

# Sustaining Performance Improvements – Initiating actions

Auditing Association of Canada

Judy Fedorowick



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# Why are Improvement Programs Not Making a Difference?

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## Often looking at the wrong things

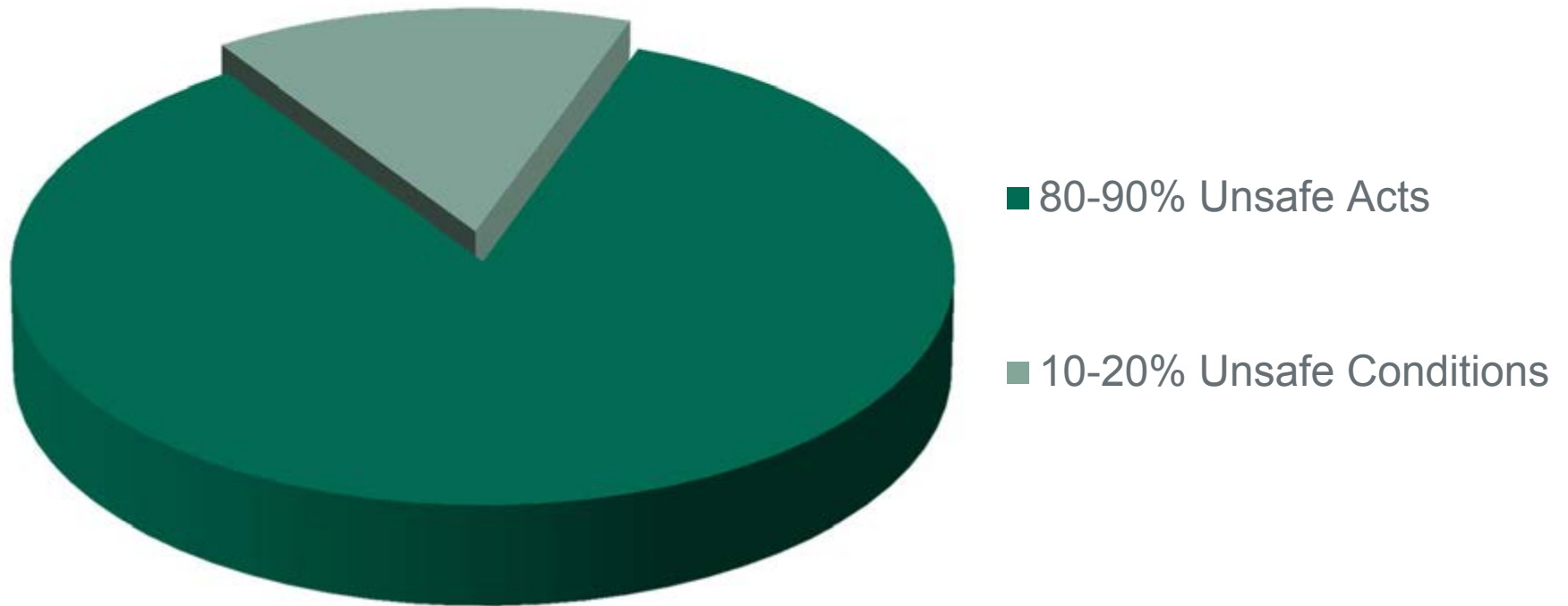
- Symptoms of failure... should be looking at causes
- Narrow compliance... should be looking at operational risk control, impact on people and the environment AND compliance
- Management program checklists... should be looking at *real* management practice, culture leaders are creating in their teams and their behaviours

## Often conducted in the wrong way

- Style of interactions with leaders mostly configured in a way which makes it very difficult for them to take it seriously
- Done to them not for them
- Identifying issues in a manner that they don't really care about!

# 80-90% of Injuries are a Result of 'Unsafe Acts'

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*...i.e. human error and behavior*

# Behavior

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*We can only change how people act if we get them to think differently*

A significant step-change can only be achieved if you understand what is driving the behaviours you observe on the front line

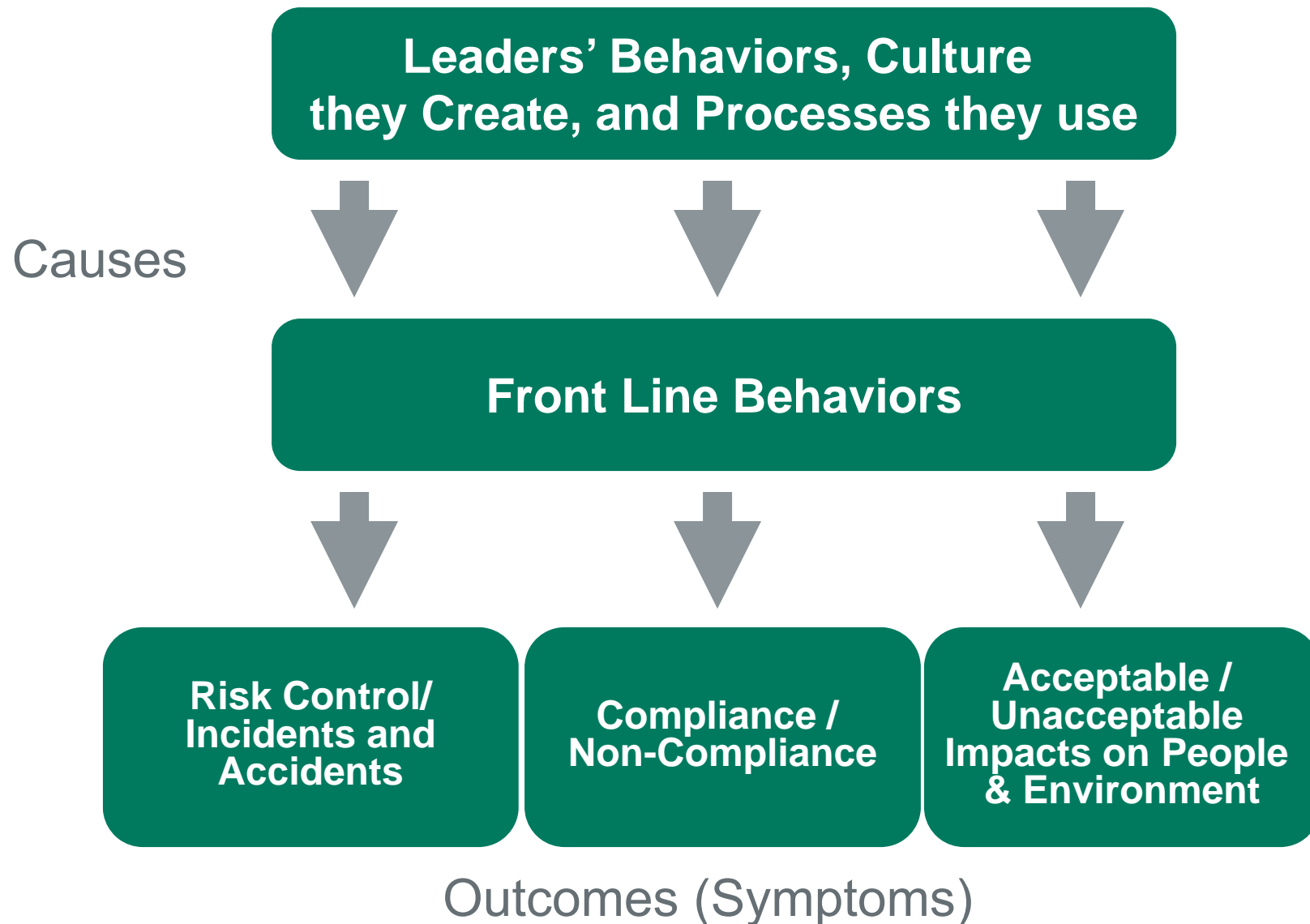
# Performance Focused Diagnostic Objectives

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- Provide operational leaders with deep insights into the real status of performance within their operations
  - Compliance, density of situations where risks are poorly controlled, impacts on people and the environment
  - Breakdowns in behaviours, culture and processes (systems) that are giving rise to behaviours on the frontline ... which are producing these sub-optimal outcomes
- Provide a compelling case for change ... so they will feel compelled to act ...

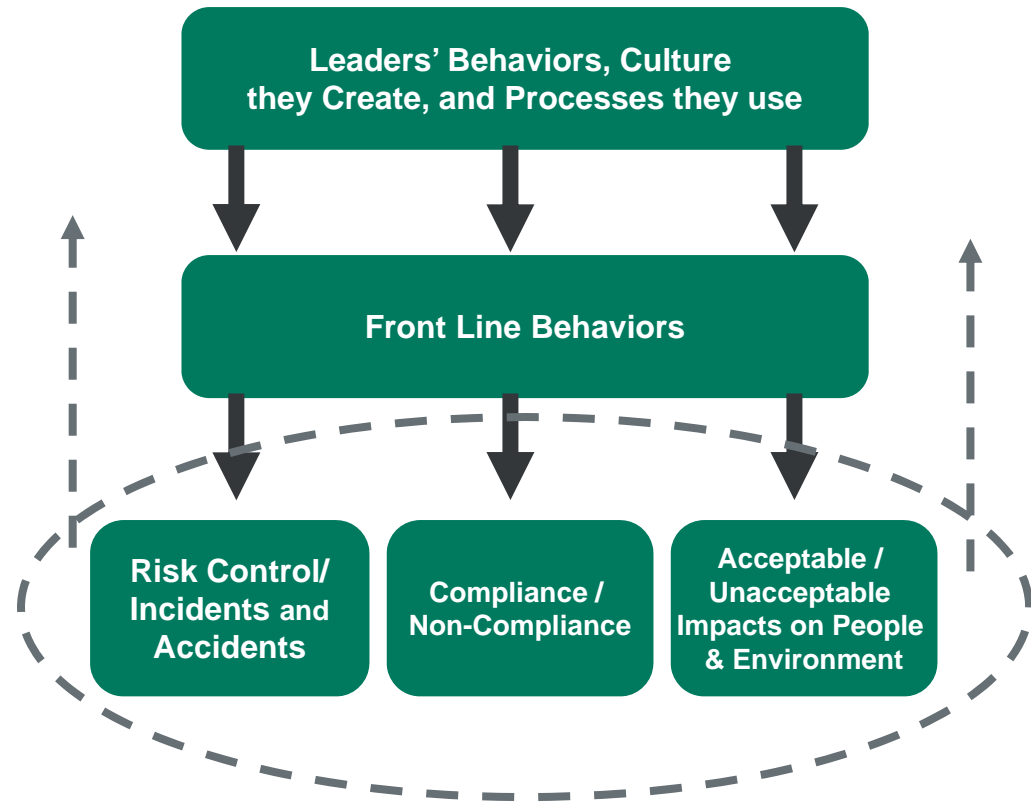
# The Dynamics of Performance Achievement

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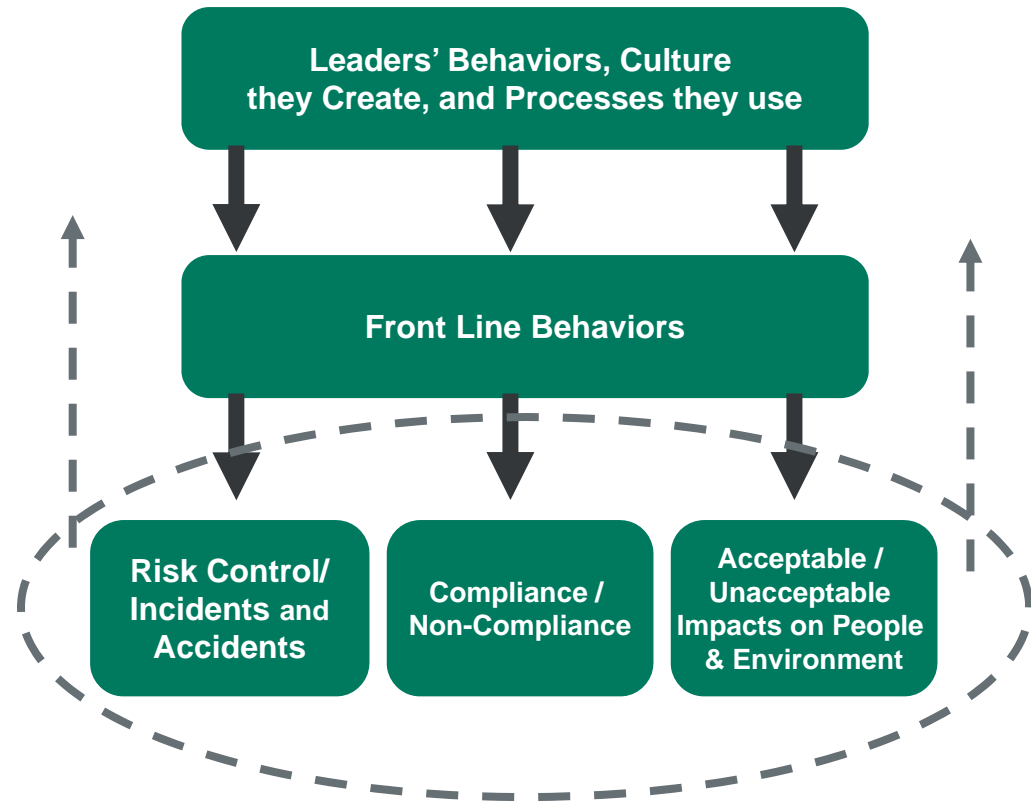
# On the Floor – The Case for Change

- Establishing what *the real* status of EHS is within the operations
- Collection of undeniable facts about the performance of an organization
- Through pictures, Socratic interviews, culture discussions



# On the Floor – The Case for Change

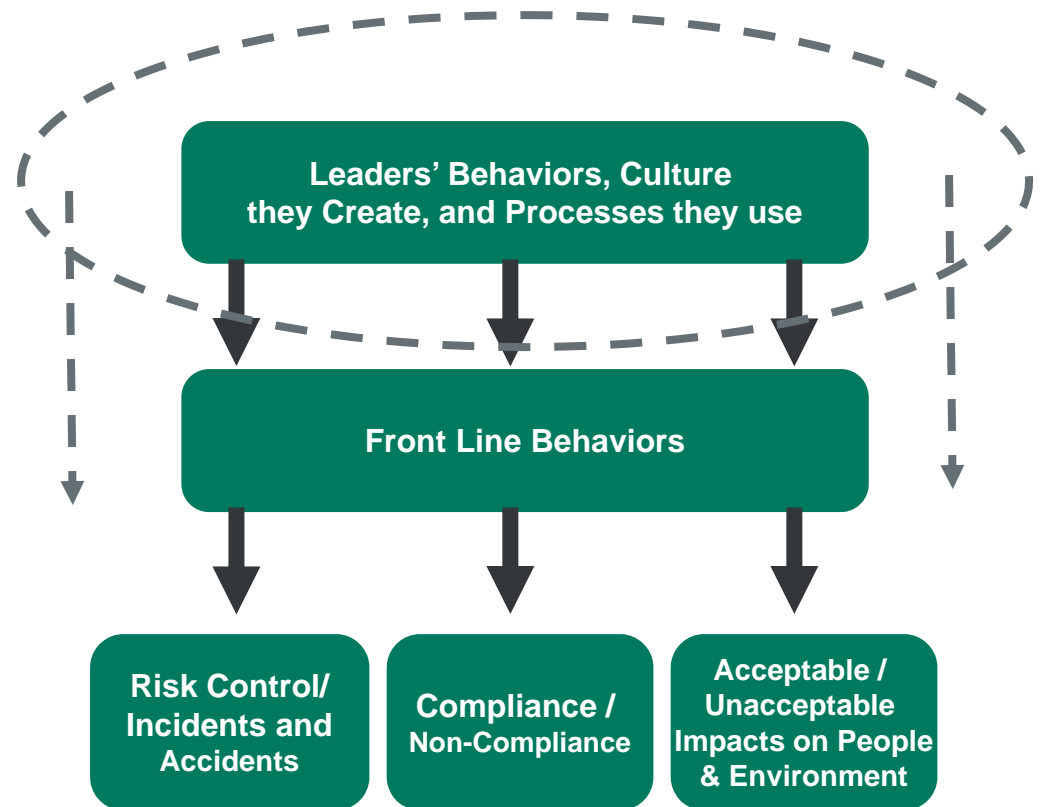
- Look at operational risk control, impact on people and the environment **and** compliance – take photos of all non-compliance situations, at risk conditions and behaviours
- Use forensic approaches to determine the causes of failure





# Interacting with Leaders

- Socratic interviews with leaders – to get them to self-identify potential for them to do a lot more
- Drill down on approaches they use to deliver results in areas where they get their best operational performance
- Get them to assess the extent to which they use these approaches to address safety aspects



# Using Powerful Interactions

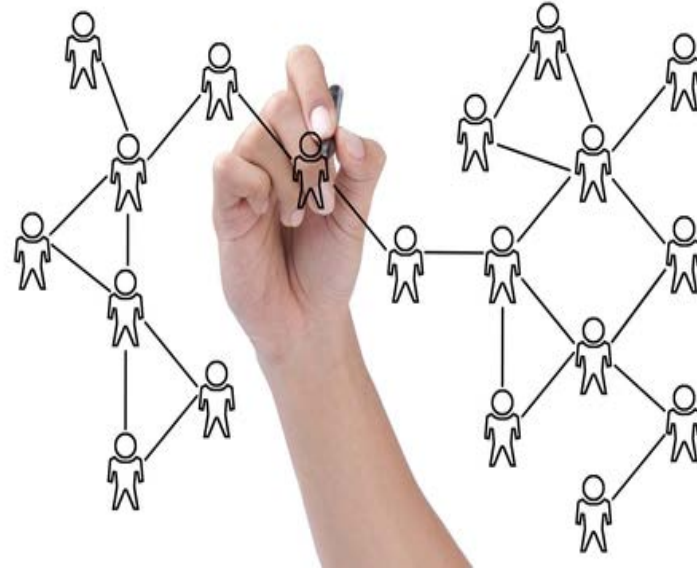
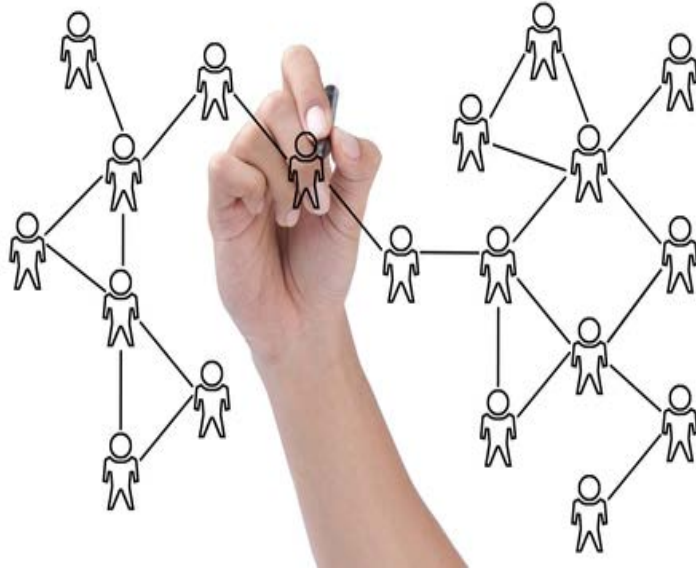
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But is that enough?

- If we only develop programs aimed at changing behaviour how is it sustained over time?
- The other part of “action” must be addressed at the front line providing coaching on effective interventions and teachable moments
- Tools must be provided that ensure that the initial improvements are maintained

Behavior =  + **Action**

# Thousands of Interactions



# Making the most of our Time

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**Establishing clear expectations around what really matters**

**Enhancing Engagement Effectiveness – Line Ups and Walk-Abouts**

**Improving Control of Work Processes, Hazard Identification  
Competency Building and Coaching**

**High Impact Safety Training Skills Development**

# Leaders and Their Crews – Improving Time Together

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# Outcomes Sustained Improvement Programs

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1. Operational leaders **understand the status** and **compelled to take action** to
  - Alter the status in the field (where it is a source of real concern)
  - Address causes of failure (culture, behaviours and process breakdowns)
2. EHS leadership and function at the facility **motivated** to act on real issues of concern
3. Normal every-day interactions become a moment of opportunity to embed performance improvement in EHS culture
4. Sustained change occurs

# Thank You

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Judy Fedorowick, has been an EHS consultant since 1992, and leads ERM Canada's Performance and Assurance Practice, which is part of a global team of over 800 professionals in 40 countries.

Throughout her consulting career, Ms. Fedorowick has designed, participated in, delivered and promoted various techniques to assess and change the EHS performance of companies. Ms. Fedorowick has worked with all levels of staff from senior corporate leaders to front line supervisors.