

**World Class Safety  
Creating an Incident and Injury-Free®  
Culture and Environment**

**Western Dredging Association  
Eastern Chapter**

**Bob Allbright  
14 October 2009**

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**First, a serious problem**

**30% of  
construction injuries  
are not reported** CII - 2008

**(and under-reporting is increasing)**

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## JMJ's Partial Client List



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## Incident and Injury-Free<sup>®</sup>

What is it?



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## What IIF Looks Like



- *Actually caring* about each other
- *Going home safe every day* – no kidding
- *An injury-intolerant mindset*
- *Taking responsibility* for safety
- *Taking action* around less safe behavior
- *Being proactive* and asking questions
- *Choosing* to follow safety rules and procedures

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## What We Do Not Mean



- More Statistics
- Some pie-in-the-sky goal
- A guarantee or prescription
- Elimination of all risk

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## An Integral Approach to Safety

	SUBJECTIVE	OBJECTIVE
I N D I V I D U A L		<u>BEHAVIOR</u> PLANS ACTIONS OBSERVATIONS FACTS PERFORMANCE
G R O U P	<u>CULTURE</u> SHARED VALUES ETHICS MORALE MYTHS AND LEGENDS JUSTICE FAIRNESS COVENANTS	<u>SYSTEMS</u> ORGANIZATIONAL STRUCTURES WORK PROCESSES POLICY AND PROCEDURES SHARED METRICS CONTRACTS

(Adapted from a model created by Ken Wilber)

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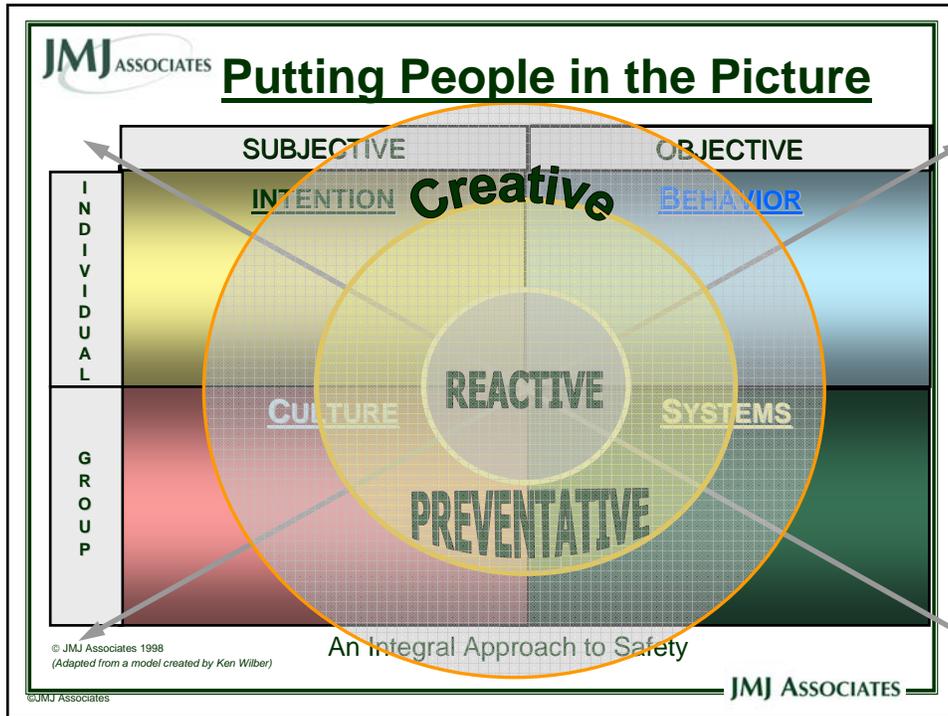
## An Integral Approach to Safety

	SUBJECTIVE	OBJECTIVE
I N D I V I D U A L	<u>INTENTION</u> VALUES ATTITUDE COMMITMENT RESPONSIBILITY EXPERIENCE MOOD	<u>BEHAVIOR</u> PLANS ACTIONS OBSERVATIONS FACTS PERFORMANCE
G R O U P	<u>CULTURE</u> SHARED VALUES ETHICS MORALE MYTHS AND LEGENDS JUSTICE FAIRNESS COVENANTS	<u>SYSTEMS</u> ORGANIZATIONAL STRUCTURES WORK PROCESSES POLICY AND PROCEDURES SHARED METRICS CONTRACTS

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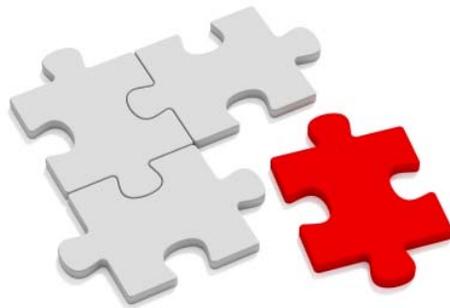
## Shared Strengths

- Leadership
- Culture
- Safety Management Systems
- Learning Capacity
- Values and Alignment
- Trust

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## Successful IIF Organizations and Project Teams



**Developmental  
Levels**

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## Safety Performance Developmental Levels



***IIF – World Class Safety Performance***



***Achieving Level of Safety Performance***



***Conforming Level of Safety Performance***



***Reacting Level of Safety Performance***

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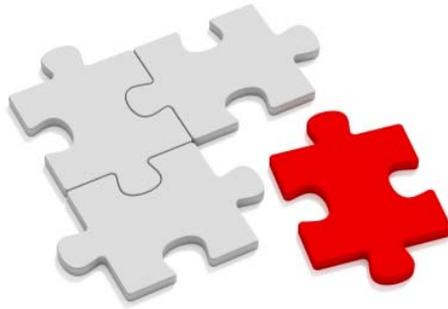
## IIF Organizations look like:

- *Leadership has a stand*
- *Leaders are fully aligned*
- *Leadership addresses adaptive challenges*
- *Leadership addresses the human side*
- *Leadership communicates an IIF vision*
- *Employees have clear accountability*
- *A low fear and high trust environment*
- *Rapid learning from breakdowns and problems*
- *Commitment to IIF exceeds the fear of looking bad or the desire to look good*
- *People are open to coaching*
- *People without formal authority lead*

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## **Struggling IIF Organizations and Project Teams**



**What's  
Missing**

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## **Struggling IIF Organizations and Project Teams**

**Courage**

**Practice**

**Community**

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## About Important Things Like Safety



- Simple
- Sometimes hard
- Worth the effort

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