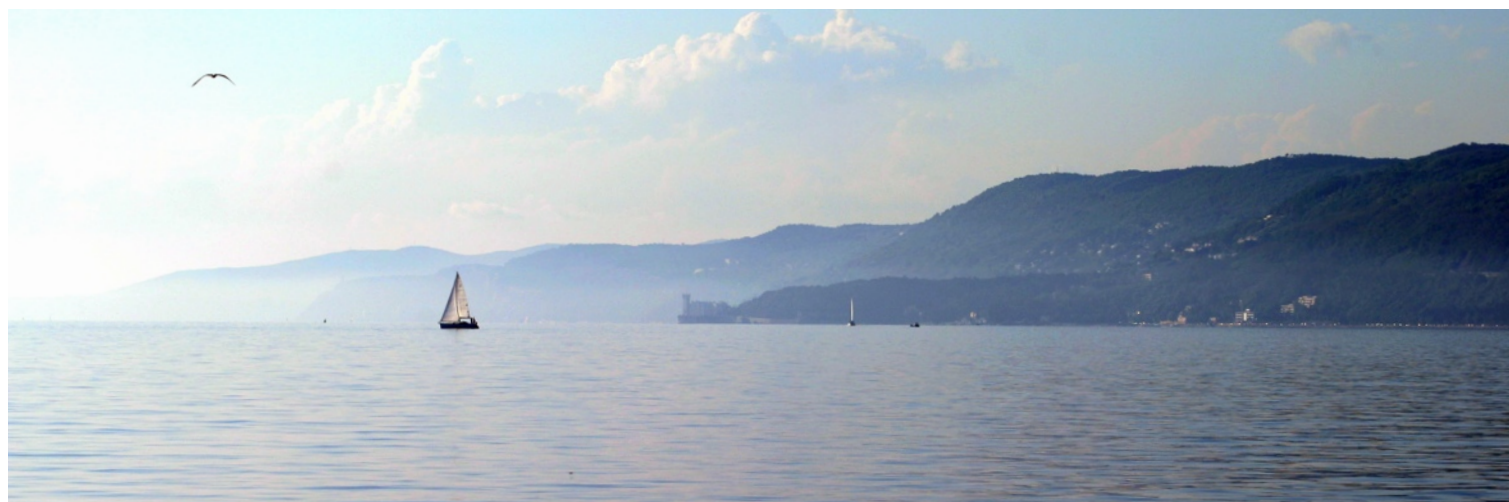


BMTFedNewsletter



Behavioural Management Techniques (BMT) is a blend of applied behavioural science tools and project management skills. BMT is used to improve business and safety performance.

Safety – be careful what you measure! Part 2

by Bob Cummins

In January's newsletter I wrote about the damage we can do if we measure just a number. It's one thing to know what not to measure, but what should you measure instead? Well, the easy answer is - whatever makes your workplace or business safe and successful.

Where do you start? Here are some ideas.

Firstly, let's look at results. A result happens at the end of something; results can be either good or bad. But measuring only the result is the same as weighing yourself to see if you have gained or lost weight without measuring what goes into your mouth. A result materialises from a collection of behaviours. If the result you were measuring was the number of injuries then the pre-result behaviours are...unsafe behaviours. Another result, the number of tool box talks could be related to the result of safe behaviours.

So that's the first point, are any of your numbers the results of safe behaviours? If so, great; it is the safe behaviours that you want to reinforce and measure.

Ok, point number 2. What are those safe behaviours? Using the toolbox talk scenario you could imagine what a good toolbox talk would look like and what a bad one may look like. For example - a bad one may be delivered by someone who has poor communication skills; who delivers it in the office or canteen instead of at the work face; who just chooses a subject without linking it to the sites activities and there is next to no knowledge passed on to the worker. So a good one is the opposite of this, so this is what you strive for. You communicate what good looks like and then you measure the component parts (the behaviours) that lead to the result. You set expectations, you measure it, you feedback, you improve it, you move onto the next thing to fix.

So hang on, am I saying that instead of measuring an accident frequency rate or the number of services strikes that you measure something far more detailed and more complicated? Well, it's up to you, but I know that if I had a supervisor working for me and I was relying on her to create a safe environment and to prevent injuries. I wouldn't just wait to see what happened by measuring a result. I'd be measuring her behaviours.

The 8th Annual
BMT Leadership Conference
3rd May 2012 –
Hilton Manchester Airport Hotel

This year's conference theme is
'Simplicity in Leadership'

Dr. John Austin (USA)
– the leading authority on behavioural solutions in America

Andrea Quinn (UK)
– Chief Executive of the Scottish Police Services Authority

Dr. Janet Twyman (USA)
– creator of the leading popular educational tool, 'Headsprout'

Andy Clarke (UK)
– Project Manager, Costain Limited

Dr. J. Carl Hughes (UK)
– Senior Behaviour Analyst, Bangor University

Simon Ellison (UK)
– Project Manager, Bidston Moss Viaduct

Also speaking will be Bob Cummins, Rachel Edwards, Joanne Lees, Allison Reynolds, Bruce Faulkner and Howard Lees.

For more details please [click here](#)

US BMT Leadership Conference and Workshop Days
13th & 14th June – Chicago, Illinois

For more details please [click here](#)

BMTFedNewsletter

Too busy because you're too busy?

by Allison Reynolds

It seems to me that being too busy has a multiplier effect. We let ourselves get too busy, stress levels rise, the brain starts shutting out none essential information to focus on what needs to be done, decreasing distractions and increasing motivation to help us to focus on the task at hand, right now. We get the task done, breathe a sigh of relief and move on to the next fire. Unfortunately our well meaning brain just potentially shut out a whole heap of information that would have enabled us to avoid the next crisis.

I observed this a little too closely in recent trip through an A&E department. Three instances occurred for the same patient where either signals of an impending seizure were missed or not responded to, due to staff being distracted filling in paperwork, authorised personnel not being available and patient notes being mislaid. Instead of one person taking a few minutes to administer a preventative drug, an entire crash team was needed on multiple occasions to mop up. Add to that the follow up care which had now been created. They say they are under resourced, it could be they appear unorganised because they are too busy? If staff weren't so busy dealing with the impact of successive screw ups would they have treated the patient proactively, freeing up further resource downstream?

Many people describe similar symptoms in different organisations, folk are so busy putting out fires that they never get to stop them igniting, randomly all over the place, one after another. Many workplaces will always have a reactive element, but I think that's my point, with what we know about the brain and stress, this problem is completely predictable. And if it's completely predictable then it stands that we can do something to manage it.

If this feels familiar to you and you want to do something to manage it then the only option is to throw yourself off that hamster wheel, dust yourself off and read the excellent book – 'The Too Busy Trap'.



The latest book by Howard Lees – **The Too Busy Trap** is now available to buy at www.bmtfed.com

Actually, it's the way we do stuff here...

by Howard Lees

Bill Smith was a great safety professional, he was enthusiastic and determined to make a difference, determined to make the world a safer place. He was successful in his application as senior safety advisor for Mighty Contractors Ltd and on his first day the Operations Director said to him, "Get out there and make a difference." He wrote to the construction managers of all their sites introducing himself and suggesting he came over and met them face to face. After a couple of days, he had received no responses so he phoned them up but failed to get any of them on the telephone. Whilst in the general office he bumped into the Director talking to one of the construction managers, he butted in and suggested he came to site Thursday and the CM said "sure, yes, 10am is fine."

He arrived at site at 10am and the receptionist said the CM was off site today, he asked if anyone else was around to take him around site, the CM was contacted on the phone and he suggested Bill went round site with a young engineer Tom. During the site visit Bill said to Tom, "Tom, look over there can you see anything dodgy" Tom said "no." Bill calmly described the site activity "the dumper driver is not wearing the seat belt, now if that turns over on the site he will be crushed by the dumper, seat belts on site vehicles are really important, what should we do?" Tom said "I don't know." Bill suggested Tom went to speak to the dumper driver which he reluctantly did.



Bill wrote a very upbeat and positive report on the site making a number of suggestions and sent it to the CM, he received no reply. The above scenario was repeated many times that year.

Sometime later, Bill visits sites unannounced, walks round on his own, writes damning reports & send them to the CM's and copies them to the Operations Director. This initially enthusiastic guy was subjected to the workplace environment of Mighty Contractors Ltd and in no time at all his behaviour reflected that of most of the people in the company.

The leaders create the workplace environment, most of the others follow, behaviourally, all companies are perfectly designed to get the behaviours they get.