



A new approach to

# **Behavioural Safety: Development Workshop**

## Behaviour Based Safety: An Advanced and Holistic Approach

The following course outline represents the indicative content of workshop-based activity that we are able to provide on an "in-house" basis. The course is tailored to fit your needs - it can be scheduled as a 5-day event, or modularised, or it can be delivered more intensely over fewer days where this is preferred. The aim of the course is to provide a foundation upon which your company can develop its behavioural strategy.

### Course Objective

To provide participants with an in-depth introduction to the background, theory and practice in behavioural-based safety. Course participants will develop a deep understanding of the behavioural problem, the implications for practice and intervention, and the means to develop a behavioural programme in an operational setting.

### Rationale

Behaviour based safety is a complex proposition. The approach presented in this course includes an emphasis on worksite observation and coaching but recognises that achieving influence over how people behave requires a focus on a variety of issues. These should not be regarded as discrete / isolated interventions but as part of a holistic strategy to influencing people to behave safely.

### Key content

- Understanding the behavioural problem - why do people engage in unsafe behaviour?
- Behavioural / psychology theory
- Safety leadership behaviour
- Creating a positive and just culture
- Influencing behaviour through observation, monitoring and coaching
- Behaviour modification - tackling the behaviours that prove resistant to coaching
- Performance management - using measurement of safety performance to motivate behaviour
- Developing a behavioural programme - putting the ideas into practice

### Day 1

## Behaviour Based Safety: An Advanced and Holistic Approach

- **Understanding the problem - human error: mistakes and violations**
- **Behavioural / psychology theory**

During day 1 we establish a common understanding of the problem for which behaviour based safety is positioned as the solution. We include a focus on the safety plateau phenomenon, the link between incidents and unsafe behaviour, the nature of the work activity that leads to behavioural risk, the difference between mistakes and violations, how we develop bad habits

We then move on to consider how psychological and behavioural theory can help us both understand and solve the problem. We cover such theories as cognitive psychology and information processing, vigilance and attention, social psychological theory and motivation theories (reinforcement theory, goal theory). We make particular use of the principles of applied behaviour analysis and how this can be of practical help in understanding specific behavioural problems. The emphasis here is on how theory can help us develop an effective approach.

### Day 2

- **Safety leadership behaviour**
- **Creating a positive and just culture**

Here we examine the key role leadership plays in setting the context for how people behave. We start by looking at the importance of clarifying key values and the need to articulate these along with a safety vision. From these we then consider the need to operationalise these such that they influence policy and practice at all levels of the organisation. Here the focus is on identifying priorities and key guiding principles that serve to provide the basis for how people should behave.

We then move on to consider what this means for how leaders need to behave in order to model and reinforce these values and principles and the means to increase the probability that leaders will behave in alignment with these. The aim here is to identify the critical leadership behaviours at each level of the organisation and a system of accountability to ensure that these are performed. How leaders behave play a significant part in developing the culture and climate of the organisation - the need here is to understand how leaders can act to promote a positive safety culture in which the norm becomes safe behaviour.

Finally on Day 2 we consider the need to create transparency and consistency with respect to how incidences of critical unsafe behaviour are dealt with. The specific focus here is on clarifying the "bottom-line" and the need to ensure that practice associated with this is seen as both consistent and fair. Finally, we consider the link

between this aspect of safety management practice and the development of an open reporting climate. In particular we focus on how to create the conditions such that the workforce will feel comfortable and secure in reporting near misses / unsafe acts.

### Day 3

- **Influencing behaviour through observation, monitoring and coaching**

On Day 3 we start by examining what it takes to achieve influence people's behaviour through monitoring and coaching. We provide an overview of some of the behavioural observation processes that have been developed and lead a critique of the relative merits and shortfalls of these various approaches (supervisor-worker, peer-on-peer etc).

We then move on to consider the interpersonal skills required when observing / coaching so as to achieve maximum impact on how a person will behave in the future. Here we make use of theory and research to identify the critical skills required. Finally, we consider what this means for developing an effective approach to worksite behavioural monitoring / coaching.

### Day 4

- **Behaviour modification - tackling the behaviours that prove resistant to coaching**

Day 4 is concerned with eradicating those unsafe behaviours that prove resistant to all other means of influence. This acknowledges the fact that even in the best organisations there will be behaviours that remain problematic. Behaviour modification represents a systematic approach to behaviour change. We identify the steps involved utilising the principles of applied behaviour analysis and then focus on how a behaviour modification process can be applied in the workplace and how it serves to sponsor teamwork and local ownership.

## Day 5

- **Performance management - using measurement of safety performance to motivate behaviour**
- **Developing a behavioural programme - putting the ideas into practice**

The focus in Day 5 is on integrating all of the ideas developed in the first 4 days such that together they constitute a behavioural strategy. We consider practical issues relating to how an organisation should identify its particular needs, draw up a development strategy and programme, and introduce the means to evaluate the effectiveness of the component parts of the strategy.

Included in this is a focus on measuring safety performance and using this to both inform management and to motivate the workforce. Here we look at the limitations of just measuring safety outputs and the need to include quality input measures and measures of risk. We also consider how these various metrics can be reconciled so as to provide a simple but reliable indicator of how well the organisation is doing. Finally, we consider the problematic issue of reward and recognition - safe behaviour is in many cases a motivational problem and therefore we cannot escape considering how people and teams can be motivated to put in additional effort.

## Contact Us

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