sombre attitude of "let's just do what we need to do and then get back into the warmth".

With a temperature difference of almost 60°C between my work locations, and a physical distance of 11 366 km, it felt as though I really was on a different planet.

No matter where I find myself in the world, I'm always intrigued by the local culture. In South Africa I always feel that there is a real and true burning desire for learning and growth.

During each visit I make to the Rainbow Nation, many people I meet are keen to point out that their South Africa is "second world" by comparison to Europe. Yet, despite still being "under development", there's such a strong sense of pride regarding the journey completed so far, and a calm, understated confidence that the future is bright.

For many countries, pride and optimism can seem like a veneer, but in South Africa, in my experience, there is typically a deep and reasoned commitment, too. Working with South African clients always brings a smile to my face, as I see people from different backgrounds coming together to demonstrate a strong sense of community, team spirit and a mindful dedication to improving workplace safety.

KEEPING COOL: A BALANCED APPROACH TO LEADING

Despite the chill in the air, Siberia showed similar signs of humility and hunger when it came to improving safety. Working with the top team of an oil company, during our Safety Leadership masterclass workshops we'd been discussing how to develop safety culture and build authentic safety leadership.

We'd been exploring classical styles of leadership and with many of the executives present coming from engineering backgrounds, they identified with the transactional style as their own natural or "default" style.

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I got a
feeling ...

When organisations work to holistically integrate health and safety into their operations, the benefits include lower incident rates, enhanced employee engagement, increased motivation and improved productivity. ANDREW SHARMAN explores the role of "felt leadership" in health and safety at work

The traditional view of culture change is that it is deemed to be effective only when everyone is involved; from the boardroom to the shop floor – every leader, manager, supervisor and frontline worker.

Of course a coordinated approach is best, but, frankly, it is nonsense to suggest that only a totally inclusive approach can be impactful. I would not argue against the notion that 100-percent engagement of the entire workforce would be beneficial in many respects, but I don't believe that it has to be an "all or nothing" approach to influencing safety behaviours.

In his magnificent and highly provocative book *Viral Change*, psychiatrist Leandro Herrero explains that culture change works one person at a time. Herrero tells us that change is most effective when it spreads like a virus; step by step, gradually infecting everyone – just like catching the common cold from that guy sneezing next to you on the bus.

When we realise that effective change comes from this individualised action, not only does developing a positive safety culture feel more achievable, it actually becomes more practical to manage too.

"Felt leadership" operates in exactly the same way as this sort of viral-change process. It's not necessarily a new style or theory of leadership; instead we might consider it the distillation of some of the more impactful elements from a range of schools of thought on leadership.

It's essentially about "walking the talk", demonstrating that commitment to safety is as strong as it's claimed to be. In my view, it's the foundation for building trust and supportive relationships at all levels within the organisation.

Done well, felt leadership moves an organisation from a focus on compliance, to a deeper, more cultural approach, based on shared commitment. And the results can be impressive!

Over time, many organisations have found that their safety cultures have been considerably enhanced through the application of felt leadership. Studies have shown that good safety leadership can positively influence the safety behaviours of workers by up to 86 percent, and reduce incidents and accidents by around 35 percent.

The benefits don't stop there, however, as it's known that improving safety culture and performance delivers sustainable, shared value to other areas of the business too, such as quality, delivery speeds and operational efficiencies.

The corporate bottom line is also positively impacted – as organisations with good safety performance also appear to have better economic performance.

Is there a connection between the two? The answer is undeniably "yes", as reduced incident rates and improved working conditions boost employee morale, enhance engagement and generate positive influence over productivity and, therefore, profitability.

VALUES-BASED LEADERSHIP
For leadership in safety to be "felt" by those

The X factor:
10 habits of exceptional safety leaders

Nowadays it seems that the world of work is all about leadership. Take a look around your local bookstore, or that kiosk at the airport departure gate and you'll find myriad titles proclaiming the latest leadership brand, process or method. Sure, there's probably something in each of these books that may inspire you, but, with so many choices, where should you begin if you desire to develop your own learning?

Despite the wealth of book titles, blogs and research papers, great leadership can still be hard to define – and to understand. What is it really? We've all probably found ourselves working for a great leader at some point – and we've felt it, but even those leaders we hold high in our estimations may have a tough time explaining just what it is that makes them so effective.

Great leadership is fluid, dynamic and complex – there's no one-size-fits-all secret recipe for success, instead it's about how we use a range of skills in certain contexts or situations.

When it comes to matters of safety at work, leadership is the glue that binds everything together. It's the flag that points the way forward. It's the difference between people going home or not.

We've come into the "age of leadership", where everyone has a role to play. Whether you're a leader through bestowal of a title, (such as director, vice president or head of department), or a leader of people, teams, functions or activities – you are looked upon to lead.

In this new age, however, those without these obvious "leadership responsibilities" also have the potential to lead effectively ... What can we, as practitioners, learn from the art of leadership that will benefit health and safety at work?

GOING BACK TO OUR ROOTS

Around 430 BC, Xenophon was born in Athens. He went on to become a soldier and an historian, though he is remembered more easily as a student of Socrates. Although Xenophon was not regarded as one of the classical Greek philosophers, his writings have shaped much of the modern-day science of leadership.

In some of his more considered writings, Xenophon pares down the art of leadership and reveals the importance of building culture:

"The true test of a leader is whether his followers will adhere to his cause from their own volition, enduring the most arduous hardships without being forced to do so, and remaining steadfast in the moments of greatest peril."

In our pursuit of safety excellence, many of us have, like Xenophon, come to learn that effective leadership is about going beyond technical knowledge and a focus on compliance, in order to develop a sense of maturity that allows us to gain an understanding of people, their behaviour, motivation and influence.

Socrates would remind Xenophon that: "wisdom begins in wonder". So, if we could be included in their discussions now, what wisdom might Socrates and his student bestow upon us in order to become great safety leaders? Here are ten essential traits and behaviours that we've identified through our own research on leadership – each supported with a more modern-day quotation.

1. Action visualisation
"Where there is no vision, the people perish." – Proverbs 29:18

Great safety leaders visualise the target, but also clearly see and articulate the steps

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YOU'RE GONNA NEED A BIGGER BOAT

IT'S BEEN MORE THAN 40 YEARS SINCE THE MOVIE *JAWS* SCARED US ALL OUT OF THE WATER, YET THERE IS MUCH THAT MOVIE CAN TEACH US ABOUT ORGANISATIONAL CULTURE AND THE WORK OF THE SAFETY PRACTITIONER

Sure, you may well have vowed never to go back in the water again after watching the film, but *Jaws* catalysed a fascination of sharks in me. Several times each year, a team of fellow divers and I charter a boat and head off into the "deep blue" to get "up close and personal" with these magnificent creatures.

Following a day of formidable diving with more than 20 different great white sharks, our group settled into the boat's saloon, cold beers in hand, for that night's movie. On screen, as the beautiful blonde slips into the water for a moonlit dip, that familiar theme quickly penetrated our brains. Duh-Duh, Duuuh-Duh, Duh-Duh, Duh-Duh, Duh-Duh...

I've seen the movie *Jaws* hundreds of times since its release in 1975 and – despite the shark losing in the end – it remains one of my all-time favourite films. After this recent viewing I found myself reflecting a little more deeply. I concluded that the movie is an incredible parallel of the work of safety professionals in many organisations around the globe.

"WELCOME TO AMITY, CHIEF!"

First, we meet the police chief Martin Brody, freshly flown in from the big city to lead the local police force on the quaint and peaceful holiday island of Amity. The chief is in "sponge mode" as he tries to figure out his surroundings, learn local lingo and understand who the movers and shakers are – in just the same way a newly appointed safety practitioner gets used to the culture when joining a new organisation.

When the body of Chrissie (the moonlight swimmer) is found washed up on the shoreline, the shock waves penetrate the local tightly knit community. A ripple of panic washes over the island when the coroner concludes that the girl lost her life due to a shark attack. Brody must take action – but how? He's never had to handle a shark attack before, so his instinct takes over.

Stepping up, he responds by having his team swiftly close all of the beaches. News just in tells him that there are boy scouts completing a swimming test over in the lagoon. As a father, Brody is immediately concerned and
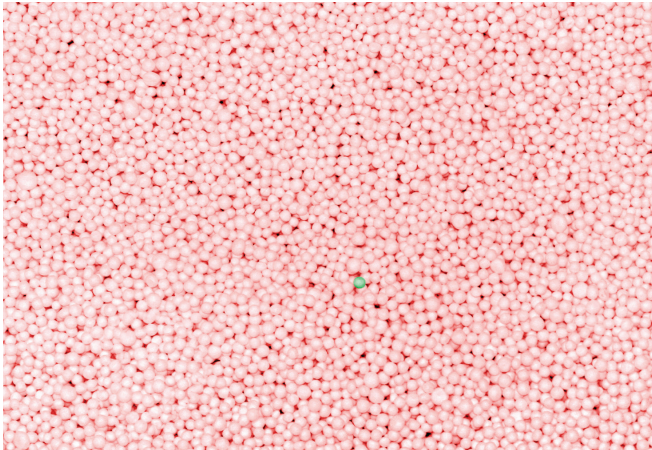
NOW YOU SEE IT NOW YOU DON'T

Studies have shown that even the most attentive, intelligent and vigilant people suffer from inattentional blindness. **Andrew Sharman** reflects on what it could mean for safety at work.

The classic example demonstrating *inattentional blindness* is that video clip with the gorilla. Did you see it? Psychologists Daniel Simons and Chris Chabris recreated the original study in 1975 by Ulric Neisser where two basketball teams pass the ball around. A person wearing a gorilla suit wanders onto the court, thumps his chest and wanders off. In trials conducted by the team at Harvard University typically around 60 per cent of viewers do not see the gorilla. How could this be possible? Before the clip is played, the viewers are asked to count how many times the ball is passed within a certain team. They expect to see the ball moving between players and focus on this task so intently that the gorilla is simply not noticed.

Inattentional blindness is not a cognitive or visual defect. It's essentially an issue of awareness – principally the failure to notice an entirely visible, though unexpected object because our brains are otherwise engaged. There's a limit to what our brains can cope with you see. In deciding where to focus, our brain scans around 30-40 pieces of data (sights, sounds, smells etc.) every second until something grabs its attention. It then filters out what it feels is important and the rest gets left behind.

How can it be that we continue to miss so many significant events? Well, when choosing where to focus its energy, the brain applies four filters:

- **Capacity** – Our capacity to pay attention is essentially down to our mental aptitude and influenced by a range of factors, including age, education, distraction, fatigue and drug or alcohol consumption.
- **Expectation** – Our past experiences shape our future expectations. As an example, on a recent visit to one of our clients' factories, when I asked why employees did not respond to the warning alarms on a production line they told me that because the alarms go off with such regularity but are usually 'false alarms', they now didn't notice them at all.
- **Mental workload** – The perceptual loading of the brain increases the likelihood of *inattentional blindness*. Chances increase when our attention is diverted to a secondary task, for example, filling in an online form while holding a conversation about an important subject.
- **Conspicuity** refers to the degree to which an object or information jumps out to command our attention. Our brains are drawn to sensory conspicuity – the contrast of an object against its background – like a bright red car on a sunny day on the road or cognitive conspicuity where we are more likely to notice something particularly relevant to us – for example the same car as the one we are driving on the motorway.

These filters can bring benefits, such as blocking out distractions to allow us to concentrate on a task in hand. But because most of us tend to be unaware of the limits of our attention we take on other activities while engaged in primary tasks and it's here that the real risk lies when it comes to safety.

Think about using a mobile telephone while driving. For many people, it is perceived to be an acceptable task, convinced that they would notice a sudden event occurring, but even with the bright red flash of brake lights, they don't. One-in-every-four road crashes involves a driver on the phone. Isn't it time to consider their impact on our attention?

Next time your accident investigation draws you to conclude that the individual involved was negligent, careless or 'not paying attention', take a step back. Studies have shown that even the most attentive, intelligent and vigilant people would suffer the same degree of *inattentional blindness* in similar situations. So consider the four brain filters carefully and see whether you notice any gorillas. ■

Andrew Sharman is chief executive of RyderMarshSharman – see page 4 for more details

Every day we make quick decisions based on little information, leading to both good and bad consequences. **Andrew Sharman** examines heuristic thinking and its significance in the world of safety.

UNCONSCIOUS THINKING

B ack in 1974, a seminal year of health and safety, Daniel Kahneman and his partner Amos Tversky made a groundbreaking discovery while researching why humans struggle to think statistically. They identified that the human brain was capable of taking mental shortcuts to solve problems or issues that we are faced with.

A 'heuristic', to give them their proper name, is by Kahneman's definition: "A simple procedure that helps find adequate, though often imperfect, answers to difficult questions."

Heuristics are the little 'rules of thumb' that allow us to quickly process and conclude an efficient decision without having to pore over information or deliberate what our course of action should be.

Kahneman and Tversky suggested that there are three main types of heuristics:

Availability heuristics help us to estimate the probability and likelihood of something happening based on information we can recall. Studies suggest that those events we can bring to mind quickly and easily are those that have occurred most recently. For example, if the news reports several road accidents on a certain stretch of highway, then we may believe that it is more likely to suffer a crash on that particular road and avoid that route for the near future.

Anchoring heuristics are based on the idea that we often take decisions related to specific reference points within our memory. These reference points act as anchors to connect historical information to the present. For example, if a manager was involved with a serious fall from height incident earlier in her career, future discussion on this topic will often trigger her thought process to pull against this anchor in her mind. This may result in either a raised level of awareness and knowledge, or conversely, perhaps a degree of over-sensitivity and a reluctance to engage.

Representativeness heuristics help us to predict the probability of something happening based on the proportion of relevant items in play. For example, if I take a jar of coloured candies, some red, some blue and ask you to tell me which colour of candy will be drawn next from the jar, you would no doubt want to know how many of each colour I had placed in the container. When I tell you that 75 per cent of the candies were red, you would likely guess that red would be the colour of the next one to be drawn. This proportion is known as the *base rate*.

The representativeness heuristic is significant in our world of safety. Where a base rate appears to be in our favour we can be lulled into a false sense of security – for example, when we experience a period of time without an accident at work. Our confidence begins to grow and it becomes easy to believe that we have the ability to predict random events (accidents, or blue and red candies) from the *base rate* data to hand (our chart of historical rates or the data I gave you on sweets in the jar).

By their very nature, heuristics are used without our conscious thinking. As Kahneman says, they are a "consequence of the mental shotgun, the imprecise control we have over targeting our responses" to the questions or issues we face.

On one side, they make it easy for us to respond quickly to difficult situations, avoiding the need for long, deep thought. But heuristics have a flipside. They may lie behind the unconscious errors that we create as we go about our daily business and lead us into taking decisions and setting targets rather naively. ■

The full version of this article is available online at shponline.co.uk

Andrew Sharman is CEO of RyderMarshSharman – see page 4 for details

A famous US study in the 1920s came to the conclusion that some people work harder and perform better when they are aware that they are being observed. **Andrew Sharman** shines a light on the Hawthorne Effect.

BEHAVIOUR CHANGE

Could it be that those around us significantly influence our performance?

Elton Mayo, an Australian sociologist proved that they could. Back in the 1920s Mayo and his crew wanted to study the effect of physical work conditions on productivity when they arrived at the Western Electric Company factory in Hawthorne, a suburb of Chicago, in the United States.

Two groups of employees were the subjects of the study – one group was exposed to variations in lighting in their production areas, while the second (the 'control group') worked in an area where lighting remained unchanged for the period of the study. The expectation was that those working with enhanced lighting would be more productive.

Day after day the lighting was gradually increased and the research team observed dutifully. As anticipated, the productivity of workers in the highly illuminated group was found to improve. Brilliant news: just by improving workplace lighting businesses around the world could maximise productivity.

But on reviewing the data for the control group – the one without the enhanced lighting – the scientists found that their performance had also improved.

Shortly after the study ended Mayo received an update from the management at the factory: the productivity of both groups had fallen back to previous levels.

Rethinking their hypotheses, the scientists concluded that productivity increased not due to the changes in the work environment, but because of the observation of the workers by the research team during the study.

The 'Hawthorne Effect' as it has become known, refers to the tendency of some people to work harder and perform better when they are aware that they are being observed.

Individuals appear to change their behaviours as a direct result of the attention they receive. By further exploring the beliefs and creeds which make individuals feel part of an integrated group Mayo concluded that beyond the power of observation was the importance of group dynamics.

He reported: "The desire to stand well with one's fellows, the so-called human instinct of association, easily outweighs the merely individual interest and the logic of reasoning upon which so many spurious principles of management are based."

Mayo's studies revealed that it was this sense of team spirit, based on unwritten codes of conduct within the group formed themselves that determined the output of individual workers. While the work environment may be important for comfort and wellbeing, the desire for groups to be seen to be efficient and effective was a greater driver for action.

The Hawthorne studies provide two key learnings for those interested in improving safety at work:

- The act of observation in itself has the power to influence human behaviour. This is because individuals usually appear to want to be observed, quite literally, in 'the best light'.
- Beyond 'looking good' as an individual, people take pride in demonstrating their efficacy and contribution in a group.

So what can we do with these study findings?

First, think about the process of observing workers in your organization. Are your workers acting so as to be seen in 'the best light'? What happens when the light stops shining on them? Does their behaviour change like the workers at Hawthorne?

Then consider how you might encourage the formation of strong bonds, positive beliefs, creeds and unwritten codes of conduct within the work teams.

Instead of laughing from the sidelines when people make mistakes, why not more whooping with appreciation when they get things right? Very soon your workers might just be flying high thanks to your recognition. ■

Andrew Sharman is chief executive of RyderMarshSharman – see page 4 for more details

MASTERING YOUR MIND
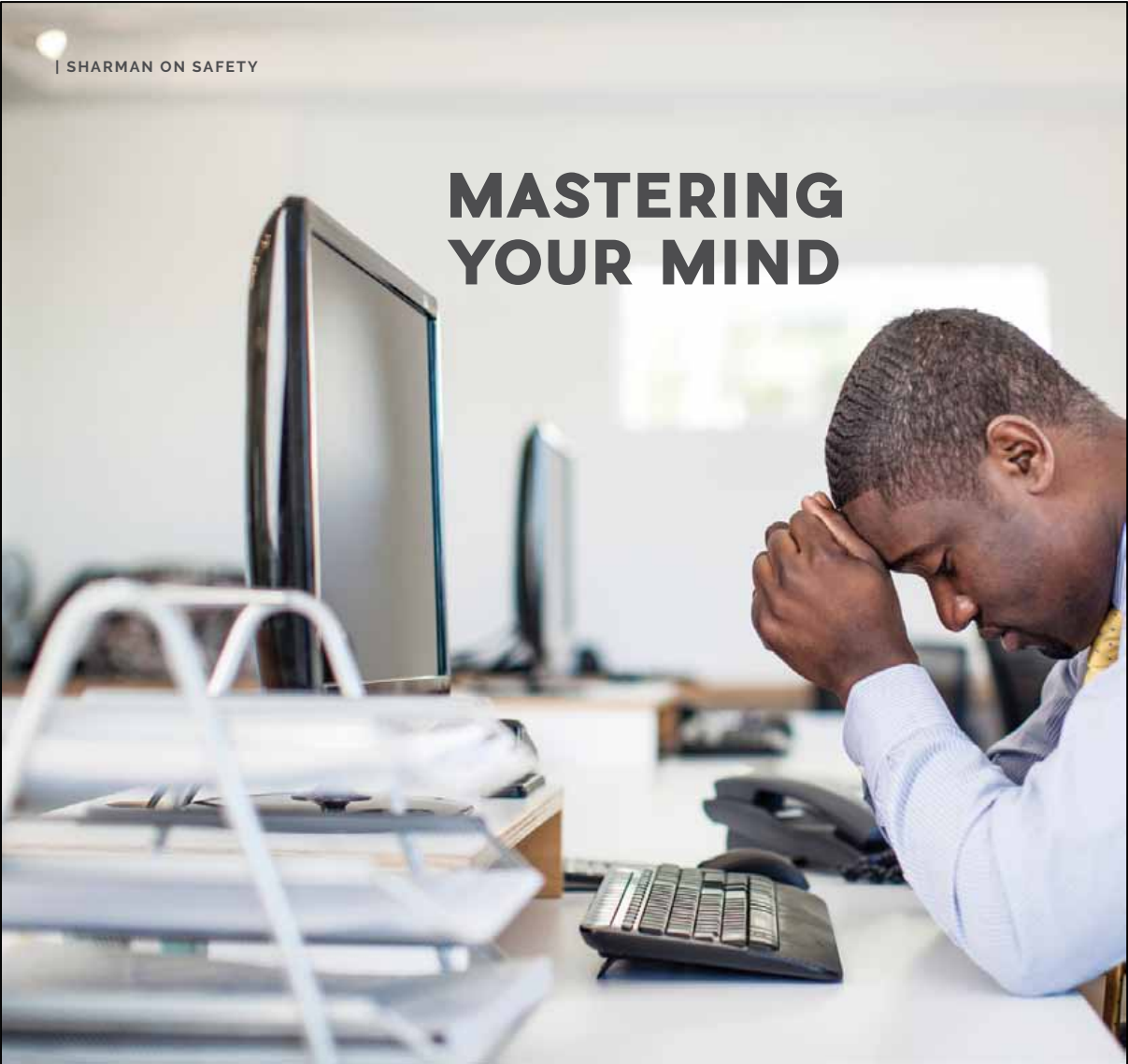
WHETHER STRESSED OUT AT WORK, OR SITTING ON VENICE BEACH SIPPING AN AROMATIC COFFEE, THE ABILITY TO BE MINDFUL AND LIVE IN THE MOMENT CAN HAVE PROFOUND EFFECTS ON ONE'S LIFE

As a kid I wasn't big on television. I forsook cartoons, *Blue Peter*, and the Australian soap-opera *Neighbours* for a show I never believed I'd be interested in. Even today, looking back, I'm amazed I passed up Colt Seevers in *The Fall Guy* (a very big deal for me, aspiring as I was to be a stuntman, like Colt) for a show where an aging gent swivelled around in his chair to ask members of the public a series of random questions.

Mastermind ran for 25 years on British TV, and as that menacing theme tune kicked in I could hardly wait for Magnus Magnusson to look down his nose and ask the first question.

As humans, we're addicted to questions. Our minds love to work. Look around you on the bus, train or plane – how many passengers are locked into crosswords, Sudoku, word-searches, *Tetris* or *Candy Crush*?

David Adam, talking in his memoir on his own obsessive compulsive disorder (OCD) is remarkably erudite: "The mind is a thought factory. Every day it processes a conveyor belt of thousands of thoughts, good and bad, happy and sad, useful and intrusive. The factory must decide how to act on them and then issue instructions to respond.

"We each do this differently, based on our unique combinations of early experience, environment and biology; our biases, preconceptions and knowledge. The conveyor belt always rolls and new thoughts arrive in a constant stream. Something always comes in and something always goes out."

Behavioural Safety

Strengthening your safety culture: a tale of two leaders

By Andrew Sharman Posted March 31, 2016 In Behavioural Safety, Blog, Trending

Andrew Sharman describes how a week in Siberia, alongside battling the cold, has left him intrigued by two leaders with different styles and how they can be used to motivate and influence.

I've just returned from a week of work in Siberia: three flights, two taxis, and a train ride, it was certainly a long way from home. It's Russia at its most remote.

I'm no stranger to long-distance travel: the previous week I'd been working in Durban, South Africa. Over there it'd been 35 degrees Celsius, scorching sunshine and warm, smiling faces, while all week in Siberia I had been well wrapped up in my goose-down jacket, woolly hat and gloves and thermal underwear – minus 25 Celsius is no joke.

As I wandered downtown, dodging Russian drivers, while simultaneously focusing on the snow and ice beneath my

Behavioural Safety

Catching the safety virus: the power and potency of social contagion

By Andrew Sharman Posted May 11, 2016 In Behavioural Safety, Culture And Behaviours
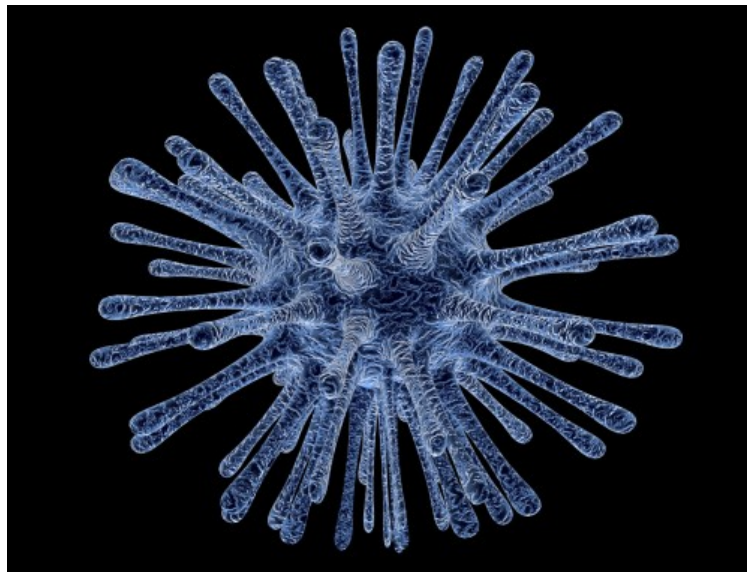
It's that time of year isn't it? The guy on the train sneezes, and a couple of days later you've caught his cold. Your kid comes back from school with a runny nose, and soon you have the same. The teacher helpfully adds that "most of the children have the same right now". There's something 'going around'.

When a friend suffers a loss, it's hard for us not to become bound by the same feelings as we empathise and grieve with them. As you gather round to watch a relative blow out the candles on her birthday cake, you can't help but feel her excitement and smile too. What's happening here? At the University of San Diego James Fowler & Nick Christakis found that **emotions are contagious** – just like the common cold. For example, if you have a happy friend, the chance of you becoming happier when around them jumps by nearly 25%.

Behaviours are contagious too

Blog

The Challenge with Challenger: One small step for mankind, one giant leap for safety

By Andrew Sharman Posted February 15, 2016 In Blog, Culture And Behaviours

In his second blog for The New Rules of Safety, Andrew Sharman explains how a chance meeting on an aeroplane led to a reflection of the culture at NASA when the challenger exploded 30 years ago, and where a culture of risk wasn't fully understood by the leaders.

Long haul flights are always interesting. I typically use the time to catch up on emails and paperwork, or sometimes just to kick back and watch a movie and enjoy a bit of R&R. They're also useful opportunities to have a good old think.

Culture And Behaviours

The new rules of safety – talking about a resolution

By Andrew Sharman Posted January 28, 2016 In Culture And Behaviours, Workplace psychology

Don't just sprint to the finish – take time to reflect fully on the work you've done

By Andrew Sharman

It's that time of year isn't it? Over the last few weeks you might have sat down with paper and pen, perhaps a glass of something seasonal in hand, and considered how you'd make 2016 a good year. Setting resolutions has become a time-honored tradition for many of us – eating better, going to the gym more, losing weight, and learning a language often feature in top tens around the world. But new research from Harvard University reveals that less than 10% of us

Feature

14 principles of health and safety management

By SHP Online Posted *December 4, 2015 In Feature, Safety Training and Development*

William Deming's 14 principles of management can transform the quality, safety and effectiveness of business, argues **Andrew Sharman***.*

Twenty years ago as a young engineer, my remit – alongside safety, health and the environment – also included quality.

At that time there was a concerted effort to drive the four disciplines together into one framework. I was told that because each could be managed with systems and frameworks it made sense to save time, effort and resource to have them fall under the responsibility of one department.

As a naïve youngster I nodded enthusiastically and got on with my work, enjoying the mix of activities in which I became engaged and sucked up the opportunity to broaden my skills base.

Since that time, the trend for integration appears to have reversed and for many organisations the four strands have become separated back out into specialist functions.

My own career progressed in a similar way – principally focusing on safety and risk, with peers taking on the baton for quality. I've continued to observe strong synergies between the disciplines, however.

Since February 2016 I've been writing a regular blog feature for **SHPonline** – the world's most popular safety news site https://www.shponline.co.uk

In the feature, called **The New Rules of Safety** I challenge people to go beyond the traditional approach, and share ideas and concepts from my practice. There are now 23 'new rules' which can be found here: https://www.shponline.co.uk/?s=new+rules+of+safety+sharman

Below some screenshots show the features.
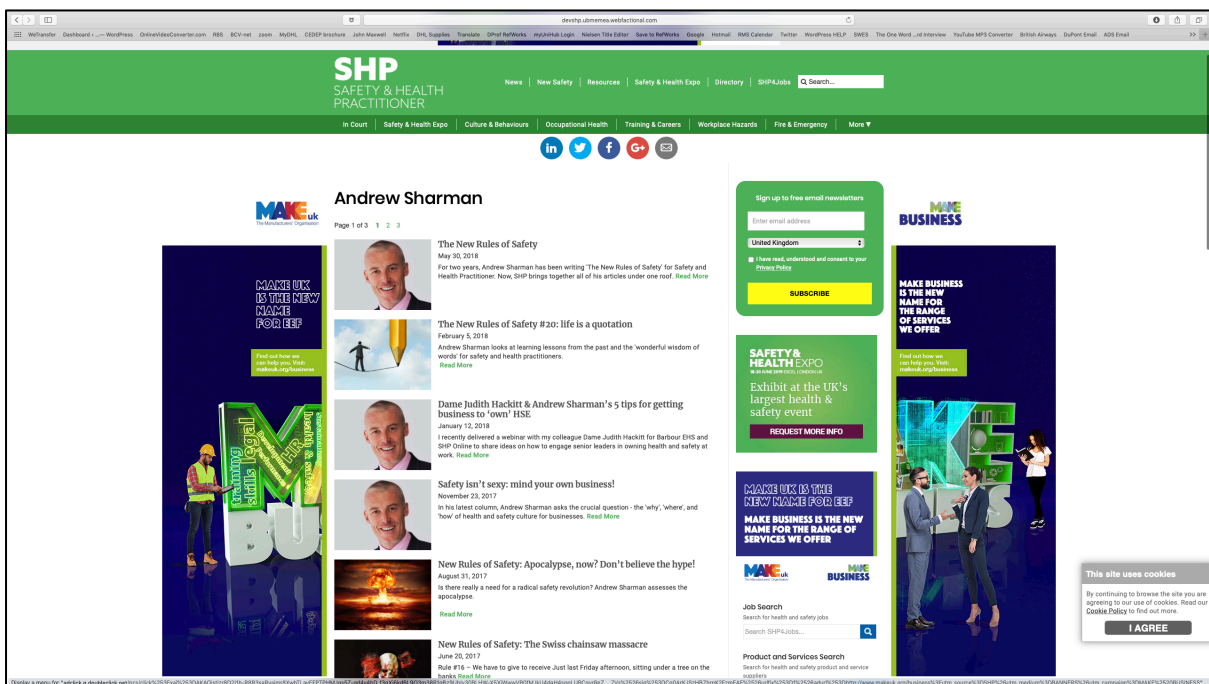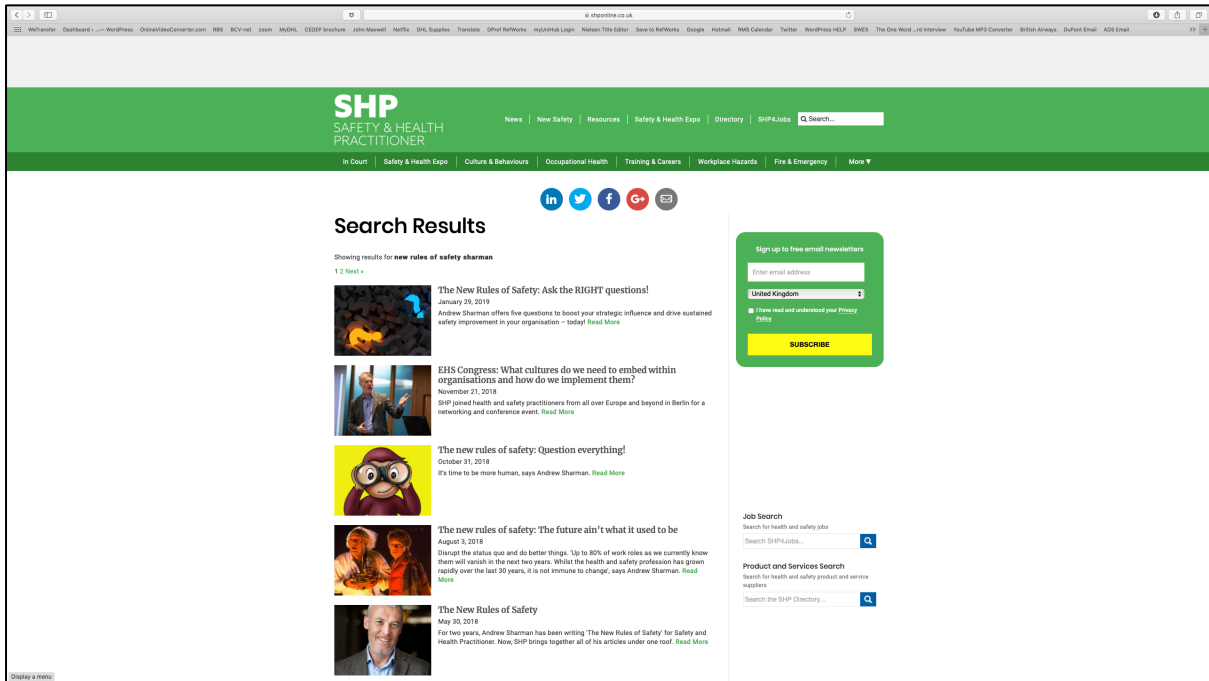
New Rules of Safety: The Big Bang Theory
January 4, 2017
By Andrew Sharman Many of us will have started the new year with a bang. In December 2016 the British Read More

Video: Tales of the unexpected – inattentional blindness
December 13, 2016
In his second video for SHP Safety Talks, Andrew Sharman, CEO of RMS, introduces the concept of inattentional blindness and invisible gorillas. Read More

Video: two lies, one truth – the science of social norms
November 28, 2016
In his first video for SHP Safety Talks, Andrew Sharman, CEO of RMS, introduces the game 'Two lies, one truth', asks what makes people reuse their towels in hotel bathrooms, why people give money to buskers, and explains how all of this applies to health and safety. Andrew gives an insight into why people behave the way they do, drawing on his vast depth of experience and understanding. Read More

New Rules of Safety: Searching for silver bullets in safety: focus on the 'how'
November 9, 2016
By Andrew Sharman Traditionally, when it comes to workplace safety, we focus on the what – the processes, systems and Read More

New Rules of Safety: Weights, dates and frequency rates – when is 'good enough' good enough?
October 6, 2016
By Andrew Sharman Dropping my bag at Capetown International Airport today I was surprised to be told that it Read More

Anarchy in the UK? Or just 'how we do things around here'?
August 8, 2016
By Andrew Sharman During a visit to London last week I took my place on the underground train next Read More

New Rules of Safety: The savvy safety leader's guide to spotting a wrong 'un
June 8, 2016
By Andrew Sharman During our safety leadership workshops I'm often asked "What are the key traits or behaviours of a Read More

New Rules of Safety: Catching the safety virus: the power and potency of social contagion
May 11, 2016
It's that time of year isn't it? The guy on the train sneezes, and a couple of days later Read More

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Dame Judith Hackitt & Andrew Sharman's 5 tips for getting business to 'own' HSE
January 12, 2018
I recently delivered a webinar with my colleague Dame Judith Hackitt for Barbour EHS and SHP Online to share ideas on how to engage senior leaders in owning health and safety at work. Read More

Safety isn't sexy: mind your own business!
November 23, 2017
In his latest column, Andrew Sharman asks the crucial question - the 'why', 'where', and 'how' of health and safety culture for businesses. Read More

New Rules of Safety: Apocalypse, now? Don't believe the hype!
August 31, 2017
Is there really a need for a radical safety revolution? Andrew Sharman assesses the apocalypse.
Read More

New Rules of Safety: The Swiss chainsaw massacre
June 20, 2017
Rule #16 – We have to give to receive Just last Friday afternoon, sitting under a tree on the banks Read More

New Rules of Safety: Russians are efficient, Chinese like to take it slowly
April 25, 2017
Juxtaposing the similarities and differences of global stereotypes I've spent the last 4 weeks in 4 different countries. But this Read More

Video: cognitive bias and tossing coins
April 6, 2017
Using jars of sweets and tossing coins, Andrew Sharman explains how probability works in relation to accident – the mental Read More

Rule #14: statistics don't stir us, people do
February 15, 2017
Heads, hearts and hands – why you prefer Netflix to numbers. Andrew Sharman explains how stories of people are more Read More

Video and infographic: zero accidents and the fear of failure
February 10, 2017
From zero caffeine, to zero tolerance to zero liability – zero is everywhere. But what does zero mean in our Read More

NEW RULES OF SAFETY

The New Rules of Safety: Ask the RIGHT questions!

Andrew Sharman offers five questions to boost your strategic influence and drive sustained safety improvement in your organisation – today!

In a previous post for *The New Rules of Safety (Rule #22)*, I suggested that we need to be more curious, and to question everything.

In that article I explained that modern safety leaders need more than just technical skills to survive in a VUCA (Volatile, Uncertain, Complex & Ambiguous) world. Adaptability to change, the ability to tolerate adversity, make decisions quickly (and well!), and have an entrepreneurial spirit – essentially by finding opportunities to add value – are all essential tools for those striving to be the best.

Beyond these skills, I reckon one thing many OSH practitioners (and business managers and leaders) lack is the art of being curious. In questioning the why of what we do what we do.

Just this week I was in a room standing in front of 43 of the most senior leaders of a global FTSE100 corporation, a household name, and 30 minutes in to our workshop there was not a single question asked by the audience. Despite my usual deliberately provocative style, they all sat in silence. By coffee time they'd warmed slightly, so I started asking. Feedback was fantastic, they were loving the session, but I couldn't help but wonder why they weren't asking about what I was sharing. *"Because we don't have time for questions when we're working usually"* was the response. WOW!

It doesn't matter whether you're a CEO, an Ops VP, or an OSH practitioner, being a strategic leader is all about asking the right questions.

So how can you, as an OSH practitioner be more strategic as a leader? You can start by asking yourself – and your

In an attempt to bring the gap between safety practitioners and the world of business leadership, I developed a monthly feature in *IOSH Magazine* called ***The Business Book Club***, here is a sample of those columns:

New campaign to stop entrapment

Supervisors, managers and workers in the mineral products industry are to receive new guidance on "lock-out, tag-out, try-out" (LOTOTO) procedures to prevent workers being drawn into or trapped by heavy equipment.

The guidance is part of an entrapment reduction campaign launched by the Strategic Forum for Health and Safety in the Mineral Products Sector.

LOTOTO builds on the lock-out, tag-out procedure, which ensures that power sources are isolated before maintenance work can start. The additional try-out step requires operators to test the controls before they can complete their tasks.

The forum said "everyone in the industry" would receive a LOTOTO guide early this year. The Mineral Products Association (MPA) – the trade body for the UK's aggregates, cement and concrete industries – developed it "to encourage a high level of engagement between workers, supervisors and managers on safe working".

The MPA has previously said of LOTOTO: "This simple addition to the process would identify if there are any faults with the isolation points and, if there are, any work wouldn't be carried out until the investigation into the fault has been diagnosed and [it is] safe to continue."

Supervisors and managers will also receive guidance by the Mineral Products Qualifications Council and the Institute of Quarrying on explaining the procedure.

The third part of the campaign requires site managers to carry out annual maintenance on the machinery.

"As a result, the campaign will ensure that all equipment is fit for purpose, that everyone knows how to safely use it, and that workers, supervisors and managers routinely discuss and check that their arrangements are safe," the forum said.

Out Now

Medical Fitness to Operate Construction Plant

Revised version of Strategic Forum Plant Safety Group's good practice guide details the medical fitness assessment process.

Talking Toolkit: preventing work-related stress

UK Health and Safety Executive guide for line managers on how to structure conversations with staff about work stressors. Provides six templates to manage different conversation scenarios.

View these at:
ioshmagazine.com/resources

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

The years between 722 and 481 BCE are known in Chinese history as the spring and autumn periods.

A region of seven nations was engaged in constant warfare. Sun Tzu was a general under King Helu and proved an effective strategist.

He wrote *Art of War* as a guide for military officers planning strategy. Sun Tzu saw war as a form of art, requiring thought, vision and dexterity.

Today, though, we might reclassify his approach as the "science of war" as he strips back and analyses the factors to consider when engaging an enemy.

Whatever could this book have to do with the art and science of safety management?

For centuries, business and military leaders and politicians have thumbed its pages seeking guidance on handling their subordinates and their competitors. Executive education programmes use it to inform modern management. If OSH practitioners are to be more aligned with the business world, this is a great place to start.

The little book – just 70 pages – presents seven key elements that make the difference between success and failure on the battlefield. These include: knowing the enemy; knowing one's strengths and weaknesses; understanding the physical environment; and the importance of maintaining morale among the troops.

The text reveals that smart thinking, strong leadership and clever management of resources provide a solid foundation for success.

Using a metaphorical lens, seeing "combat" and "enemy" as synonyms for risk and accidents, and viewing the workforce as your army, you can use the book as a guide to improving workplace protection.

In the first chapter, Laying plans, Sun Tzu reminds us of the importance of good leadership: "The leader of armies is the arbiter of the people's fate, the man on whom it depends whether the nation shall be in peace or peril... The enlightened ruler lays his plans well ahead; the good general cultivates his resources".

The book underlines the importance of culture: "We are not fit to lead an army on the march unless we are familiar with the face of the country". On technical knowledge: "He who exercises no forethought but makes light of his opponents [here, think 'risks'] is sure to be captured by them." The reader is reminded of the value of critical thinking: "Ponder and deliberate before you make a move".

But it's the lessons on people that are perhaps the most salient: "The sight of men whispering together or speaking in subdued tones points to dissatisfaction amongst the rank and file." And: "Carefully study the wellbeing of your men and do not overtax them."

There are even reminders on innovation and continuous improvement: "Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the variety of circumstances".

If you are ready to wage war on workplace risk and ensure that your army returns safely at the end of the day, *Art of War* provides an excellent treatise on thinking carefully before deploying your forces.

A timeless text, and highly recommended before you write your next battle plan.

Government to toughen fire regulation in light of Hackitt review recommendations

The UK government has agreed to introduce a new regulatory framework to improve fire safety in high-rise residential tower blocks.

Housing minister James Brokenshire confirmed in December that the government would implement all the recommendations made by Dame Judith Hackitt in her *Independent Review of Building Regulations and Fire Safety*, published last May.

The review followed the Grenfell Tower fire in west London in June 2017 when 72 people died.

The new regime will mandate named dutyholders for fire safety compliance at the design, construction and occupation stages of residential buildings of ten storeys or more.

High-rise housing projects will also be obliged to pass through a series of "gateways", points at which the regulators will approve fire safety arrangements before allowing the next stage to begin.

Hackitt's report concluded that a lack of clarity on roles and responsibilities and inadequate regulatory oversight and enforcement had led to a "race to the bottom" in building safety practices.

Announcing *Building a Safer Future*, the government's implementation plan (bit.ly/2R92Y3F), Brokenshire mooted the establishment of a statutory joint competent authority. This would oversee the management of safety risks across a building's entire lifecycle, govern compliance and have the power to sanction dutyholders.

Hackitt's report called for tough penalties, including imprisonment and unlimited fines for construction contractors found guilty of flouting fire regulations. Her final report recommended that the "sanctions and

The business book club
Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

Tom Peters is one of the most influential business writers of the past four decades. First published in 1982 *In Search of Excellence*, Peters's debut work, has long been essential reading for the boardroom, business school, even the bedside table.

Based on a study of 43 of the US's most successful corporations, the book explores new management methods – centred on employee empowerment, fostering innovation and decentralised control – and reveals the principles of good management that took those organisations to the top.

In my own book *From Accidents to Zero* I lamented the safety profession's fascination with zero-accident targets, advocating instead the pursuit of "safety excellence". Excellence, though, is subjective. To my mind it is about commitment, it goes beyond expectations. It is passion, pride, quality and competence manifested together. Above all, it is an expression of genuine care and respect for products and services and customers.

In Peters's book, excellence is defined as a work culture that empowers, values and motivates people and whose output is innovative, rich and fresh, and financially successful. The book sets out eight principles to guide the way:

- **Bias for action**: use the power of active decision making to empower people to drive forward.
- **Close to the customer**: learn from the people served by the business (in safety this could be translated as learning from the workers themselves).
- **Autonomy and entrepreneurship**: foster innovation and nurture "champions" in the business.
- **Productivity through people**: treat workers as a source of good products and ideas.
- **Hands-on, value-driven**: show commitment by being part of the action, guide the way through a set of beliefs that shape behaviour.
- **Stick to your knitting**: "know what you do and do what you know".
- **Simple form, lean staff**: an acknowledgement that some of the best companies have minimal staff at the corporate centre.
- **Simultaneous loose-tight properties**: build autonomy in shopfloor activities to allow workers to adapt behaviour in line with centralised values.

These principles are now 37 years old, but their applicability is still strong. In an interview to mark the book's 20th anniversary he said that if he were to write *In Search of Excellence* again, he would not tamper with the principles, but would add capabilities concerning ideas, liberation and speed. Leap forward nearly 20 years and those additional three continue to resonate.
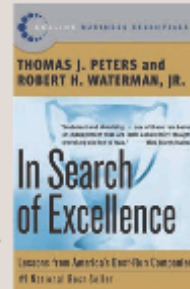
Peters was known for eschewing old management models due to his fear of corporations being run by "bean-counters". He wanted to prove how crucial people are to business success. Three themes shine through this book: people, customers and action. Now there are three headlines to add to your personal objectives for the year ahead.

THOMAS J. PETERS and ROBERT H. WATERMAN, JR.

In Search of Excellence

Regulator revises ruling on outback nurse's death after murder trial in South Australia

South Australia's OSH regulator has reclassified the murder of a nurse while she was on call at home as work-related and reopened its investigation.

A spokesperson from SafeWork SA said its executive director Martyn Campbell's review into the agency's handling of nurse Gayle Woodford's death in March 2016 had concluded that the original ruling that it was not work-related was incorrect.

According to the Australian Broadcasting Corporation (ABC), Woodford, a nurse with almost five years' experience, was on call in the remote community of Fregon when convicted sex offender Dudley Davey lured her out of the security enclosure round her home. He then raped and murdered her.

After his arrest, Davey had admitted he had drawn the nurse out of her home by saying that his grandmother needed a painkiller.

Woodford worked for Nganampa Health Council as the occupational health and safety representative for Fregon clinic, which lies 137 km from Stuart Highway, a 2,834 km road that runs through the centre of Australia and connects Darwin in the Northern Territory to Port Augusta in South Australia.

ABC reported that the health council had a suite of safety policies for on-call work. These required nurses to make personal risk assessments about whether to step outside the cages that enclosed staff quarters.

Since Woodford's death, the health council has removed the personal risk assessment framework and introduced a community escort system. Patients are no longer allowed to visit nurses' homes, and nurses are never on call alone.

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

It has sold more than three million copies since it was first published in 2001, and always pops up on lists of best business books. What can *Good to Great* teach us about improving workplace safety and health?

Jim Collins's team studied 6,000 journal articles and generated more than 2,000 pages of interview transcripts in a five-year project as they researched the 1,435 largest US companies. From these they identified 11 that had excelled.

We choose how our influence comes across

Collins explains the factors and variables that permit a fraction of businesses to move from being good to great. Sure, the label is subjective, but the book defines it clearly in terms of bottom line and people, and then goes on to show how leadership, management,

personnel and operational practices, behaviours and attitudes are the keys to stellar performance.

Collins warns that good is the enemy of great, explaining that operational discipline (of people, thought and action) is the foundation for greatness.

Quality of leadership is key. At all levels, from competent supervision to strategic decision-making, a mix of determination and profound humility is needed.

Leadership guru Simon Sinek suggests we start by asking "why?". For Collins it's all about "who?". Rigorously selecting, encouraging and empowering people to make an active contribution every day is key. As Collins says, every bus needs a driver, but also the right people in all the key seats. And then having these people focus on the "brutal facts" by leading with
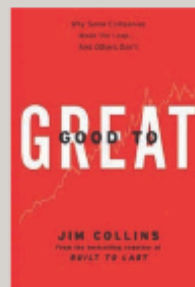
Good to Great, Jim Collins, William Collins 2001

great questions rather than answers, engaging in dialogue and debate, not coercion; conducting "autopsies" without blame; and building mechanisms to red-flag critical issues.

At the heart of super success is what Collins calls the hedgehog concept, doing one thing better than everyone else, like the eponymous creature rolling into a spiky ball at the first sign of attack.

Collins asks three questions: What are you deeply passionate about? What drives your economic engine? What can you be best in the world at? I suspect that "safety and health" answers all three for this magazine's readers.

A cautionary note here – no matter the threat, the hedgehog maintains its focus on the same

strategy every time, digging in and doing it way better than anything else rather than trying lots of things and hoping one works.

A culture of discipline is necessary for greatness to flourish, catalysed by a strong sense of determination in every individual, no matter their level in the hierarchy. Collins warns that to be great we must first learn how to pause, think, crawl, walk, and then run, rather than leap on technology as a panacea.

The criticality of momentum is underlined, and how we maximise positivity (Collins calls this the flywheel) to energise staff and build commitment, or generate negativity (the doom loop) through short-term decision-making or trying to do everything at once. We choose how our influence comes across.

In closing, the book encourages sustainability through a mesh of values that transcend revenue generation and operational leadership. This, like its other lessons, is superbly relevant to the world of OSH.

Automation could increase workplace stress, Scottish unions warn

The rise of automation and digitisation in the workplace may put further pressure on already-stressed employees, according to a new report.

Technological Change and the Scottish Labour Market (bit.ly/2qBYVBV), by the Scottish government and the Scottish Trades Union Congress (STUC), calls for more workplace control over new technologies to guarantee employees' safety and health, as well as workplace security, when new systems are introduced.

It presents evidence of the way that artificial intelligence scheduling and new data-input systems are being imposed in workplaces including shops, call centres and public services offices, leading to increased workloads and stress.

The report says: "In workplaces across the private and public sectors unions are reporting that workloads are increasing and stress, burnout and mental ill health are becoming more prevalent."

An STUC survey of Scottish union branches found some workers felt they were being micromanaged as automation introduced real-time performance management.

Others, in the distribution sector, for example, complained of being under pressure to reach unrealistic targets. The Union of Shop, Distributive and Allied Workers noted employers were using automation to schedule workers' shifts to fit busy periods. The impact of employees' hours changing from week to week can be negative, the report says.

A positive feature of automation and digitisation highlighted by unions is the support it gives to flexible working. However, the report counters that this can increase working hours, blur the lines between work and home and lead to isolation.

Grahame Smith, STUC general secretary, said: "Workers must be involved in how automation is introduced, shaping or controlling their own workplaces through collective trade union involvement. Otherwise we are likely to see automation pursued as a cost-cutting, profit-driven measure, implemented without proper training or controls, or used to abuse staff with inappropriate targets or high levels of surveillance."

The business book club
Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

In *How to Win Friends & Influence People* (1936), Dale Carnegie provides practical advice to individuals and business leaders on people-management techniques and influencing behaviour.

Carnegie pioneered the definition of business skills and motivational practices and his bestselling guide, which has sold 16 million copies, remains as relevant and popular today as ever.

One of his major themes is that "the only way to influence other people is to talk about what they want and show them how to get it".

Strong leaders never criticise

He quotes American psychologist Harry A Overstreet's 1925 book *Influencing Human Behavior*: "Action springs out of what we fundamentally desire – and the best piece of advice which can be given is: first, arouse in the other person an eager want."

For Carnegie, there is only one way for an organisation to achieve world-class standards – in safety or in any other area: that is by leaders working with their staff until they understand why excellence is important and realise that they want it themselves.

Strong leadership is fundamental to the long-term safety success of any organisation – and, says Carnegie, you can recognise a good leader by the way they interact with the people who work with them. They are not about ego or hunting personal gain. From supervisors, to strategic decision-makers, the defining trait of a good leader is a mix of extreme determination and humility.

To influence workers, leaders have to speak to them with

HOW TO WIN FRIENDS & INFLUENCE PEOPLE
The Only Book You Need to Lead You to Success
Dale Carnegie
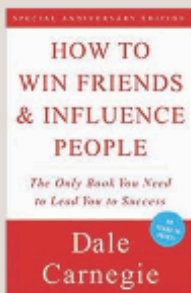
animation and enthusiasm. His fundamental tenet is that you can influence people more effectively by becoming interested in them than by any attempt to get them interested in you.

Meticulously choosing workers is important for any organisation – but the best safety leaders know that, for the greatest contribution, engagement is crucial.

Organisations with outstanding safety records are those that don't settle for "good". Operational excellence requires discipline in terms of people, ideas and actions – only then is it possible to break through performance plateaux and achieve greatness.

According to Carnegie, the people at the top of strong safety organisations lead with questions rather than answers and engage workers with open dialogue rather than coercion. They conduct blameless investigations into incidents and near-misses before building improvements.

Strong leaders never criticise – instead, they give honest and sincere appreciation of good work. Criticism is unhelpful because it puts workers on the defensive and builds resentment.

According to Carnegie, leaders who want to influence change first need to remember that workers are not automata imbued with cold logic but are emotional, biased, proud and vain.

Proactive engagement with workers at all levels is the only way to gain a holistic picture of any organisation – and only when you fully understand all attitudes and opinions can you facilitate lasting change.

We are all aware of the stigma surrounding OSH so, if you're looking to change the game and win more friends and influence colleagues, this book could be just what you need.

'Tremendously lucky' driver's line strike lands his employer with £566,670 fine

A waste contractor has been sentenced after a tipper truck struck – or almost struck – overhead power lines.

Goalposts had not been erected when work started

The incident happened on 9 March 2016 when a driver was emptying soil from his tipper to raise the ground level on a waste transfer station construction site in Northampton. He was unhurt but the vehicle was damaged.

The driver was employed by Mick George, a firm that supplies earth-moving, demolition, skip hire and waste management services to the construction industry.

Mick George pleaded guilty to breaching reg 25(3) of the Construction (Design and Management) Regulations, which cover the provision of suitable warning notices together with barriers or protection devices where there is a risk to construction work from overhead electric power cables. It was fined £566,670 over the incident and ordered to pay £9,000 costs.

Stuart Parry, an inspector for the Health and Safety Executive (HSE) who led the investigation, told *IOSH Magazine* that it had been raining heavily and visibility was poor when the incident happened. The driver moved off with the dump bed raised in an attempt to dislodge material that had

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

In *Thinking, Fast and Slow* (2011), Nobel Prize-winning psychologist Daniel Kahneman looks at the human brain and examines why we are so prone to making poor judgements and, consequently, bad decisions.

The book is taught in business schools around the world. In the mid-1970s, Kahneman changed the way we thought about thinking. With his friend Amos Tversky, Kahneman explained that the brain creates cognitive shortcuts to resolve problems. He defined these "heuristics" as simple procedures that help to "find adequate, though often imperfect, answers to difficult questions".

Kahneman outlines the System 1 (fast) and System 2 (slow) thinking modes of the human brain and explains how we use heuristics to aid decision-making.

Availability heuristics help us to process the likelihood of an event occurring based on our recall. We most readily remember recent events.

But relying on local experience can be dangerous. If a worker forgets to wear their safety goggles while operating heavy machinery and experiences no negative consequences, they are likely to underestimate their risk of injury – and begin to neglect the protection.

Anchoring heuristics cause us to make decisions related to associations in our memories. If a worker is seriously injured early in their career, similar situations discussed even years later may pull on this anchor. Depending on how they dealt with the event, their reaction may be a raised level of awareness and understanding or withdrawal and resistance.

Representativeness heuristics help people to predict the probability of something

THINKING, FAST and SLOW

DANIEL KAHNEMAN
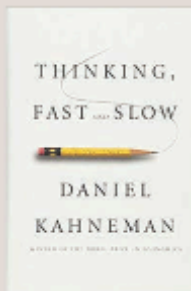
happening based on available information. If you ask a new employee how many accidents they would expect in the next year, they will probably want to know your organisation's annual average. If there have been three to five serious safety issues a year for the previous ten years, it is most likely that they would use those figures as a basis for their estimate. This is known as the "base rate".

The representativeness heuristic is significant in the safety world. When base rates look favourable, workers can be lulled into a false sense of security.

The affect heuristic comes into play when an individual allows their preferences and biases to influence their decision making. Humans are far more likely to follow information and advice

from those they find attractive.

This can be dangerous if, for example, a worker is given two contrary pieces of safety advice. Rather than look for the "correct" answer, they are far more apt to believe the person with whom they have more affinity. An individual's bias often causes them to associate people they consider unattractive or unkempt with stupidity and laziness.

Heuristics function without conscious thought and allow the formation of fast answers in difficult situations by bypassing the need for extended thought. But if the logic behind them is flawed, trusting them can lead to poor decision making.

In *Thinking, Fast and Slow*, Kahneman explains how trusting "gut instinct" can lead to huge errors of judgement, and that learning to act more mindfully will help people to make better decisions. It's a great aid to OSH professionals keen to fast-track their thinking and slow down the rate of accidents in their organisations.

Worker dragged into machine through 14 cm conveyor gap

A textile company has been fined £600,000 after a worker was dragged into a machine and crushed to death in Wakefield, West Yorkshire.

Leeds Crown Court was told that the W E Rawson employee was working on a Desco packaging machine, which compresses and shrink-wraps mattress infill pads.

On 28 February 2014, a set of pads failed to pass through the machine. As the chargehand attempted to force them through, he came into contact with the machine's upper and lower in-running conveyors, which were used to drive the pads. He was drawn into the 145 mm gap between the two conveyors down to his waist and died of severe crush injuries two days later.

W E Rawson, which makes non-woven industrial textiles from recycled fabrics, pleaded guilty to breaching s 2(1) of the Health and Safety at Work Act. It was sentenced on 4 July and ordered to pay more than £20,000 costs.

Health and Safety Executive (HSE) inspector John Boyle told *IOSH Magazine* that these particular pads were known to cause blockages in the packaging machine. The pads were about 117 mm thick, while the gap between the two conveyors was set wider on the day of the accident.

Sentencing guidelines application	
Culpability:	High
Seriousness of harm risked:	Level A
Likelihood of harm:	High
Harm category:	1
Size of the organisation:	Medium
Turnover:	£22.3m
Mitigating features:	Remedial action, full co-operation with the HSE, one-third discount for early guilty plea
Aggravating factors:	Company's third prosecution
Final penalty:	£600,000 plus £20,165 costs

"That small gap meant the conveyors couldn't grip the pads and that's why we believe they became hung on the shrink wrap," he said.

It had become custom and practice for some shopfloor workers to use a telescopic metal pole or a cardboard tube to dislodge the pads. A tube was found next to the machine on the day of the accident and the HSE believes this is what the operator was doing when he was drawn in between the two conveyors.

Boyle said: "The machine blocked often enough for employees to take it upon themselves to use long telescopic metal poles or cardboard tubes."

The HSE served a prohibition notice on the company, which complied by fitting a fixed roller array to the front of the machine to create a safe distance between the operator and the conveyors.

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

In *The Effective Executive* (1966), management consultant Peter F Drucker explains that efficiency is the primary function of "executives".

An executive can be any knowledge worker whose contribution affects the organisation's performance. To become effective, workers must learn five habits: to manage time, focus on their contribution, build on their strengths, set priorities and make good decisions.

Everything requires time, so it is the key resource to be managed. In largely self-directed roles, the key is knowing what work to do and using time efficiently.

Drucker recommends time-tracking exercises to work out how much we use on inessential tasks. To be efficient, individuals need to be responsible for their contributions. If they set themselves high standards, knowledge workers can also ask the same of colleagues.

The goal of every organisation should be to use its workers' strengths as a "building block for joint performance". Too many workers are employed because they are seen to fit the culture, rather than for their abilities. In safety, being effective is more important than being likeable.

Prioritising tasks is the first step. If an OSH practitioner visits a site for a regular risk assessment only to discover nothing of consequence, they need to ask whether the task is worth the effort. Work in the safety sphere is often reactive, so planning work is not easy, but it is a great first step in effectiveness.

Drucker believes that most organisational decisions are based on either "generic" or "exceptional" situations. If fires keep breaking out in the same part of a warehouse, safety practitioners need to work out why and impose a control. By addressing generic situations we cut the need for future decisions. But exceptional occurrences will always need to be investigated individually.

This sounds obvious but Drucker argues most decision-makers underestimate the importance of problem definition and proceed with an incomplete understanding or waste time reinvestigating old issues.

Many leaders trying to resolve issues ask themselves what solutions their managers would find acceptable. Resource concerns also unduly influence decisions. Ineffective people take the path of least resistance or fit the facts to their preferred conclusion.

Effective practitioners step outside their "safety zones" and avoid complacency and overconfidence.

To reach our potential we have to maintain open minds, and have the integrity and strength to make honest, hard choices, rather than popular ones.

MPs 'astonished' by HSE's claim that preventing sexual harassment is not its job

The Health and Safety Executive (HSE) is failing to tackle sexual harassment in the workplace, a cross-party group of MPs has said.

In a new report, the parliamentary Women and Equalities Committee says it was "astonished to find that the HSE does not see tackling or investigating [sexual harassment at work] as part of its remit".
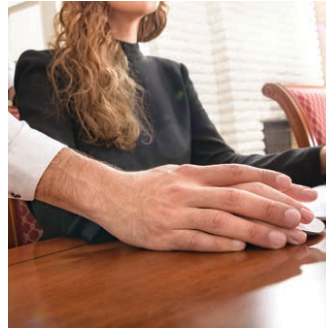
It also criticised employers for "ignoring" their responsibilities, and said it was time the government "put sexual harassment at the top of the agenda".

The committee carried out a six-month inquiry after a BBC survey last November found that 40% of women and 18% of men had experienced unwanted sexual behaviour in the workplace.

The report of the inquiry, entitled *Sexual Harassment in the Workplace* (bit.ly/2LK9QTu), says: "The HSE told us that there is no specific duty under health and safety legislation regarding sexual harassment, and that law on sexual harassment was for the EHRC [Equality and Human Rights Commission] and the police to enforce."

"We understand that the HSE must prioritise its use of resources, but we cannot accept that sexual harassment is not sufficiently serious to be worthy of its attention. We note that HSE guidance on work-related violence lists sexual harassment as a potential form of verbal abuse but not as a form of physical violence."

It continued: "We are deeply concerned that the HSE's analysis of the potential for harm caused by sexual

harassment appears to be cursory and ill-informed. We suspect that this issue has simply been ignored, as it has been by employers themselves, but we are perplexed that it continues to reject the suggestion that it should now be taking action."

The Women and Equalities Committee has published several recommendations for the government to prevent harassment, including a requirement that regulators do more to deal with the problem. Bodies should draw up an

action plan stating how they will ensure the employers they monitor tackle workplace harassment, and the enforcement action they will take, it said.

The report concluded: "The HSE must take up its share of the burden of holding employers to account if they fail to take reasonable steps to protect workers from sexual harassment. This could include issuing guidance on the actions that employers could take, including undertaking specific risk assessments, and investigating reports of particularly poor practice."

A spokesperson for the HSE told *IOSH Magazine* it would contribute to the government's response after considering the findings and recommendations. "The EHRC continues to be the most appropriate regulator on matters of sexual harassment," the spokesperson added.

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The business book club
Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

Management experts Ken Blanchard and Spencer Johnson's book *The One Minute Manager* (1982) has sold 13 million copies worldwide and been translated into 37 languages.

In less than 100 pages it tells the story of how a fictional manager motivates the people working for them. It sets out three techniques for an effective manager to use.

The first is one-minute goals. Blanchard and Johnson believe that almost all problems faced by organisations are caused by poor communication. Typically, new workers are shown around and introduced to colleagues, then taken to their work area and given some tasks. They may be given some cursory on-the-job training but rarely are they told what they are responsible for.

The one-minute manager sits down with all new starters on day

one – and together they list responsibilities and goals. This includes specific targets that can be reviewed in 60 seconds or less.

For example: "I shall ensure I never operate any process without the required protective clothing."

If workers know they are monitored, these goals will quickly become second-nature.

The second technique is one-minute praising. Blanchard and Johnson assert that good managers help people to reach their full potential by "catching them doing something right".

Good managers always make time to praise a good job and can do it in just 60 seconds.

KEN BLANCHARD
& SPENCER JOHNSON
THE MULTI-MILLION COPY BESTSELLER
THE ONE MINUTE MANAGER
INCREASE PRODUCTIVITY, PROFITS AND YOUR OWN PROSPERITY
WITH A NEW FOREWORD BY KEN BLANCHARD
THE ONE MINUTE MANAGER
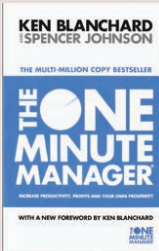
Praising should be done timeously, ideally directly after the behaviour has been demonstrated, so that there is a reinforcing link between the event and the acknowledgement.

The final technique is one-minute reprimands. "The number one motivator of people is feedback on results," say the authors, and managers need to know how to address their staff for unsatisfactory behaviour.

The one-minute manager doesn't take long to express dissatisfaction with performance and their reprimands are specific and given as soon as possible.

For example: "Claire, I know that you are focused on meeting our production targets, thanks for doing

that, though you are not wearing the required PPE for this task. We value your safety here. Please stop what you are doing and get the PPE you need to keep you safe."

This form of feedback works well because the purpose for the reprimand is clear and contextualised, it is sweetened with a note of appreciation and it reminds the worker that they are valued.

Successful managers manage themselves and their employees so the organisation and the workforce profit from their presence.

But, as *The One Minute Manager* shows, this doesn't have to be a complex process. It can be done in a few minutes each day by making sure workers are aware of their responsibilities, instilling a thorough understanding of why these things are important – and by encouraging goal-orientated behaviour.

Timber co fined for asbestos risk during repairs after fatal explosion

The company that owned a wood mill destroyed in an explosion and fire in 2015 allowed unsafe asbestos work to be undertaken during the restoration, a court was told.

Wood Treatment was carrying out instructions from the Health and Safety Executive (HSE) to fit new explosion relief panels to an asbestos cement-clad warehouse at the site in Bosley, near Macclesfield, Cheshire, after the fatal blast.

When assessing the progress of the work in 2016, two HSE inspectors found the company's employees had removed two of the warehouse's asbestos cement wall panels and used power tools to cut them to size before replacing them, breaching the Control of Asbestos Regulations.

The HSE said that, though a contractor had been appointed to install the panels, its workers were not trained to do so, and Wood Treatment's employees carried out the work themselves. They also used parts of old asbestos sheets to repair holes in one of the walls.

Manchester and Salford Magistrates' Court was told that Wood Treatment was "fully aware" of the presence of asbestos. It had an asbestos survey and action plan, though these were not shared with employees and measures were not adopted to manage the risk of exposure.

Wood Treatment pleaded guilty to breaching s 2(1) of the Health and Safety at Work Act. It was fined £2,000 and ordered to pay £3,000 costs.

Four workers died in the blast on 17 July 2015. In December that year the HSE served several prohibition notices on Wood Treatment, relating to maintenance of the electrical system and its failure to eliminate wood dust in the remaining buildings.

Police are continuing to provide support to the families of Derek Moore, 62, Dorothy Bailey, 62, William Barks, 51, and Jason Shingler, 38, who died in the incident.

Detective Inspector Paul Hughes of Cheshire Police major investigations team said in August: "The joint investigation is being managed by Cheshire Police and the HSE. Due to the highly complex and very detailed nature of this case it will take time to come to a conclusion.

"Detectives have been liaising with the Crown Prosecution Service for advice and we will provide a further update once we have submitted our file to them."

Clockwise from top left: Derek Moore, Dorothy Bailey, Jason Shingler and William Barks

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

Stephen Covey's *The 7 Habits of Highly Effective People: powerful lessons in personal change* was among the most influential business books of the 20th century, selling more than 20 million copies.

It's a book about change – changing yourself to become more effective in every area of your life.

The first habit is to be proactive. Covey reminds us we are responsible for our own lives; the most effective people take control and responsibility for their actions. Don't wait for someone to deliver success to you.

The second is to begin with the end in mind. Covey advises clarity on where you are now and where you want to go. Draw lines in the sand, set benchmarks, and then identify capabilities and goals to drive you forward. In safety, it's been easy to aim for zero accidents but this goal is not just elusive, it's binary (either a hit or a miss), hard to define and focused on failing less rather than achieving more. This results in a weak goal that demotivates people.

Habit three is to put first things first. This is about prioritisation. Covey says that, once you've set your goals, put them in order – draw a roadmap of what you want to achieve.

Habit four is to think win-win. Your solutions will be more effective and sustainable if they benefit others as well as yourself.

Habit five is to seek first to understand, then to be understood.
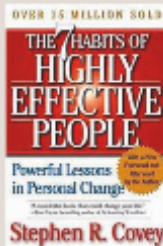
This is one of my favourites and is the key to effective communication.

Covey suggests that usually when we think we're "listening" we have the tendency to jump in and finish others' sentences and give advice where it's not asked for. We listen to reply, rather than to understand.

Instead, try listening fully, then repeating back what you've understood, or putting it in your own words to check your understanding.

Habit six is to synergise. Synergy comes from the Greek word for working together and the idea draws on Aristotle's theory of the whole being greater than the sum of the parts. An organisation's culture is created and sustained by the behaviour of many people communicating, learning and working together, not solely by the words of the top leader or the actions of the safety manager. What's your role as an OSH practitioner – do you operate in a policing style, as a lauded technical expert, or as a true business partner?

The last habit is to "sharpen the saw". This is about continuous personal improvement. Look for chances to enhance efficiency, effectiveness and engagement with your safety initiatives to make sure you're always at the cutting edge.

Almost 30 years since it was published, this little book continues to provide a solid framework for self-development. Its seven habits are clearly explained and easily applied to the world of safety and health at work. Find a copy today!

iosh magazine

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Rail freight firm convicted over teenage trespasser's 25,000V shock

The operator of a freight yard in Gateshead on Tyneside has been convicted after its failure to prevent four children trespassing resulted in a boy of 13 sustaining life-changing injuries.

He and one of his friends, aged 11, climbed on to the roof of a stationary wagon in Tyne Yard, which is managed by DB Cargo (UK), and came too close to a 25,000-volt overhead line. The older boy lost part of both legs and seven fingers. His friend received minor burns.

The Office of Rail and Road (ORR) investigation into the incident, on 14 June 2014, found that it was easy for the two boys and two 13-year-old girls to access the site to visit a disused signal box, known to local children as the "haunted house".

They then wandered to another part of the site where the two boys climbed on to a wagon that formed part of a train due to leave the depot that evening.

The ORR found that DB Cargo (UK) had not installed a fence to prevent public access to the yard from a public bridleway. There were no security patrols and the company had failed to erect warning signs to deter trespassers.

The jury at the four-week trial at Newcastle Crown Court was told that DB Cargo (UK) was aware that the yard attracted trespassers. The ORR found graffiti on buildings, fly tipping and vandalism on the site and the investigation highlighted reports of drinking and drug taking. One of the children told investigators that "she used to go every day".

DB Cargo (UK) had noted in January 2013 the signal box should be demolished because it presented a risk. Another inspection that April awarded the structure the highest possible risk rating and a month later the company obtained quotes for its demolition.

A further risk assessment in March 2014 confirmed the high risk level. However, the ORR found that the company had failed to carry out the demolition work until October 2014, four months after the incident.

Children played in the "haunted house" signal box

Doncaster-based DB Cargo (UK), formerly DB Schenker Rail UK and English, Welsh & Scottish Railway, was found guilty of failing to discharge its duty under s 3(1) and contrary to s 33(1)(a) of the Health and Safety at Work Act. Sentencing is scheduled for 6–7 February 2019.

The business book club

Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

Full disclosure: I have been a fan of Edgar Schein for decades. As the "godfather of organisational culture" he has not just made his mark, but carved the mould from which almost every other management author works.

Now in his 90th year, Schein is still at the cutting edge of human psychology.

This is the fifth book in his "humble" series – co-authored with his son, Peter – and extends the belief Schein has preached tirelessly: that we all need to be more human – whether at work, in consulting others, when asking questions, or when seeking to support. It's an essential companion for OSH practitioners.

Being a leader is a tough gig. As humans we make mistakes. Further, information technology and the corporate globalising quest have created new ways of working

which, in turn, make it much harder to define the process of leadership.

The age of the heroic leader is over. The Scheins believe we all need a dose of humility. *Humble Leadership* proposes a relational view, where leadership is a process (rather than an act, role or title) of learning, sharing and directing new and better things to do in the dynamic environment that is today's organisation.

The world in which we live and work is an open, sociotechnical system of changing social and business demands that we have to accept, embrace and approach with a spirit of enquiry. Humility is not a string to the leader's bow,

EDGAR H. SCHEIN
PETER A. SCHEIN
HUMBLE LEADERSHIP
THE POWER OF RELATIONSHIPS, OPENNESS, AND TRUST
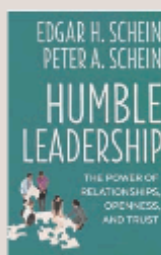
but a critical survival skill. Leading today requires first-rate teamwork, collaboration and communication, but recent research suggests it's tricky – trust and openness at work are on the decline.

Colourful character and strong opinion may make headlines for Elon Musk and Richard Branson but humility is an underrated leadership quality – and one we all need to cultivate. The authors posit that we must strive to "personise" our relationships with those around us. Not personalise, this is a new word, meaning to be more human – building real connections by revealing something about ourselves, or asking something personal of others: with authenticity, appropriate vulnerability, and sincerity.

It may seem trite to say that relationships can be designed and evolved, but the more work requires collaboration, open communication and trust in commitment, the more personisation is essential. Never more so than when it comes to matters of workplace safety. We must do away with the pseudo-tech speak of acronym and abbreviation, or rite and rule, and instead become more human.

The book is peppered with anecdotes from the Scheins' personal experiences and packed with case studies that illustrate the impact of personising your leadership approach. In fewer than 150 pages it provides a gripping and provocative guide to adapting your leadership style to something much more human. It's time to put people at the heart of safety and health, with a significant measure of humble leadership.

injuries

the council complied with by buying grips for employees to attach to their boots when working on ice.

Hull City Council pleaded guilty to breaching s 2(1) of the Health and Safety at Work Act. It was fined £185,000 and ordered to pay costs of £44,442.

At Hull Crown Court, Judge Bury said he had taken account of the impact of the fine on the public purse. When applying the sentencing guidelines he started at the bottom of the category range for a large organisation because "this is not a commercial exercise and if fines are heavy the council tax payers could lose out". (See table opposite for how the guidelines were applied in full.)

Siemens Gamesa contractor struck by 50 kg cable during wind farm pre-assembly

Renewable energy company Siemens Gamesa, which fabricates wind turbines and builds wind farms, has been fined £66,000 after a contractor was injured by a falling steel cable.

The accident happened on 23 April 2017 at the pre-assembly site in Great Yarmouth, Norfolk, for the Galloper Offshore Wind Farm. The worker was lowering four 50 kg cables from the top of the turbine tower to install a wire-guided service lift.

He was 4 m above a rest platform on the internal ladder, to which the cables were attached and bound together with ties. As he began to remove the ties from around one of the cables, it gave way and dropped about 10 cm on to his wrist, fracturing it.

> A ratchet strap should have been used to lower each individual cable but there was a shortage of them onsite

He was able to safely lower the cable to the platform below before descending the length of the tower with a broken wrist.

Health and Safety Executive inspector Steve Lewis told *IOSH Magazine*: "The risk assessment for the task was very poor and the method statement lacked sufficient detail."

He added: "A ratchet strap should have been used to lower each individual cable but there was a shortage of them onsite."

Siemens Gamesa was found guilty at Peterborough Magistrates' Court of breaching s 3(1) of the Health and Safety at Work Act. As well as the fine, it was ordered to pay £10,106 in costs.

According to documents filed at Companies House, the firm reported a turnover of £1.37bn for the year ended 30 September 2017.

More than 700 jobs were created during construction of the 353MW wind farm, which began operating earlier this year. It is located 27 km off the Suffolk coast and comprises 56 turbines, each measuring 180.5 m.

The business book club
Andrew Sharman CFIOSH Chief executive, RMS
Lessons from classic management texts

First published in 1999 and based on a study by Gallup involving 80,000 managers in various industries, this classic explores the challenge for many organisations – attaining, keeping and measuring employee satisfaction. How do great managers do it? Marcus Buckingham and Curt Coffman say that they "break all the rules" of conventional management wisdom.

The authors share four keys for breaking the rules that reveal that the most effective managers focus on talent, outcomes, developing strengths, and finding the right fit.

Conventional management suggests we should select people based on their experience, intelligence and determination. Buckingham and Coffman say break this rule: choose employees based on talent rather than experience.

Managers should help employees to make the most of their talents, not to fill their skills gaps. "Talent is the multiplier," say the authors. "The more energy and attention you invest in it,

the greater the yield." Consider a safety project or initiative in your organisation. Who shines? Who has the enthusiasm to drive action? Convention also states that, when making plans, we should first define the right steps. Break this rule too. Good management is not having direct control: it's about remote control. So the second key is to define the outcomes, what the end result should be, and then get out of the way. Keep the focus on the goal and the net result will be employees who take responsibility, become more self-reliant and enjoy a sense of contribution. What are the outcomes you'd like to see in safety? Go beyond accident frequency rates, think about the behaviour and feelings you'd like people to have.

The third key is to focus on strengths and forget about trying

FIRST, BREAK ALL THE RULES
WHAT THE WORLD'S GREATEST MANAGERS DO DIFFERENTLY

MARCUS BUCKINGHAM & CURT COFFMAN

to "fix" people. This reminds us that the goal is to help people make the most of their talents. "The manager creates performance in each employee by speeding up the reaction between the employee's talent and the company's goals, and between the employee's talent and the customer's needs."

How does your organisation motivate through strengths-based feedback?

The fourth key concerns reward and recognition, particularly that from an immediate manager. Feedback must be regular, clear, and allow something concrete to be achieved. Simply telling people to "work safely" or 'follow the rules" is insufficient. Positive feedback is "relationship glue" – who can you recognise today?

Strong personal relationships are crucial for success, whether considering operational performance or safety. There's

a handy set of 12 questions that the authors believe "capture everything you need to know about the workplace".

They include: Do I know what is expected of me at work? Do I have the materials and equipment I need to do my work correctly? At work, do I have the opportunity to do what I do best every day? Does my supervisor, or someone at work, seem to care about me as a person? Do my opinions seem to count? Are my co-workers committed to doing quality work? In the last six months, has someone at work talked to me about my progress?

How can you adapt these questions to start safety conversations?

Here's a final thought from the book: great managers look inward. Great leaders, by contrast, look outward. Where are you looking today? Perhaps some big-picture thinking and "breaking a few rules" might help you establish even better relationships and encourage excellent output.

Appendix K – CEDEP brochure

This course brochure may be accessed online at http://www.cedep.fr/wp-content/uploads/2018/04/CEDEPBrochure_Leadership-Safety-Culture.pdf

> WHAT COULD BE MORE IMPORTANT THAN TAKING CARE OF THE MOST VALUABLE ASSET IN YOUR BUSINESS - THE PEOPLE WHO WORK IN IT?

WELCOME
TO THE CEDEP LEADERSHIP
& SAFETY CULTURE PROGRAMME

ANDREW SHARMAN, PROGRAMME DIRECTOR

A 4-day thought leadership programme to promote the positive philosophy and psychology of a strong safety culture

/Creating a compelling safety programme which focuses on human performance, well-being and risk literacy in the workplace is one of the most valuable commitments your company can make. A safe and healthy work environment is vital and can improve productivity, quality, engagement and motivation. Building and sustaining a core value of safety is key to ensuring consistency and reliability within your business.

This programme will help your managers from all sectors and industries rise to the many challenges involved in creating a positive safety culture that really does lead to high performance. Managers who lead by example as ambassadors of safety encourage their teams to create and sustain outstanding safety standards which will boost motivation and protect your reputation.

FINALLY A PROGRAMME WHICH REALLY TAKES OWNERSHIP AND ACCOUNTABILITY OF CREATING A SAFETY CULTURE WITHIN ORGANISATIONS.

PROGRAMME OBJECTIVE

Your routemap to creating a culture of care

/The Leadership and Safety Culture Programme focuses on different aspects of Safety in the workplace. What is Safety Culture and how is it shaped and sustained? How do we influence our teams to create safety and avoid harm to our people? What are the Human Factors in Risk? How do we lead change, cope with stress and meet the needs of stakeholders - from regulators to our workers? All of these questions will be explored so that your delegates leave with the knowledge, skills, practical tools and leadership behaviours to define, create and sustain a culture of care in your organisation.

- Transforming your safety culture from "reactive" to "interdependent"
- Benchmarking your safety approach to the best in class
- Understanding and being accountable for your responsibilities as a leader and building a culture that is integral to your business
- Decoding the human factors in risk judgement and decision making
- Detecting weak signals and uncertainty
- Exploring accidents, finding real causes and factors
- Understanding wellbeing and building a safe atmosphere to avoid stress and psychological risk
- Learning to influence positively and shifting attitudes from 'having to be safe' to 'wanting to be safe'
- Take away tools to operate effectively immediately

Over 1500 alumni

Running for 10 years

Over 48 nationalities taken part

Programme Successes!

PARTICIPANT PROFILE

The Leadership and Safety Culture Programme is for all managers and senior leaders who understand and recognise the benefits of setting the right tone to create a culture of care

/ Whatever your position is in an organisation chart, being a good leader means you must make your company a safer place. It's the responsibility of senior managers to create a culture of safety, technical managers are supposed to build safe systems, and middle managers are in charge of promoting safe behaviour. But a commitment to safety is not just part of the job description.

Our Safety Programme is designed for middle and senior managers from all areas who would like to enhance their leadership skills by creating and maintaining outstanding safety cultures – and vice versa. The programme is particularly useful for operational managers, HSE experts, safety and wellness directors, safety engineers and consultants, risk, security and environment managers. It's also designed for executives involved in plant management or responsible for physical distribution and manufacturing operations.

PROGRAMME DIRECTOR

Andrew Sharman

Andrew is an in-demand consultant, speaker and coach. He is based in Switzerland and works internationally with leaders, teams and organisations in NGOs, Fortune 500 and FTSE 100 companies - including the world's biggest technology company, the most sophisticated fashion brand, the fastest Formula One team, and some of the largest businesses in the construction, pharmaceutical, FMCG, energy and mining sectors around the globe to improve their culture and enable excellence. Andrew is the Director of the Leadership and Safety Culture Programme at the European Centre for Executive Development (CEDEP) in Fontainebleau, France and Professor of Risk Management at the University of Zurich, Switzerland. Author of 8 books on Leadership Behaviour and Safety Culture, Andrew has chaired or given keynotes at more than 200 professional development events and conferences around the world.

PROGRAMME CONTENT

The Journey

/ Management experts agree that leaders who demonstrate commitment to their team's well-being inspire greater motivation and thus get teams to produce better work faster. In other words, paying attention to safety makes you a better manager and leader. CEDEP's innovative Leadership & Safety Culture programme helps managers from all sectors to rise to the many challenges involved in creating and sustaining a safety culture that really does lead to high performance

The Leadership and Safety Culture Programme leads participants on a journey that rewires mindsets, unlocks the secrets to excellent safety performance and energises participants to lead with safety.

On this journey, managers explore what Safety Culture really is - and how they can shape and influence it; learn Strategies of Influence and Communication; understand how Human Factors contribute to workplace risk, and how to manage these; how to effectively Lead Change in the organisation, and appreciate psychosocial risk elements and Stress Management.

This programme will ensure your managers have the psychology, philosophy and thought leadership, as well as the practical tools to advance your organisation's safety culture to evaluate and manage risks, develop human factors, and improve well-being.

Together participants will commit to improved safety in their organisations, establish safety goals, develop resources, ensure team participation, identify and assess hazards and prevent and control risks.

Benefits and Impact

Participants will have the opportunity to:
- progress their focus on **human performance**, wellbeing and risk literacy in the workplace
- build awareness of the safety challenges in today's complex business world
- develop the skills to communicate the importance of a **proactive safety culture** and empower all staff
- learn from and share with world renowned professors
- immerse themselves into a **new dimension of thought leadership**, enhancing their philosophy and pyschology
- network across **organisations and develop their** cross cultural understanding
- take away immediate, practical plans to have an **instant impact** in the workplace

LEARN HOW TO VALUE YOUR PEOPLE AND ENHANCE PRODUCTIVITY – IT'S A WIN-WIN FOR ANY ORGANISATION.