



PDO CEO

FORUM SAFETY LEADERSHIP GUIDE





شركة تنمية نفط عُمان
Petroleum Development Oman





PDO-CEO HSE Forum Charter

Commission

Definition:

- *an instruction, command, or role given to a person or group*
- *a group of people entrusted by their key stakeholders to do something*

This forum was created to learn from each other. Now, it is time to take it to the next level and have a structured approach that produces results which sustain.

The work for us to do is to align that:

- Safety leadership starts with the CEOs and ends at the front line
- That our role is to develop and enable safety leadership everywhere / at all levels, in our work together

Shared Purpose

- *Co-developed by the group to articulate a shared understanding / alignment about why we exist as a forum / team*
- *It reflects/acknowledges what we are commissioned to do by our key stakeholders*
- *It inspires and directs our plans and actions*

As executive leaders, we are uniquely responsible to create and lead a safety culture that visibly demonstrates our commitment towards Goal Zero - no harm to people, environment and assets.

We collectively own this commitment to a safe workplace and people's wellbeing.

We 'walk the talk' by:

- Providing the visible, connected leadership that engages the hearts and minds of others
- Demonstrating courage by taking on and leading the complex challenges that seem to repeat with no easy answers
- Cultivating a learner mindset for our own continuous learning and a learning culture for others
- Aligning around the belief that safety is not an area for competition – rather harmony and collective effort to succeed
- Supporting each other and sharing practices
- Connecting with and translating our commitment to our workforce – let people know they are important to us, and why safety is for them
- Directly engaging with people 'who have their hands on the job' and really listening to them
- Building a safety culture that can sustain beyond our leadership – one that rapidly evolves from reacting to what we don't want to generating what we do want.

We deliver a common safety culture where everyone:

- Can most easily move forward with safety
- Feels safe and empowered to act in the best interests of their safety, that of co-workers and the business
- Is developing and growing as a safety leader and sharing their learnings for everyone's benefit

This starts with us and the way we enable others to act and conduct their work safely.



PDO-CEO HSE Forum Charter *(continued)*

Core Values

What we navigate by that informs all decisions and actions - especially in times of lack of clarity. Shared Values that embody quality of life and social responsibility by all for all

Safety

Safety as a value is non-negotiable and is at the heart of our commitment to Goal Zero - doing no harm to people, environment and assets. Safety lives as a personal commitment at all levels in the organisation. To emphasise the importance of this shared value - safe work and safe behaviours are frequently recognised and appreciated - especially from those working at the front line.

Teamwork and collaboration

Teamwork is the way to work and achieve Goal Zero. We proactively support each other, respect each other's time and look out for each other's wellbeing. We create a psychologically safe environment for open and honest communication and welcome differing views. Together we succeed.

Respect

Showing respect for another is a 'golden rule'. We practice empathy - the ability to put ourselves in another's shoes and tune in to how they would like to be treated and respectfully engage.

Integrity

Integrity can be described as 'doing the right thing even when no one is watching'. Integrity is harmony between what we think, say and do. In fact integrity helps people to perform well and be safe.

Accountability

We are willing to be responsible and take ownership in making decisions and driving actions. We accept and correct when things don't go right. We are open about what is going on and keep everyone informed. We practice clarity, consequence and competency.

Valuing diversity and practicing inclusion

Culture is mission critical - we succeed by understanding cultural differences and thinking as 'global citizens' where everyone is equal. We welcome diversity and recognise it as a strength. We practice inclusion by making sure every voice is heard and valued. We are committed to breaking down barriers - especially barriers of hierarchy.



PDO-CEO HSE Forum Charter *(continued)*

Working Alliance

Bringing as much focus to how we will be together as to what we do together

We are committed to the journey and...

- Staying the course practicing patience and resilience. We accept it won't be easy, there will be challenges and we won't give up
- We are working towards one common goal and aligned around the belief that safety is not an area for competition - rather harmony and collective effort to succeed
- To achieve what we said we want to achieve, we share everything we have and provide support to each other - those who need support accept it
- We are open to what we could do differently or better, and seek out both global and local knowledge and experience

We work in the spirit of collaboration

- We are professional and reliable in the way we relate with each other. Professional in being organised, structured and disciplined. Reliable in being there when our colleagues need our support and in the way we interact even in 'difficult' situations or conversations
- We remain there for each other and in continuous communication - sharing information consistently and accurately and participating in discussions and investigations
- We are adaptable and willing to be flexible to change
- When decisions need to be made, we clearly structure conversations to support arriving at decisions and then take ownership on what we agreed and take it forward - we ensure decisions get implemented and that there is buy in and participation from all levels

We build trust in the team

- We practice respect, openness and honesty. We are respectful of other people's views - we put ourselves in the others' shoes and remain open and curious to why they have their view - we seek to understand before being understood. We are open and honest with our own intentions and proactively provide context, reasons and rationale
- We regularly and consistently practice recognition and appreciation
- We are committed to our continuous learning by reflecting on progress we are making as a team and positively accepting feedback
- We ensure our feedback to others is skilful and in service of them; we also create mechanisms for two-way communication and ensure we are accessible to anyone throughout the line wanting to provide feedback to us
- We are skilful at 'difficult' conversations and handle them in such a way they result in learning and stronger relationships



PDO-CEO HSE Forum Charter *(continued)*

Strategic Focus

The selected HSE Themes (to be practiced together through the lens of safety leadership by this forum)

Tier 1- Exec. Safety Leadership Enablers for T2 Safety Focus Areas (in green below)

1. Behaviour, Intention and Culture - personal awareness, choice and responsibility; duty of care; mitigating risk normalisation
2. Engagement - People side of safety - direct connection to and engagement with the front line + worker welfare
3. Learning Culture - Growth Mindset, Curiosity & Openness, Coaching, Psychological Safety, 'Action Learning' - Implementation + progress + learning

↓↓↓↓ these T1 Enablers link to the T2 Safety Focus Areas below

Tier 2 - Examples of T2 Safety Focus Areas for 2022

Road Safety - (Sub) Contractor HSE Management - Learner Organisation - Risk Management - Assurance - Others: tbd

Vision

of what success will look, sound and feel like

Success looks like

Everyone at all levels is taking ownership and accountability to make a step change in HSE so everyone goes home safe every day. People are choosing to behave safely and work in a way that supports continuous improvement. When there are failures, people use them to improve rather than blame. Leaders are visibly walking the talk and actively learning and applying improvements.

Success sounds like

The workforce say they believe in safety and appreciate working in a culture where all news is welcomed. Bad news is recognised as an opportunity to improve. They say they are clear on management's expectations and know what good looks like because there are regular direct engagements with management and frequent open and honest conversations about how we can continue to improve. As well as opportunities to develop and practice their own frontline leadership.

Success feels like

People feel cared for. The frontline experience leadership care through regular, hands-on positive engagement and support, the experience of working for a common cause, being supported in the decisions they make, being equipped with the skills and tools they need to execute their work safely, as well as consistent, fair event handling.



PDO-CEO HSE Forum Charter *(continued)*

Key Team Objectives

The 'what' we are looking to achieve together

Shared commitment is Goal Zero - no harm to people, environment and assets

- How do we make it measurable and can gauge what we have achieved (set a baseline?)
1. Establish effective trust-based platform for dialogue and collaborative action
 - The forum to openly, transparently, honestly discuss the challenges (no fear and no punishment)
 - HSE challenges still a concern - cycle repeating every year. Start with good performance and get a lot of challenges in second half of year - injuries, incidents and fatalities
 - An open platform to update and discuss key areas of HSE focus and improvements as well as sharing all learning and best practices
 - Includes difficult dialogues to discuss HSE challenges and areas for improvement
 2. Fast track learning from incidents
 - If there is an incident / event - this forum would be the right platform to fast track the learning and implementation
 - Utilise existing learnings from global standards / subject matter experts / local guest speakers
 3. Effective system to address common themes and issues - that carries through into successful implementation
 - Develop simple ways of working and standard solutions
 - How do we know what is being implemented - and successful?



LEADERSHIP PRACTICES



Thinking and Acting Integrally



Building Relationships



Listening



Asking Open-ended Questions

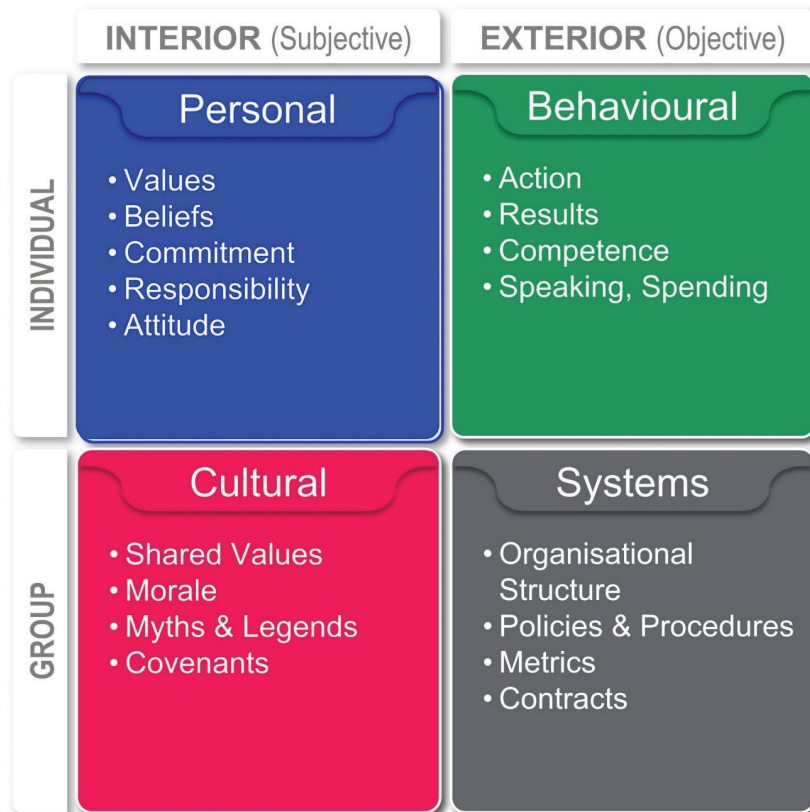


Acknowledging and Appreciating More-Safe Work



Redirecting Less-Safe Actions

1. The Integral Model



From planning a job to reviewing an incident, consider the personal, behavioural, cultural and organizational factors.

- Are you challenging yourself and others to take a different perspective than you traditionally would?
- Are you reminding yourself that an integral approach is more than safety rules and procedures?
- Are you curious about what you can't see, what people aren't saying, what motivates their actions?



2. Building Relationships



The foundation of all accomplishment is relationship.

Expand the relationship and the opportunity for accomplishment expands proportionately.

- Are you continuously improving the quality of relationships between you and those around you, and between various groups?
- Are you listening to understand the perceptions of others, learning how their perceptions drive their actions?
- Do you speak often with people about their safety and wellbeing?
- Do you share what safety means to you personally?



3. Listening

Ways of Listening

- **Listening For (Generative and Generous)**
 - Listening for the *person* speaking as well as what they are saying
 - Listening for what they are trying to tell you and what's important to them
 - Show respect for their thoughts, feelings, experiences and point of view
- **Open Listening (Proactive)**
 - Put aside your assessments, judgments and opinions
 - Don't assume you know what they will say or what matters most to them
 - Focus on understanding what the other person is saying - such that you could repeat back to them 100% accurately what they just said to you
- **Already Always Listening (Reactive and Default)**
 - "Speed Listening" - filter what is being said, assume you already know
 - Only listen to what you want to hear, agree with, are interested in
 - More focused on what you want to say
 - Assessing, judging and opinion forming as the other speaks

In a high-performance culture listening is a generative, not passive, phenomenon. The listening one gives another determines the power and effectiveness of communication within that relationship.

How are you listening?

- Are you listening for confirmation or agreement?
- Are you listening from curiosity?
- Are you listening for 'gold'?
- Are you open to new ideas?



4. Asking Open-ended Questions



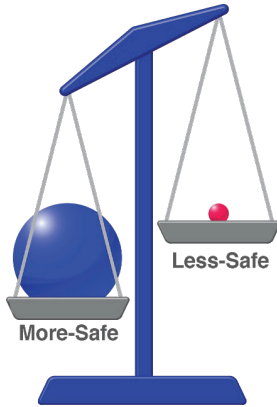
An open-ended question is a question that requires a full answer, using the individual's own knowledge or feelings, requiring them to pause, think and reflect.

Open-ended questions prompt a conversation because they can't be answered with one-word answers. They are used for meaningful answers.

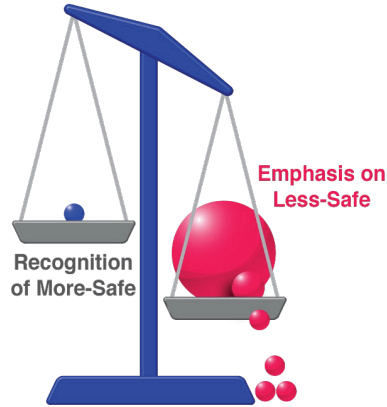
- How are you paying attention to the kinds of questions you are asking?
- What supporting questions are you asking for better understanding?
- How are you ensuring having a two-way conversation to engage?

5. Acknowledging & Appreciating More-Safe Work

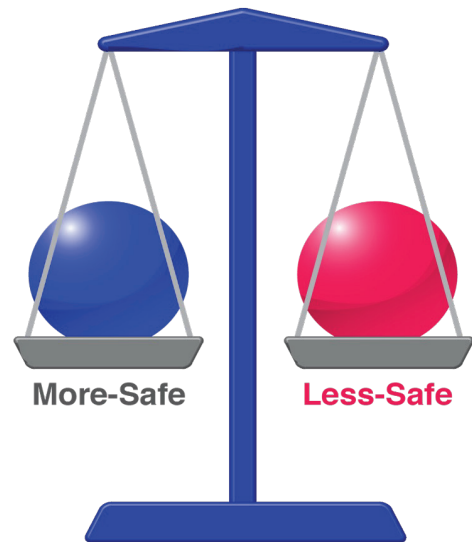
How we Behave



The Feedback We Get



Balancing Feedback



FIND

- Look with Curiosity and Learn
- Identify and list all more-safe actions/situations

ACKNOWLEDGE

- Example: *"The reason I wanted to speak with you is because I wanted to acknowledge you for wearing all your required PPE, the housekeeping here is very good, etc. (be specific)"*.

TIE

- Example: *"Every time you behave safely, you contribute to our incident and injury-free culture so that everyone goes home safely to their family"*.



6. Redirecting Less Safe Actions



FIND

- Look with Curiosity and Learn
- Identify and list all more-safe actions/situations

ACKNOWLEDGE

- Example: *"The reason I wanted to speak with you is because I wanted to acknowledge you for wearing all your required PPE, the housekeeping here is very good, etc. (be specific)".*

Ask

- AND I am concerned about your safety. I think something is missing here. It would look better with it. Do you know what it is?
- Or
- AND I am concerned about your safety. Is there anything else you could do to be more-safe?

TIE

- Example: *"Every time you behave safely, you contribute to our incident and injury-free culture so that everyone goes home safely to their family".*



B E S T P R A C T I C E S

CEO FORUM BEST PRACTICES

Overview



I. Key Principles



II. Tips and Guidelines for a Successful CEO Forum



III. Things to do / Things to Avoid



OVERVIEW

“When we are no longer able to change a situation - we are challenged to transform ourselves.” (Victor E. Frank - Austrian neurologist, psychiatrist, philosopher & author)

The CEO Forum is a unique platform of influence where company CEOs and peers take extraordinary collective responsibility for achieving breakthrough results together, results only possible by aligning and working together. The Forum itself exists to support and enable leaders to make a meaningful and lasting difference in the workplace and in their industry - transforming executives to transform their world.

This CEO Forum Best Practices document is compiled of lessons learned from numerous forums conducted and facilitated by JMJ Associates around the world. Its value lies in the wisdom of both CEOs and JMJ consultants who share their practices in support of delivering positive impact in our ever-changing and challenging work environments and world.

There are two main types of CEO Forum – one involves participants committed to change within their industry, while the other promotes and nurtures interdependency between clients and contractors.

While there is common ground between the two types, this guide focuses particularly on the latter and includes:

- I. Key Principles
- II. Best Practices / Guidelines for a Successful CEO Forum
- III. Things to Do / Things to Avoid



I. KEY PRINCIPLES

"In an increasing complex world, appointed leaders simply don't know enough to decide what is better. Leadership is a collective commitment, not an individual heroic activity." (Edgar Schein)

1. Clear Purpose and Agenda

The CEO Forum is a value-adding opportunity for the CEOs to demonstrate their leadership in service of achieving their stand or commitment to eliminate worker injury.

Because of the senior executives involved and what this makes possible, the Forum is designed well with a clear purpose and the right focus for meaningful work e.g., history-making excellence in safety.

It is conducted with the greatest respect - a special opportunity to openly and actively listen, with everyone respecting each others' contributions.

2. A Space for Learning, Sharing and Taking Action

The CEO Forum is a space for participants to share and learn from one another. Focused on a particular topic, participants can share knowledge, experience, best practices, recommendations, and insights related to their situation and the industry.

It is a place to ask the kind of question that fuels discussion, engagement, and participation. It is educational and developmental, providing value for all involved. Challenge is welcomed as part of the process of sharing and learning.

The Forum members have a unique opportunity to express recognition and appreciation for each other's insight and contribution, a testament that collective commitment can be powerful enough to go beyond contracts and competition.

In nature and design, the CEO Forum is set up to facilitate contribution - break out rooms, group discussions and networking over ample breaks all combine to offer opportunities for participants to contribute to the wider group and to one another throughout.

Equal expression is promoted and ensured, a space where CEOs work with and learn from peers and subject-matter experts.

This collaboration also follows through into the work environment with CEOs visibly and actively leading the implementation of learning and agreed action. "Competitor" CEOs seen together in the work environment.



3. Take an Industry Perspective

Success relies upon participants' willingness to contribute to the industry, to be vulnerable about their own performance, reflecting on what's needed in their organisations, what's needed from them as leaders, sharing thoughts about their business is currently performing and what they see in the future.

It is an opportunity for participants to engage with adaptive challenges such as: where are we on our safety journey? What is missing, and what do we need to learn regarding the leadership required of us to make our commitment a reality? How can we continuously contribute to the fulfilment of our vision and values?

4. Human Connection and Robust Relationships

Humans are social beings. We seek out relationships and being part of a community provides mental and emotional benefits that cannot be understated. All too often, people are limited to their own circle and geographic area when it comes to finding and forming communities.

The CEO Forum is a golden opportunity for expanding relationships beyond transactional contracts into collaboration to work together for mutual value and benefits.

II. TIPS AND GUIDELINES FOR A SUCCESSFUL CEO FORUM

"The world is just changed by your example, not by your opinion." (Paulo Coelho)

A. Formulating a CEO Forum

- In order for Forum members to align, support and contribute to the forum, they need clarity on why the forum is brought into existence and what it is meant to achieve. Formulating this will go a long way to supporting having clarity and alignment amongst all forum members for success.
- If it is possible, formulate the Forum Charter with the members as it is more powerful as they get to input as to why the Forum exists and what it is meant to achieve.
- Utilising a Charter Framework can go a long way to supporting Forum members co-create an effective structure and shared understanding for their Forum.
- Forum members revisit the structure of their Forum at least annually to see if it needs any adjustments.
- Develop a communication strategy and plan for sharing information with Forum members for them to share with their organisation.
- Will there be a tour of a particular facility? If yes, what is required of the participants (PPE, induction, escorts, etc.)?



B. Before an Event / Meeting

"What is it that you can uniquely do that the world of tomorrow needs?" (Peter Hawkins)

1. Design

- Co-design each Forum for both context and content
- Determine who participates - invite decision-makers, not delegates or stand-ins for CEOs
- Prior to the Forum, conduct a 'check-in' interview with participants to inform the purpose and agenda, ensuring buy-in and contribution from the participants
 - This is also a very useful "pulse" check of the mood members will be coming in with
 - Are we addressing the most important conversations?
 - Are we demonstrating being tuned into and appreciative of others' reality?
- Purpose and objective - have a clear intention of what you want to achieve to inform your agenda
 - Why are you having this meeting?
 - What do you want to accomplish by the end of this Forum?

2. Speakers

- Identify and invite speakers well ahead of time
- Work with speakers and presenters to effectively deliver their message and manage their time
- Know the speaker's key messages in advance and weave them into the overall themes of the Forum

3. Preparation

- Assign who will manage the many details involved in the planning and execution of a CEO Forum
- Venue
 - What setting would best support accomplishing your goals?
 - If possible, choose a venue participants would want to go to, e.g. a participant's facility that includes a tour and a short presentation on the theme or topic



- Pre-communication
 - Logistics of the forum
 - Where (easy to follow directions), arrangements for lodging, meals, transportation, etc.
 - Identify, prepare, and include pre-read material (if applicable)
- Set up for success:
 - Agree a schedule that works best for everyone
 - Send out invitations early, send reminders and track responses
 - What do you expect from the participants?
 - Announce your speakers so participants can prepare questions to ask
 - Will there be a tour of a particular facility? If yes, what is required of the participants (PPE, induction, escorts, etc.)?

C. During the Event

“What is it that you can uniquely do that the world of tomorrow needs?” (Peter Hawkins)

1. Be welcoming

- Meet and greet participants with an authentic welcome
- Appreciate their making time to be at the CEO Forum in the face of busy schedules, deadlines, etc.
- Make sure each participant knows how important they are to the success of the Forum

2. Follow the agenda

- Manage the agenda and time well:
 - Start and end on time
 - Keep conversations on topic
 - Keep agenda simple to maximise discussion on important and timely topics without attempting to address every urgent matter
 - Support speakers with agreed upon signals to keep them on schedule
- Have frequent breaks
 - Allow plenty of time for networking and relationship building amongst the participants
 - Add 5-10 minutes (in your schedule) to the stated break time to allow for participants finishing their conversations or getting back to their tables / chairs



3. Keep the momentum going

- If necessary, request a few people to ask questions
- Create focus areas / assignments for discussions
- Ensure someone captures key points / next steps or actions to share after the Forum

D. After the Event

•*“The culture of an organization is a reflection of the values and beliefs of the leaders. As the leader’s values change, the culture changes.” (Richard Barrett)*

1. How will the output from the Forum be disseminated to the participating members?
 - Will there be one general communication as a Forum output, or will each CEO communicate with their own organisation?
2. Who is accountable overall for Next Steps? How will progress be tracked and shared?
3. Will there be ongoing communication between CEO Forum members?
 - How will you communicate with the participating members?
 - How will you maintain and nurture the relationships you have created?
4. Create and agree focus areas and assignments for members to work on together after the Forum
 - Have a regular structure for follow through on this



III. THINGS TO DO / THINGS TO AVOID

*“Knowing is not enough; we must apply. Willing is not enough; we must do.”
(Johann Wolfgang von Goethe)*

Things to do

1. Consider having a leadership inquiry question for the Forum members to work on together. Examples:
 - How do we keep people alive and bring people alive?
 - How do we, as leaders, transform safety in our workplace?
 - How do we integrate safety as a value in our workplace?
 - How do we create an environment where people thrive in these challenging times?
2. Have a panel of experts present and for the Q&A section
 - Invite speakers at least 6 months in advance. Confirm and re-confirm nearer the time. Offer any support they need
 - Be clear as to their topic and allocated time for their presentation.
3. Align on the frequency of the Forum with the members. This will
 - Show respect for participants' valuable time
 - Lessen forum 'fatigue'
 - Allow for anticipation
 - Give enough time for preparation of presentations, questions to be asked, etc.
 - Allow for frequency to change according to what is going on and needs attending to, at the highest level.
4. As the ultimate owner, stay responsible for the forum even if you delegate tasks to others. “Little details have special talents in creating big problems!”
5. Rotate Forum host (including location or site) as often as possible and rotate Chair only every 6 months.
6. As part of the completion process for each Forum, check with participants if the structure and frequency still work or if changes need to be made, most relevant topics, etc.
7. Ensure the Forum is enjoyable as well as meaningful.
8. Please show up for meetings especially if you called it.



Things to Avoid

1. Last-minute planning and preparation.
2. Overly dense agendas, to ensure you cover all agenda items.
3. Substitutes or delegates for CEOs. Keep the Forum for CEOs only to keep this forum an executive conversation.
4. Criticism of any one individual / company publicly at the Forum.
5. Commercial conversations at the Forum.
6. Blatantly selling your goods or services.
7. The host client doing all the talking.

For the Host

1. Start on time and end on time.
2. First impressions matter.
 - Keep people engaged by welcoming them
 - Capture your audience' attention immediately
 - Outline audience 'pain' points
 - Make it clear there are solutions by the end of the forum
 - List everything the audience will learn
 - Show them your enthusiasm, energy and excitement
3. Know the 'bios' of your speakers so you can introduce them powerfully.
4. Have questions ready for the Q&A session
5. Be clear, keep your sentences and posts brief.
 - Provide relevant information, opinions, or questions to enhance the topic of discussion.
 - Clearly state conclusions supported by sound premises, reason and evidence.



IV. THINGS TO DO / THINGS TO AVOID - ONLINE FORUMS

THINGS TO DO

- *It is important to set clear ground rules when using online platforms.*
- *In these COVID-19 times, with more and more people working from home, it has become clearer than ever that people have personal lives outside of work. They have chores, kids in varying ages and relatives to take care of etc. This must be fully respected when planning a virtual forum, and space should be given for breaks, and health check-ins.*
- *It is critical to make even more effort to keep people connected and engaged.*

Before you start:

1. Do a dry-run and practice your presentation.
2. Check your equipment (headphones, microphone, speakers, screen, etc.) for best audio and video.
3. Have a clear, detailed agenda.

Always:

1. Keep your camera on.
 - Encourage participants to be in a space where they can keep their camera on for the entire session (breaks are the only exceptions).
 - Mute mic when not talking. Have a moderator to keep checking this (typically, the host can mute any participant not speaking)
2. Encourage active participation.
3. Create break-out groups to enable group discussions.
4. Demonstrate the same professionalism and courtesy you would at work on the online forum.
5. Manage time effectively.



Things to Avoid

1. Do not be complacent or overconfident that your gadgets and online software and internet connection are always working well. Do a periodic check-up, particularly prior to online meeting.
2. Do not come late. Simply 'showing up' in a forum is not enough. Coming on time is honouring others' time with your online presence.
3. Do not be rude or intimidating by making unwanted comments or opinions. Choose your words wisely. Any off-topic discussion is not moving a conversation forward, but worst, it may 'burn a bridge'.
4. Do not assume and don't take comments personally.
5. Do not allow any form of distraction.
6. Do not write or speak with too much familiarity. Avoid slang and acronyms, e.g. 'btw' for *by the way*.

For the Host:

1. Start on time and end on time.
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APPENDICES



The Integral Model (Levels)



Culture and Humble Inquiry



The Language of Ongoing Regard

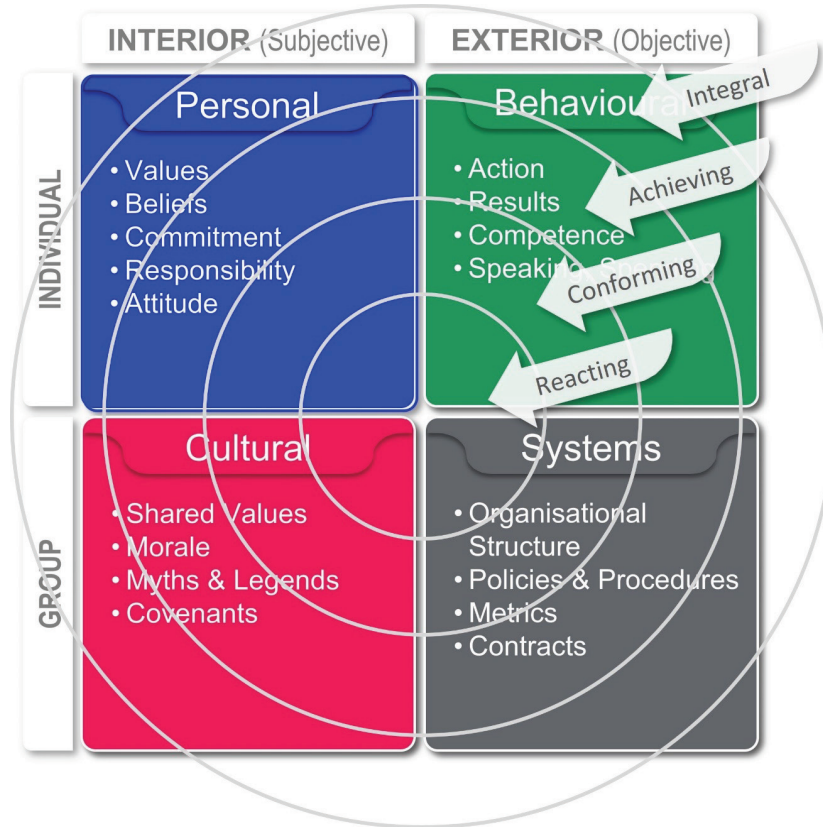


Crucial Conversations



Site Engagements

The Integral Model



As companies deepen their commitment to safety, they move through identifiable stages or levels of safety maturity. Each level represents a step in the journey toward an integrative safety culture.

Each level transcends and includes the capabilities of the previous ones, including transforming any negative aspects of a prior level into assets at the new level. In the most basic terms, as an organization's culture matures and approaches the Integral Level, the more capable it is of sustaining world-class safety performance. More development means a broader and deeper commitment to operating with more agility and effectiveness in coordinating actions related to safety performance.

Reacting Level

Defining Perspective: Reaction to safety issues are *after* they occur; safety is not a high priority unless it has to be. If there is a mistake, we find the one to blame. Basically, we expect the people who work here to take care of themselves.

In a Reacting Level environment where power is exercised unilaterally by those in authority, people can feel like they are in a jungle where only the fittest survive.



Because of pervasive fear of “the boss”, people working in organizations at this stage are not open to feedback nor are they very forward-looking. They generally believe only what is right in front of their faces and seldom reflect on or question the validity of their perceptions.

Conforming Level

Defining Perspective: Safety policies and procedures are instituted and followed so that people won't make mistakes that lead to injuries; emphasis is to make sure everyone follows the rules for their role believing in the system in place.

Typically, in Conforming Level organizations people tend to avoid conflict; straight feedback or confrontation is rare. Instead, people are given the right way to act and told to avoid doing things the wrong way. This style of relating often inhibits learning and improving performance. Mistakes are often “buried”. Reporting near misses and even injuries may not happen. People may follow orders out of fear of punishment, even when doing so can put people in harm's way.

Achieving Level

Defining Perspective: Processes are in place for reducing the number of injuries and incidents that occur and people are held individually responsible for their safety, constantly looking to improve safety management systems so that safety performance steadily improves. This is all about driving for quality and results—whatever it takes.

In an organization operating at the Achieving Level, people tend to see the safety system as something separate from the people within it. Viewing the system in this way allows managers to re-engineer and thus improve the conditions in which injuries and incidents occur. However, viewing the world from this perspective has a particularly troublesome downside—human beings are often also viewed as parts of this system whose behaviour can be engineered—their feelings, thoughts and commitments are not factored into the safety equation with often troubling consequences

Integral Level

Defining Perspective: We are constantly on the lookout for how to have the whole system and each person in it function at their best, safely. We understand that personal and process safety are intimately related and can use reacting, conforming and achieving styles as the situation demands. What motivates us is genuine care and concern for the people with whom we work and in the nearby community.

Organizations operating at the Integral Level are rarely caught off guard. This makes them highly reliable. At the Integral Level the capacities of all the other levels are available to its members—the rapid action of the Reacting Level, the compliance of the Conforming Level, and the results and quantitative focus of the Achieving Level. This allows Integral Level organizations the freedom and strength to change as the situation demands, drawing from whatever capacity is required to work safely and generate an IIF environment.



Culture & Humble Inquiry *by Edgar Schein*

Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person. It's an essential art to collaboration, culture, change and leadership.

Climate of Openness

- In nuclear plant accidents, the NASA Challenger disaster and the British Petroleum gulf spill – a common finding is that lower-ranking employees had information that would have prevented or lessened the consequences – but it was not passed on, it was ignored or overridden. How can that be?
- Senior managers always assure they are open – says Schein – and I recognize that from my culture work. However, what is missing is a climate in which lower-level employees feel safe to bring up issues. In most cultures, speaking up to a person of higher status is taboo. That's why higher-ranking leaders must learn the art of humble inquiry and do the first step in creating a climate of openness, argues Schein. It is their duty as leaders.
- *It is the duty of leaders to create a climate of openness.*
- But all of us should tell less, ask more and listen better! That's recognizable, isn't it? We're biased toward telling because Americans live in a pragmatic, problem-solving culture, claims Schein. In this society, task accomplishment is more important than building relationships. I guess this counts for Western-Europe and Australia as well.

Asking builds relationships

- How does asking build relationships? Telling puts the other person down, in a way. It implies they don't know what I'm telling them. But asking empowers the other – it implies they know something I want to know – and it makes me vulnerable. I need something from them.
- In asking, trust builds on my end when the other doesn't ignore or ridicule me but answers my question. At the same time, trust builds on their end because I show an interest and pay attention.
- This is only true if you ask open questions and you're not merely testing your own ideas. "You were hiding in your cubicle to avoid a confrontation with our manager, right?"



Here-and-now humility

- Schein urges leaders to become aware of what he calls “here-and-now humility”: in this situation, we’re interdependent; the other has the power to help or hinder me. This counts for everyone in a team – but the boss is not always aware of the fact that they depend on the team as well!
- *Everyone is interdependent, the other has power to help or hinder.*
- Schein uses the example of a surgical team in the UK: with a British senior surgeon, a Japanese anesthesiologist and the surgical nurse from the USA and the surgical tech. How are they to collaborate and save patient’s lives if they can’t be completely open when it matters most? What if the British surgeon makes a mistake? Will the British surgical tech say something (not a chance)? Will the Japanese colleague say something (maybe indirect but he doesn’t want the surgeon to lose face). Will the American nurse say something (maybe, if she’s the brave type).
- All leaders should be sensitive to the cultural rules around speaking up across boundaries and they need to change those rules within their teams. It might be difficult to be honest if you’ve not built a relationship where it is normal and safe to do so.
- Being here-and-now humble might imply a loss of status in an achievement-oriented culture that values knowledge. But yet, the surgeon, as the team’s leader, should practice humble inquiry to get to know the team better and to open up the space. So, during an operation, the others will intervene, if necessary, instead of staying silent.
- Schein’s advice is: ask more and ask openly. When he was the chair of his department with 15 professors, their phone costs were too high. The dean told Schein to get the cost down. Schein’s options were: 1) go over the cost with each professor (and make them defensive). 2) check the list and only talk to the ones with the high cost (defensive responses). He chose the third option he saw: he focused on the goal but tried to keep the relationship well. He sent a note to all 15 professors: please check your list of phone calls to see if they were legitimate. If they were not, please keep the cost down in the future. He trusted them to do so. And he was asking for their help.

Ask, don’t assume.

- *Don’t assume you know what the other wants or needs.*
- Don’t assume you know what the other wants or needs! Clear your mind and maximize your listening: access your ignorance and ask questions in the least biased and threatening way.



- Schein explains different lines of questioning that contain your advice or prejudice - even if you don't mean to. Humble inquiry is a subtle art and people are sensitive beings. Compare: "Have you thought of going on a diet?" versus: "What are you doing about your weight?" The first question is more likely to trigger a defensive response.

Culture of do and tell

- I personally like the chapters that describe culture. Says Schein about the US culture: "We claim to value teamwork (espoused value) but our artifacts, and our promotional systems are individualistic."
- American culture is optimistic, individualistic, pragmatic, and competitive. It's oriented toward the short-term, arrogant, thinking we can fix anything, impatient. "We do not like or trust groups. We admire the individual star who gets paid more. We believe accountability should be individual. We admire competitiveness over relationships."
- Status and prestige are gained by task accomplishment, and once you are above someone else, you are licensed to tell them what to do. The best engineer and the best salesperson are promoted to be supervisors. Social distance across ranks is considered okay. Personal relationships across ranks are considered dangerous because they could lead to a bias in assigning work and rewards.
- Deep down, many of us still believe that if you win the debate, the other will lose. The idea of winning both is not on our radar. We expect conversations to reach a conclusion (fast). When in telling mode, we hope to educate, impress, score points, to entertain. Ed Schein: "I suspect we all do more telling than we should."
- The person of higher status does more telling and the subordinate does more listening. This only works when they have the same goal, the superior knows more and the subordinate understands what he's being told... Maybe those conditions existed back in the industrial age - but are they still prevalent today?
- To ask can be seen as ignorance and weakness - while as a leader, you are supposed to know what to do. Telling is expected and respected. And it feels so good to give advice, thinking we have solved someone else's problem... Well, this may be outdated thinking!

Leaders depend on employees

- Western, egalitarian and individualistic cultures often appreciate high achievers, explains Schein. The awareness of interdependency is often missing: that you need the others on the team!



We know intuitively and from experience that we work better on a complex, interdependent task with someone we know and trust, but we are not prepared to spend the time, the effort and money to ensure that such relationships are built.

Leaders depend on the employees and must show 'here and now' humility.

Consider how much work in today's technologically complex world cannot be done by the leader. Therefore, the leader depends on the employees and must show 'here-and-now' humility. Subordinates are always in a vulnerable position and must be reassured before they will commit to open communication and collaboration.

Slow down and discover WHO you/they are

So, the final advice Schein gives us: it matters WHO we are, as leaders, professionals, change agents, workers. We need to acknowledge the other as a whole person beyond their professional role. It's the start of building the relationship.

We also have to avoid acting on incorrect data: Asking is the start... You need to slow down and build trust. But once the relationship is built, the work is done faster!

Finally, in this Western, task-oriented culture of do and tell, the most important thing to learn is how to reflect. Slow down and connect with your team. Reflect. I couldn't agree more!



The Language of Ongoing Regard

From How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation
by Robert Kegan and Lisa Laskow Lahey

The Value of Being Valued : Feeling appreciated / acknowledged

- We all do better at work if we regularly have the experience that what we do matters, that it is valuable, and that our presence makes a difference to others. We may know in our hearts that what we do matters, but it is certainly comforting to hear the words from others. We do not, after all, work and live in a vacuum. Believing that what we do and how we do it makes a difference can also lead us to take additional care in performing our work.
- Perhaps more importantly, hearing that our work is valued by others can confirm for us that we matter as a person. It connects us to other people. This is no small matter in organisations where the pace and intensity of work can lead a person to feel isolated. This sense that we signify may be one of our deepest hungers. One way we experience that what we are doing at work is valuable is by hearing regularly from others how they value what we do.
- But what is the usual quality of such communications?
- The Default Mode: Indirect, Nonspecific Entitlements to confer Worthiness upon Another
- Although our communication of how another's behaviours, choices, and intentions matter to us at work are rare enough (especially beyond the customary appreciations Managers hand out to their subordinates), when such communication does occur it commonly sounds like this (spoken to a group):
- "You were so great in that client meeting yesterday, Angus, I don't know what we would have done without you there."
- "Now what's wrong with any of this?" You may be asking. "I'd be happy just to hear a little more of this kind of communication where I work!"
- Well, it's missing three key elements that tends to drain the power out of the communication:



Being Direct

Always deliver the communication directly to the person, even if you are speaking to them in a group. Do not go into the third party i.e. *"I just want to say a word of appreciation to Marisel. She went out of her way to. . ."* As soon as you say "**she**" the rest of the communication is essentially being delivered to *everybody but Marisel*.

Being Specific

Our communications are often quite general, expressing more about our good feeling than what the other actually did to cause us to feel this way. We might say "Lee, about that client meeting we had last Monday - I thought you were just great. I'm so glad you are on this project with us".

The speaker delivered the communication directly to Lee, who has **no idea really** what he did that made such a difference, or how it made a difference.

Being Non-attributive

The third and last element to making these communications powerful is to not characterise the other's attributes but rather describe your experience.

For example: Ellen says something you find funny, and you think to yourself that is so funny, and then without realising it you say to yourself Ellen is so funny. Notice how your initial experience (that you were amused) can easily turn into something about Ellen (now she is funny).

So, what's wrong with this? If we characterize people, even if we do so quite positively, we actually engage - however unintentionally - in the rather presumptuous activity of entitling ourselves to say who and how the other is. We dress the person in a suit of psychological clothes.

Alternatively, if we limit such communications to express our own experience, we leave the other completely free, not pulled upon, not shaped up, not defined at all. Ellen does not learn who Ellen is, she learns what your experience of her or her actions is.

Using a non-characterising, non-attributing form of communication can end up sounding more sincere, more real, more original.

Moving From the Language of Prizes and Praising To the Language of Ongoing Regard, to create a culture of appreciation:



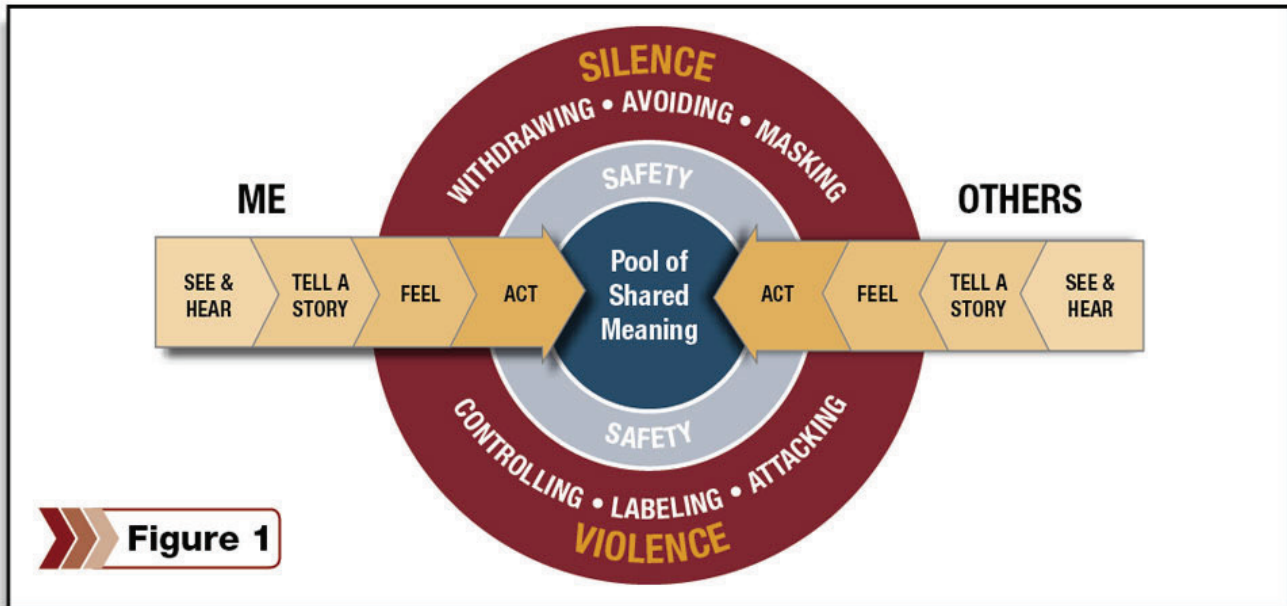
Language of Prizes and Praising	Language of Ongoing Regard
Creates winners and losers; draws energy out of the system	Distributes previous information that one's actions have significance; infuses energy into the system
Frequently communicated indirectly, said about the person and not directly to him or her	Communicates appreciation or admiration directly to the person
Usually, global statements giving little if any information about what the speaker is valuing	Communicates specific information to the person about the speaker's personal experience of appreciation or admiration
Often characterizes the other person	Non-attributive; characterizes the speaker's experience, not the person being appreciated
Frequently formulaic; glib	Sincere and authentic; more halting, freshly made
Non-transformational	Transformational potential for both the speaker and the person being regarded

The Practice of Ongoing Regard

To acknowledge someone using the Language of Ongoing Regard:

1. Identify a specific action a team member or colleague did that you would like to acknowledge (either in the moment or a short time later) and the difference that action made to you personally.
2. Approach the person, speak directly to them, share your appreciation following the guidelines in point 3.
3. Remember the following important points:
 - o Be specific - "When you did (*specific action*)..."
 - o Say why it was of value to **you** and what difference it made for **you**, not your opinion of them
 - o Be genuine / authentic
 - o Be timely

Crucial Conversations



In *Crucial Conversations: Tools For Talking When The Stakes Are High*, authors Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler argue that **many problems are caused by how people behave when they disagree with others about high-stakes, emotional issues**. Organizational performance and the quality of relationships improve significantly when people learn the skills to handle these crucial conversations effectively.

A crucial conversation is a discussion characterized by high stakes, differing opinions, and strong emotions. Crucial conversations are often typical daily interactions as opposed to planned, high-level meetings. These conversations can have a huge impact on your life. Examples include: ending a relationship, asking a roommate to move out, resolving an issue with an ex-spouse, confronting a coworker about his/her behavior, or giving the boss critical feedback.

We often try to avoid having these conversations because we're afraid we'll make matters worse. And in fact, when we do have crucial conversations, we usually handle them badly. **We behave our worst at the most critical moments.** We may withdraw, or rage and say things we later regret. But learning how to have crucial conversations can make you a much better communicator.



How to Have Crucial Conversations: The Seven Dialogue Principles

When you're learning how to have a crucial conversation, these seven dialogue principles should be your guide. They will help you stay true to yourself, while learning how to listen.

1. Know Your Heart

In high-risk discussions, stay focused on what you really want (your big-picture goal, such as a stronger relationship), so you don't get sidetracked by conversational games, such as trying to win, punish the other person, or keep the peace.

Also, refuse the fool's choice of limiting yourself to an either/or alternative (I can stay silent and keep the peace, or I can speak up and ruin my relationship). Look for ways to do both: speak up and have a stronger relationship.

2. Make the Conditions Safe

The first prerequisite for healthy dialogue is safety. You can't have constructive dialogue when people don't feel safe, because they start acting in unproductive ways and stop contributing to the dialogue. To maintain safety in a conversation, you must monitor two elements: what's being discussed and what people are doing in response – both the content and the conditions of the conversation.

To ensure safe conditions for conversation:

- Notice the point when a conversation turns crucial, and could go off track due to emotional responses.
- Look for safety problems (people withdrawing or behaving aggressively) that short-circuit dialogue, and intervene before they get out of hand.
- Beware of reverting to your style under stress. In crucial conversations, you'll revert to tactics you grew up with (debate, silent treatment, manipulation, etc.). You need to be alert to these tendencies in order to counteract them.

3. Make the Content Safe

For people to feel safe in speaking their minds, there are two requirements: 1) a mutual purpose for the conversation (agreement on what we're trying to accomplish); and 2) mutual respect – each participant's views and feelings are respected.



When someone doesn't feel safe in saying something potentially controversial, either they don't trust in a mutual purpose (they're suspicious of ulterior motives), or someone has undermined mutual respect (for instance, by attacking another person, sighing, or eye-rolling). The dialogue can't resume until respect has been restored.

You need to clarify or rebuild mutual purpose if your motives and goals, or someone else's, seem to be suspect. Use CRIB skills:

- Commit to seek a mutual purpose (commit to stay in dialogue until finding something that satisfies everyone)
- Recognize the purpose behind the strategy (ask people why they want what they're pushing for)
- Invent a mutual purpose (if you're still at odds)
- Brainstorm new strategies (with a clear mutual purpose)

When you need to repair a misunderstanding to restore respect, you can use the skill of contrasting. Contrasting is a don't/do statement that:

- Addresses others' concerns that you don't respect them or that you have a malicious purpose.
- Confirms your respect or clarifies your real purpose (the do part).

An example of contrasting in a couple's conversation: "I don't want to suggest that this problem is yours. I think it's ours. I don't want to put the burden on you. What I do want is to be able to talk so we understand each other better."

Depending on the subject of the conversations, learning how to have a crucial conversation can be difficult, especially when it comes to creating safety for expressing and controlling your emotions.

4. Manage Your Emotions

Our emotions are generated by "stories" we tell ourselves when someone does or says something. These stories are our interpretations of what we saw and/or heard. Negative interpretations lead to negative feelings and then to unproductive actions.

But **we can change our emotions by rethinking our stories**, or retracing our path from our feelings and actions back to the incident that prompted them: notice your behaviour, identify your feelings, analyse the story creating your feelings, and go back to facts (ask yourself, what evidence you have to support your story, and whether the facts might support a different story or conclusion). Also, make sure you're telling yourself the full story, and haven't omitted any facts to justify your reaction.



5. Share Your Stories

Express your views (tell your story) in such a way that **others will be receptive, encourage feedback, and be willing to alter your views or story when additional facts warrant**. When caught up in unproductive emotions and actions, retrace them to the facts to test their accuracy.

This process can be broken down as follows, remembering the acronym STATE:

- Share your facts: Start with the least controversial.
- Tell your story: Explain what you're beginning to conclude.
- Ask for others' paths: Encourage others to share both their facts and their stories.
- Talk tentatively. State your story as a story (your opinion), not a fact.
- Encourage testing: Proactively seek opposing views, so you can test your theory against additional information.

6. Explore Others' Paths

To have a constructive conversation, **you need to encourage, listen to, and understand others' views**. Start with an attitude of curiosity and patience. Use four listening skills to trace the other person's path to action (AMPP).

- Ask: Express interest in the others' views.
- Mirror: Acknowledge the emotions people appear to be feeling.
- Paraphrase: Restate what you've heard.
- Prime: If others hold back, offer a guess as to what they may be thinking and feeling to get the discussion started.

As you begin to share your views, remember ABC:

- Agree: Agree when you share views for the most part, rather than arguing over minor points of disagreement.
- Build: Agree where you can, then build. ("I agree completely. In addition, I noticed that...")
- Compare: When you differ substantially, compare your two views. ("I think I see things differently. Let me explain.")



7. Move From Conversation to Results

Once everyone contributes his or her information to a crucial conversation, the final step is action. All the **conversational effort is moot unless there's an action plan** and follow-through to achieve results. This is one of the hardest parts in learning how to have a crucial conversation, since it requires taking action from an emotionally charged dialogue.

Groups often fail to convert the ideas into action and results for two reasons:

1. They aren't clear on how decisions will be made.
2. They fail to act on the decisions they do make. To move from ideas to action, first choose the decision-making method:
 - **Command:** With command decisions, it's not our job to decide what to do, only how to make it work. Decisions are made with no involvement whatsoever.
 - **Consult:** Decision makers invite others to influence them before they make their choice. They consult with experts, a representative population, or even anyone who wants to offer an opinion.
 - **Vote:** Voting is appropriate where efficiency is the highest goal, and you're selecting from a number of good options.
 - **Consensus:** You talk until everyone agrees to one decision. This method can produce unity and high-quality decisions, or it can be a big waste of time.

Additional steps are:

- **Make assignments:** Determine who will do what, by when. Assign a name and a deadline to every responsibility.
- **Follow-through:** Agree on how often and by what method you'll follow up on an assignment.
- **Document:** After all your hard work in crucial conversation, don't depend on memory to ensure follow-through. Write it down, keep tabs, and hold people accountable.

Now that you know how to have crucial conversations, you can take those lessons and apply them to all forms of communication in your life. Your skills may also help other people learn how to have crucial conversations as well.



Site Engagements

Purpose

- To capture timely feedback from site in relation to their current perceptions around adaptive challenges
- Continue to develop relationships between the Safety Leaders and the wider crews
- To ensure that the Safety Leadership is working on things which are meaningful for the wider Team
- To engage the crews in being part of the 'solution' in solving the adaptive challenge
- To practice the Leadership Skill in listening and asking questions - skills of adaptive leadership

Practice

1. Set Up

- Be clear on the intention/objective of the site walk
- Remember to practice critical skills (listening & asking open-ended questions)
- Identify "interviewees"
- Logistics: How long is the site walk? How will the feedback be captured? What are the next steps?

2. On Site

- Work in pairs; never descend on an individual in a large group
- Best practice: work with a safety champion
- Ask permission to interrupt work that is ongoing
- Recognize, acknowledge and appreciate more-safe work
- Debrief
- Get back together for this session
- Share your initial conclusions from what you have heard
- Agree on next steps



a) Engagement Guidelines

Objective: To send a clear message we are here because we care about our people

- I engage with an open mindset - to **understand** - not to be understood
- I **encourage** ideas and suggestions from the front line
- I **learn** from those doing the work where the barriers to safe work are
- I **thank** the crew for their performance and their role in ensuring HSE on site
- I **appreciate** the crew / team for working Goal Zero - no harm to people, assets and environment
 - I am specific about what I am appreciating them for, so they know what to do more of
- I **share** best practices with other CEO's
- I am careful **not** use an audit or interrogation approach when engaging others
- I use this engagement as a learning opportunity for everyone - including myself - so there are **no** actions against the crew



b) Listening Tours

Purpose: To identify the views of workers related to safety in a structured process of discussions; to gather information and input - to collect the insights and ideas from others before making decisions.

- Each Listening Tour focuses around one '**compelling question**' - in service of the project / organization safety vision. (A compelling question is one YOU find irresistible or urgent or very interesting in service of the safety vision.)
 - *What do you think are the biggest challenges to safety on this project? (for people and the environment?)*
 - *How could the Leadership support you in overcoming these challenges and promoting the right culture?*
 - *If someone were to get seriously hurt in our workplace, how would that happen?*
 - *What should we focus on to ensure people and the environments are kept safe?*

How to conduct a Listening Tour:

1. Identify "interviewees". Build relationship / reconnect / engage.
2. Say why you are doing this. Share what you are committed to and why you are taking the time to speak with them.
3. Create a safe space. Make it safe for them to speak freely, openly and honestly. Ask for permission to take notes and let them know the information captured will not be 'attributed'.
4. Ask your compelling question. Listen generously. Manage your listening - you are not listening for agreement with what you think. You are seeking to understand their perspective.
 - Remember to probe and expand people's answers: *What makes you say that? Any specific examples you can think of? Why do you think that is? etc.*



c) GOLD Interactions

Go (with curiosity to the worksite)

- Let people know why you are here
- Ask for permission to conduct an interaction

Observe (with a balanced view)

- How is work being performed?
- Is there a clear understood plan?
- Is the work site set up to support safety?
- Are relevant health & safety procedures being followed?

Listen (Listen for the gold, Ask questions to learn)

- What is the plan to complete this work?
- What are the risks and their controls?
- What safe work procedures apply here?
- How will you complete the work safely?
- What Life Saving rules are involved?
- Is there any way to make this work more-safe?

Debrief (Clear agreements and appreciation)

- **Acknowledge more-safe** work you have seen.
- **Share** concerns around less-safe or unsafe work
- **Ask** for a commitment to shift to more-safe practices
- **Thank** them for helping ensure people go 'Safely Home Every Day'