Building a world class safety culture

Power-to-X Safety Network

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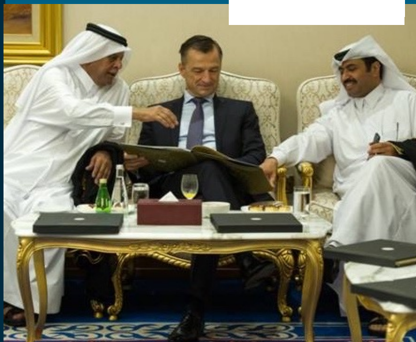
Jakob Thomasen

2009-2016
CEO Maersk Oil



Chairperson

Director

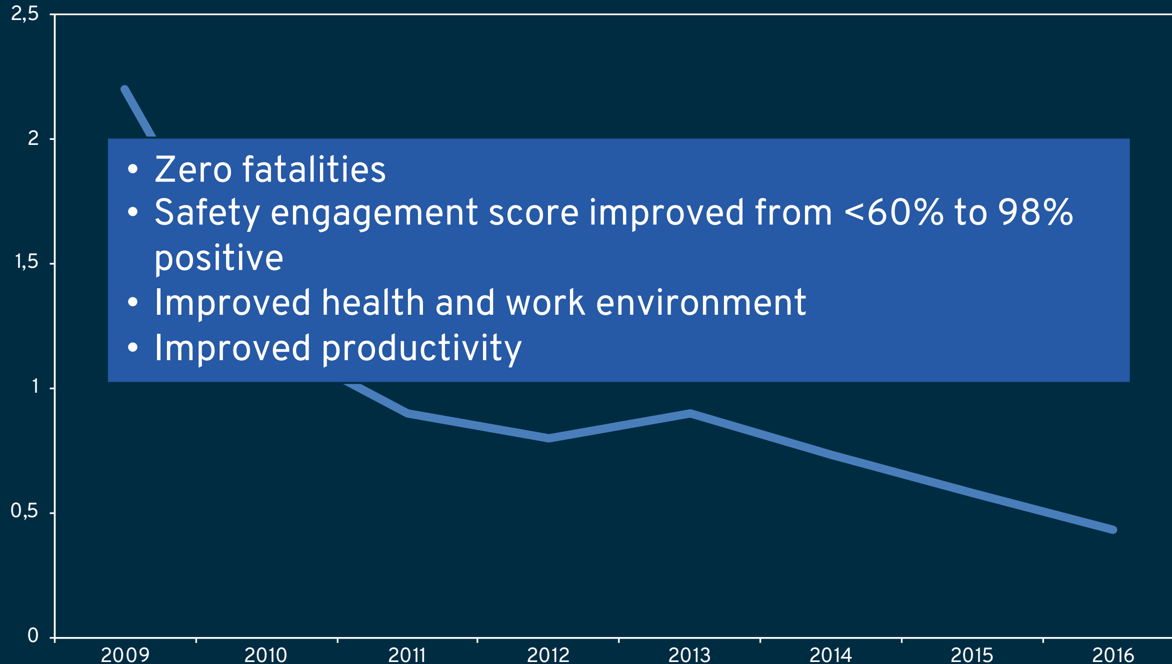
THOMASEN SAFETY

- Strategy development
- Strategy implementation
- Leadership onboarding
- Workshops, inspirational talks, coaching, advisory

Maersk Oil (2009-2016)

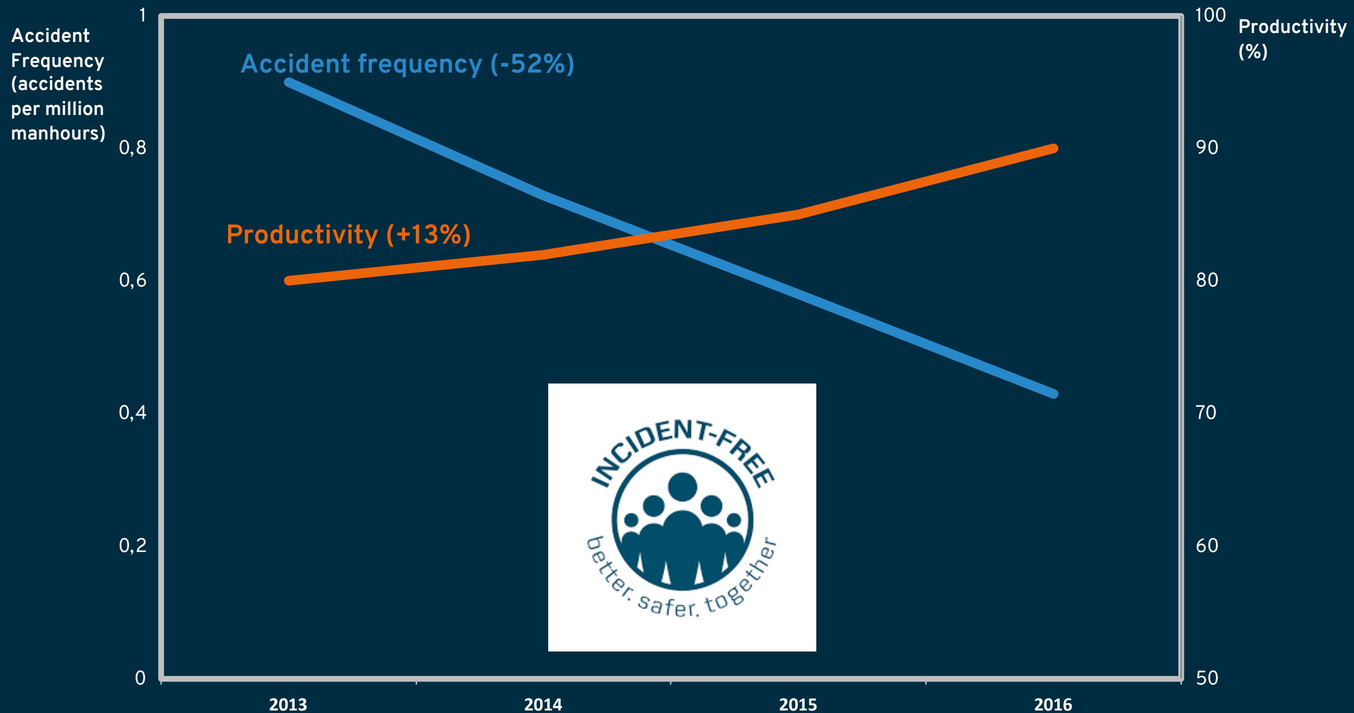
- International top-30 upstream oil and gas company
- Active in 12 countries
- Revenue USD 8 – 12 billion (Ørsted, Carlsberg)
- Annual investments USD 2 – 3 billion
- Ca 5,000 employees

Maersk Oil dramatically improved safety in the period 2009 - 2016



Source: www.maersk.com

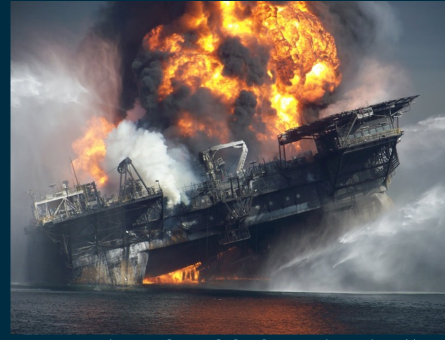
Safety and productivity go hand in hand



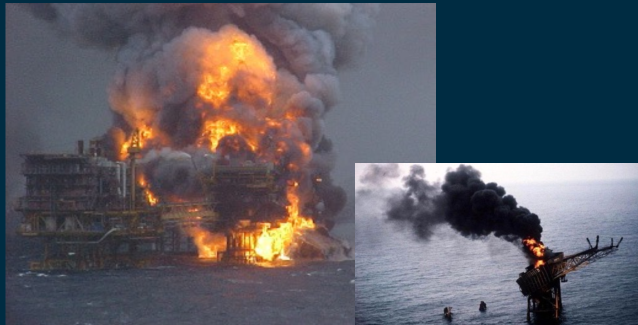
Maersk Oil data 2013 - 2016 from www.maersk.com

The oil & gas business has created disasters

Alexander Kielland, Norway, 1980, 123 dead



Macondo, USA, 2010, 11 dead, oil spill



Piper Alpha, UK, 1988, 167 dead

Texas City Refinery, USA, 2005, 15 dead

..and also seen occupational safety challenges

Sound bites from Maersk Oil, 2009

Production is king

It's a risky business and people will get hurt

The guy that gets hurt always gets the blame

We don't learn from our incidents

Our contractors don't deliver – it's their fault

Management's safety initiatives are lip service

Our leaders don't walk the talk

Our risk assessments slow us down and don't help

The other companies are cheating with their statistics

I've worked in this business for 30 years. I know how to get the job done

Maersk Oil Safety Culture, 2009

1. Poor (or no) safety culture – cynicism and macho behaviours prevailed
2. No sense of vulnerability
3. Externalisation – we believed we were great
4. Reactive relation to unplanned events (break downs, incidents and accidents)
5. Inefficient control systems (e.g. risk management, management of change and incident investigation)
6. A non-learning organisation

The culture transformation

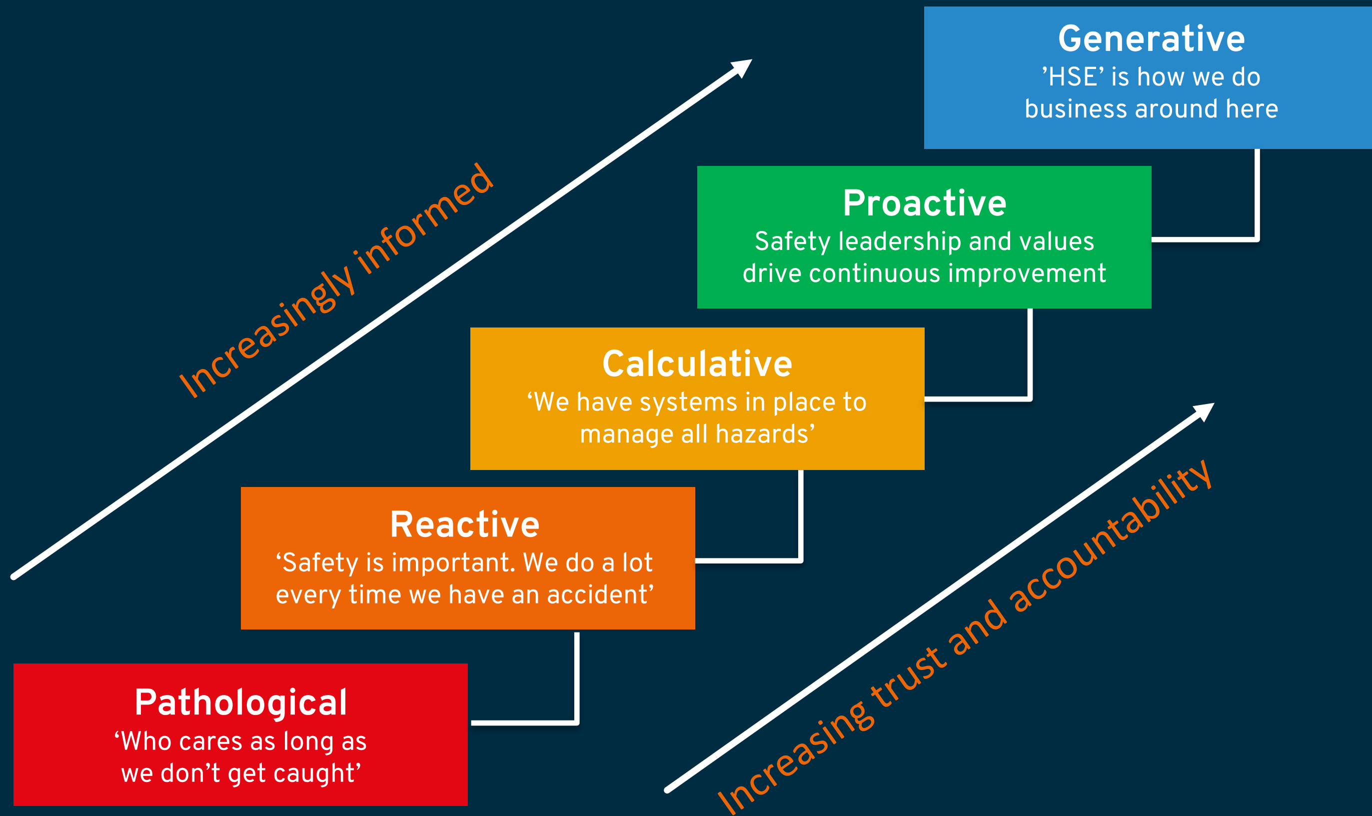
Before (As-Is)	**->**	**After (To-Be)**
Reactive	->	Proactive
Subjective	->	Data driven
Externalising	->	Learning
Blaming	->	Caring
Macho	->	Sense of vulnerability
Cynical	->	Passionate
Rule ignorant	->	Compliant

What is a safety culture?

The safety culture is the sum of beliefs, perceptions, attitudes and habits that defines the view on safety in the organisation...

Culture is what you do when nobody is watching

Safety Culture – 'Hearts and Minds'



Constituents of a safety culture

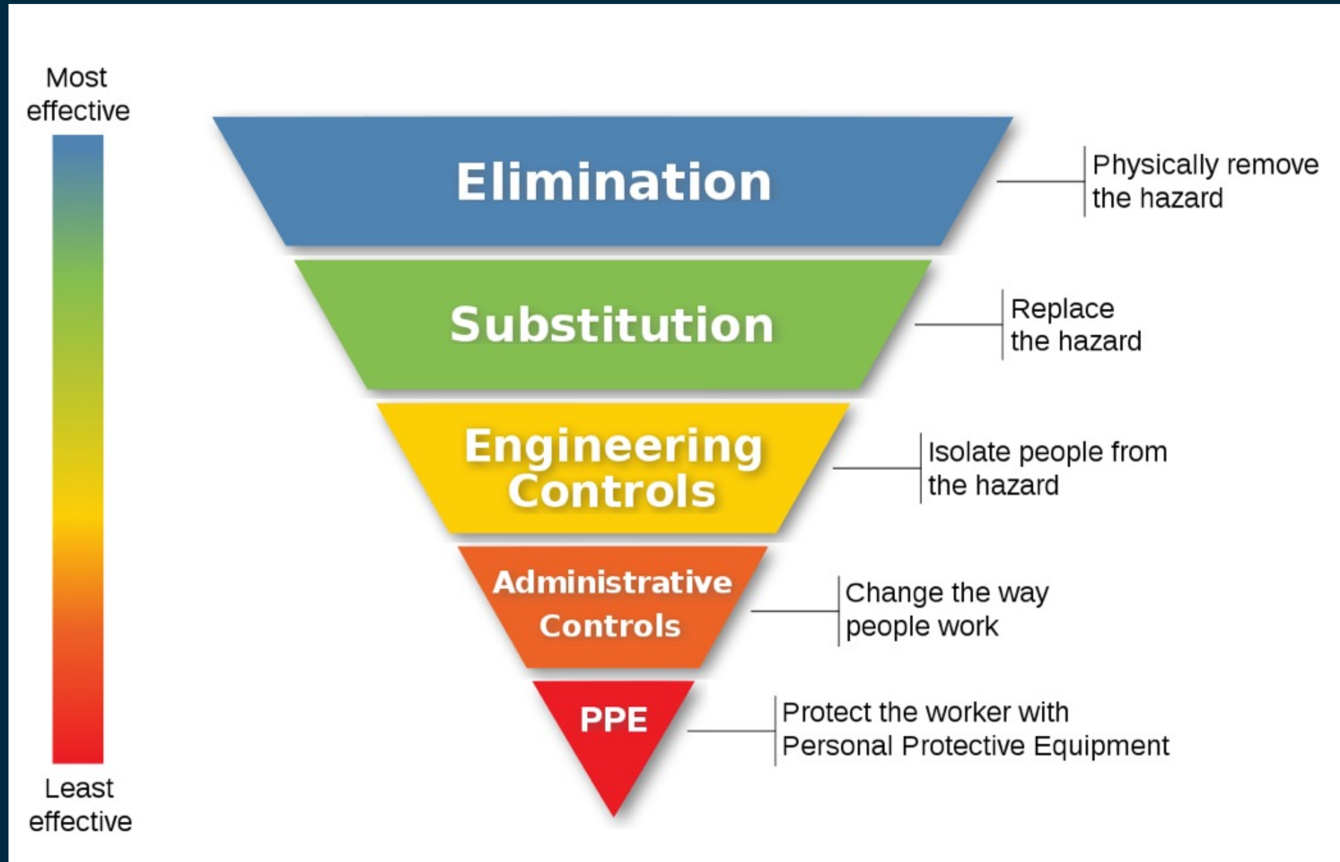
Splitting culture into individual constituents helps prioritising the culture journey and identifying tangible actions within each constituent

Learning from incidents

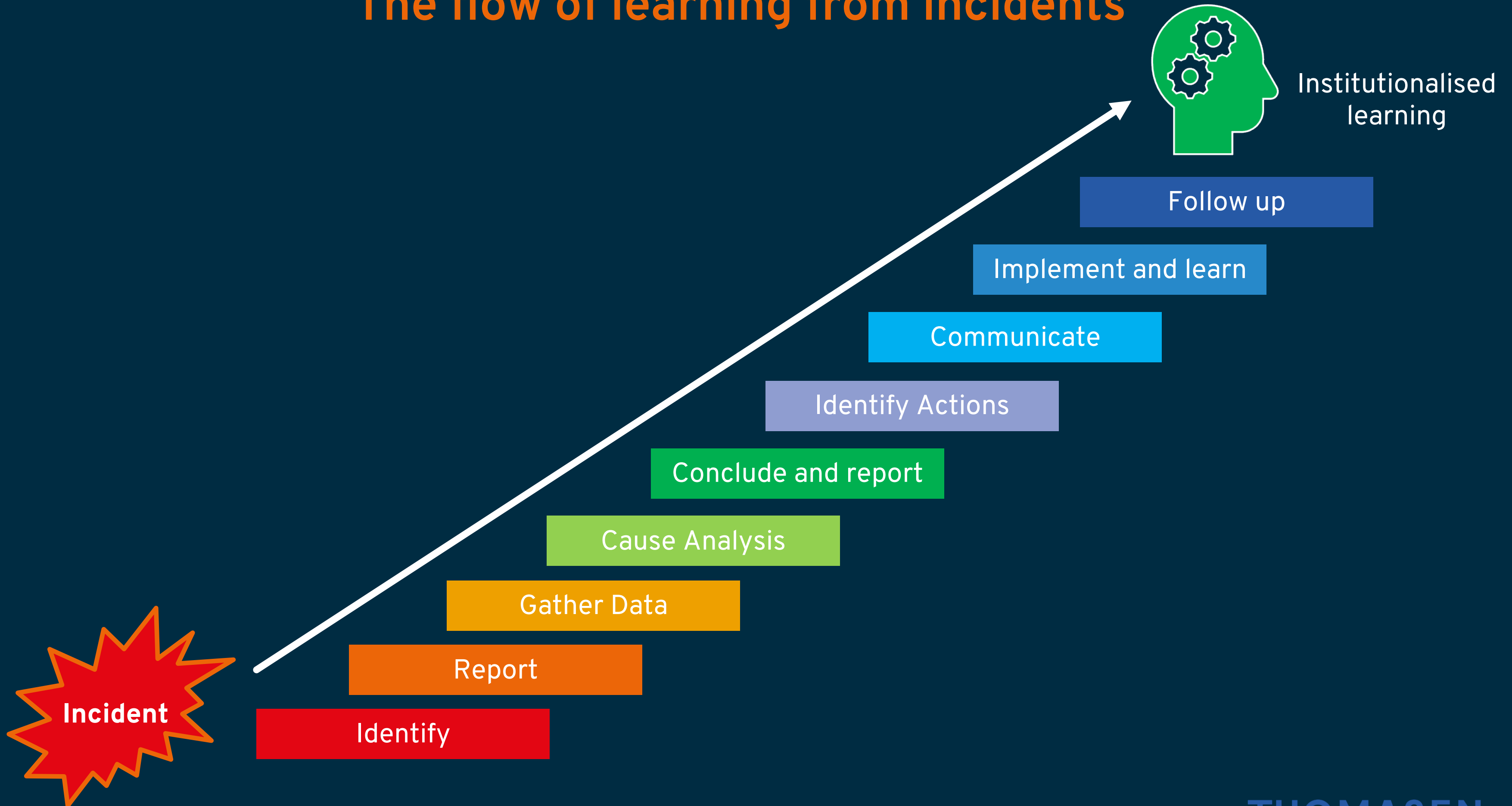
Learning is finding ways to prevent an incident (or failure mode) from re-occuring

- Learning enables prevention – talk safety instead of accidents
- Learning moves focus from blame to systematic improvement
- Learning is not necessarily training

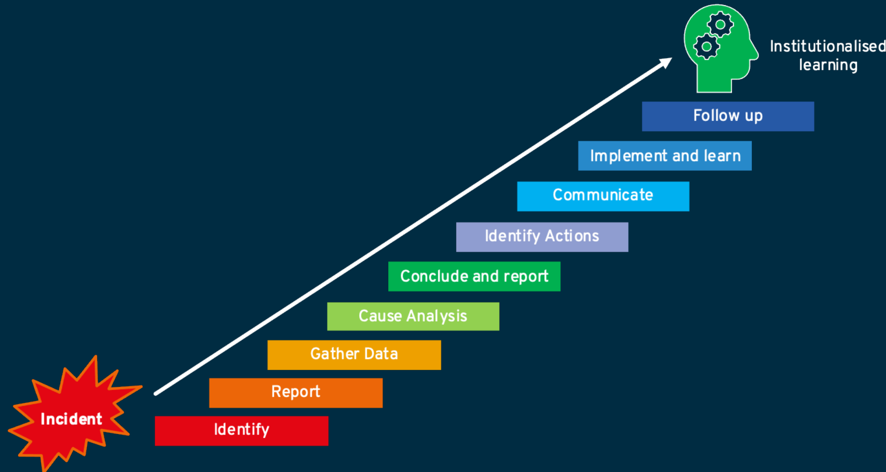
The Hierarchy of Hazard Control



The flow of learning from incidents



How do we turn reporting into global learning?



- Systematic follow through on high potential incidents
- Three actions per incident
- Keep a log of actions and progress
- Quarterly follow-up at the executive level
- Don’t let go until you are confident that actions have been implemented (may take years)

How do we create a strong reporting culture

1. Make reporting IRRESISTABLY EASY
   - Digital and analogue
   - Utilse device technology – pictures, videos etc
2. Check your no-blame culture
   - Data driven approach for root cause analyses
   - Never target individuals
3. Pay for reports with positive feed back and small rewards
   - Show that the information is used for real, not sinking into a black hole
   - Instant positive feed back
   - Symbolic rewards
4. Mistakes are great learing opportunities
   - Celebrate your screw ups......

Tips and tricks to get started – also for a start-up

1. Formulate an ambitious vision – **Zero incidents**
2. Ownership at the executive level with strong, visible and persistent leadership
3. Communicate openly, both good and bad stuff – Being safe is fun!
4. Identify firm cultural drivers
5. Align cultural drivers with your management/control systems
6. Be consequent with blockers and rule breakers
7. Includer your supply chain and your clients
8. The journey takes resilience
   - Mindset-behaviour-culture
   - Valley of death
9. Follow through

Pitfalls

1. Failing commitment from top leadership (keep them warm)
2. The campaign dilemma (avoid fleeting effects)
3. The handrail dilemma (choose your battles with care)
4. The office-to-front line dilemma (find bridges)
5. Complacency (create positive paranoia)
6. Change is a challenge - especially in knowledge organsations

Questions!

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