

"A Program focused on the creation of a safer and more productive work environment."

Authors: Henry Merrick

Program Initiator: Craig McCann - Blueprint

INTRODUCTION

You are designed to choose...Defined by your choices.

"The freedom to choose may be the most powerful attribute and precious resource you have in your life. It shapes who you become, how you express yourself, the success you achieve and your influence in the world. You are a product of your choices, not your conditions. Your choices will determine whether you become a person who is truly indispensable or one who is hardly missed." Kevin and Jackie Frieberg.

- Define, in mathematics, safety factors, behaviours, practices and principles as your staff see them.
- Express these safety factors, behaviours, practices and principles, in art.
- Give you a tool to measure these factors, behaviours, practices and principles statistically.
- With an end goal of enabling everyone to live, enact and embed them in the culture of our organization.

THE PROCESS

The process is inclusive and will enable every member of the organization to contribute towards creating a mathematical formula, expressed as an art gallery, that will define the factors, behaviours, practices and principles that have to be maximized, as well as the factors, behaviours practices and principles that have to be eradicated in order to allow our staff to choose safety as a lifestyle choice rather than merely comply with safety policies and procedures. The use of art embeds the safety philosophy, consciously and sub-consciously in the minds of all in its visual form – on a permanent basis.

On the foundation of our existing safety system, the system will engage the hearts and minds of the organization to define the choices that have to be taken in order to make safety a lifestyle choice.

The process is focused on:

- Individual choice and self actualization
- Understanding the imperatives of business efficiency and productivity
- Creating a sense of ownership and accountability
- Making safety real and relevant
- Enabling employees to get inside the organizational objectives of safety
- Enabling them to engage with the strategic intent of safety
- Converting safety strategy into meaningful day-to-day tactics
- Enabling every employee to do his, or her, bit to achieve the safety objectives on a daily basis
- Moving safety from being a discretionary effort to it becoming an emotional objective with meaningful tangible benefit to me.

CHANGE

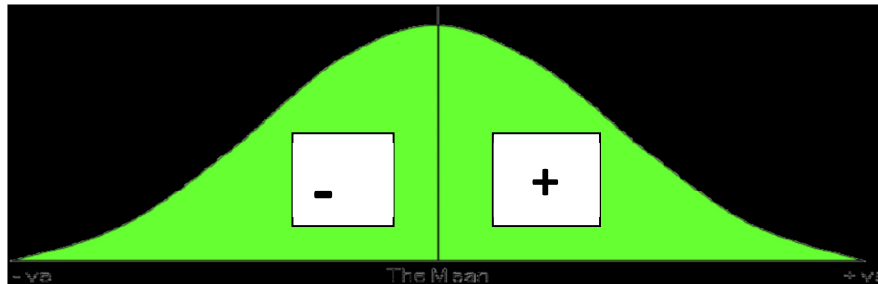
1. The world is ever changing and business needs to recognize change as an opportunity for continuous improvement rather than a chore and an ongoing challenge.
2. Change is typically initiated by an individual; it is driven by singular need or desire. Where this need for change is a singular initiative, (i.e. getting fitter, being the fastest runner or learning more) then, with the right intent and commitment, it can be achieved.
3. When change is multi dimensional and requires the hearts and minds of many, (i.e. market dominance, service excellence or improved productivity and safety) then it is more complicated.
4. In latter case there is a need to convince others that the journey, albeit risky, is worthy and rewarding, we will need to show others that the objective, whilst potentially daunting, is achievable – if we all pull together.
5. In the case of multi-dimensional change the start point of individual need and desire needs to become a catalyst for others to follow and more importantly, the resulting individual energies need to align and amass as one new energy.
6. If we achieve this one new energy we will create the opportunity for real meaningful organizational shift.

Behaviour Improvement

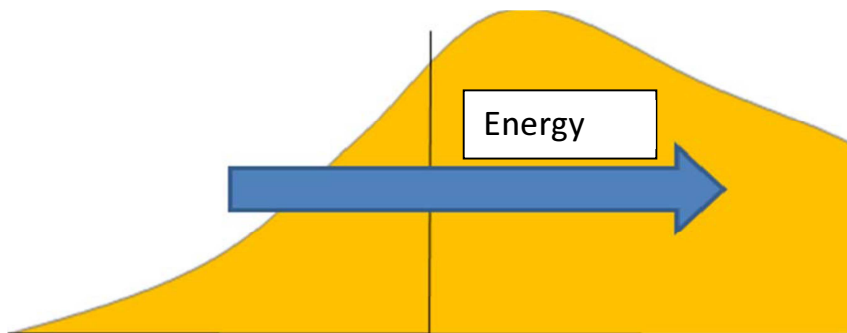
- Most managers and supervisors only manage by reacting to emerging situations and issues.
- Optimizing human performance requires a proactive system that generates high levels of employee engagement and emotional buy in.
- Using peer-to-peer involvement and positive reinforcement aimed at increasing the number of safe behaviours, you can influence the adoption of safe behaviours and improve productivity and work quality.
- If you are looking to maximize employee performance and improve your organization's safety scores, you should ask the following questions:
 1. Does my organization clearly identify and reward new value-added behaviours?
 2. Am I aware of the barriers to safe workplace behaviours?
 3. Do I provide positive reinforcement or just call out "wrong" procedures?
 4. Does my organization measure the safety of upstream events or react to incidents?
- This program is a systematic approach focused on changing and then aligning acceptable behaviour. Your Blueprint will focus on identifying the causes of behaviour and will use behavioural principles to optimize performance.
- The process is based on a key behavioural science concept:
- Behaviour is a function of its consequences and the work environment.
- Changing consequences is necessary to increase the probability of desired behaviour.

Moving from Normally Distributed to Positively Distributed

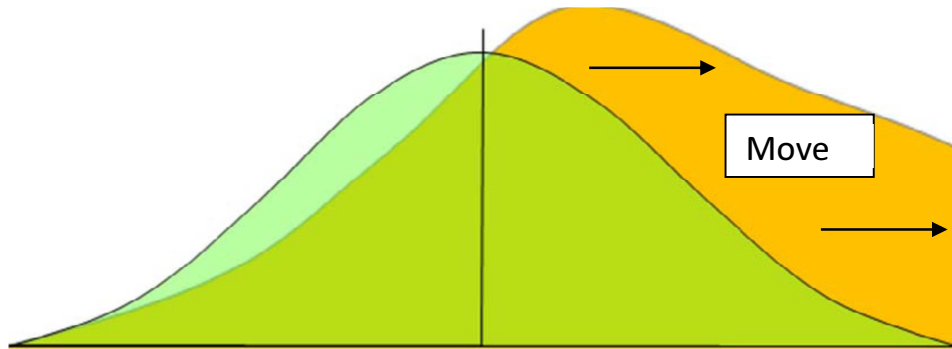
- Your Blueprint will take into account the need for desired organizational change and will attempt to create organizational shift.
- The series of diagrams below best explain how we go about creating organizational shift.



- In the normal distribution curve above we view x axis as being a negative to positive continuum.
- Take the left hand side as representing absolute negativity whilst the right hand represents absolute positivity - with the masses sitting somewhere between. Our experience has shown that companies spend a vast amount of time, effort and energy trying to eradicate, the negative whilst taking the positive right hand side of the curve for granted.
- Instead of making examples of the good experiences that sit on the right organizations try to eradicate the poor situations on the left; instead of trying to service the best customers they try to appease their worst customers; instead of replicating success they try to eradicate failure.



- Blueprints contend that we should instead spend our energies, efforts and resources ensuring that we fundamentally understand what drives success. Coupled with this we could identify and then share and explain the fundamental drivers of our success with everyone.
- By making success plainly evident we can consciously start the process of moving the masses, one person at a time, towards the right hand side of the curve.
- Through positive reinforcement we can actively attract those people that are located just to the left of the absolute positive experiences and simply invite them to move across.
- Then piece by piece, we will try to attract the next pocket and the next pocket and so on and so on.



- If we could get everyone to move across to the right by one step, one phase, one level then we would shift the entire organization from being normally distributed to being positively distributed and would certainly guard it from becoming negatively distributed.

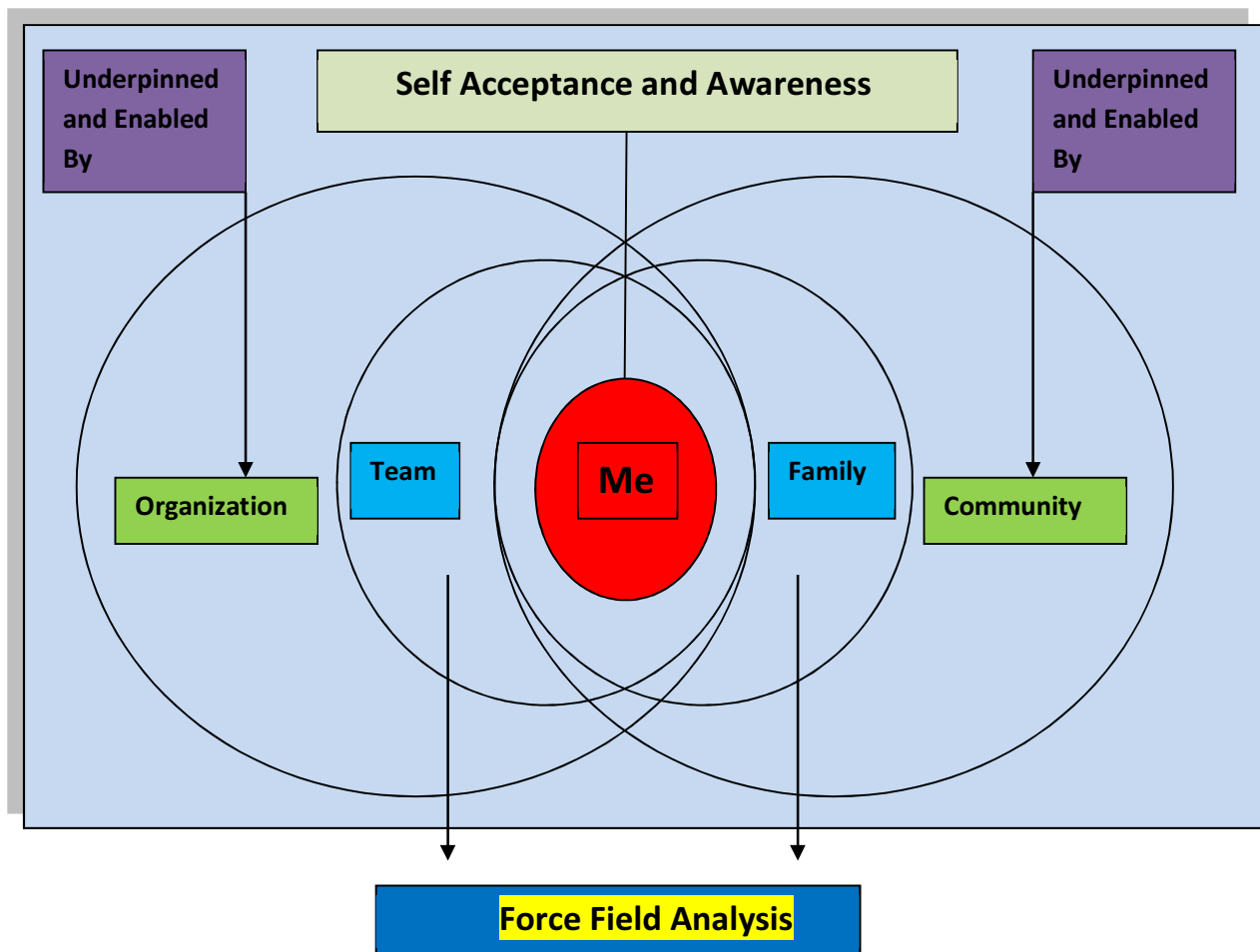
Safety & Production

- Today, more than ever, employers must increase productivity and efficiency while maintaining a work environment that is safe for their employees. Employers further understand that taking care of their greatest investment, their employees, requires more than merely meeting safety regulations.
- It also involves integrating safety controls directly into a system so a worker is protected and productive in the workplace. Installing safety-specific products helps constantly monitor the entire system to ensure that it is functioning properly and that man and machine do not meet hazardously.
- Whilst the creation of a safe working environment is of paramount importance it cannot be viewed in isolation from an organizations need to fulfill shareholder demands. It goes without saying that the simplest means of ensuring zero incidents, accidents or deaths is to have no operational activities. Whilst this would satisfy the demand for zero incidents, accidents or deaths it would obviously very quickly destroy the fundamental financial value of the business.
- Traditionally, safety and productivity have pulled in opposite directions. The safer a system was, the less productive it was. Now, systems can provide enhanced productivity while meeting safety requirements. Companies using such safety systems increase throughput whilst at the same time show a responsibility towards their employees that give them the confidence that their company is not only focused on production, but also takes their well-being into account.
- With this in mind it is critical that the focus on creating a safe environment is coupled with a need to have a productive and efficient working environment. The relationship between improving safety, as well as improving production, is critical for the overall sustainable success of this program.

Safety Starts and Ends with ME

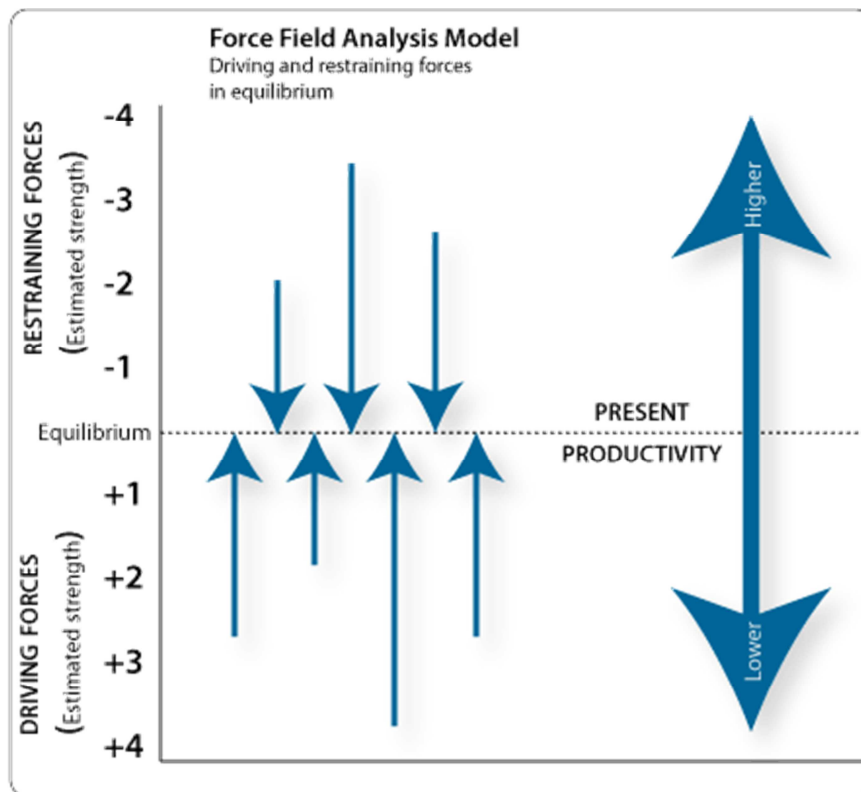
- The choice to make safety a lifestyle decision has to start with an individual; it is a personal choice.
- The individual has to make a simple choice that the decision to choose safety has tangible benefit.
- Once this decision has been made, the process of self acceptance and self awareness will lead to a sense of concern for people around that individual. Without concern for self it is improbable that any individual will have real and meaningful concern for others.
- In the work that Blueprints has carried out to date in the arena of safety, it has become clearly evident that if safety is not turned into a personal choice then organizational safety systems can only cover a fraction of the time that an individual has to adhere to policy and procedure.
- Whilst the individual decision to choose safety is paramount in the creation of a sustainable safety system, the role that an organization, or a community for that matter, has is equally important.
- Companies need to ensure that the drive for safety goes well beyond a fear of failure as well as statistical success, and is moved towards a genuine concern for people.
- Business leaders, simply through consistent and transparent behaviour, need to lead the organization to safety becoming a lifestyle decision.

Force Field Analysis



Your Blueprint is a form of Force Field Analysis

- Much of what Blueprints attempts to do can be explained via Kurt Lewin's Force Field Analysis.
- Lewin, a pioneer in the field of social sciences, uses Force Field Analysis for diagnosing situations.
- It is useful when looking at the variables involved in implementing a change program such as this one.
- Lewin assumes that in any situation there are both driving and restraining forces that influence any change that may occur.



Driving Forces

Driving forces are those forces affecting a situation that are pushing in a particular direction; they tend to initiate a change and keep it going. In terms of improving productivity in a work group, pressure from a supervisor, incentive earnings, and competition may be examples of driving forces.

Restraining Forces

Restraining forces are forces acting to restrain or decrease the driving forces. Apathy, hostility, and poor maintenance of equipment may be examples of restraining forces against increased production. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces.

Equilibrium

- *This equilibrium, or present level of productivity, can be raised or lowered by changes in the relationship between the driving and the restraining forces.*
- *For illustration, consider the dilemma of the new manager who takes over a work group in which productivity is high but whose predecessor drained the human resources.*
- *The former manager had upset the equilibrium by increasing the driving forces (that is, being autocratic and keeping continual pressure on subordinates) and thus achieving increases in output in the short run.*
- *By doing this, however, new restraining forces developed, such as increased hostility and antagonism, and at the time of the former manager's departure the restraining forces were beginning to increase and the results manifested themselves in turnover, absenteeism, and other restraining forces, which lowered productivity shortly after the new manager arrived.*
- *Now a new equilibrium at a significantly lower productivity is faced by the new manager.*
- *Now just assume that our new manager decides not to increase the driving forces but to reduce the restraining forces. The manager may do this by taking time away from the usual production operation and engaging in problem solving and training and development.*
- *In the short run, output will tend to be lowered still further. However, if commitment to objectives and technical know-how of the group are increased in the long run, they may become new driving forces, and that, along with the elimination of the hostility and the apathy that were restraining forces, will now tend to move the balance to a higher level of output.*
- *Managers are often in a position in which they must consider not only output but also intervening variables and not only short-term but also long-term goals. It can be seen that force field analysis provides framework that is useful in diagnosing these interrelationships.*

What Makes you, YOU?

- As with life forms and their distinct DNA, all businesses, as do safety systems, have a unique, in a set formula – a unique and optimum way of functioning in every respect to maximize their success in their particular environments.
To this end there are three fundamental deliverables:
 1. A deciphered "genetic code" in a mathematical form,
 2. The conversion of this "genetic code" into a meaningful business product in iconographic form,
 3. The measurement of practical business realities against the "genetic code" in statistical form.

What Will It Do For Our Business?

It will enable the alignment of all stakeholders within the business by proudly advertising, both internally and externally, what safety is and how it runs in its own unique way.

Right shaping the organization from the inside out (its absolute core essence) will dramatically:

- Ensure consistency and clarity of purpose,
- Motivate right behavior,
- Enlighten and empower,
- Simplify management
- Clarify the business' set of reference points for all major decisions.

Monthly measurements result in a full set of reports by any demographic to indicate the immediate health status of safety, track trends and build a sustainable foundation for improvement.

The Process

- Promotes ownership and accountability for all stakeholders.
- Aligns individual identity with team culture.
- Private & Confidential
- Identifies the performance gap between where you are and where you want to be
- Keeps the FORMULA FOR SUCCESS on track and enables sustainability of the Initiative.
- Reinforces continued integrity, alignment to, and education of, the organizations' unique Safety Blueprint.

Phase One – Beginning with the end in mind, The Intellectual Quotient (IQ)

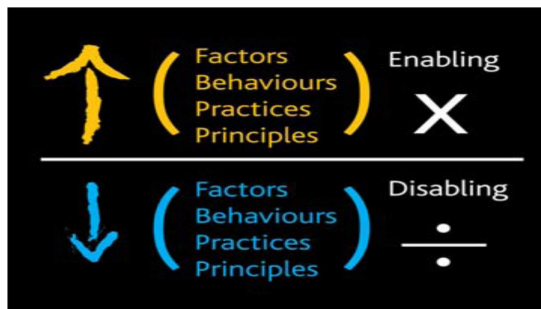
Step 1: Establish the sample

- Where logistically possible the entire staff complement is engaged throughout the process to form the Total Population.
- A core value participant set is also chosen (identified as the Control Group), consisting of those people who can most clearly identify and articulate the essence of your formula objective.
- This sample set will form a benchmark against which inputs can be tested.
- Transparency is, however, maintained, and at no time is this sample set identified as being "different" nor do we disclose their identities.

Step 2: Genetic Surfacing

- During the genetic surfacing phase, input is solicited from all participating parties on what, in their opinion, are the most critical drivers in making safety a lifestyle choice.
- We divide these into Top Line and Bottom Line issues – or those that enhance and those that diminish success.
- There are no leading questions, nor do we direct or set limitations, as we seek to get as much unprocessed or "raw" data as possible.
- The reason why we deliberately use "a blank page" for input is to ensure information integrity, honesty and people's unique views.

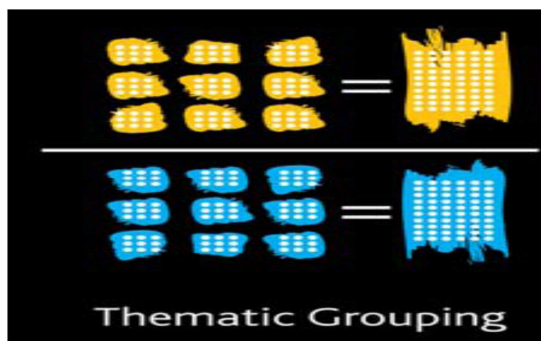
- The exercise is done under a time-limit recommendation so as not to fall into the trap of analysis-paralysis.
- One-on-one interviews are held with senior personnel, and the balance of the participants' information is gathered through a method most suited and customized for the environment.



Genetic Surfacing

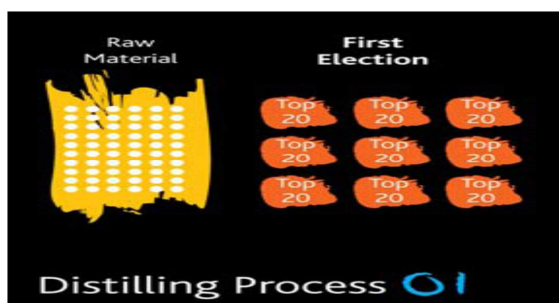
Step 3: Consolidation Process

- The result of the genetic surfacing process typically yields thousands of opinions which are then captured and thematically consolidated into common principle categories. At this point all inputs are regarded as building blocks, and we make these visible in their entirety.



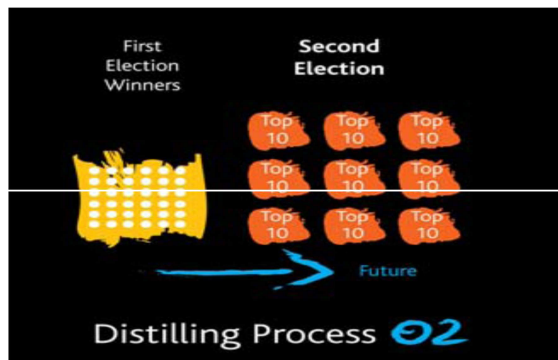
Consolidation Process

Step 4: Distilling Process

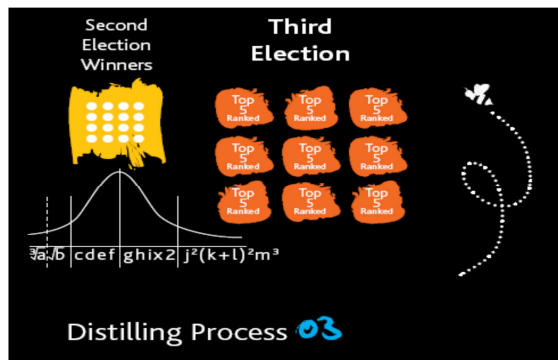


First Election

- The Distilling Process refines the consolidated principles in accordance with their priority and relevance to the business.
- This is done via a process of two Elections, each of which progressively increases the assurance of pinpointing the most critical drivers of success, eliminates fear, uncertainty and doubt and drives democratic consensus.
- All participants exercise an individual vote on which of the principles are, in their opinion, most vital and critical to the business.
- This voting process is usually conducted via the Blueprints website for those participants who have access to PC's and / or the internet. In the case of participants who are not PC users or who do not have any way of connecting to the website, other methods such as "paper" ballots are used.
- At this point we have found that the process becomes a discovery exercise for the participants as they are given access to, and asked to comment, on the views, opinions and macro issues of the different divisions and personalities of the business. The educational value is priceless.



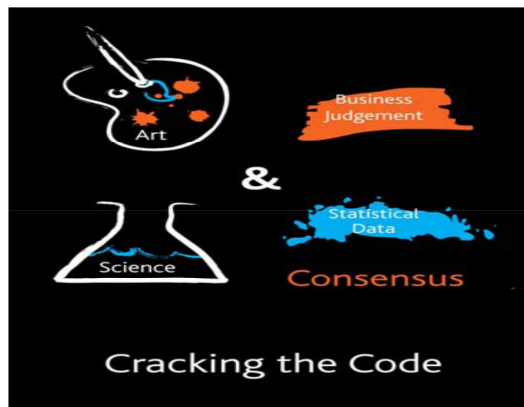
Second Election



Third Election

Step 5: Cracking the Code

- The precise Top and Bottom Line Principles are finally determined. During this phase we employ both "art and science":
- science, by mathematically evaluating the results from the statistical data extracted from the election processes and
- "Art", by applying leaderships' business judgment on how the organization should best function going forward.
- The output is a Formula deciphered in an algebraic format which now includes, by consensus, all the principles as defined by the business to be critical to its function. At this point we have collected a mix of hard and soft principles crucial to the health of the business in textual content.



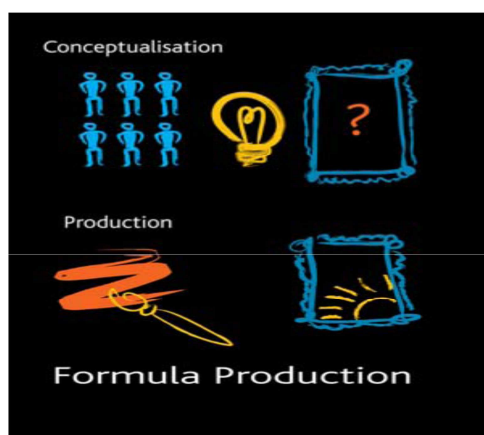
Cracking the Code

Phase Two – Bringing It All to Life, the Emotional Quotient (EQ)

The finishing steps include building the iconographic gallery and defining a dictionary of meanings for the principles.

Step 6: Depiction, Production and Description

- It is important that the art in the gallery carries the look and feel of the client. We achieve this by again inviting participation from everyone to determine how they would like to see the principle pictorially represented.
- A chat room facility is setup via the Blueprints web-site, whilst manual creativity sheets are sent to all other users, and over a period of two weeks participants can engage in debate on the ideas generated and vote for their choice. The most popular ideas will be presented to the client's management and the final decision will rest with them.
- A dedicated artist will be commissioned to convert the Icon's depiction ideas into pictures, which are framed and prepared for installation.
- Blueprints works closely with the client to ensure that the appropriate aesthetics are used to ensure the "look" of the Formula reflects the true nature of the business and upholds its image.



Formula Production

Below an example of a Top Line icon representing the principle of **Financial Discipline**:
The iconographic representation of **Financial Discipline** is demonstrated for this specific client by soldiers dressed up in R10 notes.



Formula Production

Below an example of a Bottom Line icon representing the principle **Weak Deal Flow**:
The iconographic representation of **Weak Deal Flow** is demonstrated by a pill box showing the days of the week (Weak), a deck of cards that have been dealt (Deal) and Flo / Andy Capp's wife (Flow)



Formula Production

Step 7: Creation of the Dictionary

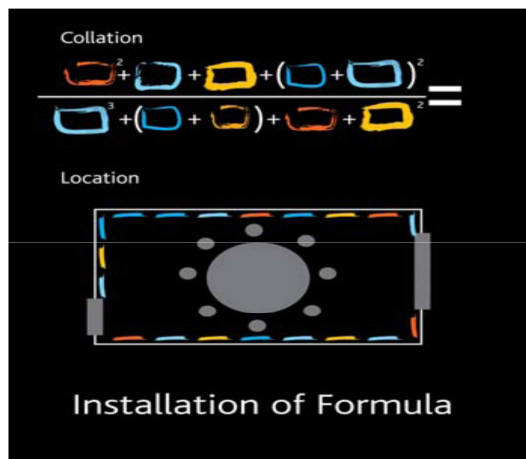
- The participation in the debate, discussion and final election of the principles making up the formula sets the foundation for common understanding of the principles and their meaning.
- The final step in this process is to use the wealth of inputs, to define an exact meaning in the context of the client's business and a "dictionary" is compiled to build an appropriate vocabulary to ensure and maintain universal understanding of each of the Icon's principles.
- For example:
- **Integrity** to some staff may mean that you should not steal – but in the context of the entire organization.
- **Integrity** is more sophisticated, so we go through a process with the ambiguously define exactly what each principle means.

Phase Three – The Launch

- Blueprints make use of industrial theatre as a high impact, emotional communication solution that is focused on bringing to life the clients' Formula for Success.
- The approach combines the disciplines of drama, psychology and organizational development with specific reference to each individual element of the clients' Formula to create a unique and dramatic experience.
- We work with the clients' own employees, who generally have little, or no, acting experience.
- We provide the theatrical expertise and the environmental input, the client supplies the actors, who in turn provide the organizations' unique culture and content; we collectively put on a show that literally no one expects. In our experience the use of employees in the productions is an integral part of the overall success of the event.
- The other employees identify with their colleagues and the characters which they portray.
- We have found that the impact of the event on all employees is significant. The audience does not only understand and enjoy the performances, but they are typically also bowled over by the efforts that everyone has made to make the day a memorable one.
- In the week leading up the launch event, which is centred on the industrial theatre, we also carry out the following activities:
 1. Venue set-up – typically a day or two preceding the event we set up the venue in readiness for the industrial theatre and the Formula icon unveil. This entails setting up a stage with all of the required draping, lighting and sound equipment, as well hanging each of the icons on a custom built frame that is then hidden behind a curtain.
 2. Music and sound effects – we always request the team leaders to supply their chosen music, however, in certain cases we assist in locating requested songs or sound effects and then manage and collate a compilation of music and sound effects in the specified running sequence.
 3. Launch presentation – we compile a PowerPoint presentation that encompasses the days' agenda, the Blueprints process, an introductory slide per play and the dictionary for each principle.
 4. Stage and sound planner – we compile a plan for each play. The plan contains the music required in the play, listed in sequence with its queue and starting point. A layout of the stage, indicating the props that are required, is also shown on this plan.
 5. MC training – time is spent with the clients designated Master of Ceremonies for the day. We coach the MC through their duties as well as ensure that they understand how the plays are moved on and off the stage, as well as how the chosen music is used to introduce each play.
 6. Running order – we compile and print Bottom and Top line running order voting sheets.
 7. If the location and timing allows, we run a final dress rehearsal, with the designated MC, on the stage with all of the sound effects and lighting on the day of the event.

Step 8: Making it a Tangible Installation of the Gallery

- The client will select a symbolically relevant place in which to install the formula such as a Board room, head office reception area or canteen.
- We will also work with the client to select other display means for dissemination of the formula to regions, branch offices and depots. These may include posters, desk pads, mouse pads, rulers, brochures, screen savers or any other type of medium that is appropriate for the business and its people.
- We will also provide digital photographic images of the individual ICONS saved to CD.



Installation of the Formula

What is the Role of Management in the Change Process

- Chris Taylor, of the University of Western Australian, recently wrote in a paper titled "Rethinking The Model Of Leadership Practice" that "Organizational cultures are created by leaders, and one of the most decisive functions of leadership may well be the creation, the management, and – if and when they become necessary the destruction of culture (Schein 1989).
- In fact, Schein goes on to argue that culture and leadership are two sides of the same coin, and neither can be understood by themselves. He reinforces this point by stating that "the only thing of importance that leaders do is create and manage culture and that the unique talent of leaders is their ability to create and manage culture."
- Taylor further states that "research into trait or competency approaches to leadership have not always produced consistent results, however some aspects such as emotional intelligence are continuing to attract attention from researchers. Interest in this area will continue to grow as we move further away from the industrial era and more into the information era where the type of work, the way that work is performed and value is added to organizations capabilities will rely more heavily on the competencies and attitudes of an organization's workforce."
- According to Foji 1995, managers must change or be changed. The role of the manager is to provide vision, direction, resources and to let the team get on with the job of achieving the set goals.
- This is the fundamental cornerstone of enabling the change that the Blueprints Formula has been designed to bring about.

Executive & Senior Management

- The decision to invite employees to become actively engaged in realizing organizational success is recognized as being bold and brave; however, the implication of the invitation needs to be clearly understood.
- At the outset of the Blueprints process, your senior executives will have introduced Blueprints with a specific organizational objective in mind. Implicit in this introduction is an unbridled support for the initiative, as well as a call for all members of the organization to lend their support for the initiative. Further to this, at the unveiling of the artwork, a senior member of your leadership team will have led the organization through the Formula and will have again recommitted leadership's support of the Formula as well as its objectives.
- Put in the simplest terms, the organization will look to see how this stated commitment turns into tangible change in behaviour, most importantly they will look to the leadership teams to change their behaviour and identify how they will enable the required organizational change.
- The absolute commitment of senior management to this process, and their willingness, to act is critical.
- Leadership is glue that holds everything together. They need to see the Formula for what it is; an extremely powerful executive tool focused on achieving strategic objectives.

Line & Middle Management

- Whilst senior leadership shows the business high level commitment to the Blueprints process, line and middle management are typically the enactors of the change that is required in the organization.
- Unlike the senior leadership team, who has in many cases been part of the strategic decision taken to implement a Blueprint Formula, line and middle management have often not been exposed anymore than the general workforce.
- They are however, expected to adopt the organization's Blueprint and be seen to be examples of how to live the Formula on a daily basis.
- They are expected to do this whilst achieving their targets, keeping up staff morale and dealing with day-to-day operational challenges. It is therefore of the utmost importance we give special focus and attention to this group of people.
- Blueprints will engage with line and middle management to educate them on what the Formula is.
- We will run an abridged version of Module 1 and 2 of the Champion training course, (covered in the next chapter), in order to give them an educated foundation on which to start enacting the Formula on a daily basis.
- The main emphasis of the training is aimed at reducing fear through the transfer of knowledge.

Inculcating the Safety Formula

Objectives:

- Research into successful change interventions show that sustained change in employee behaviour is best facilitated if there are internal, respected and credible change agents, elected by their peers, helping to drive that change among their peers.
- Blueprints will, via an intensive period, run an inculcation program aided and abetted by a network of internal safety champions.
- The inculcation process proposes to use the Formula to shape a range of innovative yet strategically-based tactics to move employees beyond mere awareness of the issues, into the higher levels of engagement, namely understanding and conviction for best-practice, and sustained behaviour change in support of your safety objectives.

The inculcation program will focus on:

- o Developing a sustainable internal network of champions
 - o Skills transfer – ever reducing dependency on Blueprints.
 - o Implementing an iterative experiential change program
 - o Driving change through strategic communication initiatives
 - o Ensuring that everything builds to something bigger
 - o Entrenching daily dialogue around the safety goals
 - o Being highly participative
 - o Driving ownership
 - o Continuous and sustained mobilization and engagement
 - o Demonstrating corporate commitment to the safety objectives.
- The inculcation program exists for one reason and that is to ensure that the objectives identified during the creation of a Blueprints formula are taken into the business, and that the Formula is truly understood by all employees. This approach is aimed at enabling the enactment of the factors, behaviours, practices and principles that have been brought to life in the Formula.
- Inculcation**
- The Blueprints process is designed to enable employees to get inside organizational objectives and to begin to understand conceptual, or strategic, intent. The inculcation focuses on turning Blueprints theory into everyday reality.
 - We focus on people; enabling employees to wrestle with business objectives, and convert strategies and concepts into meaningful day-to-day tactics of their job.
 - Employees emotionally commit to the organization when they derive pride, enjoyment, inspiration or meaning from something, or someone, within the organization. Rational commitment, on the other hand, results when employees feel that someone, or something, within their organization provides financial, developmental, or professional rewards that are in the employee's best interest. These forms of commitment, in turn, drive both the discretionary effort that employees invest in their work and the extent to which they intend to remain with the organization.
 - It is our belief that the introduction of this program, in addition to the Blueprints methodology, will enable you and your team to align all members of the company around the distinct set of factors, behaviours, practices and principles that will enhance, or detract, from the success of the desired change.

The Methodology

- The methodology is rooted in education, training and knowledge transfer, as well as the use of a series of specifically designed tools that will enable the engagement process. We choose to work with three distinct groups of individuals (each is touched on, in more detail, later in this document) within our organization:
 - o Senior leadership
 - o Line / middle management
 - o A group of peer nominated employees, which we refer to as the Champions.
- The approach is aimed at ensuring that the leadership team understands their role in enabling change, whilst passing on the responsibility for the enactment of organizational change onto the Champions.
- The concept of the Champions is a combination of a classical change agent and the Walt Disney Imagineers.
- The Imagineers are the team of people that are charged with converting Walt Disney's vision into reality and building it into every facet of the Disney organization.
- The vision manifests itself in the characters, people, theme parks and all of the rides.
- The Imagineers are dreamers, doers and story tellers; each with a diverse background.
- They are curious, confident, courageous, consistent and creative. They are people who are naturally inquisitive and will always delve into things.
- They are accomplished at what they do, but will never stop learning.

Profiling and Fit

- Successful change agents are people that have the ability to imagine a different world; they are brave individuals that are committed to the organizational goal. From a Formula perspective, they are first and foremost about absolute commitment to the Formula – they are the embodiment of the Formula in the business and they set a shining example for the rest of the organization in this regard.
- In order to effect change, it is critical that the Champions are respected members of the organization that have three key characteristics; they are able to lead and people would choose to follow them. Secondly, they have the ability to problem solve. Lastly they are output, or delivery, focused.
- It is critical to ensure that the role of the Champions is clearly defined and understood from an organizational design perspective. Issues relating to the permanence of the job, as well as any form of recognition or remuneration need to be clarified before the call for nominations occur. In our experience, the role of the Champions is a position that exists over and above a person's existing role, but may, as a function of time and delivery, morph into a more permanent function.
- We will, with you, create a profile and job specification that can be used to "advertise" the role of the Champions in your organization.

Nomination of Champions

- As previously mentioned, the most effective change agents are people that are recognized, and even admired, by their peers as being the informal leaders in the organization.
- They are seen as being trustworthy and reliable.
- For this reason, the process follows a route that again engages your entire organization, by selecting the people that it best feels will represent them in the change process that the Formula will bring about.
- The organization is asked to nominate people that they will believe can fulfill the role of a Champion, as well as represent the organization in the role as an agent for change. In

the nomination process, the nominator is requested to explain why they feel the candidate that they are putting forward is a viable option. Should you require the nominations can be sent directly to Blueprints.

- On receipt, each of the nominations is scrutinized and reviewed by a panel made up of members of your organization as well a representative from Blueprints. Blueprints will screen the nominations, based on their participation in the Blueprints process that has just been concluded, whilst we will ask the business to judge the nominees on their ability to lead, problem solve and their ability to deliver.
- The nominations that are deemed suitable (this may be the entire list) are notified that they have been selected to enter the Champion Accreditation process.

Training and Accreditation

- The first phase, which we call the Immersion Phase, consists of an in-depth training program, as well as ongoing direct leadership of the team in the field. During this phase, Blueprints takes effective control of the Champions.
- Following the Immersion Phase is the Twinning Phase. In the Twinning Phase Blueprints consciously removes itself from the lead role and plays an active advisory and coaching role to the team of Champions; being present in the field with the Champions but taking a back seat in the proceedings. The end of the Twinning Phase is signaled by Leadership and the Champions taking total control of the Blueprints program in the field on a daily basis.
- During this ongoing period, Blueprints will facilitate regular meetings with the Champions to review and share experiences, discuss obstacles, create themes and educate the Champions on any technical developments since the last meeting.
- The next three sections of this document will highlight the main activities undertaken during the first three months of the Champions program.
- The training program is split into two specific areas. Firstly a conceptual overview of the Formula from a Blueprints perspective, and secondly, a detailed review of your Formula.
- The Champions are introduced, and receive in depth and practical training, on the Formula as a change management model.
- This forms the core of the theoretical training and clearly identifies the responsibilities the Champions will have as change agents in relation to the Formula.

Module 1 – The Bare Essentials

- It is critical that a Champion is armed with information that enables the individual to answer a myriad of questions.
- The foundation of the training exercise is rooted in ensuring that the Champion understands the fundamentals of a Blueprints Formula.

This includes the following:

- o Conceptual overview of the Blueprints approach
- o The process followed
- o Business enablers and disablers
- o Mathematics and weightings
- o Scoring
- o How to score
- o The type of commentary wanted
- o Interpretation of scoring results
- o Feedback coaching
- o The Blue Room tool set
- o Induction

- o CSI
 - o Innovation
 - o Recognition
 - o Screening & Recruitment
 - o Performance Appraisals
- Once it is clear that the Champion has mastered the fundamentals of Module 1, which is gauged through a measurable test, the accreditation process progresses onto the content of your specific Formula.

Module 2 - Your Safety Formula

- Confident that the Champions have a firm foundation of the Blueprints methodology, they are then introduced to the details in their own Formula. They are taken through the rationale for creating the Formula and they are shown the audit trail of how their Formula was built.
- On completion of this exercise, the Champions are taken through the artwork to ensure that they understand the relevance of each icon, as well as having the ability to explain each principle.
- Once this has been completed, the weighting of the formula is re-visited and the relevance of the dictionary is explained.
- The last section of this Module is to review the scoring process as it will be implemented in your organization; whether it is paper-based or electronic, the frequency of scoring and the importance of keeping the user database and demographics accurate. Reference and time is further spent on ensuring that the candidates understand the key role that they play in maximizing participation in the company scoring process, on educating peers as to how, and why, they should score.
- As with the last Module, a measurable test is taken and we ensure that the candidates completely understand the contents of their own Formula.

The Business Imperative Of “Living It”, The Spiritual Quotient (SQ)

Measurement and Reporting

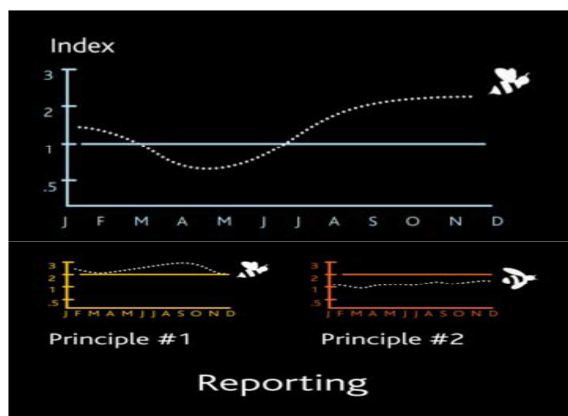
- The scoring results are fed into the formula and an index is calculated and variations in the index will show either positive or negative movement for the period under review, as benchmarked against previous periods and the ideal levels.
- On a monthly basis, all members of the workforce will be asked to score the degree to which they feel that each principle in the formula is either being practiced or to what degree it is being eradicated.

The scoring process uses a simple three point scoring system based on the following:

Score Top Line Bottom Line

- Absent We are not seeing this principle in practice – this is bad news
This principle is being eradicated and this is good news
- Average I am not overly concerned I am not overly concerned
Significant this principle is being practiced and this is good news
- This principle is being practiced when it should be being eradicated – this is bad news
- The scoring template, which holds the mathematical workings of the Formula, is loaded onto the Blueprints website.

- The monthly scoring process is not time onerous and takes between 10 and 15 minutes per participant.
- As previously explained, each icon is scored across three value levels – absent, not applicable, or significant. In order to solicit qualitative input we also provide a free-form field into which participants can note comments, ideas, objections or any other remark they feel is relevant. Blueprints recommend that the source of this input remains confidential.
- A completely customized set of reports, some excerpts from a dummy set are shown over page, is designed for the client and may include results by demographics, regions, project teams, management and non-management, clients – by top and bottom line icons. The objective is to use the Blueprint as a barometer, and to derive real management value. The feedback process from Blueprints will then commence with a meeting with senior executives. This session is followed up with a presentation to the site line management and the line management will in turn present the findings to the staff, as well as choose a specific top and bottom line focal point for the coming month with the staff.



A copy of a manual safety scoring sheet is found below.

11229 **Please do not FOLD, STAPLE or PHOTOCOPY this form**

Strictly Confidential
(No Name Please)

KLIPSTONE
Management Group
FORMULA FOR SUCCESS

1 - Please cross only one box in each category

Level
☐ Management ☐ Supervisors ☐ Drivers ☐ Maintenance / Admin ☐ Truckers ☐ Roadpoint

2 - For each icon below, please CROSS a box & tell us how well you are living each principle

TOP LINE BEHAVIOURS ESSENTIAL MUST HAVE

TOP LINE	Absent	Average	Significant	Comments	High Priority Focus
Admit your mistakes	☐	☐	☐		☐
Build strong teams	☐	☐	☐		☐
Celebrate success	☐	☐	☐		☐
Clean and hygienic working environment	☐	☐	☐		☐
Concern for others	☐	☐	☐		☐
Have the right safety tools & equipment	☐	☐	☐		☐
If you are not sure - ask	☐	☐	☐		☐
Leadership commitment	☐	☐	☐		☐
Personally accountable for safety	☐	☐	☐		☐
Respect and dignity	☐	☐	☐		☐
Speak up - report accidents and defects	☐	☐	☐		☐
Stop unsafe work	☐	☐	☐		☐
Well maintained vehicles	☐	☐	☐		☐

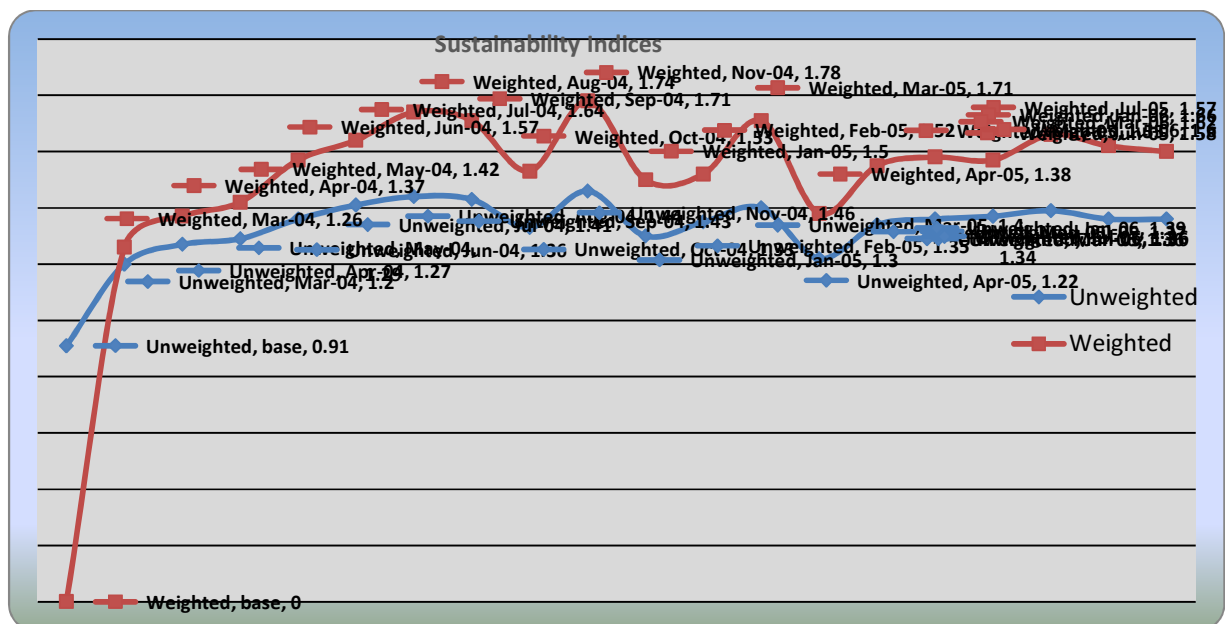
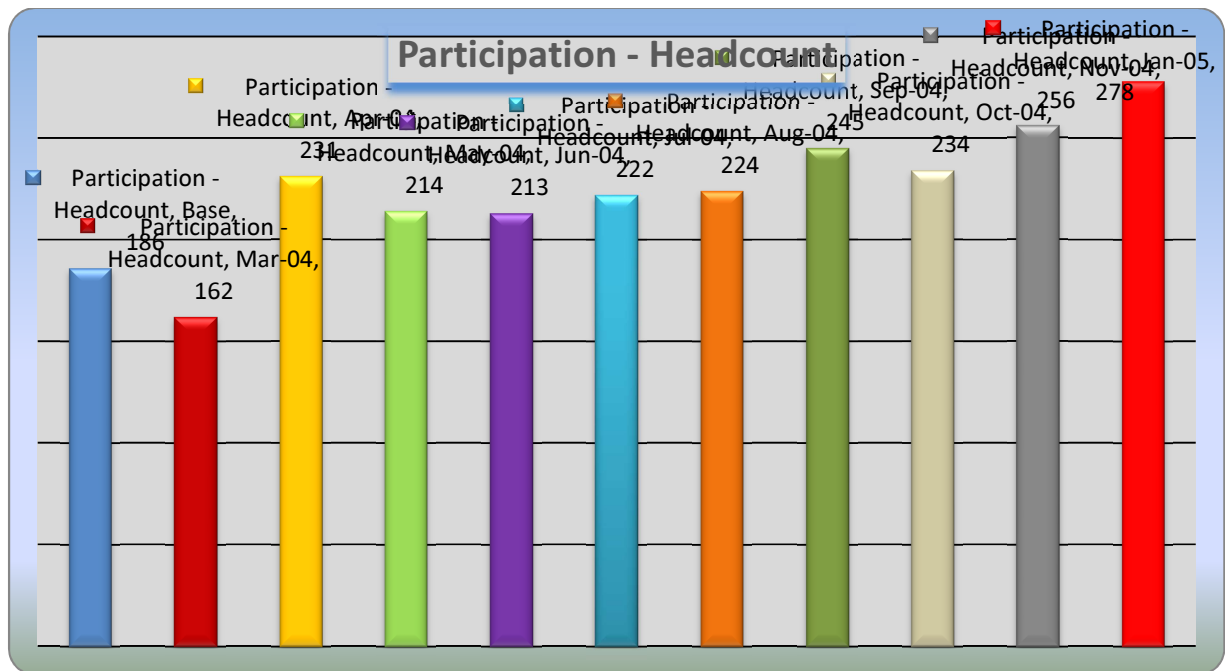
3 - How do we improve this?

4 - Tick the 3 principle you want to focus on

PLEASE TURN OVER

Excerpts from Company Scoring / Measurement Report

A graph is used track participation as an overall measure of continued buy in to the program.



The “i” in our Safety Formula - My DNA – Creating your own personal action plan

- This tool has been developed to induct both existing and new employees to your Safety Blueprint.
- In order to assist your staff to take the formula and turn it into daily action, we have developed a method of creating a personal action plan.
- Each individual is asked, via a series of electronic forms, to complete for each icon in the Formula, (three to five action items that they feel that they can do in their jobs on a daily basis).
- At the end of the exercise, the individual is emailed a report that lists each of the personal commitments that have been made.
- In the case that electronic access is problematic, a paper based manual version can be created.

Confidential Self Evaluation

- On the completion of this exercise, users that have electronic access will see that they are now able to score themselves against the commitments that they have made in the personal action plan.
- On the completion of this exercise, which can be done on any frequency, the user is e-mailed a report that shows, graphically, how he / she are doing in relation to the objectives set in the personal action plan.

Peer Review

- In the initial training exercises each member of staff will with create a document that will become their own safety DNA. It is imperative that each member of the business works out what they can do to ensure safety and this is done by creating "My Safety DNA". This exercise is focused at ensuring that each individual begins to understand safety is their choice and not the result of company policy and procedure.
- "My Safety DNA" is measurable and each individual will be taught how to share their personal commitments as well as how to capture their DNA in the Blue Room and how to then score their own DNA.

The Blueprints Value

- Competitive advantage now begins "at home". In order to be winners, organizations must learn how to leverage different forms of knowledge (things that are held to be true in a given context and that drive us to action if there are no impediments), and compete from the inside out.
- One such form is the knowledge about one's self. Blueprints assist businesses through a process of self actualization, gathering information about safety value drivers, risks and controls, and developing the metrics or equations by which to measure and improve performance.
- Although financial statements may indicate achievement in terms of good management of hard assets, there are, indisputably, other key values that inherently give a business its essence and are largely responsible for its success.
- Things such as its business modeling, people, processes, partnership values and strategies translates into a need to deeper understand the "genetics" of a business and align all fundamental success drivers with safety values and to then "bring it to life".
- A Blueprint enables businesses to manage their safety "DNA", as they would hard assets, by providing a formula to manage and measure an organization's meaning and value.
- **We are unashamed of the passionate belief we hold that our method of enabling an organization to uncover its distinct safety 'DNA', or genetic formula for**

enabling individuals to make safety a lifestyle choice; our approach is quite unique for a number of reasons.

- Blueprints is a one-of-a-kind business tool that identifies both those drivers that ENHANCE the safety decision and need to be promoted or maximized and those that DIMINISH the effectiveness of the safety system and need to be minimized or eliminated.
- The process engages the whole IP of the organization by soliciting input from all stakeholders, with the result that the final code is clear, unambiguous and owned by the people.
- Blueprints provide a single overarching view of the enterprise that embraces all of the core principles governing its functioning. By encompassing both "art and science" the intellectual (IQ), emotional (EQ) and spiritual whole (SQ) of the business is incorporated.
- Its output is a priceless live tool used to engage ALL stakeholders in a continuous process of performance measurement against both top and bottom line issues which affect safety in the business.
- Blueprints provide a holistic framework against which all essential and non-negotiable factors can be tested to ensure consistent focus on the "how-we-do" of a business, rather than the "what-we-do" of a business.
- Blueprints provides a communications forum which is democratic and allows issues to be highlighted in such a way as to identify trends within the organization prior to them becoming problematic.
- Blueprints does not interfere with an organization's values or mission, nor does it replace the chosen safety systems, methods and tools. Blueprints does provide an encompassing formula which will incorporate identity, differentiators, culture, business wisdom and philosophies, mission and values in positive and negative driving factors as the ultimate alignment of the business around ONE unique safety 'Blueprint'.

Conclusion - Does Your Company Have a Safety Blueprint?

- A BRANDED SAFETY CULTURE is a place where the culture is as well known as the company's products and services.
- BRANDED SAFETY CULTURES are famous for being extraordinary magnets for world-class talent where impressive productivity and, cost efficient operations are a norm. Employees want to work safely in these places and choose to stay because of the way they are treated.
- The result is a reciprocal effect where employees create a safe experience that blows customers away by lavishing them with great safe service.
- Think about your brand for just a moment. Your brand is NOT your logo or tag line, your brand is, amongst others, a PROMISE OF A PENDING SAFE EXPERIENCE.
- It says to your employees: Come to work for us and this is the kind of experience you will have.
- These are the kinds of people with whom you will rub shoulders.
- This is the kind of safe work environment you will have and this is the value and difference you will make.
- Your safety branded culture says to your customers: Do business with us and this is the kind of experience we will create for you.
- This is the kind of quality you will experience in our products and services.
- The question is: Does the experience match the promise?

The Power of a Blueprint

- Every organization has a corporate culture.
- The critical question is: Is yours intentional or accidental, purposeful or haphazard—established or serendipitous??
- When it comes to the creation of a BRANDED SAFETY CULTURE, great companies let nothing go to chance. This is because culture touches everyone and affects everything—including your ability to attract, motivate and retain world-class talent.
- The power of a Blueprint is that it helps you define your BRANDED SAFETY CULTURE and then identify the attitudes, behaviours and attributes that both drive it (enable and promote) and detract (inhibit and conflict) from it.
- Just as a builder consults a set of plans to stay focused, a Blueprint serves as a rallying point, standard bearer or performance plan. It becomes a consistent message that keeps people focused on the performance and attitudinal standards that promote a purposefully safe defined culture.
- The kind of Blueprint we're talking about here is:

- **Defined in Mathematics**
- **Expressed in Art**
- **Measured in Statistics**
- **Lived in Culture.**

TAKE HOME SAFETY

- There are numerous behavior based safety initiatives and systems on the market, choose what you think would work for your business environment.
- Ensure that all levels are included in the roll out program.
- Start at the Top level and end at the lowest level.
- Silent introduction of programs to change behaviors may work – think about it!
- A high level introduction such as this one, including the generation of a unique blueprint will make a difference, all levels are involved and the unique code was generated by all involved.
- A Corporate Culture that work is of the utmost importance, not only for safety but all the other contributors to making your Organization a success.

ACKNOWLEDGEMENTS

Craig McCann and the BluPrint Team
Desmond Pannels
AEL Mining Services Employees

REFERENCES

Kevin and Jackie Frieberg
Kurt Lewin – www.kurtlewin.com