HITT

EXECUTIVE LEADERSHIP CONFERENCE
LEADERSHIP PARTICIPATING IN SAFETY
MIKE MCCAFFREY

MIKE TALKS ABOUT

Workplace Safety – Easy, Right?
Why You Are So Important
How It Is Done It Well
What Can We Do?
What Will You Do?
A runaway trolley barreling down the railway tracks.

Five people on the left and the trolley is headed straight for them.

You are standing in the train yard, next to a lever. If you pull this lever, the trolley will switch to a side track.

However, there is one person on the side track. With no way to warn anyone, you have two options:

Do nothing, and the trolley kills the five people on the main track.

Pull the lever, diverting the trolley onto the side track where it will kill one person.
No switch or second track.

You stand on a bridge over the track. Next to you is a man large enough to stop the trolley.

Your two new options:

Do nothing, and the trolley kills the five people on the main track.

Push the large person onto the track, thereby killing that person but stopping the trolley and saving the five people.
SAFETY MEANS.....

- Oxford Dictionary: Safety - the condition of being protected from or unlikely to cause danger, risk, or injury
- Ask.com: guidelines for establishing and implementing programs that will reduce workplace hazards, protect lives and promote employee health

COMMON HITT RESPONSE

“The ability to get everyone home at the end of the day.”

Self Preservation
UNDERSTAND THE CHALLENGE

- PROJECTS
- CONTRACTORS
- WORKERS

MESSAGE

MESSAGE

MESSAGE

SELF SACRIFICE

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Self Sacrifice AND Self Preservation

For safety is not a gadget but a state of mind.
-Eleanor Everet

ALCOA – LATE 1980’S

Aluminum Manufacturer
Safety Performance Better Than Industry Averages
Lost Significant Amount of Share in the Market Place
Diminished Investor Confidence
PAUL O'NEILL, CEO OF ALCOA 1987

First CEO from outside of company
Limited experience in the metals industry
Caused initial investor panic
Made Safety the main corporate focus

“"I want to talk to you about worker safety”

WHY SAFETY

Human beings have discretionary energy that they will give you or not. They won’t if they don’t feel like they are treated with dignity and respect everyday. There is no better way of demonstrating that than to say “Nobody gets hurt here.”
1989 - 2000

Company Value
$3 Billion to $27.5 Billion

Net Income
$200 Million to $1.5 Billion

Lost Time Rate
1.86 to 0.125

DOING IT WELL
NSC CEO’S THAT GET IT

One earnest worker can do more by personal suggestion to prevent accidents than a carload of safety signs.
-Making Paper

26 CEO’s from 2016 – 2018

Leadership Role

Personal Connection

Share the Why

Easily Perceived

We reinforce trust with physical contact.
That’s why your hand is a magical thing in business.
Participation

Inspection
Direct access to Top Leadership for Safety
“Hank’s Hazard Hunt”
Participation in all Safety Incident Reviews
Safety Brief to kickoff meetings
Personally test PPE
“What close calls have we had?”

What Can (Do) We Do
From: Collins, Sara  
Sent: Wednesday, May 9, 2018 11:28 AM  
To: [redacted]  
Subject: Automatic reply: [redacted]  

Thank you for your note. In recognition of National Safety Week, I will be out of the office visiting our jobsites with little or no access to email on Wednesday, May 9. Please call my mobile number and leave a message if your issue is urgent.

100% Safety Glasses is Our Policy

We want you to be able to read a bedtime story to your children.
The Message We Send

We send a message every time we are on site.
Are we wearing: HH, Boots, Safety Glasses, Vest?
Do we engage hazards
Do we thank compliance

Creating a Culture

Worker Buy In
Empowered & Engaged
Different than Regulate and Comply
It Must Become Personal
What fits your Business Unit/Department?
What will your group respond to?
What can you pass down?
Start with one thing