Chola **MS**
RISK SERVICES

Safety Culture
transformation through the
Safety UNlimited (SUN) Model

April 2018

LEADERS IN RISK MANAGEMENT & SAFETY ENGINEERING

Dear Customer,

Whether we realize it or not, every day we put ourselves in situations that could go horribly wrong. We all take calculated risks; some of us are just better calculators than others. At work and home we end each day without an injury and consider it a safe day. How wrong are we? There are two ways to not get injured: consciously take the right precautions, or stay lucky.

Therefore we can say that safety is not simple. It is more than rule-following, common-sense and paying attention. Safety is influenced by culture, systems, leadership styles, history, economy, locations, etc. One of the most significant differentiators of successful organizations in safety is the way safety is displayed as an unconscious behavior by each and every employee of the organization. Therefore, for safety to truly become infused into organizational culture, it needs a shift from "environmental mindset" to "people mindset". And when it comes to this shift, many elements contribute to its success.

In our endeavor to help organizations build safety, we at Chola MS Risk are happy to introduce our new Safety Culture model **"SUN"** (Safety UNlimited). This is a joint effort by Chola MS Risk Services and Management Development Centre (MDC) at the Murugappa Group that brings in expertise in organizational culture building.This model works on building safe behaviors by cultivating the right mindset and attitudes in every employee in the organization through leadership commitment and worker involvement.

At the core of the SUN model are the ten steps. These steps start with a detailed diagnosis of current safety culture resulting in whether the time is right to begin change and where in the change cycle it is useful to start. The next steps move on to defining safe behaviors and what it means specifically to your organization. Hence, implying that there is no blanket drivers of safety, and in fact they change from one organization to the other. This brochure will give you the details of the model.

I urge you to take advantage of this initiative which will help you reap benefits of building a safety culture to complement your business strategy. Chola MS Risk Services will be glad to partner with you in this journey of culture building.

Here's wishing you a great start to a culture of creating a safe environment.

With best regards,

N.V. Subba Rao - Chief Executive
Chola MS Risk Services Ltd.

Manoj Kumar Jaiswal - EVP & Head
Management Development Center

THE UNWRITTEN RULES

How many of us recognize the catchy phrase "Safety First"? It's a common banner found in myriad businesses. Although this message appears on the bulletin board at many organizations, it's observed that only a few practice what they preach.

What happens when safety is not first, yet the organization says it is? It sends the message that some rules can be broken or stretched.

> *Motivators are the goals that individual strive for. Triggers are the conditions that need to be satisfied. Enablers are people who can make achieving the goal possible. Once the analysis is done, the ultimate solution is relatively simple, but sometimes difficult to implement.*

Peter Scott- Morgan, in his book The Unwritten Rules of the Game: Master Them, Shatter Them and Break through the Barriers to Organizational Change, describes the importance of recognizing that what drives organizations is not usually the official policy, but the unwritten rules. He further characterizes the unwritten rules through an analysis of motivators, trigger and enablers. Scott-Morgan urges changing the unwritten rules to follow what you or your organization really want.

SAFETY CULTURE & INDIAN CONTEXT

As defined by the HSE advisory committee 1993, safety culture is a product of individual and group values, attitudes, perception, competencies and patterns of behavior that determine commitment. It also reflects the style and proficiency of an organization's health and safety management. The most intriguing aspect of culture is that it points us to phenomena that are below the surface (safety culture), that are powerful in their impact but invisible and to considerable degree unconscious. In that sense, safety culture is to a group what personality or character is to an individual. These invisible attributes (values, attitudes, perception) then predict the visible (behavior, commitment, style, proficiency) aspects leading to patterns and norms of behavior (safety climate) that become the safety culture of the group or organization.

Traditional attempts to improve safety at workplace have addressed the issues of safety via legislation, engineering solutions, safety campaigns or safety training. While organizations increased their outsourcing activity at rapid pace the EHS policies have not kept pace with level of outsourcing. Safety culture in India has a different connotation. In Indian society attitude towards safety is different to that of rest of the world. It's usually seen as a luxury rather than a necessity item, dispensable and to be followed only if it is required under law.

The challenges are two: people and mindset. People cannot change, coming from a strata of society with low levels of safety standards and understanding of safety is extremely poor. Mindset is to do with people linking safety to cost. And therefore organizations are constantly grappling with this challenge of cultural transformation.
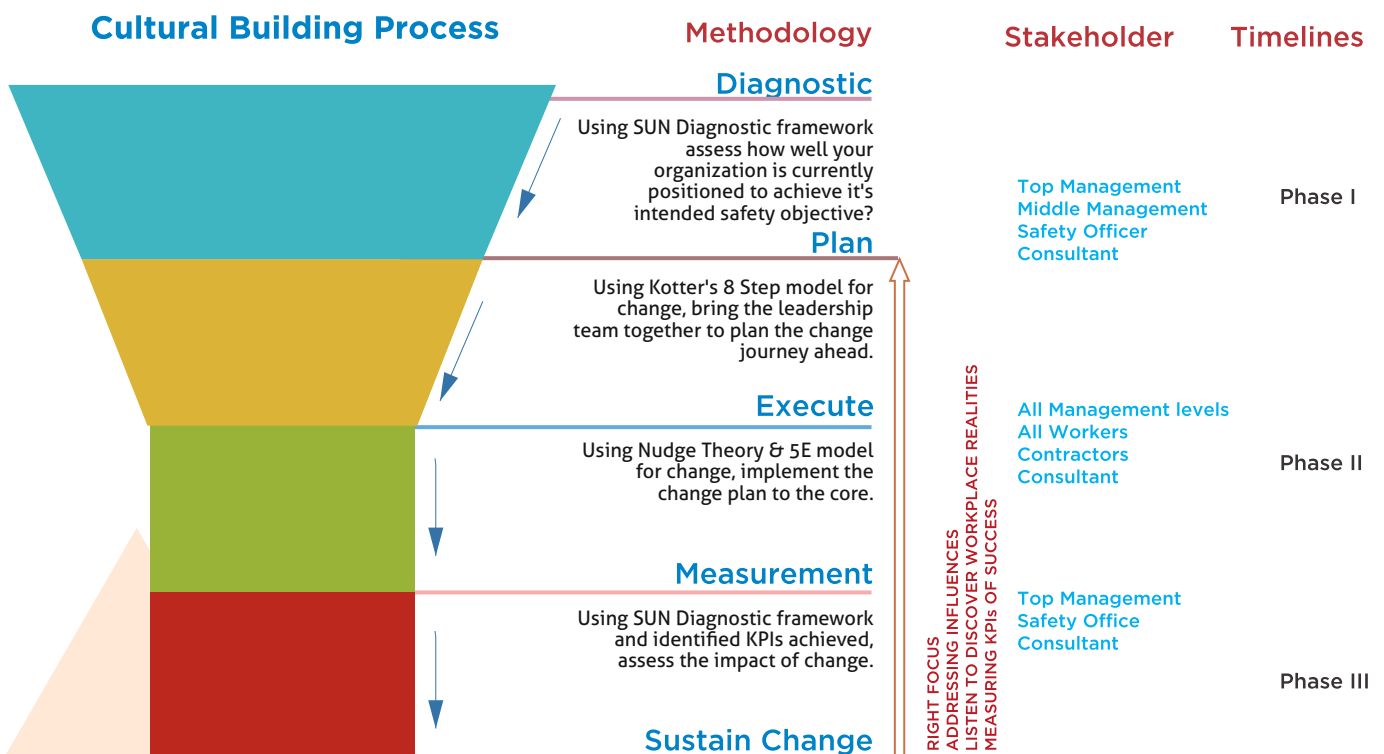
OUR PROPOSAL

Chola MS Risk is proposing a unique Safety Culture Behavioral Change model to help organizations assess and build a sustainable safety culture across the organizations. Few western models available for cultural transformation are not tuned to suit Indian ethos thus leading to attempt failures. The Chola Safety Culture Change process is for organizations operating in both Indian and other markets, irrespective of size, industry or sector, and emphatically answers:

Does your corporate culture promote safety?

How can you make safety part of the corporate culture?

Many safety initiatives fail to reach their potential because they are introduced and left to fend for themselves. Without the forethought to plan for sustaining new initiatives in this complex web of interconnectivity, companies often miss this valuable opportunity to make tremendous differences in peoples' lives. When EHS professionals plan for their organizations' safety evolution, they first need to build the climate for culture change and that's where the Chola Safety Culture Change Model will be of help.
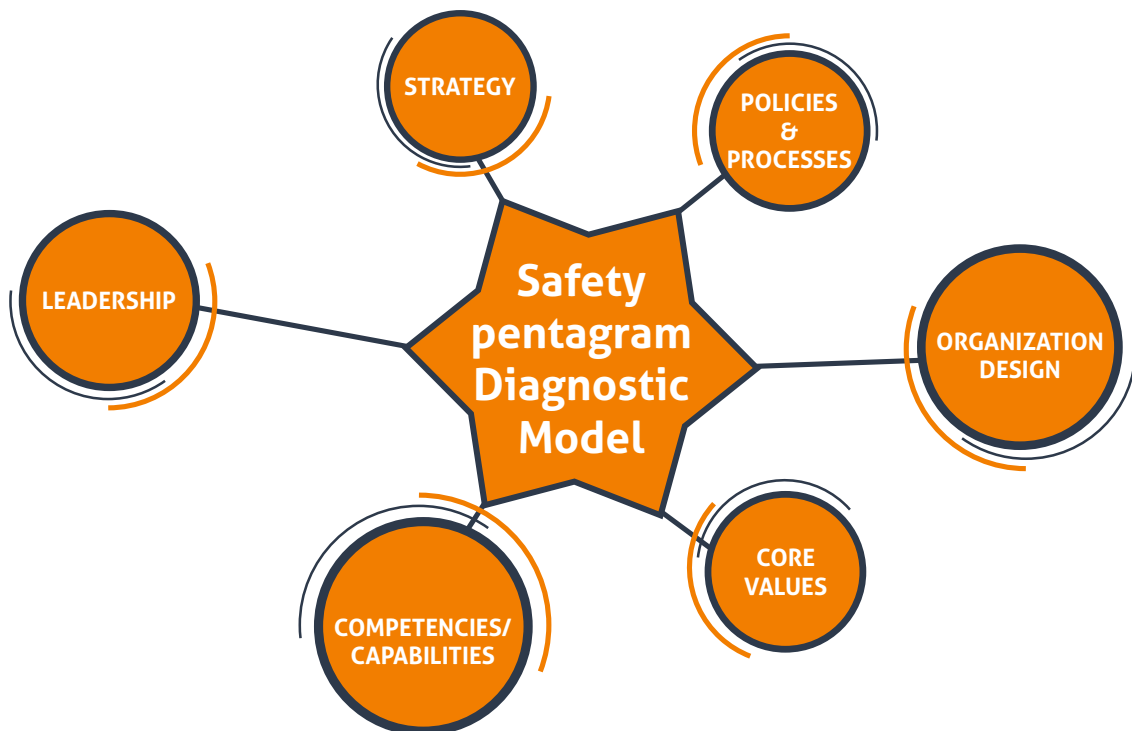
Cultural Building Process

Methodology	Stakeholder	Timelines
Diagnostic		
Using SUN Diagnostic framework assess how well your organization is currently positioned to achieve it's intended safety objective?	Top Management Middle Management Safety Officer Consultant	Phase I
Plan		
Using Kotter's 8 Step model for change, bring the leadership team together to plan the change journey ahead.		
Execute	All Management levels All Workers Contractors Consultant	Phase II
Using Nudge Theory & 5E model for change, implement the change plan to the core.		
Measurement	Top Management Safety Office Consultant	
Using SUN Diagnostic framework and identified KPIs achieved, assess the impact of change.		Phase III
Sustain Change		

RIGHT FOCUS
ADDRESSING INFLUENCES
LISTEN TO DISCOVER WORKPLACE REALITIES
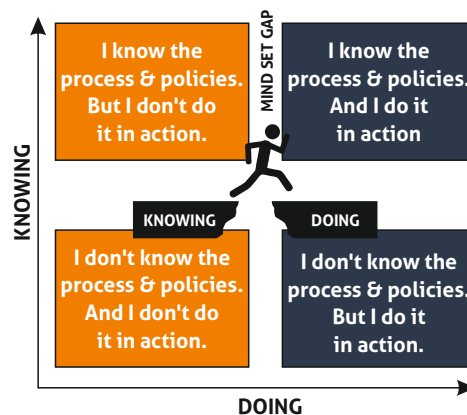MEASURING KPIs OF SUCCESS

DIAGNOSTIC

"Whether the organization is ready for behavioral diagnosis"?

The first step is to assess the current reality of safety in an organization. Using SUN diagnostic framework, we identify the strengths and weaknesses in your safety culture and highlight the areas that most require attention when deploying changes. With the active participation of the leadership team and those involved directly in designing and executing safety policies for the organization, this model helps to make sure that every aspect of safety your company supports the others, giving you a formidable business plan which is both incredibly strong and yet flexible to further changes.

The methodology of diagnosis will be the interviewing process, surveys and open forums in order to assess the culture and drivers of culture for the organization.

STRATEGY

POLICIES & PROCESSES

LEADERSHIP

Safety pentagram Diagnostic Model

ORGANIZATION DESIGN

CORE VALUES

COMPETENCIES/ CAPABILITIES

This diagnostic study will result in bucketing the organization in any of the given 4 quadrants which will help not only to identify the focus area and will support in implementation of the behavior building model so that organization moves in the right quadrant. The final outcome is to diminish the "knowing" and "doing" gap when it comes to people mindset.

MIND SET GAP

I know the process & policies. But I don't do it in action.

I know the process & policies. And I do it in action

KNOWING

DOING

KNOWING

I don't know the process & policies. And I don't do it in action.

I don't know the process & policies. But I do it in action.

DOING

Once the organization identifies the focus area, next step is to create the action plan by using the Chola Ms Risk behavior change model.

OBJECTIVES

The objectives of the Safety Culture Change Model are:

- Create an adaptable workforce that can **recognize risk** and respond appropriately

- Understand the **"safety culture"** & **" safety climate"** of the organization

- Managers can understand the "people mindset" for gathering **real-time data** impacting long term cultural challenges

- Use relevant culture change models to **assess and sustain** behavioral change

- Establish a **responsible image** in the market place to attract business and retain talent.

PLAN & EXECUTE CHANGE

You know that the change needs to happen, but you don't really know how to go about delivering it?

Chola MS Risk behavior change model is a complete model with a continuous cycle of identifying, executing, measuring and sustaining change using some of the globally used organizational culture change models. We are glad to launch the SUN (safety unlimited) model of building a safety culture in an organization. The key aspects of SUN model:

- Encompasses 3 researched organizational culture building models

- Clearly defines the step by step process with roles and responsibilities

- Covers perspectives of management, workers and contractors under one model

- Gives measurable goals for the organization to audit and implement

- Builds accountability across all levels of management and contractors too

- Emphasize on ongoing and consistent efforts by organizations to sustain safety culture

- Builds an image of a responsible organization that values safety to the core

SUN MODEL OF SAFETY CULTURE BUILDING

INCREASED CHANGE EFFICACY

INCREASED ORGANIZATIONAL READINESS

THE BIG OPPORTUNITY

1 Assess the current strategy

2 Build a guiding coalition

3 Create a sense of urgency

4 Enlist volunteer army and remove barriers

5 Enable consensus and form shared values

6 Evidence to identify the best option

7 Present change as a choice at all levels

8 Generate Feedback

9 Celebrate short term wins and sustain acceleration

10 Consolidate Improvement

INCREASED CHANGE EFFORT

INCREASED CHANGE COMMITMENT

With every step of the SUN model, leadership commitment and manager/ supervisor involvement grows further. With diagnostic study at Step 1, Step 2 is where the critical stakeholders will come together to close on key performance indicators for building safety in the organization and the road map for the coming year. Step 3 to Step 7 are the execution phases where managers and supervisors take necessary action to implement on the agreed KPIs. Finally Step 8 requires re-assessment to identify wins and areas of improvement (Step 9), which will further build up in Step 10 to decide continuous improvement plans. To understand each step in detail, please refer to the below diagram.

SUN MODEL OF SAFETY CULTURE BUILDING

1. ASSESS THE CURRENT STRATEGY

Focus: Assess your current safety strategy using Mckinsey's 7S questionnaire designed by Chola MS Risk.

Methodology
- Interviewing
- Group Discussion
- Observations

Purpose: Understand organizational readiness to change

2. BUILD A GUIDING COALITION

Focus: Basis the outcome of the assessment, finalize the focus areas and responsibility matrix. Using Kotter's 8 Step to change management up-skill managers on strategizing and implementing change.

Methodology: Workshop with leadership team and key stakeholders involved in safety to identify drivers of safety in your organization.

Purpose: Identify "what" drives safety at all levels in order to create strategy around it.

3. CREATE A SENSE OF URGENCY

Focus: Form a strategic vision and initiatives. Clarify how the future will be different from the past and how each member can make that future a reality through initiatives linked directly to vision.

Methodology: Vision + Strategic alignment (measurable)

Purpose: To create an extraordinary level of ownership for each level of management and prompts others to raise hands to help make it happen.

4. ENLIST THE VOLUNTEER ARMY & REMOVE BARRIERS

Focus: Enlist your volunteer army to rally around the common opportunity. This army should be given responsibility with authority.

Methodology:
- Representation of senior leadership
- Involvement of supervisors and contractors too.

Purpose: To have a dedicated workforce with buy in and urgent drive for change – moving in the same direction.

5. ENABLE CONSENSUS & FORM SHARED VALUES

Focus: Consider individual/team values to create a shared values to build consensus.

Methodology: Contact workers/ contractors, supervisors to understand their motivations and value systems.

Purpose: Consolidate change from individual point of view.

SUN MODEL OF SAFETY CULTURE BUILDING

6. EVIDENCE TO IDENTIFY THE BEST OPTION

Focus: To showcase change as the only and best option for future sustenance of the organization and people.

Methodology:
Using the *NUDGE theory create the positive and negative nudges of safety within the organization.

Purpose: Involve every individual of the organization to buy in the change agenda.

7. PRESENT CHANGE AS A CHOICE TO ALL LEVELS

Focus: Communicate and embed nudges in each step of the operational process and make it a language within the organization.

Methodology: Make it visible and part of all meetings (formal/ informal) with workers and contractors.

Purpose: Present team with nudges at allow them to choose.

8. GENERATE FEEDBACK

Focus: To gather evidence on "what's "working well and what needs to be re-looked at.

Methodology: Using formal and informal channels to gather feedback at all levels.

Purpose: For people to feel involved at all levels and generate "real time" feedback.

9. CELEBRATE SHORT TERM WINS AND SUSTAIN ACCELERATION

Focus: Recognize, collected and communicated – early and often- to track progress and energize volunteers to persist.

Methodology:
• R&R programs
• Incentivize positive behaviors

Purpose: Reduce resistance to change efforts and motivate.

10. CONSOLIDATE IMPROVEMENT

Focus: Verify that the change is sustainable and will stick.

Methodology: Leadership team to come together and assess.

Purpose: Make it part of the ongoing business cycle.

MEASUREMENT OF CHANGE

We can expect measurable behavioral change 6 months post intervention- deployment of the SUN model. While the industry accepted norms should be used to judge the behavioral impact, we would evolve specific measures, in consultant with the core team, to judge cultural transformation. Rate and Extent of change in norms, unsupervised compliance, rate of adoption of safety measures by new employees, near misses, are few examples of measuring criteria. However, the core team will decide on the measuring criteria and a neutral team needs to conduct the assessment involving consultant, management and HSE officer.

The Chola Safety Culture building model have multiple KPIs measuring three levels of leading indicators:

ACTIVITIES (observations, meetings, action plans, etc)

IMPACT (changes in perceptions and focus)

BEHAVIORS (percent safe of targeted behaviors)

THE CHOLA SAFETY CULTURE BUILDING MODEL

The right activities create the right mindset, which creates right behaviors, which create the desired results.

This diagnostic will not solve all your safety problems or replace your other efforts. *But if done correctly, it can address one of the last barriers to safety excellence in a way that never will become obstacle.*

SUSTAIN CHANGE

FOUR RULES OR KEYS TO SUCCESS FOR ANY SAFETY CULTURE CHANGE MODEL SUSTENANCE

01
THE RIGHT FOCUS

The right kind of analysis (post diagnostics) can point out which behaviors have served the greatest potential to improve safety and focused workers on them.

02
ADDRESSING INFLUENCES

Effective safety model is a coaching, not confrontational, approach. The most important thing a safety model observer can do when observing an unsafe behavior or the failure to take a targeted precaution is to find out why the worker does or does not do it.

04
MEASURING THE KPIs OF SUCCESS

More mature process will focus on the lead indicators of safety within organization with long term results. Not just number of observations are key metric but how much has been achieved qualitatively (as decided at the beginning of the year) is crucial.

03
LISTENING TO DISCOVER WORKPLACE REALITIES

In most successful safety culture models, the observers to more listening than talking. They seek to understand the workplace influences that shape existing behavior and take this information back to the steering team. The interaction between observer and worker is coaching, but it also is collaboration. Every employee works in conjunction with his or her observer to accomplish making the checklist behaviors common practice by removing obstacles and barriers to safe performance.

CONCLUSION

While we are working on strengthening the behaviors, it is mandatory for the organization to make required investments, all safety regulations are followed and all necessary requirements to safety compliance are taken care of.

Finally, the sustenance of the model will be permanent if the organization has key performance indicators to further sustain the model.

To book an appointment for a detailed walk-through of the Sun Model get in touch at
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