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# **Change, Challenge and Stay Curious – the world of unsafety**

## **The Stormy present.....**





Quality  
Cool  
Disruptive  
Sophisticated  
Shiny  
edge  
Expensive  
Innovation  
Cutting



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# SAFETY

harm

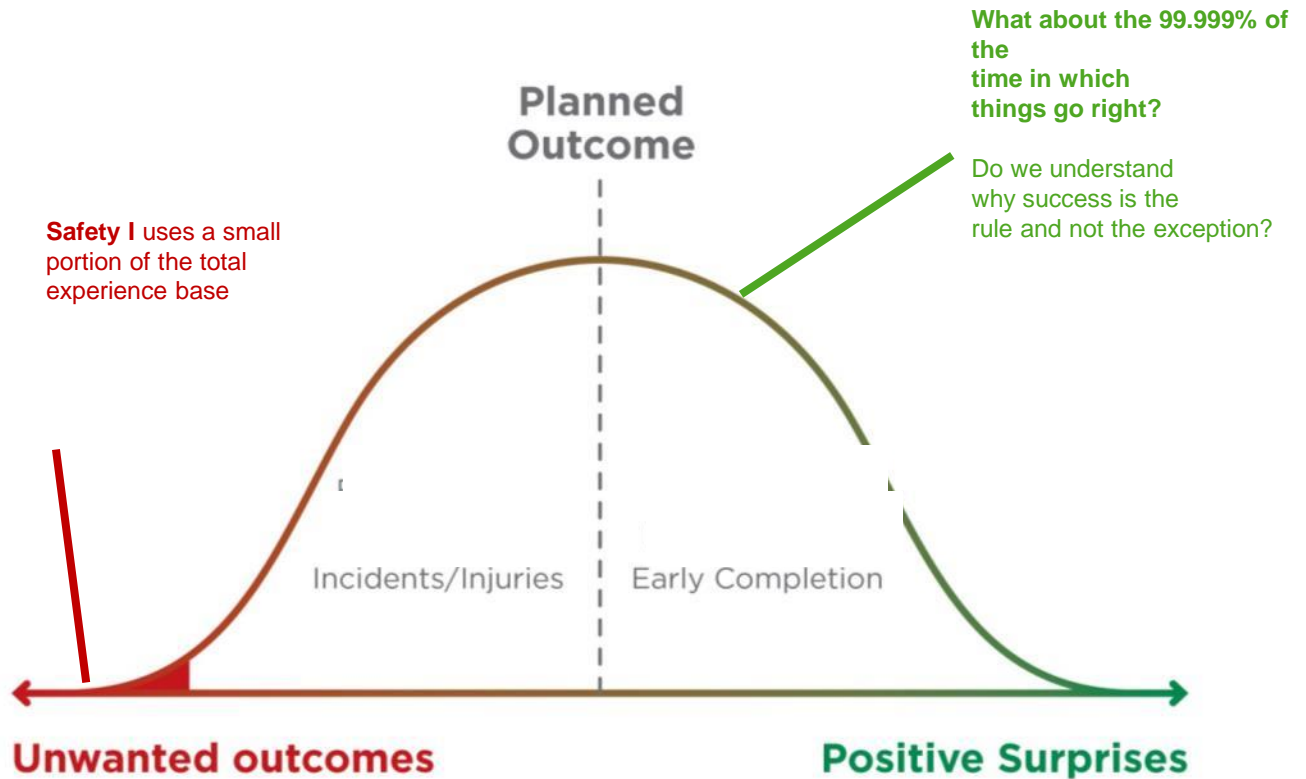
manager  
subcontractor  
SMS  
incident  
worker  
blame  
zero  
idiot  
them  
procedure  
damage  
accident  
RAMS  
risk  
fault  
stupid  
process



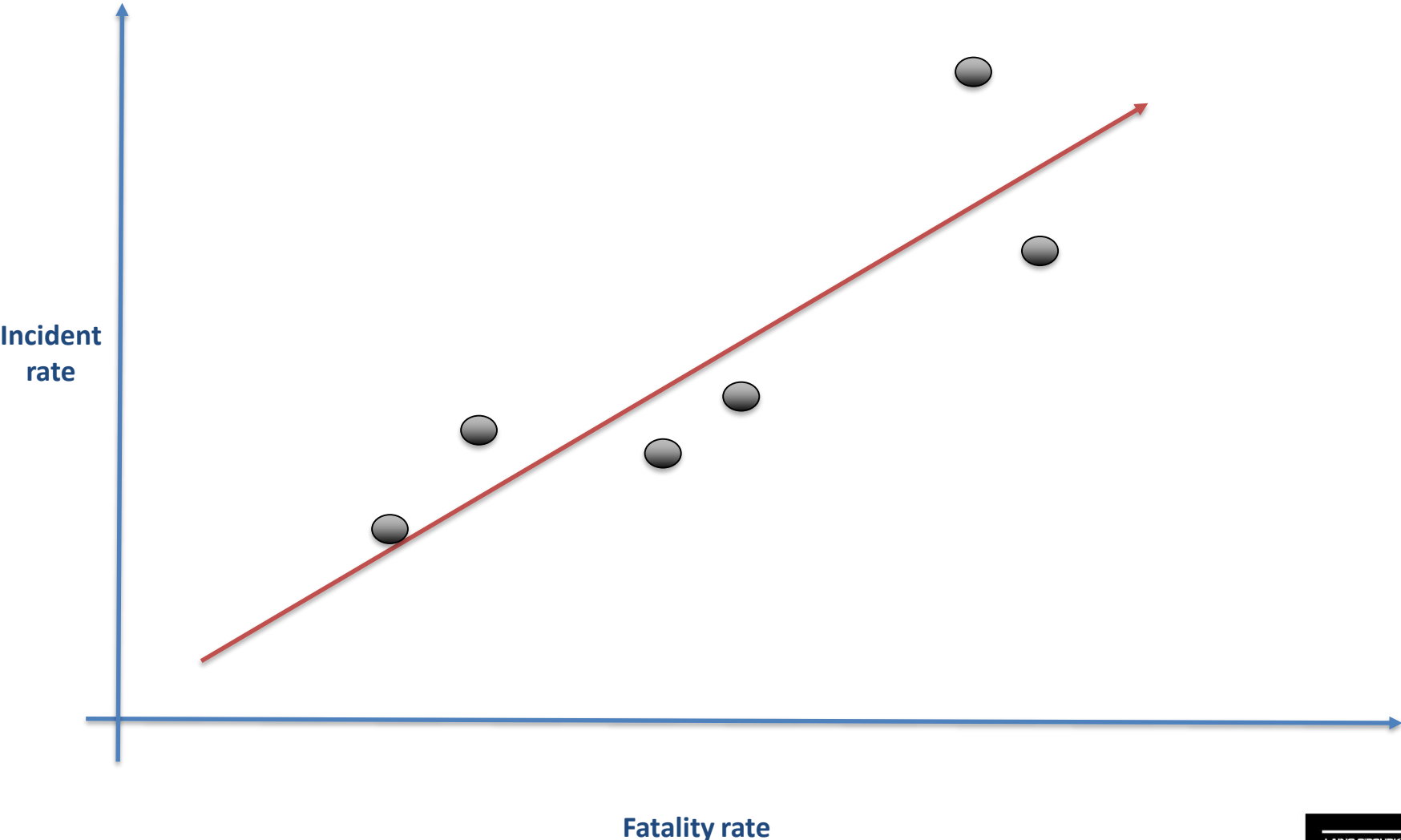


## ***What is Safety anyway?***

***Things go right  
most of the time –  
but for some  
reason we don't  
find this  
interesting***



# THE DANGEROUS ASSUMPTION



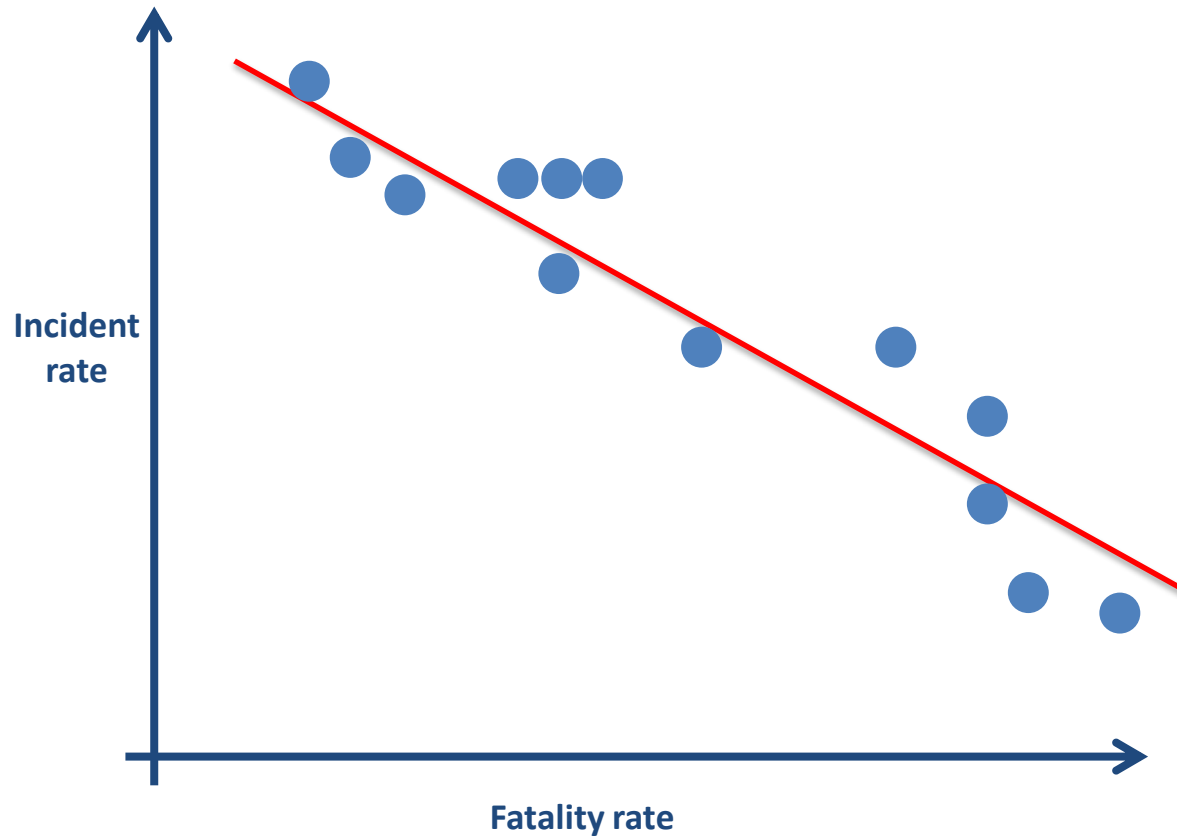
# THE DANGEROUS ASSUMPTION

'The fatality rate in the construction industry increases when the accident frequency declines'

*Jun 1, 1998 - Accidents and fatal accidents-some paradoxes.*

*Authors: **Saloniemi, A.**; **Oksanen, H.***

*Source: Safety Science, Volume 29, Number 1, June 1998*







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## Traditional

- The system is safe
- Safety is the absence of accidents
- Accidents happen because of unsafe acts or deviations from plan
- Variability is a threat
- People are a liability
- Procedural compliance is mandatory
- How can we change people?

## Alternative

- The system is not safe in itself
- Safety is the presence of capacity or capability to develop resilience
- Accidents happen when resources are insufficient to meet demand
- Variability is inevitable (and has an upside)
- Only people can adapt, accommodate, compensate, adsorb and respond to change
- How can we support people to adapt successfully?

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- **People are the solution they are not the problem**
    - People are create success far more often than they are involved in failure
    - Recognises difference between work as done and work as planned
    - Allows mature conversations around risk to occur
    - Recognises that people are a source of innovation and insight
  - **Safety is the presence of positives not the absence of negatives**
    - Absence of accidents does not indicate presence of safety
    - Safety must be about capacity to adapt, tolerate change, be resilient
    - Serious incidents are preceded by long periods of accident free operation
  - **Safety is an ethical responsibility not a bureaucratic activity**
    - Systems manage safety not liability
    - Lean management systems enable effective risk management
    - Systems are designed to promote relationships and not transactional

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reviews  
Collective review  
Severe  
Better Appreciative done  
insights Apache Leadership  
planned work question  
Work Positive Drift  
event Normal Pit  
Fatal Enquiry risks tours  
crews

questions  
Eyes



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**No one can resist an idea whose time has come.**

**Nothing is more powerful as an idea whose time has come..**