

Safety Leadership

Why is it important and what does it look like?

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Kakivik Asset Management, LLC & CCI Industrial Services, LLC

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Infrastructure Risk Assessment

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- Nondestructive Testing
- External and Internal Corrosion Investigations
- Integrity Program Management
- Quality Program Support



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Attitudes about Safety



For or Against?

Just Fans or Fanatics?

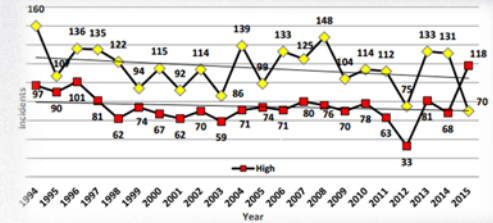
Interested or Invested?

- Checkbook
- Calendar
- Clothing

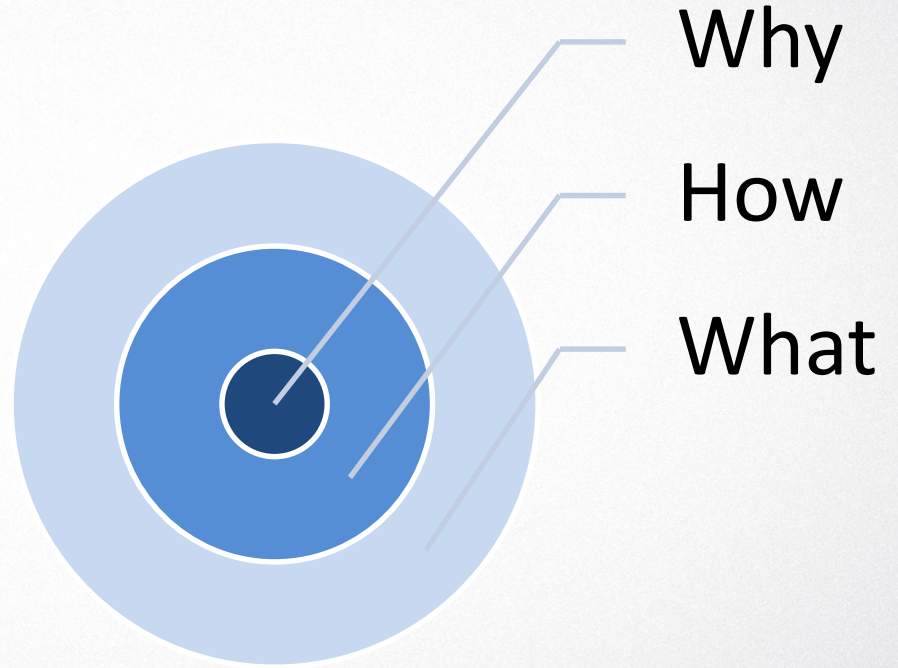
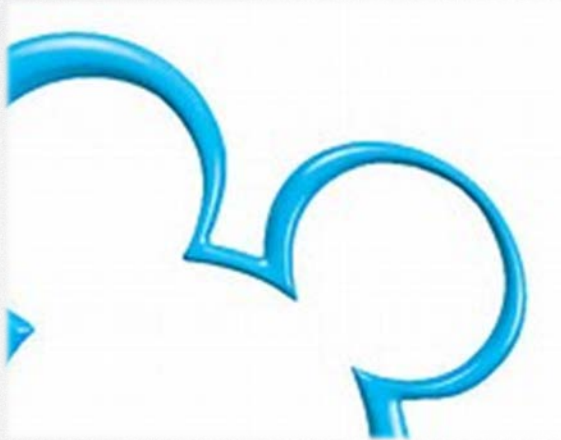


Why Safety?

- Statistics Tell a Story
- But not the Whole, or even Main, Story
 - If an employee gets hurt, what really happens?
 - At work?
 - Every Statistic has a story
 - At home?
 - Real people, real lives, real families
- Safety is the right, morale thing to do



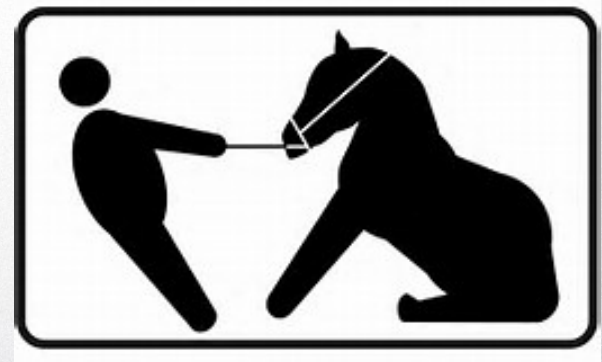
The Golden Circle



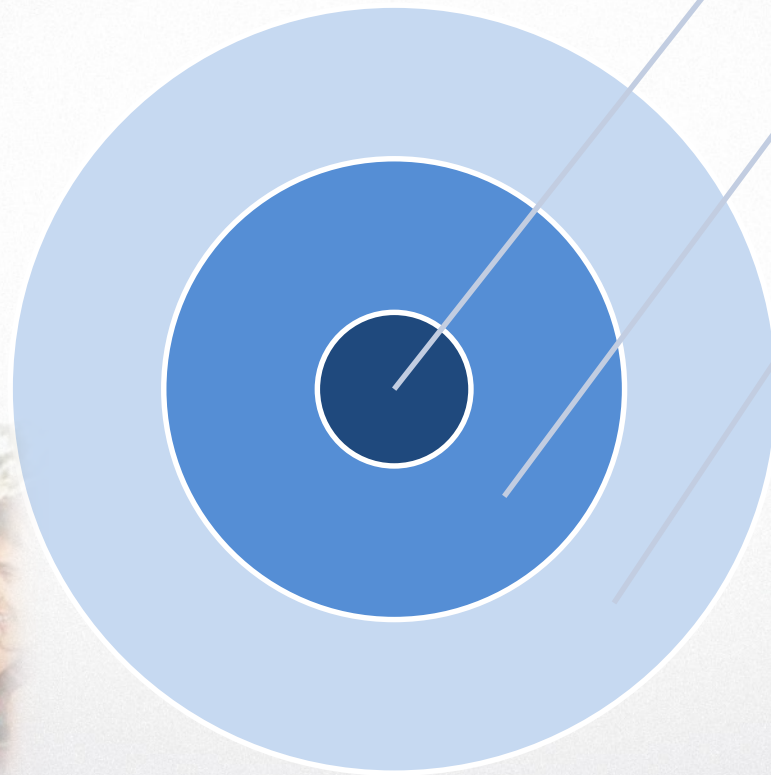
Messaging is Critical

What happens when we lead with:

- Behavior? (*What*)
- Program? (*How*)



Behavior & Culture



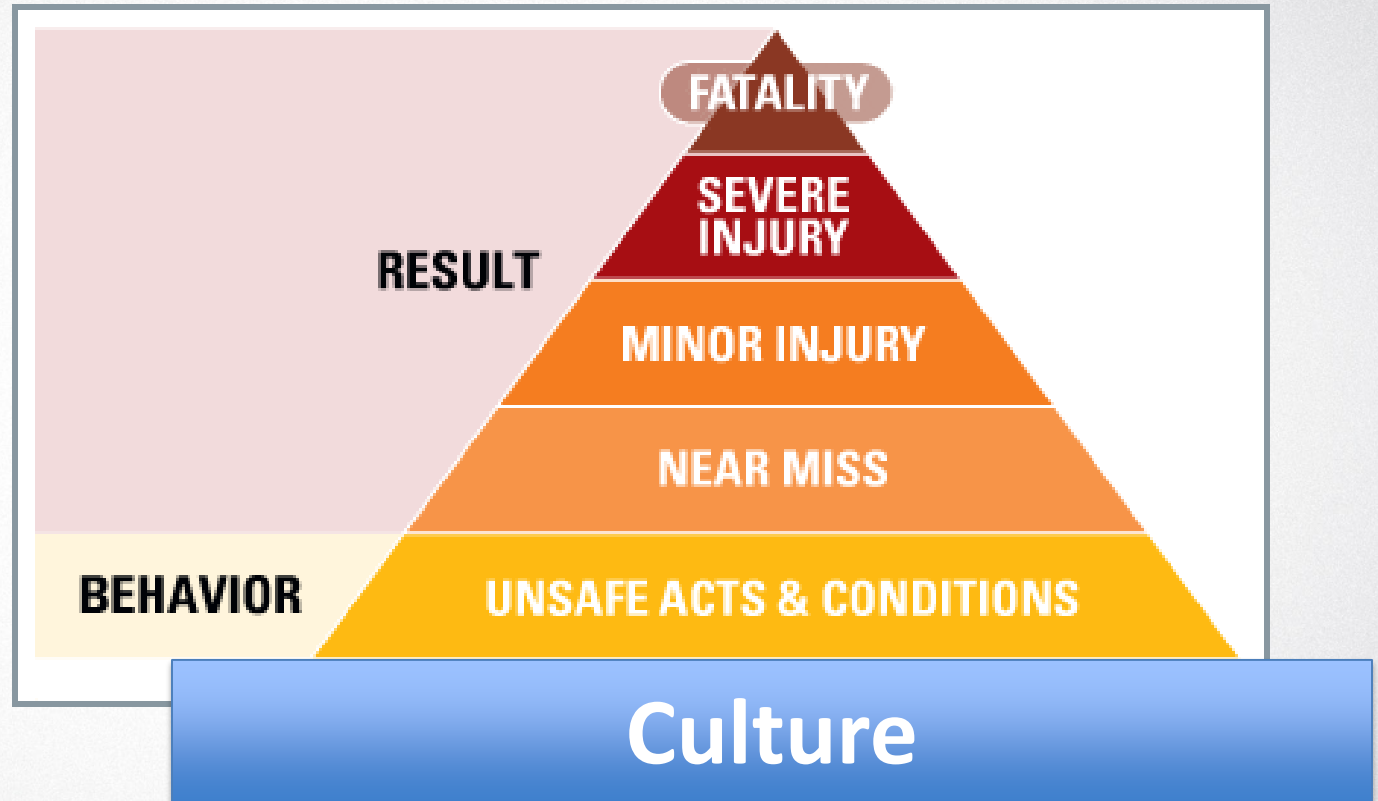
Culture
(Why)

Program
(How)

Behavior
(What)

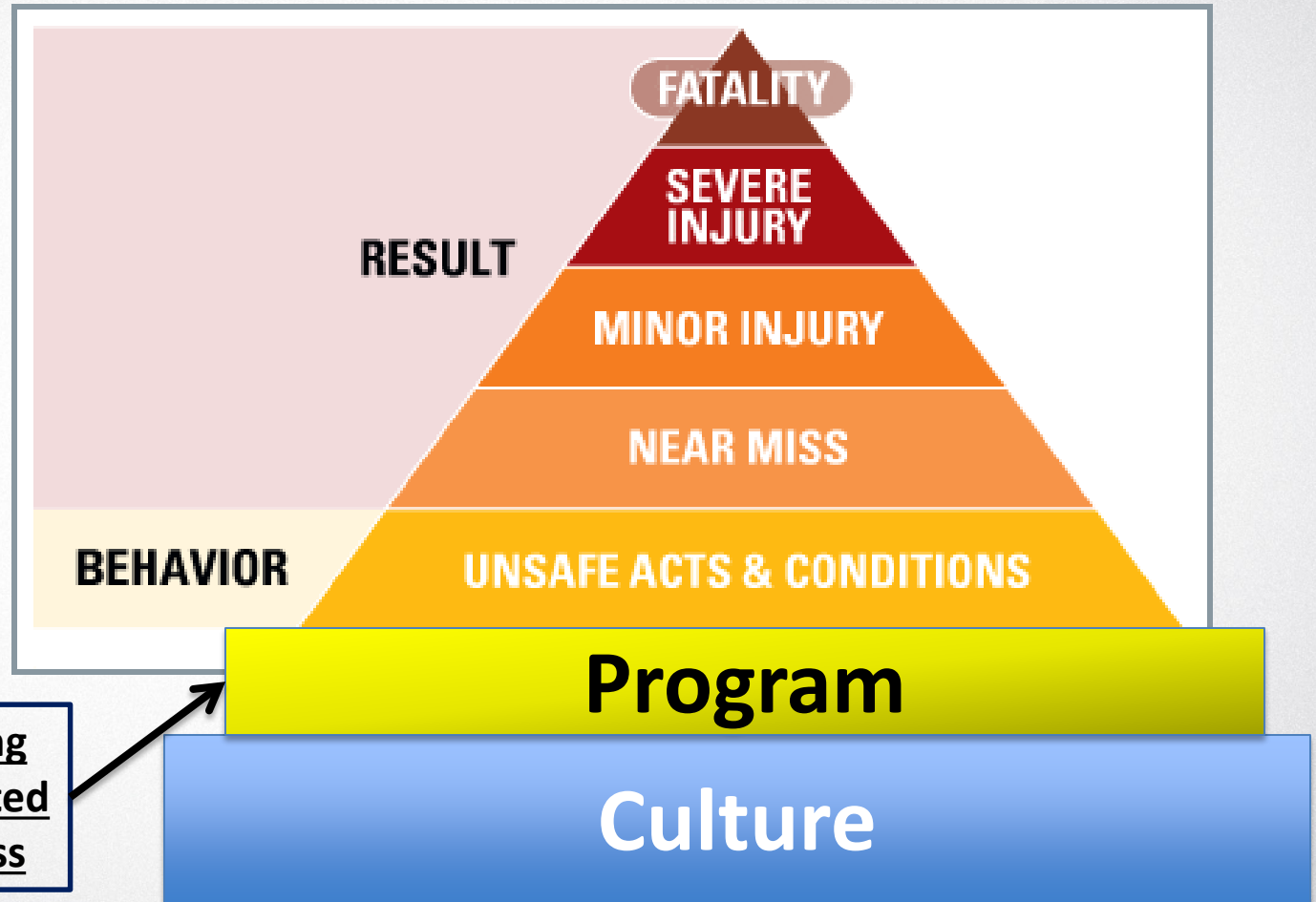


The Safety Pyramid (Plus)



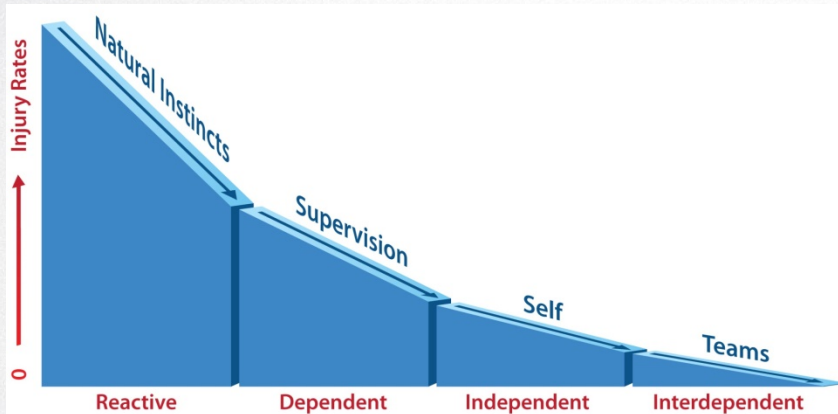
- Our Beliefs & Identity
- Individual and Group

Foundations for Safety Excellence



The Evolution of Safety Performance

The Bradley Curve (DuPont)



Reactive – Instinct, Experience, Regulations

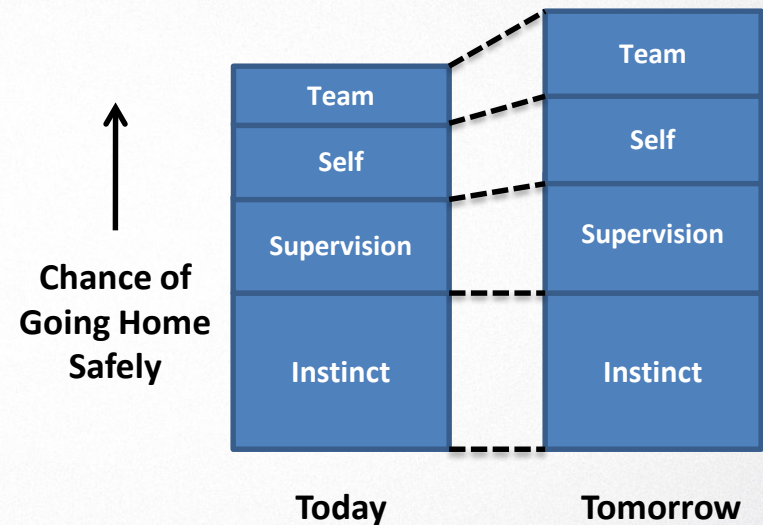
Dependent – Mgmt, Safety Dept, Training, SOPs

Independent – Personal Ownership/Investment

Interdependent – I am my “Brother’s Keeper”;

We are better together

Another Perspective



Building a better future...

Building a Better Safety Future (Culture)

Safety is not merely:

- Adhering to regulations, policies and procedures
 - That is only the “price of admission” (everyone has to do that)
- “Good for business” (the cost of getting it wrong can be high)
- An addition to production, schedule and cost objectives
- A priority, which may change from year to year, based on the market

Safety must be:

- Doing what it takes to ensure injuries don't occur
 - Not just the minimum
- Good for people (the cost of getting it wrong can be devastating)
- How we do what we do
- A value, not to be affected by year to year market conditions

True Safety Leaders...

Passionately hold Safety as a Core Value

- Know and communicate why (over and over and over again)
- No compromise, shortcuts or exceptions

Lead by Example

- Walk the talk
- Set the tone (recognize, reward, redeem, remove)

Stay the Course

- Learn from mistakes
- Continuously improve

Safety Leadership Principles

A Safety Leader:

- ***Builds Trust***
- ***Takes Responsibility***
- ***Communicates Effectively***
- ***Sets Clear Expectations***
- ***Addresses Gaps***

Building Trust

Every interaction impacts trust

- Build or Destroy

Key elements of trust

- Care - People don't care what you know until they know that you care
- **Engage** – 3F's (Face Time, Feedback & Follow-up)
- Empower
- Respect
- Transparency

Do we really know how we are perceived???

Taking Responsibility

Shared vision, mission and goals

- None of us can do this alone; we need each other.
- We all have a part – What’s yours? What’s mine?

Interdependence (IFC – Incident Free Culture)

- We are our “brother’s keeper”

The Culture I/We Create

- As a leader in this organization, what is it about us/me that made him/her/them think it was okay to?
- Doing the same thing, but expecting different results is?

Effectively Communicating

Listening

- Seeking more to understand (learn) than to be understood
- Don't assume

Speaking

- Clearly, concisely, consistently

Adapting

- Who am I talking to?
- What do they care about? Know? Believe?

Communication is more than words

- Verbal ~ 10%
- Vocal ~ 35%
- Visual ~ 55%

Setting Clear Expectations

Have Fewer, Clearer Goals

- Specific, measureable, achievable, realistic, time-bound

Be Intentional - Make “Contracts”

- What is needed?
- Who is doing it?
- When it is due?

Single Point of Accountability

- If everyone is responsible, then all too often no one is
- Coordinate/consult with others, but take responsibility to get it done

Address Gaps

Organizational and Individual Cultures

- Culture is deeply ingrained and takes time to change
- Organizational DNA vs. Individual (prior employers, experiences)

Possible Approaches

- Hope is not a plan (denial)
- Information is important but only gets you so far
- Inspiration (the why) motivates better than fear

GROW - Goal, Reality, Options and What to do

- Deal with issues/potential issues:
 - Timely, Directly, Honestly, Professionally
 - Seek to Build Trust and Team

More & Better 3Fs

Face Time

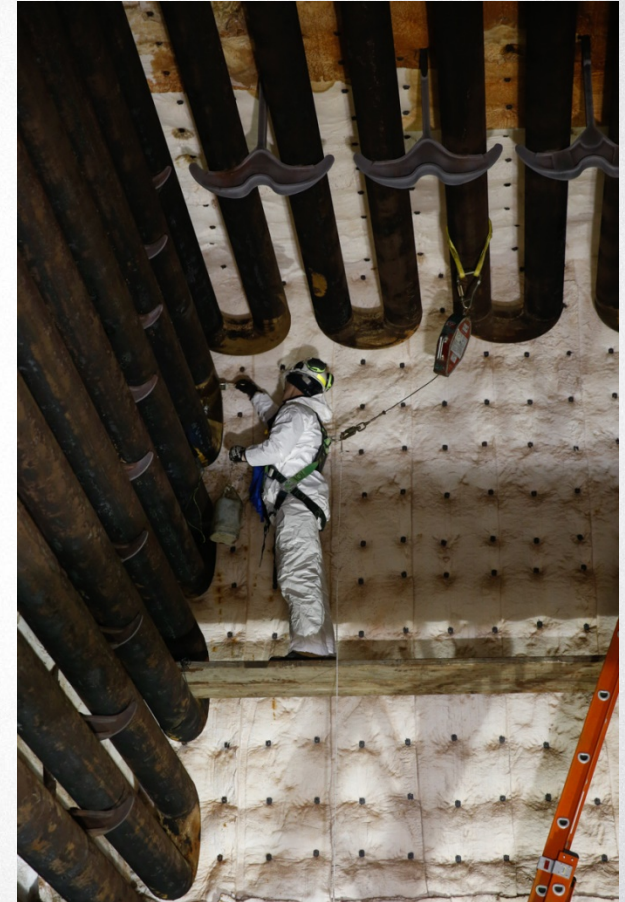
- Visibility, Accessibility, Connection
- Field Visits, MBWA's, Engagement Sessions
- Pre-job safety

Feedback

- Is it safe and normal to talk about Safety?
- Behavior Based Safety (looking out for one another)
- Reporting (Near Misses, Good Catches, Pre-Incidents)
- Self-Verifications, Competency Assessments, etc.

Follow Up

- Corrective Actions
 - Doing vs. Talking
 - Specific, Assigned, Time-bound
 - Hierarchy of Controls
- Improved processes, working SOPs, MOC's



A Good Safety Culture is No Accident!

Questions or Comments?



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