

What others are saying about “The Emperor”:

“I purchased your book, *The Emperor Has No Hardhat*, and I have found it filled with practical knowledge and wisdom. I completely agree with your approach in the book, especially the “Four Whats” that each company already has, but need to manage (manage differently) to achieve results. Thanks for taking the time to summarize your experience in such an easy to read format. For me, it is a grand experiment. For you, I hope to be able to share a (another) success story to validate your teachings.”

– Jim Stein

“*The Emperor Has No Hardhat* is a book that I hold near and dear to my heart. I remember the first time reading this book and thinking to myself, “finally someone with a realistic and achievable approach to safety.” It is refreshing to see the concepts that Alan has presented and I contribute a lot of the successes in my career because of those concepts. I strongly encourage everyone to get a copy of *The Emperor Has No Hardhat*, read it, soak it in, and read again. I promise it will revive your passion towards wanting to make a positive impact in today’s world of workplace safety; regardless of the challenges we are faced with from those whose concepts are out of touch and unrealistic.”

– Kevin Barnes

“Imagine a book that brings to life modern theory and practice of safety. A book that includes boardroom requirements and obligations as well as the psychology of shop floor behaviours and safe working conditions. Then add a strong emphasis on what managers, supervisors and safety professionals need to know and do. Alan Quilley’s book *The Emperor Has No Hard Hat* achieves all this and more in one book. It is a comprehensive but easy to read book. You can read it from cover to cover, or section by section. It is also in a format that allows you to dip in and read about a particular topic as a reference. It is a book for all levels of people wanting to achieve real safety results, not just do safety and hope for the best. Well done Alan.”

– Nick Gardener

“I enjoyed *The Emperor Has No Hard Hat*. Very well written and extremely useful.”

– Troy W. Crow

“I read the book, ‘the Emperor’, and I said to myself ‘WOW’. This book is fun to read, and it is to the point. It leads you the way and helps you to develop safety performance. I’ve been managing occupational safety on corporate level from 2002 to 2008, and I’ve reached some

nice results during this period. The Emperor describes how to do that, it tells you how and what to do, and what pitfalls to avoid. I have learned some things the hard way. This book helps you to set up the right path for achieving real workplace results, just as the title says. Alan just got it right. The Emperor covers both the HSE issues on a site level and the issues on a business area or corporate level. A must to read!"

– PieterJan Bots

"Just finished the Emperor... Once again... Brilliant. The first book I truly feel that I could confidently recommend. You have basically reinforced my position or beliefs on OH&S. Thank-you for proving I wasn't completely out to lunch!"

– Daryl Lowey

The Emperor Has No Hard Hat:

**Achieving
REAL
Workplace
Safety Results®**

Alan D. Quilley, CRSP

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This book is dedicated to my family—to my sons, daughters, daughters-in-law and grandchildren, thank you all for being in my life and inspiring me to make the world a healthier and safer place to be.

A special thank you to my loving wife Marie who is the best business and life partner any man could hope for. I love you Marie for all of your love, support and inspiration.

ABOUT THE AUTHOR

Alan D. Quilley has designed and managed OH&S programs for some of the largest corporations, municipalities, and government agencies in Canada.

Alan started his career in 1972 as a Carman Trainee for C.N. Rail, inspecting and repairing railway cars. By 1980, he had completed OH&S Officer Basic Training and became the youngest-ever Occupational Health and Safety Officer on the staff of Alberta Labour's Inspection Team.

Over the years, he progressed through the positions of Safety Coordinator, OH&S Officer, OH&S Senior Manager, Corporate OH&S Coordinator, and Safety Director in a variety of corporations and municipal & government agencies. He has been a Canadian Registered Safety Professional (CRSP) since 1985.

In 1998 Alan became Regional Director of Occupational Health, Safety, and Wellness at the Capital Health Authority in Edmonton, Canada. He has also served as Chair of the Alberta Municipal Safety Association and Director of the Alberta Safety Council. In 1999, he founded Safety Results Ltd., a safety and loss control consulting firm based in Sherwood Park, Alberta, Canada.

Alan feels that one of his greatest assets as a safety professional is his personal experience at all levels of industry, from working on the production floor to sharing decision-making in the corporate boardrooms of both small and large corporations.

Alan is a seasoned conference speaker and presenter. His customized OH&S Courses are helping many clients to reach for Safety Excellence. He has also developed and taught Diploma and Certificate Level safety courses at colleges and universities. He's spent over a decade teaching at the University of Alberta, and was instrumental in the development of the Northern Alberta Institute of Technology's OH&S Diploma Program. He also writes a column on training for the Canadian Occupational Safety Magazine (<http://www.cos-mag.com>).

Alan's second book, "Creating & Maintaining a Practical Based Safety Culture®" outlines, in easy to read vignettes, the practical process of building and maintaining a functional safety culture. This book is all about what we think and do about making the work we do safe. You won't find any "OH&S Management Standards" with big numbers in their titles created by groups of anonymous authors telling you how to run your business. These are things that you can do using the same skills you use to currently run your business. The

book is essential reading for everyone who has a responsibility to make their places of work safe and healthy. Wait! That's everyone... from the CEO to the employees on the front lines. "Creating & Maintaining a Practical Based Safety Culture[®]" is the perfect companion for your copy of "The Emperor Has No Hard Hat: Achieving REAL Workplace Safety Results[®]"

In Alan's third book, "How to Hold GREAT Safety Meetings - *These meetings don't suck anymore!*[®]", he explains a process you can use to hold better safety meetings. Chances are good that your last safety meeting wasn't outstanding, awesome or fabulous. There's a very good chance that you would NOT describe it as the "best meeting you've ever attended". Well, you're not alone. The overwhelming majority of people when asked say that their safety meetings fall very short of these descriptions. In fact, some describe their safety meetings as some of the absolute worst they have had to attend. These "bad meetings" are all too common. They are a function of well-meaning people, wanting to make it safe where they work, but just not knowing how to hold a GREAT safety meeting.

There are ways to have Great Safety Meetings. Meetings that people want to go to. Meetings that get things accomplished and have the participants feel good because these meetings were a good use of their time and effort. It's going to take some reflection; a bit of hard work and some trial and error but your organization can start having GREAT safety meetings.

And outside of work? Alan is happily married to his lovely wife Marie and is the father of five wonderful children ranging in age from 40 to 16 and many grandchildren.

FOREWORD

(much more than four words)

"I am not creating anything by myself. I am standing on the shoulders of giants."

Sir Isaac Newton

Traditional approaches to managing occupational health and safety just don't work.

It's true. Remember the story of the Emperor who was bamboozled by crafty, self-serving tailors? (If you don't, please take a read of the story in Appendix 2.) Well, just like that Emperor, many corporations *don't realize* that their OH&S efforts are just a fairy tale, with no chance of success.



Nobody really wanted it that way. The history of OH&S is filled with dedicated folks who really did want to make things safer. The challenge, as I see it, is that someone (i.e. me) has to tell the Emperor that unfortunately, he's *not wearing any clothes* – or, in our case, no hard hat! Because traditional safety programs are just not working.

If we truly want our OH&S efforts to be effective, we have to do things differently. The key to ensuring that people don't get injured or ill at work is not a 'program'. The key to ensuring that people don't get injured or ill at work rests in taking care of a few crucial – but often overlooked – inter-related factors.

The good news is: we can do it. There are companies, right now, that have world class safety cultures. They produce at high levels, they make profits, and they protect their employees while they're doing it. This book draws on my personal experience and research to show you how an evidence-based OH&S management system can give you similar results. It's not a mystery, just something that many corporations have missed.

Over the years, I've had the wonderful opportunity to observe thousands of companies: some I've worked for, some I've inspected, some I've consulted with, some I've researched. Based on what these companies were doing, and the results they were getting, I've developed a view of OH&S that correctly *predicts* the outcomes of a company's OH&S efforts. This book is about my observations, and the features of outstanding OH&S Cultures. It's about a process for turning safety theory into real results.

It's been almost three decades since I first 'found' health & safety (well, actually, it found me). From the very start of my career, I searched for how to truly do it *right*. People who know me will testify that my passion for making this world healthier and safer is without limits.

I owe a great deal to the many dedicated professionals and leaders in their fields of expertise who have guided my understanding along the way: Dr. Dan Petersen, W. Edwards Deming, Dr. Jim Stewart, Dr. Aubrey C. Daniels, Steven Covey, E. Scott Geller, Frank Bird Jr., H. W. Heinrich, Abraham H. Maslow, and Ivan P. Pavlov, to name but a few.

Helping humans to be safe and healthy is a real challenge. Although my studies will never stop, I believe I finally have a vision, a model that I can share with others who want Outstanding Safety Results – not just results that are better than the competition, but results that are World Class! Best in Show! Top of the Heap! I'm sure you get the picture....

It's my hope that these ideas, presented in a way that's often humorous and entertaining, will help you to think about OH&S in a different light – and see that although the crowd is cheering about how great the Emperor looks in his new safety gear, we really do have to tell him that he's not wearing any hard hat!

So be you an OH&S Professional, a Line Manager, a CEO – or even an Emperor! – sit back, kick off your shoes (or sandals), and take a trip with me to a not so strange land not so far away... (personally, I'm humming the opening theme to 'Star Wars'...how about you?)

Alan D. Quilley
May 2012

A NOTE TO OUR U.S. FRIENDS

Welcome! Just so you know, the principles and ideas in this book are independent of any legislative system, so you'll get just as much value from them as the folks up here in Canada. Aside from the Canadian spellings in this book, the main difference you'll notice is that up here we call it OH&S, while you use OS&H (I say to-*may*-to, you say to-*mah*-to....) If it really bothers you, just pretend we're dyslexic.
—Al

LEGALITIES & SELF-JUSTIFICATIONS

Although the tone of this book is lighthearted and irreverent, the central ideas in it are not. I've had the unfortunate experience of attending too many fatality investigations to *not* recognize the very serious nature of this undertaking.

Although my aim was to make this book entertaining, please do not think for one moment that I take safety lightly. I believe that people have the right to work in an environment and culture where their safety and health is valued and protected by both their employer and their fellow employees.

But we can learn by smiling, can't we? The technique of teaching kids via 'edutainment' – entertaining while educating – has mushroomed in the last decade. Well, this book is edutainment for adults. Even though some of these issues are extremely serious, I've tried to make it an easy read, so we can have a bit of fun while we're learning how to protect everyone's health and safety.

If you ask me, the biggest barrier to the effective transfer of health and safety information is that many books on OH&S are really hard to read. My apologies to some of my learned colleagues, but I've got to say it: "You're brilliant, but *very* difficult to read; you're just plain *boring!*" I've tried to remove that 'hard to read' barrier through the use of humour. If there's any residual doubt at all in your mind about my intentions, let me just say:

I take safety seriously. Big time. You should too.

Please be aware that the information in this book is not a one-size-fits-all recipe. It's not a cookbook. It's a discussion of the issues you need to think about while building the safety culture and support system that's right for you and your company. So please don't just blindly copy – think deeply, then design something that's right for you.

And now, the dry legal stuff:

The information presented in this publication is intended for general use and may not apply in every circumstance. It is not a definitive guide to government regulations and does not relieve persons using this publication from their responsibilities under applicable legislation.

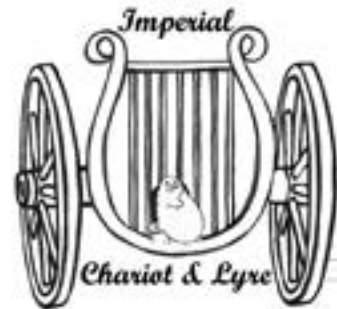
No guarantees are made regarding the accuracy or completeness of the information contained herein. Neither the author, the editor, nor the publisher assume any liability regarding this information. Individual counselling and safety advice is available from the author through his company, Safety Results Ltd. (<http://www.safetyresults.ca>)

Feel free to join us in our safety management conversation at both: SafetyResultsBlog <http://safetyresults.wordpress.com> and on Twitter at @AlanQuilley.

To the best of our knowledge, all trademarked words and/or phrases have been identified as such.

ABOUT THE IMPERIAL CHARIOT & LYRE COMPANY

Lyre (pronounced 'liar'): an ancient stringed musical instrument that resembled a small harp. Common in ancient Greece, where it was used to accompany singing, dancing, and poetry recitals.



Most of the examples in this book are stories and mini-dialogs involving the employees of the fictitious Imperial Chariot & Lyre Company (IC&L).

Yeah, I confess—the anecdotes are supposed to be entertaining. But they also serve a deeper purpose: in my OH&S consulting, I keep hearing the same thing from managers and OH&S professionals. “We get taught the *theory* of OH&S,” they say, “but nobody ever shows us how to actually *do* the stuff.”

Whoa! Theory without practice? Dicey. So for this book, we’ve dreamed up a fictitious company and staffed it with some colourful, and sometimes hopelessly stubborn, characters, who will interact with one another and actually *do* the stuff.

The examples aren’t meant to be a formula. They’re not the only way, they’re *one* way. They’re meant to give you some general ideas about what you might say, and how you might say it. And sometimes how you *shouldn’t* say it.

Another reason I invented IC&L is to protect both the innocent and the guilty. After thirty years in OH&S, working with thousands of companies, I can’t afford all the lawyers’ fees that would pile up if I actually dished the dirt and named names. Some of the IC&L situations have actually happened... but you won’t hear from *me* who they happened to. I’ve taken them so far out of the modern world that nobody could ever point at any specific company/person and say, “That was you.”

So unless you’re an Emperor who builds chariots and lyres, your chances of suing me are slim to none. There is, however, a sealed envelope in a safety deposit box somewhere in Canada that, 300 years after my death, can be opened to reveal... oh never mind... But just to cover my butt, here’s the dry legalese:

All the individuals and companies depicted in this book are the sole product of the author’s imagination. All resemblance to actual individuals or companies, both living or dead, is entirely coincidental and unintended.

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