



# Changing Safety Culture:

# A Behavioural Perspective



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# Safety Culture Maturity:

- Evolutionary stages of incident reduction
- Three major phases of improvement
- Each phase is followed by safety plateau
- The 'Safety Wave' Phenomenon

Frequency of Incidents

## Management Systems

- Training
- Procedures
- Risk Assessment



## People/ Behaviour

- Safety Attitudes
- Safety Leadership
  - Compliance
- Encouragement
- Accountability and Responsibility

## Engineering Solutions

- Machine Guards
- Exits/Walkways
- Design of Plant
- Machinery



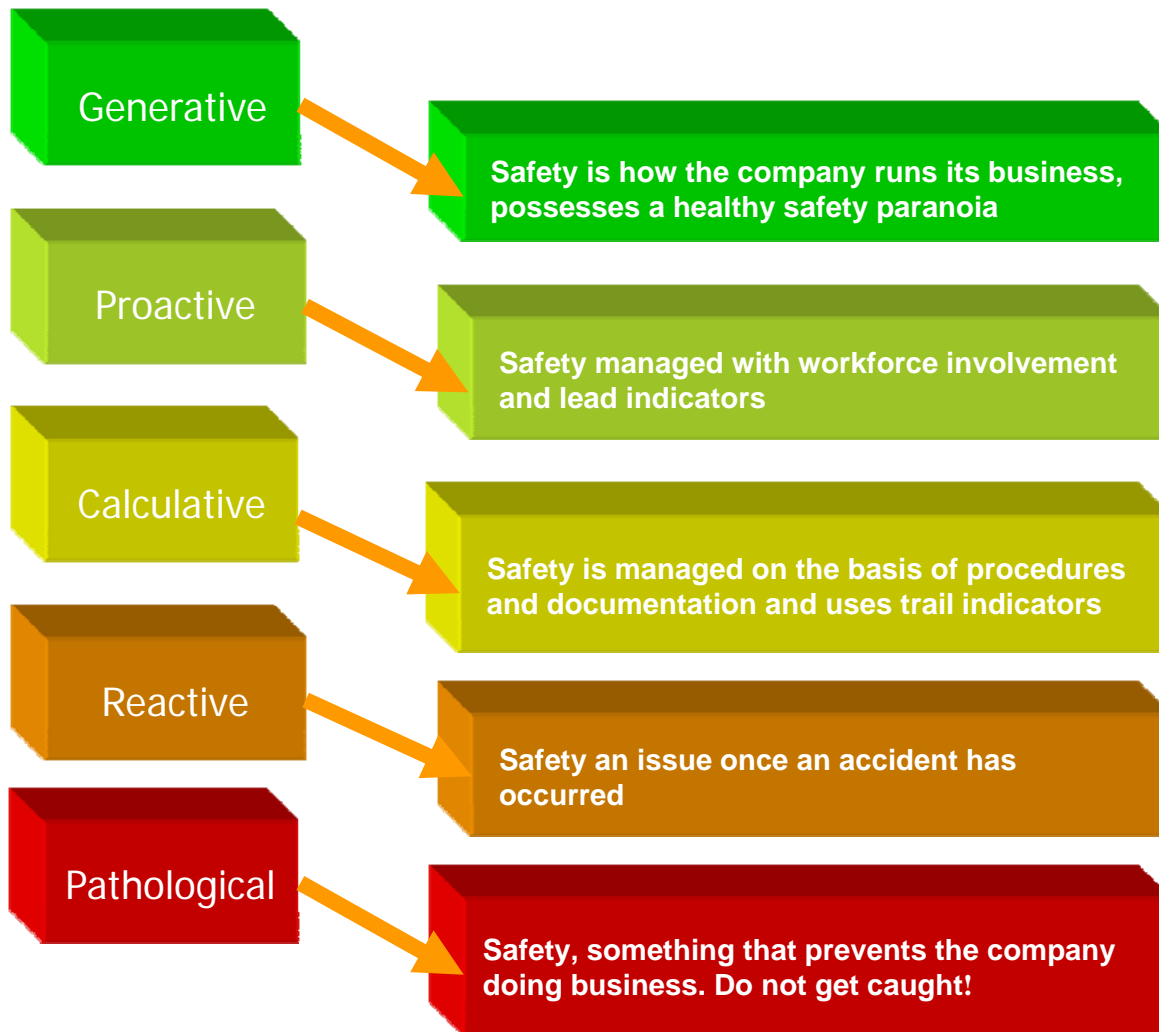
Time





## The problem with unsafe behaviour:

- Unsafe acts can be habitual
- Unsafe acts tend to have consequences that are:
  - Soon
  - Certain
  - Positive
- Smoking Behaviour
  - Negative Payoffs of ill health are less powerful because they are Delayed, Uncertain and Negative.
  - Positive Payoffs of relaxation are Soon, Certain and Positive

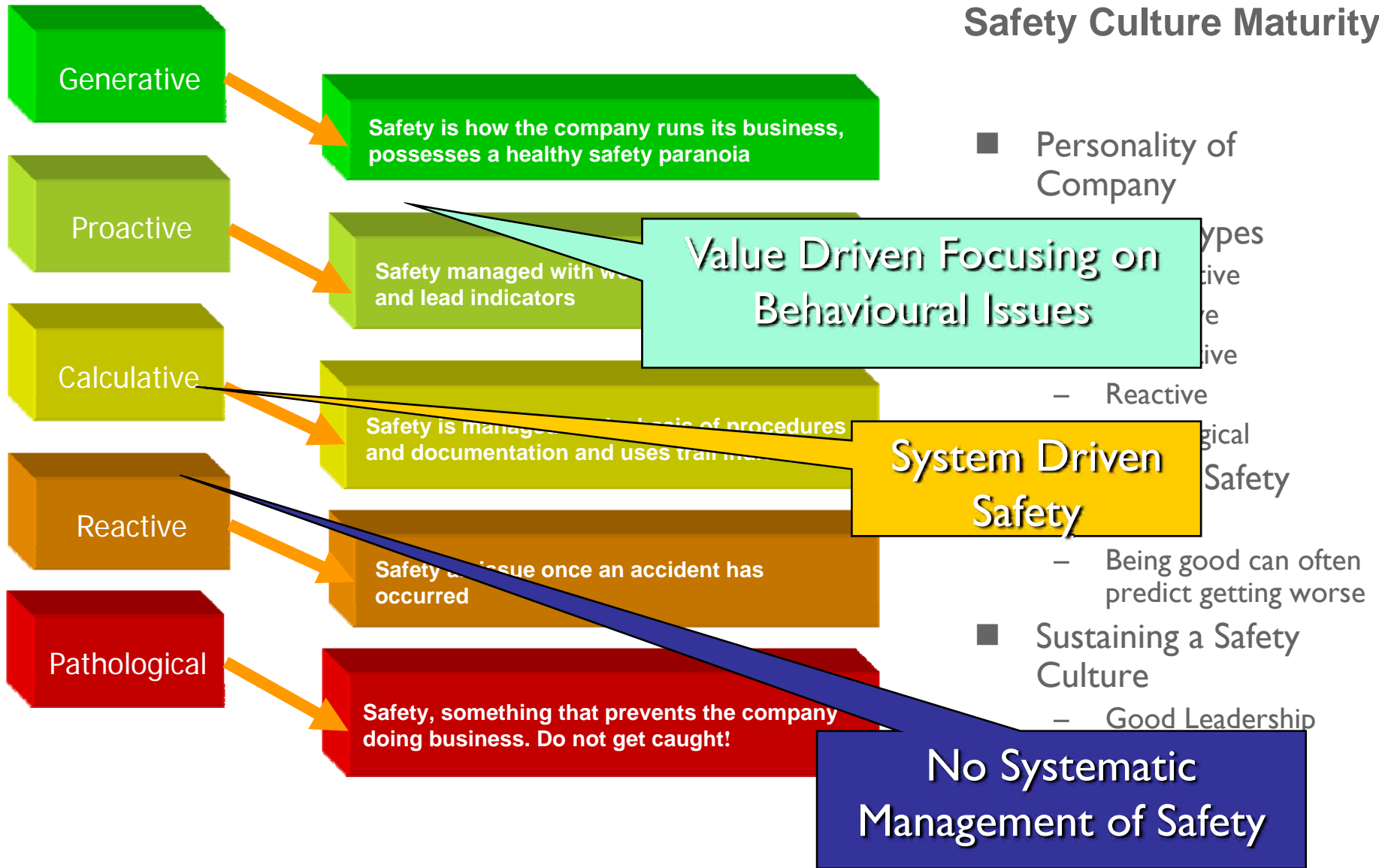


## Safety Culture Maturity:

- Personality of Company
- Different Types
  - Generative
  - Proactive
  - Calculative
  - Reactive
  - Pathological
- Paradox of Safety Culture
  - Being good can often predict getting worse
- Sustaining a Safety Culture
  - Good Leadership
  - Participation
  - Learning
  - Communication



# Safety Culture Maturity:

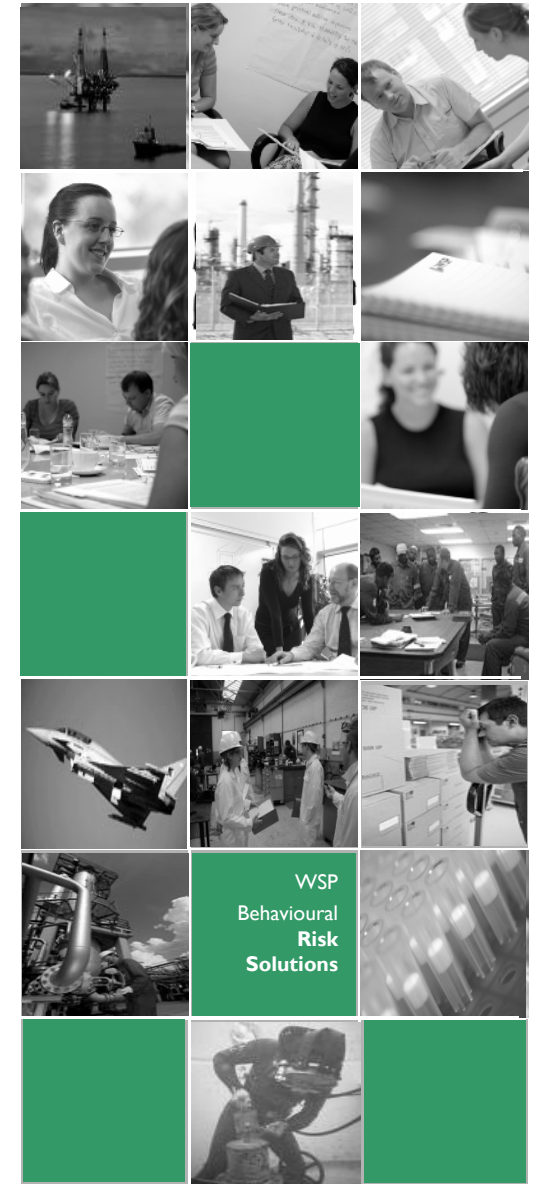






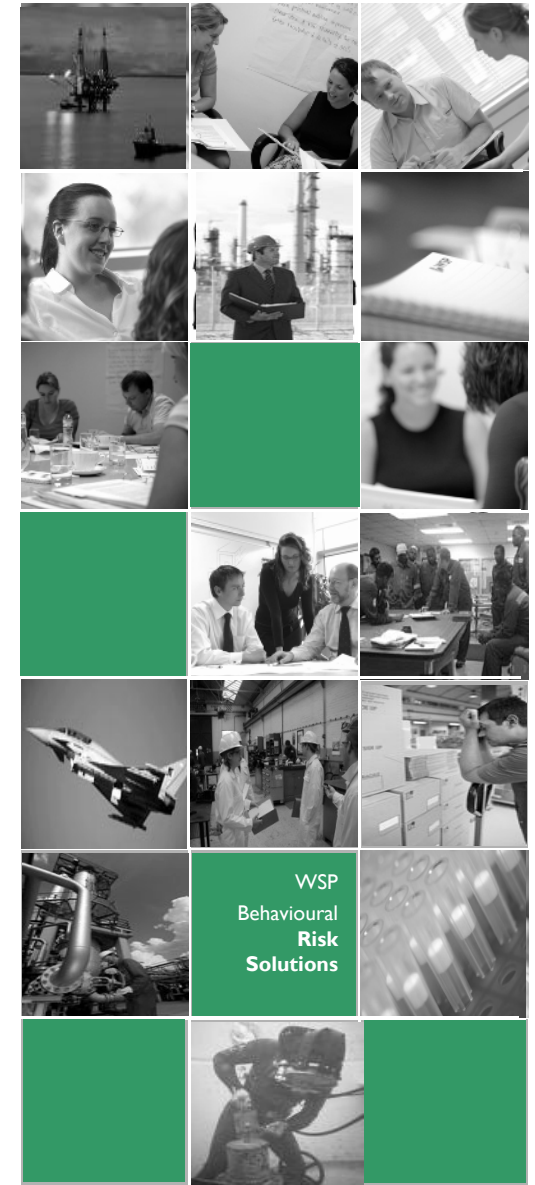
# Issues in Behavioural Safety

- It is not a silver bullet
- Not designed to deal with Major Accident Hazards, but could be modified
- Developing the right leadership values and behaviours
- Type of Approach
  - Top Down – management led
  - Bottom Up – employee led
  - Collective – partnership driven
- Consistency versus Flexibility
- Results will vary 35% to 75%



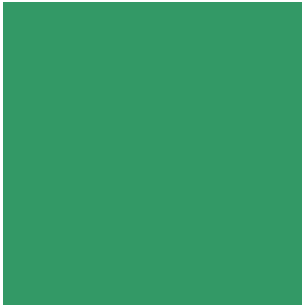
# Example of Stage During an Implementation

- Conduct Senior Management Workshop
- Safety Culture Assessment
- Safety Leadership Training
- Design Behavioural Safety Process
- Train 'In House' Co-ordinator
- Roll out of behavioural coaching for all staff
- Train Behavioural Safety Core Team
- Go live for Process





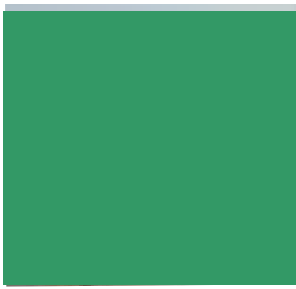




Thank you

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