

Strategy:

Systems & Culture - How much of each?

- Pipeline
- Mining
- Refinery
- Turnaround
- Maintenance

- Achieving Organizational High Performance -



Strategy: Systems and Culture – How much of each ?

Over the past 20 years there has been increased focus on management systems and cultural strategies for organizational improvements and strategies have evolved that include focusing on management systems, developing leadership, behavior based safety and many other techniques. Generally, there are two groupings: 1) Systems and 2) Culture.

Systems represent the processes, procedures, forms and mechanisms.

Culture represents the people and behavioral elements.

Systems / Procedures are only as effective as the workforce behaviors that use them

Many organizations focus their efforts on systems only to wonder why performance is not improving and some even blame international standards as being ineffective. Others implement behavioral approaches only to realize their operations are inconsistent, unreliable and are not able to handle changes in personnel and organizational changes very well. Depending solely on systems or solely on culture always ends in disappointment, frustration and a bad taste. Organizations need to realize each has strengths, weakness and opportunity.

	Culture	Systems
Strengths	<ul style="list-style-type: none"> • Involvement • Participation • Creativity • Energy and Passion 	<ul style="list-style-type: none"> • Know who does what when and how • Clear set of processes • Consistent application • Reproducible • Easily verifiable
Weakness	<ul style="list-style-type: none"> • Too much emphasis leaves knowledge and power with a worker • People are human and make mistakes 	<ul style="list-style-type: none"> • Can be burdensome • Only as effective as the behavior of the workforce using the system
Opportunity	<ul style="list-style-type: none"> • Have the workforce hearts • Will get involved • Specific behaviors are aligned with producing at high performance 	<ul style="list-style-type: none"> • Consistent reliable process • Can minimize and absorb turnover • Can communicate it to stakeholders • Provide assurance checks and balances in place

**Finding the right combination of Systems and Culture can provide the right combination
Focus on the strengths, minimize the weakness and realize the opportunity**

Systems & Procedures

- Management System
- Procedures
- Work instruction



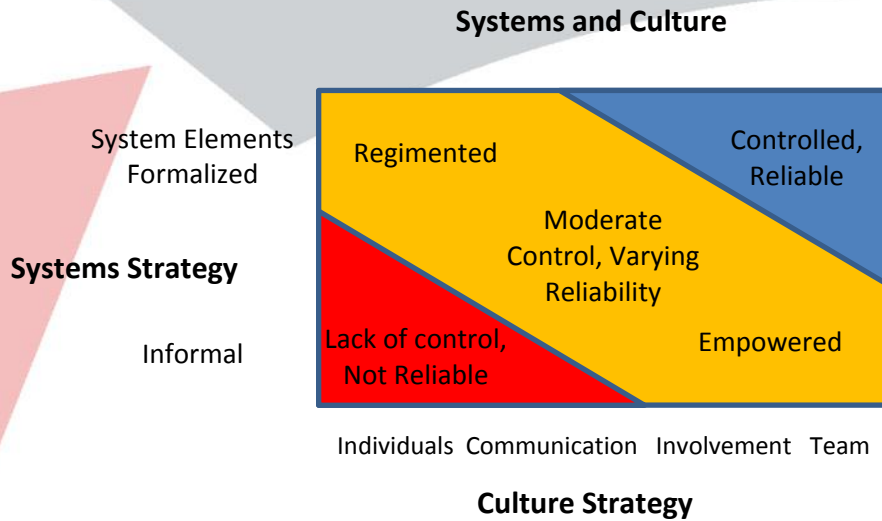
Culture & Behaviour

- Leadership
- Coaching
- Mentoring
- Behavior based safety

We recommend all organization perform a strategy review annually or as material changes in performance, organizational changes and market changes.

**What is the best strategy for a system and what is the best strategy for a culture?
What is the right combination of both for our specific organization?**

The figure below provides some insight into the balance of systems strategy and culture strategy.



The following figures provides some insight into questions that provide some direction as to the level of systems and culture your organization requires.

'The right combination'

Systems

- Are we over-burdened by forms, paper-work ?
- Do we learn from our system or do we just operate it?
- Do we identify risks and focus on controls and their effectiveness?
- Do we use analysis, trending, near miss as analysis tools?
- Is our system verifiable to assure performance?
- Are we getting the right data to know if our expectations are being met?
- If a person left the organization would there be a problem finding data and controlling risks?
- Do we operate consistently?
- Are we or parts of our business operating on luck?

Culture

- Do we rely too much on people to make individual judgement?
- Do we expect specific behavior, communicate and monitor?
- Do we have consistent behaviors?
- How do we know what the behaviors are in the field?
- Do we know if infractions are occurring?
- Are our workers taking shortcuts?
- Do we have open communication?
- Are our workers participating?
- Are the attitudes of our workforce adequate?
- Do our Supervisors coach the workforce?
- Are our Supervisors aligned with our vision?

Please contact us for more information.

In pursuit of our clients achievement of Operational Excellence

Corporate and Board Consulting

- Organizational Strategy and Vision
- Governance Standards
- Corporate Reporting and Processes
- Organizational Structure and Accountability Frameworks
- Culture Strategy
- Enterprise level risk assessment
- Executive workshops
- Internal controls and self-assessments

Organizational Leadership

- Culture and climate strategies
- Leadership frameworks
- Behavior inventories
- Coaching for Success

Performance

- Performance Analysis
- Fatality Investigations and Organizational Assessments
- Forensic analysis
- EHS metrics tracking, design and reliability
- Incident Learning / Lessons Learned

Other Services

- Contractor management programs
- Field assessments
- Construction Project Safety Programs

Systems

- International EHS standards consulting (14001, 18001, ANSI, ILO, CSA)
- Integrated systems - QHSE
- Hazard, Risk and Control focused approaches
- Compliance assurance management systems
- EHS Integration with Enterprise Risk Management functions

Assurance, Audits & Assessments

- EHS Compliance Audits - federal and all Canadian provincial requirements
- Management System Assessments
- Assessment Program design and development
- Mining Association of Canada TSM performance indicators Verification

Programs

- Fatigue and Shift-work Programs
- Emergency, Crisis and Disaster Preparedness and Response Management Systems (Plans)
- Hazard Program Design and Critical
- Crisis / Disaster / Emergency preparedness assessment

Training and Workshops

- Advanced Safety System Assessor
- Governance and Assurance System Design
- Advanced Incident Causation Models - Incident Analysis
- Risk and Control Techniques
- EHS Performance Improvement
- Advanced Contractor Management

Other Safety Science Articles:

- Keeping the Workforce Focused
- Supervisory Leadership Behaviors
- Acting on Near Miss
- Managing Infractions
- Job Planning and Task Planning
- Effective Incident Causation & Trending - A better approach



Mining



Industrial



Construction



Pipeline



Refinery

Governance & Assurance
Board of Director
Reporting
Audits & Assessments
Contractor Safety
Programs

Mining
Utility
Heavy Construction
Pipeline Construction
Manufacturing
Refinery