

Press Release

FOR IMMEDIATE RELEASE

JMJ Associates and Professor Sidney Dekker to Co-host Provocative Discussion on How to Lead Safety Differently

BRISBANE, AUSTRALIA, February 2015—On Thursday, 19 March 2015, Mike Goddu, co-founder of JMJ Associates, and best-selling author Professor Sidney Dekker of Griffith University, will host a provocative discussion exploring the issue of *Leading Safety Differently* at the Hilton Brisbane Hotel.

Following the success of the *Safety Differently* event held in Perth in November last year, Mike and Sidney will once again offer real insights into how to lead and manage *Safety Differently* in the changing environments of the Oil & Gas, Construction and Mining sectors. Discussion topics will include moving from construction to operations in Australian projects, the challenges currently faced in these sectors, and a look beyond behaviour-based safety approaches and the existing safety management bureaucracy.

This event presents an opportunity for Brisbane's safety professionals and business leaders to learn, discuss and connect with like-minded professionals while challenging the status quo and joining the conversation on the next evolution of safety leadership in Australia.

"Many of us in the industry are frustrated by the number of continued incidents despite the increases in regulations and processes intended to make our work safer," said Mike Goddu, JMJ Co-founder. "It's time we challenge ourselves to question what we've been doing and find a new way forward—that's what this conversation is about."

The November Perth event delivered an engaging and thought provoking discussion where 77% of participants said it made them think differently about safety. One participant said "Great conversation, challenging common ideologies. Thank you." Another commented, "A great event with food for thought. Sidney and Mike were awesome with what they did!"

Event Details:

Safety Differently – Join the Conversation

Hosted by: Mike Goddu of JMJ Associates & Professor Sidney Dekker of Griffith University

When: Thursday March 19, 2015

Where: Hilton Brisbane Hotel, Queen Street

Time: 11:30 a.m. – 2 p.m.

About JMJ Associates

JMJ Associates is the world's leading safety leadership consultancy with nearly 30 years of experience serving the energy, mining and construction industries. JMJ partners with top-tier industrial companies to see new possibilities, reach new goals, and operate at new, higher levels of performance. JMJ Associates delivers proven impact through *Incident and Injury-Free™ (IIF™)* workplace safety and *High Performance Teams™* on capital projects. JMJ consultants provide *Performance Coaching™* and leadership development to many of the world's largest companies. More information can be found at www.jmj.com

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Safety: Over Managed and Under Led: Abstract of a White Paper by Mike Goddu

Safety Leadership is distinct from Safety Management and must be executed as explicitly and committedly as Safety Management.

Most of us are conversant regarding Safety Leadership: “We must model good behavior. We must walk the talk. We must be visible. We must set the culture. We need to be accountable,” and so on. This is definitely on the right track. But few have taken on safety leadership distinct from safety management.

Furthermore, the language and examples used inside safety leadership are often shallow, providing little guidance or inspiration. In fact, the language used is often not the language of leadership, but the language of management.

Safety is over-managed and under-led. It is time to give the time, energy and thinking to Safety Leadership that we give to Safety Management.

In a recent high-level leadership meeting, an incident was discussed:

A fire destroyed an operating unit in a downstream petrochemical plant. Some months prior to the incident, a worker had taken matters into his own hands, re-working a leaky line with unapproved technique and material and, sure enough, it failed later.

Root Cause Analysis revealed broken procedure, poor management of change, inadequate supervision, “Golden Rule”, “Cardinal Rule”, “Tenet” violated. Problem solved. Managers in the meeting were satisfied that their safety system, philosophy and consequences were justly applied. The discussion was closed until we spoke up, pointing out the opening sentence in the case: “A faulty pump, known to have chronically leaked for years...” I also pointed to the fact that no one in that meeting would ever be put in a position to have to resort to fixing a leaky pump in the face of other important commitments.

I then asked, “So what is the learning for *you as leaders*? WHY did the worker fix that chronic leak the way he did? Because he was not paying attention, making a ‘bad’ choice? Really?” Certainly his act triggered the accident. But what smoking gun was that trigger connected to?

I assert that focusing on the behavior of and pronouncing judgment on the worker prevented the critical learning for the people at the genuine root cause: Leadership at multiple levels of the organization.

People in positions of authority and expertise create the operating structure, context and conditions in which people behave. They have the duty and responsibility to practice *both* excellent Safety Management and exceptional Safety Leadership.

Why was a chronic leak tolerated? Perhaps it never made the “Safety Critical” list or the priority maintenance list on a site or in a company that has faced constant “value-adding” initiatives.

Managers assert “Safety is a Value,” yet are blind to chronic leaks or minor spills. They then blame worker behavior. Incidents like this one call for more from leaders at many levels. Much more.

When “something we accept” (a leaky line) becomes “acceptable” (i.e., “that’s the way it is around here”), this is a failure of Safety Leadership.

Some principles for evolving beyond behaviorism and managing “Safety Differently” are:

- People are not the problem, they are the solution.
- Safety is not just the absence of harm, it is fostered by the presence of elements that add capability.
- Safety Leadership is distinct from Safety Management and must be as executed as explicitly and committedly as Safety Management.