

Case Stories

Transforming a global resources company significantly under-performing in terms of safety and the leadership thereof.

COMPANY-WIDE SAFETY LEADERSHIP

Situation

A global resources company had a dilemma. Their safety performance was not where they wanted it to be and not where it should be when benchmarked with other similar companies. The company strongly espoused the safety of their people as paramount, but the results did not reflect this.

Challenge

Whilst significant progress had been made in developing safety policies, guidelines and reporting systems and people were well-trained in safety process, the company was frustrated by their practices and poor record.

It seemed that as soon as they focused on meeting production targets, their safety performance dropped off, and vice versa. They realized they had a behavioral problem, and they were seeking safety leadership by **all** in an on-going and sustainable way. The question was: "how to achieve this?".

Our Approach

In partnership with the global COO and site leaders in Australia, USA, Brazil, China and Sri Lanka, Dalmau Consulting

- > Talked with a range of people in the company, from safety specialists, to directors, managers, team leaders and operators to gather a good understanding and the various perspectives on the issue.
- > The COO and his team, with DC assistance, designed a strategy to improve safety and enhance safety leadership throughout the organization.
- > DC worked with company safety professionals to refine and expand the basic education throughout the company of the transactional elements (the basics).
- > Every intact team came together and determined for themselves, their own plan of relevant actions, and created a social contract amongst themselves about how they were going to behave to improve safety in their team.
- > The teams' conversations occurred on a 6-monthly basis, where progress was reviewed and the social contract renewed.
- > DC designed and delivered a training program for 2 key people from each site to facilitate these conversations.
- > Resources and coaching were supplied and these site pairs conducted team safety conversations every 6 months for several years.

Outcomes

Trends in incidents and accidents reversed dramatically within 1 year, and were equal or better to other resource companies. They found they could ramp up production to meet targets without compromising the safety of their people.

After successfully deploying this approach to the Australian mining sites and seeing positive results, the strategy was extended to the company's sites in other countries.