



Risk Management for Leaders, Certificate Series

Continuous Improvement – A Fundamental of Growth

The webinar will begin soon



Risk Management for Leaders, Certificate Series

Continuous Improvement – A Fundamental of Growth

ICW Group Risk Management Services



Series Presenters:

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Senior Risk Management Consultant



Risk Management for Leaders Certificate Series

A Framework for Success

Commitment to Safety – A Way of Doing Business

Cultural Impact on Safety

Engaging and Empowering Teams

Continuous Improvement – A Fundamental of Growth

The Power of Communication and Transparency



Continuous Improvement

The commitment to **consistently analyze** your safety performance through fact-based data, to **address root causes** and program weaknesses as soon as they are identified, and to **experiment with changes** that will lead to long term program improvement.

Leadership Responsibilities

1. Create an environment of continuous learning.
2. Establish systematic approach for continuous risk assessment.
3. Ensure Leadership accountability.
4. Empower leaders to make upstream changes.
5. Confront mediocrity and complacency.

The image is a composite of two office scenes. The left side features a blue-tinted overlay with a semi-circular shape on the right edge. Inside this overlay, three people are seated at a desk, looking towards the right. The right side of the image shows a bright, sunlit office space. A man and a woman are standing and engaged in a conversation; the man is gesturing with his hands. In the foreground, another person is seated at a desk, facing away from the camera. The background includes large windows, computer monitors, and office furniture.

Creating an Environment of Continuous Learning

Continuous Learning

- Foster a growth mindset
- Provide access to learning resources
- Make time for learning
- Celebrate learning milestones
- Incentivize learning



Growth Mindset vs. Fixed Mindset

Someone with a **growth mindset** views intelligence, abilities, and talents as learnable and capable of improvement through effort. On the other hand, someone with a **fixed mindset** views those same traits as inherently stable and unchangeable over time.

– Harvard Business School Online



Poll

I am intentional about maintaining a Growth Mindset.

- a. True
- b. False

Key Elements of a Growth Mindset



Intelligence can be developed



Embrace challenges



Persist in the face of setbacks



See effort as a path to mastery



Learn from criticism



Find inspiration in the success of others

Fostering a Growth Mindset

- Model it
- Praise effort and provide feedback
- Goal Setting
- Encourage collaboration
- Embrace failure
- Create psychological safety
- Use growth mindset language



Provide Access to Learning Resources

- Internal and external online courses
- Subscribe to industry publications
- Attend professional development opportunities
- Share learning content in an informal way
- Align training programs with needed skills
- Create small group collaborative opportunities



Make Time for Learning

- Include learning as a regular part of your team's schedule
- Dedicated training days
- Lunch and Learn sessions
- Blocking off time each week for individual learning



Celebrate Learning

- Company wide announcements
- Social media announcements
- Team meetings
- “Wall of Fame”



Incentivizing Learning

- Financial rewards
- Extra vacation days
- Flexible work arrangements
- Unique experiences
- Promotion or advancement



Continuous Risk Assessment

Why conduct a Job Hazard Analysis



Identify hazards
to eliminate or
control them



Ensure workers
have training,
equipment and
supplies to
work safely



Develop accident
prevention
program (IIPP)



Prevent work-
related death,
injury, illness



Use in loss
prevention efforts,
environment
pollution prevention,
fire protection

- 1 **Select** job or task to analyze
- 2 **Detail job** by breaking into key steps
- 3 **Spot risks** and possible injuries for each step
- 4 **Control hazards** by minimizing or eliminating risks
- 5 **Take action** by installing controls or eliminating risks
- 6 **Document** all JHA actions and keep records up-to-date
- 7 **Reassess** periodically to ensure success

PLAN for Observations

Prepare: for observing

Learn: what's needed and train supervisor

Act: complete the observation

Note: success and identify what needs correction



Incidental Observations

Part of other work activities

Short observations & feedback sessions



Who?

- All Workers
- Life Changes
- Motivation



What?

- High Hazard
- Recent Accidents
- Defects



When?

- Point A to B
- Morning/Late Shift
- After Breaks

Deliberate Observations

More planning & foresight

Separate time set aside



Who?

- Accident Repeaters
- New Hires
- Job Changes



What?

- New Tasks
- High Defect Rate
- Interruptions



When?

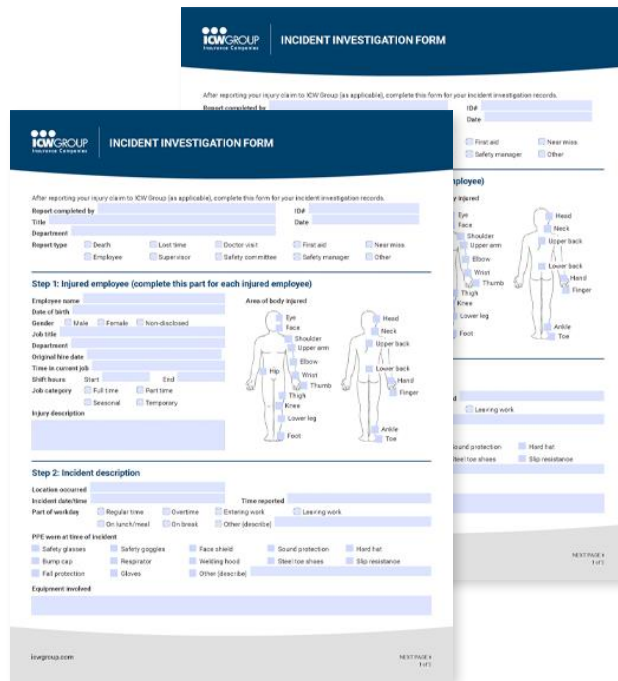
- Unexpected Work Stoppage
- Task Being Performed
- First Week

Accident Investigation

Goal: Identify root causes and prevent recurrence

Key Steps: Investigate, Analyze, Report, Act, Follow-up

Approach: Fact based, Systematic, Blame-free



The image displays two versions of the ICW Group Incident Investigation Form. The top version is a smaller, simplified form, while the bottom version is a larger, more detailed form. Both forms are designed for use after reporting an injury claim to ICW Group (as applicable).

Top Form (Simplified):

- Header:** ICW GROUP Insurance Companies | INCIDENT INVESTIGATION FORM
- Section 1:** Report completed by: ID# Date
- Section 2:** Report type: ☐ Fatal ☐ Near miss ☐ Safety manager ☐ Other
- Section 3:** Employee: ☐ Employee ☐ Supervisor ☐ Safety committee ☐ Safety manager ☐ Other
- Section 4:** Injured employee (complete this part for each injured employee)
- Section 5:** Area of body injured: ☐ Eye ☐ Face ☐ Shoulder ☐ Upper arm ☐ Elbow ☐ Wrist ☐ Thumb ☐ Hip ☐ Thigh ☐ Knee ☐ Lower leg ☐ Foot ☐ Head ☐ Neck ☐ Upper back ☐ Lower back ☐ Hand ☐ Finger ☐ Ankle ☐ Toe
- Section 6:** Leaving work: ☐ Leaving work
- Section 7:** Sound protection: ☐ Hard hat ☐ Slip resistance
- Section 8:** Equipment involved: ☐ Safety glasses ☐ Safety goggles ☐ Face shield ☐ Sound protection ☐ Hard hat ☐ Bump cap ☐ Respirator ☐ Welding hood ☐ Steel toe shoes ☐ Slip resistance ☐ Fall protection ☐ Gloves ☐ Other (specify)

Bottom Form (Detailed):

- Header:** ICW GROUP Insurance Companies | INCIDENT INVESTIGATION FORM
- Section 1:** Report completed by: ID# Date
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Accident Investigation Steps



Investigate



Analyze



Report



Act



Follow-up

Be Prepared for Accident Investigations

- Write a clear policy statement
- Designate who investigates accidents
- Identify who notifies outside agencies
- Train accident investigators
- Establish investigation timetables
- Identify who receives the report
- Take corrective action



ICW Resources

ROOT CAUSE INVESTIGATION FORM

DIG DEEP TO GET THE CAUSE ID#

Complete to uncover the root cause of incidents and accidents. Review the possible corrective actions and add your own plan.

PART 1 - Equipment

Cause	Possible Corrective Actions	Your Plan
☐ 1.1 Defect in equipment, tools or material contributed to hazardous conditions	Review procedures to inspect, report, maintain, repair, replace, and recall defective equipment.	
☐ 1.2 Hazardous condition was recognized but not reported.	- Train employees and stress individual accountability. - Review job procedures for hazard recognition and avoidance.	
☐ 1.3 The incorrect equipment, tool or material was used.	Specify correct equipment, tool or material in job procedures and make sure the right tools are readily available.	
☐ 1.4 Equipment/tool design created operator stress or encouraged error.	Alter equipment/tools to conform with human capabilities and limitations.	
☐ 1.5 Appropriate PPE for task was NOT specified.	Review methods to specify PPE requirements.	
☐ 1.6 PPE inadequate for job performed.	Review PPE requirements, standards, specs and certifications.	
☐ 1.7 PPE used improperly when injury occurred.	- Implement procedures to monitor and enforce use of PPE. - Make sure PPE is the proper fit.	
☐ 1.8 Employees didn't know where to obtain equipment, tools or material required for the job.	- Review procedures for storage, access, delivery or distribution. - Review training procedures.	

PART 2 - Environmental and Task System

Cause	Possible Corrective Actions	Your Plan
☐ 2.1 Location of equipment, material or employees was a contributing factor.	- Perform job safety analysis and review, improve procedures. - Change equipment layout and employee position. - Provide guardrails, barricades, signals, etc. - Train employees in observation and risk assessment.	
☐ 2.2 Employee was NOT supposed to be in the vicinity of the equipment or material.	Review job procedures and instructions. Provide guardrails, barricades, signals, etc.	

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INCIDENT INVESTIGATION FORM

Step 3: Conduct Investigation – Also see "Root Cause Investigation Form"

Unlikely workplace Unlikely behavior Organizational causes

After reporting your injury claim to ICW Group (as applicable), complete this form for your incident investigation records.

Report completed by _____ ID# _____
 Title _____ Date _____
 Department _____
 Report type: ☐ Death ☐ Lost time ☐ Doctor visit ☐ Final aid ☐ Near miss
☐ Employee ☐ Supervisor ☐ Safety committee ☐ Safety manager ☐ Other _____

Step 1: Injured employee (complete this part for each injured employee)

Employee name _____
 Date of birth _____
 Gender: ☐ Male ☐ Female ☐ Non-disclosed
 Job title _____
 Department _____
 Original hire date _____
 Time in current job _____
 Shift hours: Start _____ End _____
 Job category: ☐ Full time ☐ Part time ☐ Seasonal ☐ Temporary
 Injury description _____

Area of body injured

Step 2: Incident description

Location occurred _____
 Incident date/time _____
 Part of working day: ☐ Regular time ☐ Overtime ☐ Entering work ☐ Leaving work
☐ On lunch/meal ☐ On break ☐ Other (describe) _____
 Time reported _____

PPE worn at time of incident

☐ Safety glasses	☐ Safety goggles	☐ Face shield	☐ Sound protection	☐ Hard hat
☐ Bump cap	☐ Respirator	☐ Welding hood	☐ Steel toe shoes	☐ Slip resistance
☐ Fall protection	☐ Gloves	☐ Other (describe) _____		

Equipment involved _____

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Ensure Leadership Accountability



Accountability Systems

Safety by Objectives 2nd Edition –
Dan Peterson

- Based on clearly defined EHS program
- S.M.A.R.T. Goals
- Types of Goals: Routine, Project, Creative, Personal
- Will vary based upon role
- Measurement system in place



Leadership Performance Metrics

Safety by Objectives 2nd Edition –
Dan Peterson

Things a supervisor should do to...

- Identify accident causes
- Identify and remove hazards
- Coach his or her people to do better
- Provide a motivational environment



Accident Causation Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

Accident investigations

- # completed
- # on time
- # causes identified/removed

Less Traditional

- Safety sampling
- Statistical safety control
- Technique of operations review
- Incident recall techniques

Hazard ID and Removal Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Inspections
- Job hazard analysis

Less Traditional

- Hazard hunts
- OSHA compliance checks
- Ergonomic analysis

Coaching Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Safety meetings
- Safety observations

Less Traditional

- One-on-ones
- Safe behavior reinforcement
- One-minute safety programs
- Stress assessments

Motivation Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Carrot and stick method(s)

Less Traditional

- Worker safety analysis
- Inverse performance appraisals
- Safety improvement teams
- Climate analysis

Empower Leaders to Make Upstream Changes



Empowering Leaders

- Atmosphere of psychological safety
- Trust in leadership
- Positive reinforcement
- Encourage innovation



Empowering Leaders

- Training and education
- Access to resources
- Authority and responsibility



Confront Mediocrity & Complacency



Recognizing Mediocrity & Complacency

- Symptoms of mediocrity
- Causes of complacency
- Impact



Confronting Mediocrity & Complacency



Leadership
commitment



Regular effective
training



Accountability
systems

Confronting Mediocrity & Complacency



Continuous
improvement



Innovation and
technology



Recognition and
reward

How Do I Confront Mediocrity & Complacency?

1. Start every day from scratch
2. Surround yourself with people who tell you like it is
3. Focus on process instead of outcome
4. Continuously learn and adapt
5. Recharge the batteries



Recap

1. Create an environment of continuous learning.
2. Establish systematic approach for continuous risk assessment.
3. Ensure Leadership accountability.
4. Empower leaders to make upstream changes.
5. Confront mediocrity and complacency.

Resources

Start with Why – Simon Sinek

Dare to Lead – Brené Brown

The Fearless Organization – Amy C. Edmondson

Safety by Objective – Dan Peterson

People Work – Kevin Burns

Practical Loss Control Leadership

– Bird and Germain

Difficult Conversations – Stone et al.

Influencer – Patterson et al.



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- ✓ A Framework for Success
- ✓ Commitment to Safety – A Way of Doing Business
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- ✓ Continuous Improvement – A Fundamental of Growth

The Power of Communication and Transparency



Earn Your Risk Management for Leaders Certificate



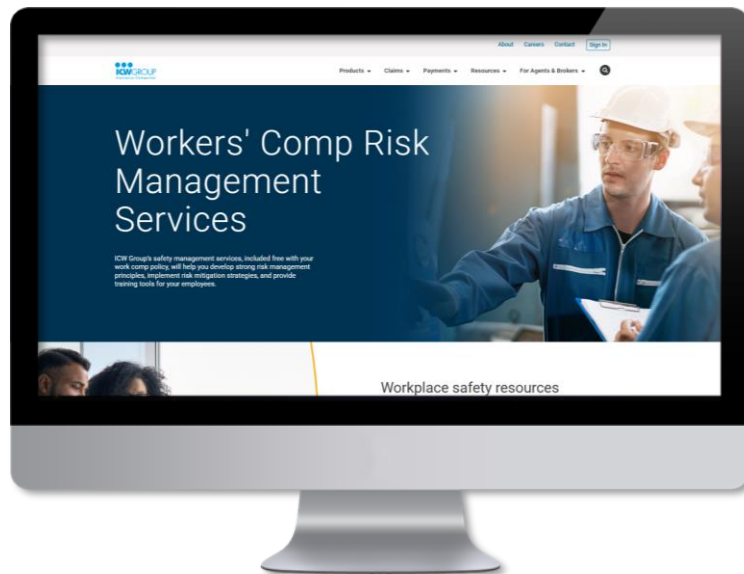
Social Media Badge

Safety Resources Available to You

Policyholder Website

- Injured Workers Resources
- Safety Webinars on demand
- Safety *OnDemand*®
- And More!

icwgroup.com/safety





QUESTIONS?

Contact Us:

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THANK YOU!

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