

Insights for Innovation

Rules Don't Keep People Safe. Common organizational mindsets that can inhibit thriving safety cultures

Getting Back to Basics. Key characteristics of high-performing incident prevention systems

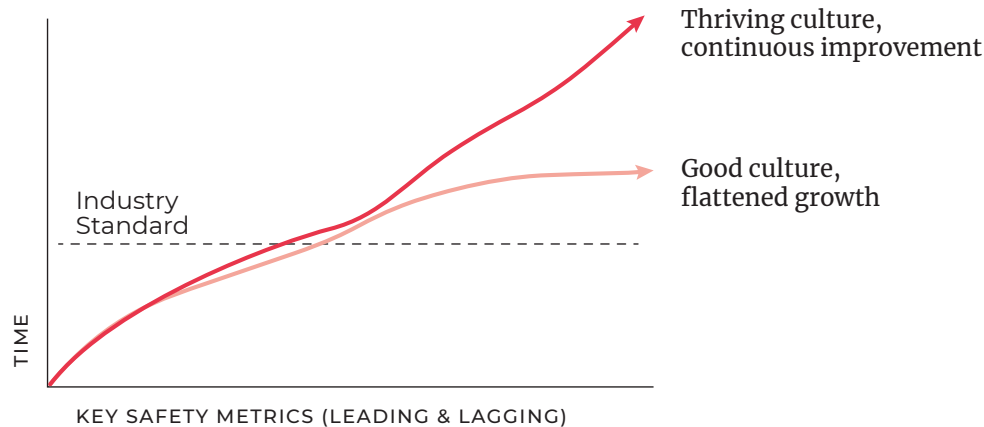
Avoid Unnecessary Technical Debt. What to look for in next generation applications



Despite considerable investment, why do some safety cultures plateau while others thrive?



THE PLATEAU EFFECT GOOD VS. THRIVING



You've mobilized your organization to build a safety culture that's delivering. What's needed to take it to the next level?

Over the last 25 years, our team has partnered with some of the country's largest construction and manufacturing organizations to deliver disruptive incident prevention systems that transform safety outcomes. At the same time, we've also seen other organizations experience the "plateau effect" despite significant investment and initial progress.

Why do these safety cultures experience flattened growth?

The good news is that we're in a moment of incredible innovation around the prevention

and mitigation of unplanned events. Recent breakthroughs in research and technology now allow organizations to measure and get insights about their safety performance in ways that were previously impossible. This has enabled them to not only operationalize safety excellence amongst their front-line staff, but continually improve upon it.

In the pages that follow, we share our list of potentially dangerous mindsets that can impede safety optimization. We discuss the leading common

sense (and low-cost) factors that have the greatest impact on building cultures of care. And we offer key considerations to keep top-of-mind when investing in a next-generation incident prevention system.

FactorLab's *Insights for Innovation* series shares the industry trends; research; and advancements in artificial intelligence, machine learning, IoT, and mobile and smart technologies that catalyze safe workplaces that put people first. **Learn more at [FactorLab.com](https://factorlab.com).**

Potentially dangerous mindsets that can impede efforts to achieve optimum safety performance

(and how to challenge your team to overcome them)

Rules keep our team safe.

Let's face it, "rules" count for very little in the field. Rather, it's engagement in desired behaviors relative to the task—or a commitment to not violate the rules—that reduces the chance for an unplanned event.

People get hurt because they make mistakes.

Yes, people will make mistakes. Organizations and leaders put in defenses to guard against these mistakes. However, when someone gets hurt, it is because a defense failed or did not exist and that is the responsibility of the organization.

We're good. Our incident rate is 1/3 the industry average.

While a low rating is certainly something to take pride in, it can also be dangerously misleading. Research shows little relationship between RIR and Serious Injuries and Fatalities. British Petroleum, Exxon, and countless others have learned this the hard way.

The safety guy is here to protect me.

(Or worse yet, they think their job is to protect you.)

The job of a safety professional is to provide resources, recognition, and coaching to build a culture where everyone is looking out for each other. They are neither omnipresent, nor omnipotent. Organizations must engage those closest to the work together with their safety staff in an ongoing effort to achieve this.

Our field leaders' time is well-utilized.

If you think your daily PTP (or THA, or Toolbox talks...) are going just fine, 20,000 SmartTagIt conversations beg to differ. The majority are not accomplishing what you or your leadership expect. The good news is that you can improve 65% of them in less than 30 days.

Safety reporting is too much of a burden.

"There are too many requirements." "I don't see the value." "Who's even paying attention?" If this attitude is creeping into your organization, something is wrong. You must step back and ask what can be done to make safety reporting easier and the information more valuable.

We tell our teams what they need to be safe.

The mindset that safety content and training is enough to keep people safe is a dangerous one. More information doesn't keep people safe; rather, it's the application of knowledge that results in a safer workplace.

"Culture" is a marketing word.

To some, "culture" is a soft concept that doesn't exist in the field. But really, your front-line leaders are demonstrating it every day. If they care and get those closest to the work engaged in the known effective safety defenses, there will be less human error and less unplanned catastrophic events.

We've got an app that collects data on a phone.

Certainly, collecting and storing information digitally is better than piles of paper, but this is only a first step. Too often, the data we gather is underutilized. It should be used for active, in-the-moment coaching to improve performance and create incremental value.

Incident Prevention: Common sense factors that make the biggest difference.

We regularly consult a "roundtable" of executives from the country's top construction firms, as well as thought leaders and researchers about risk prevention, behavior change, and innovation about what defines strong defense systems. There's universal consensus that the following elements have deep impact when operationalizing a safety lifestyle.

Engagement.

Having those closest to the work share information about what is happening in the field sparks productive conversations around a problem. This reinforces your encouragement around the behaviors you want while addressing a weakness in incident prevention.

Looking at the right indicators.

Healthy, high-quality indicators in your observations indicate healthy systems, healthy cultures, and mature safety leaders. The key is to measure the right indicators, including ratios of safe and at-risk observations/

inspections; follow-up on open issues; recognition of high hazards; and recognition of less risk behaviors or conditions.

Quality Conversations.

The conversation between the crew, project leaders, and those closest to the work may be the most critical safety defense in your toolbox. Stimulating conversations where both parties are engaged, where high hazards are discussed, meaningful questions are asked, and the real work is reviewed are robust signs of strong leaders who deliver profitable projects on time and with far fewer accidents and injuries.

Positive reinforcement.

It's important to recognize and celebrate effective behaviors. This includes complimenting field leaders who are improving how they plan and how they

talk about hazards with those closest to the work and being further rewarded for helping crew leaders improve how they recognize hazards or hold daily planning conversations.

Knowing the ROI of your prevention efforts.

Visualizing your culture and the return on investment for every dollar spent on preventing accidents and injuries has a profound effect on growing support and excitement for implementing a safety culture. Organizations who know how their investments in training, safety resources, leadership, and communication impact engagement, planning conversations, high-hazard recognition, and the level of organizational "care" outperform those who don't.

voices from the roundtable

"When project teams engage and have a positive coaching interaction, that's when we really win the hearts and minds of those closest to the work."

Lane Smith
Safety Manager, DPR Construction
Redwood City, California

"*Safety Differently* defers to expertise, not telling people what to do, but instead asking them what they need to be successful."

Sydney Dekker, Ph.D.
Professor & Director, Safety Science
Innovation Lab, Griffith University
Brisbane, Australia



Avoid unnecessary technical debt

Twenty years ago, making field observations on a mobile device was groundbreaking, but technology in the construction industry has come far since then. When selecting your organization's next incident prevention system, consider these features to ensure that it's easy to adopt, will advance along with your team, will operationalize a culture of continuous improvement, and capture and calibrate your data to give your team valuable insights.

What to look for when choosing a next-generation incident prevention application

Low barriers to entry	Whether it's collecting data, using the data to coach, or capturing observations to respond to and resolve issues, the interface should be simple and easy to adopt.
Video first	If a picture is worth a thousand words, a video is worth a thousand pictures.
Integrated AI/Machine Learning	Don't pass on these groundbreaking aids to discover more efficient ways to get your teams to engage, discover hidden gaps, and build healthy incident prevention defenses.
Flexible visualization	The best solutions are tightly integrated with third-party high-end visualization tools aligned to a data model and warehouse that reflect what leaders and safety professionals really need to see.
Unstructured data analysis	The data should incorporate natural language processing and reporting.
Tight integration of information with metrics	Incident information needs to be integrated with prevention metrics even though this information will likely come from multiple systems.
Automated recognition (both virtual and real)	This includes customizable and configurable recognition, triggers, messages, and links to current recognition systems.
Promotes individual self-improvement and recognizes progress	The application should encourage users to self-learn from their peers and refer to other best-in-class examples from within their organization.
Reinforces peer-to-peer learning	The best examples and the best trainers are already in the field. Make it easy and rewarding to learn from each other.
Welcomes input and data from available and future devices	Wearables, sensors, beacons... IoT devices are coming and will continue to contribute important sources of new information. Your next system must take this into consideration and allow for this information to be tightly integrated into your incident prevention framework.



“In less than 60 days, my team collected more than 500 daily safety planning conversations. We immediately started using them for coaching and for getting those closest to the work more engaged.”

DAVE MURPHY

Safety Director, Pepper Construction | Chicago, Illinois

Going beyond inspection forms and reports

FactorLab's SmartTagIt is a ground-breaking incident prevention system that provides a new set of safety measurement tools to jump-start safety innovation.

Twenty years ago we got lost in paperwork, now the field is getting lost in the screen. Our software liberates your front-line safety professionals to have meaningful conversations about hazards and work, resulting in more engaged teams that are reinforcing safe practices. At the same time, safety leaders get

powerful and valuable data to coach a high performing staff, recognize and reward positive behaviors, and use predictive analysis to keep budgets and schedules on track.



Designing, building, and deploying innovative digital services that improve safety defenses and increase productivity in high risk workplaces.

6701 Koll Center Parkway, Suite #250
Pleasanton, CA 94566
(650) 248 1458 / FactorLab.com

Support: Info@FactorLab.com

Sales: Sales@FactorLab.com

