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Don't Jump to Safety Management Solutions

Article by Alan D Quilley CRSP (held from 1985-2021)

If you are like me, there are times when you take the time to reflect on why you believe what you do. I'm often scanning the horizon for innovative ideas and reflecting on the historic maturation and changes in my beliefs. There have been significant events that have resulted in my changing my fundamental beliefs in the style and content of the safety management process I use to consult with. The first such event was my reading of the NSC Accident Prevention Manual and their initial approaches which were based on Heinrich's theories ([link to Article](#)). The next significant text that influenced me was Frank Bird Jr.'s Total Loss Control. Reading William W. Lowrance's "Of Acceptable Risk" caused profound changes in my thinking about what safety was and how to accomplish it. Stephen Covey's Seven Habits of Highly Effective People and Dan Petersen's Safety By Objectives...both had a tremendous effect on my thinking and caused me to shift my beliefs about how safety management systems work and how they could be successful. Of course W. Edwards Deming's body of work probably affected us all.

I have come to believe certain classic management models have enduring features that make them as true today as they were when they were originally published. Some I believe missed the mark and have not stood the test of time as being valid. Taylor, Maslow, McGregor, Skinner, Drucker, Petersen, Deming all have had enduring theories and management systems observations that have, in my humble opinion, stood the test of time. It is important if we are to use these theories and approaches that we constantly test and continue to test if these approaches still provide us wisdom or are falling by the wayside.. That being said, taking the time not to just read the current New York Times Top Ten Business Books list from this morning's edition but to search back to see what helped shape the current CEO's and leader's thinking is important to the Safety consultant of today. One such influential author and consultant is William B. Rouse. His book "Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking" I believe has enduring lessons to be learned in our striving to take a look at the 13 points made in this classic text and how the teachings can be applied to safety management. I've taken some liberties

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with Rouse's list to enhance how I believe his observations and advice can apply to safety management:

1. Visions need to be dynamic – not unyielding to the current realities

“Progress is impossible without change, and those who cannot change their minds can not change anything.” – George Bernard Shaw

Vision and intention are important and so is taking the pathways that are determined with knowledge. Safety Policies and commitments are important to establish our vision and intention for how we are going to operate our companies. These need to be fluid and valid in our current operating environments. For example, using the same audit multiple years in a row...can be (who are we kidding... it IS) counterproductive. We need to raise the bar as we mature our safety culture.

2. Admit and understand your weaknesses. Stop lying to yourself

Driving performance and action plans through falsified data through re-classifying injury data is silly. Pretending we have better results than we do is misleading the very people who need to know the truth. Lying to yourself will come back to hurt you!

3. Learn to be humble and realistic. Don't attribute all success to great management and blame all failures on bad luck.

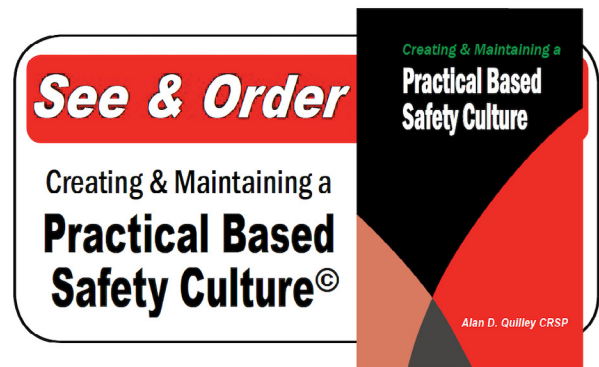
Preventing injuries rather than creating safety culture is causing false positives and false confidence. Measure what you do to create safety rather than what didn't happen in the way of injuries and costs gives a company a false sense of accomplishment. Not having an injury for a period of time can be the result of just luck.

4. Change is inevitable – Effective Change is an art.

Managing the change process is essential yet is so often poorly executed. Being overly optimistic as to the difficult steps a corporation needs to take to make a change in anything significant takes time and skill, planning and diligence.

5. Don't become myopic. View your Safety Management System from various viewpoints.

Passing the same audit annually is NOT striving



for safety excellence. It's striving for Safety mediocrity. As you move through the natural evolution of the Safety Management Continuum it will be necessary to change your viewpoint and process. The old adage "What got you here, won't get you there" is very true in Safety Management. As you mature your culture, you need to let go of the past activities to success.

6. Avoid the one big win. "Zero injuries" for a period of time is a great result only when you truly understand why it occurred.

If you can't explain what you are doing to get your results...you don't know what you are doing. Achieving Zero Injuries by manipulating data and classifications is lying to yourself. Celebrating low injuries rates that could just be a matter of luck is foolish. Work diligently to understand how your safety creating activities are giving you the true results you are getting in safety management.

7. Forced agreement through forced consensus glosses over underlying conflicts.

Consensus based rules, regulations and international standards are often created through large groups of people reaching agreement which is often diluted down to meaningless and ineffective process. The very process of achieving consensus can force the end result into a diluted non-effective misunderstanding of what creates success.

8. Short term gains in hitting the numbers will negatively affect the long term success

Your current injury rate alone probably tells you nothing about what is working and what isn't.

It certainly tells you nothing about what could happen in the future. Managing activities that create safety and measuring those activities against the results achieved will become a tool to predict what will happen if a corporation continues to do the activities that prove successful.

9. Understanding the importance of relationships is extremely important to success.

Individual and group Needs, Wants, Aspirations and Fears need to be addressed for success.

Conflict management and Getting to Yes are two very misunderstood techniques in modern safety management. Why, I don't know. Can we fix it...of course we can! Safety Management is a people business and in some cases has been reduced to ineffective audits and inspections of paper and hardware. As Dan Petersen said..."Paper doesn't save people...People save people.

10. Don't get locked into process. Organizational change is necessary as your safety culture matures.

What got you here won't get you there. Evolution of your safety culture is essential to improvement. Each stage of the Safety Management Continuum requires different levels of activity. Once you've fulfilled the engineering/procedural level...it does little good to stay there.

11. Focusing on the past is a mistake. Drive the Safety Management System by looking forward. The past is seldom a predictor of the future unless you have detailed statistical evidence to support your beliefs in repeated history. Future plans and the activities to execute those plans are much more important than

audits and incident rates. Measure what you do, not what happened to you, as an indicator of future success.

12. Manage change...once you've moved forward don't allow the organization to fall back into old processes and behaviours.

True change is measured by forward movement. Unless the behaviours related to change are measured and supported through consequences, nothing truly happens.

13. Good plans can only place you on the road to serendipity. Even good plans are affected by the unplanned.

Whatever your plan is, whatever your change activities are, you'll need to be flexible about taking detours that make sense along the way. Don't lock into failure by not recognizing the potholes in the road to success that require a route change.

I highly recommend that you read "Don't Jump to Solutions: Thirteen Delusions That Undermine Strategic Thinking" – William B. Rouse. There are insights to what we can all do to be much more effective.

Alan D. Quilley (1954-2021), my late husband, was a proud CRSP and published author of 8 books solely dedicated to OHS. He spent over 4 decades working as a safety professional, and since 2003, was a highly successful and sought after OH&S consultant and trainer/mentor. In determining the direction of our newsletter, I've decided to reprint some of Alan's past articles as they are virtually timeless.

Reduced Pricing on our CRSTEX Study Material and Virtual Coaching Package

Historically, every 5 years, the BCRSP surveys current CRSPs and CRSTs to have current Blueprint competencies reviewed. New Blueprints are created from those results.

Currently, we don't know if the new Blueprint will come into effect for March or August 2024 CRST exams. To facilitate this, we have now [reduced pricing](#) on our CRST study material as well as our CRSTEX Virtual Coaching Package. Our CRST material is currently applicable only to the August 2023 CRSTEX. I will update once I receive updated information from the BCRSP.



Compliments for our CRSP/CRST Study Guides and Virtual Coaching

"I highly recommend to anyone challenging the CRSP examination and who wants to pass, to purchase the CRSP training packages that are offered by Safety Results. In my journey in preparing for the examination, the package that I purchased from Safety Results was by far the best purchase that I made. The CRSP package focuses on what you need to know. The study guide is laid out to match each domain that the CRSP exam is based on and I found that to be incredibly useful, to help me in my studying. After doing the practice exam questions, I was able to focus on the domains that I wasn't scoring strongly at. All of this helped me to "learn to pass".

Marie from Safety Results is a pleasure to deal with as well. She was able to answer all my questions and my purchases were processed and shipped to me quickly.

Thanks Safety Results in helping me to achieve my goal, to become a Canadian Registered Safety Professional".

"I'm happy to report that I passed on my first attempt due to your study materials. I have strongly recommended your material to a number of my colleagues who will be pursuing their CRSP in the next few years. Thanks so much!"

"The material is extremely well organized, which was greatly appreciated! I think you have done an excellent job putting together materials for candidates who are looking to write the exam.. I found really concise and helpful, Will definitely recommend you to others in the future".

What are you waiting for?

Testimonials from our valued clients serve to reinforce that along with their studying, our study material/coaching packages and process prove without a doubt that WE have the right formula.

Visit our [website](#) for more information!

CRSP Exam Prep Study Guides

Don't forget that we also offer CRSP Study Guides. The bundle consists of our Study Manual and the Knowledge Gap Analysis Practice Questions and Answers Workbook. The next CRSPEX takes place in June; enough time for last minute reviews. For more information and to purchase, please visit our [site](#).



BCRSP-CPD Mandatory Ethics Course Online - May 1/23

Our next Ethics course through Lambton College commences May 1/23. Registration is open until May 5/23. The course concludes May 31/23.

For more information on the course, please contact [Lambton College](#)

To register for the course, please click [here](#).

Online CRST Examination Preparation

Safety Results Ltd, in conjunction with Lambton College based in Sarnia, Ontario, brings you THE best online CRST Examination Preparation Workshop! The next course starts July 4/23 and concludes July 31/23. Registrations for this course will be accepted by Lambton College until 4:00PM EDT, July 7/23

To review and register in this online course, please click [here](#). (Registrations are handled exclusively by Lambton College)

Exclusive to Lambton College students confirmed in this course, the study material that the course was built upon is available at a special student discounted rate of \$269.00 CAD plus applicable taxes. Shipping (within Canada only) is included. More details [here](#).

CRSP AND CRST VIRTUAL COACHING EXAMINATION PREPARATION

As it has always been our commitment to help candidates with their studies for both the [CRSPEX](#) and the [CRSTEX](#), we are continuing our *Virtual Coaching Packages*. These packages are currently available to those that are writing the 2019 Blueprint CRSTEX and the 2020 Blueprint CRSPEX.

We will provide all of the material (shipped at our cost within Canada only). We are also delighted to offer generous discounts to current members in good standing of the CSSE and WOHSS (not combinable). For more information on those discounts, please contact [Marie](#).

This virtual package includes 6 hours of personal coaching with Greg McInnes CRSP. The hours are broken down however you wish. There will be homework assignments between the calls. Calls are individualized and held via phone or Zoom Video Conference, your choice. Packages must be used within 6 months of purchase.

"It's really important to know who is trying to teach you something". - Alan D Quilley CRSP

Who is your Coach?

Greg McInnes, CRSP is our instructor and can teach you how to study to help you in being successful in your journey to certification. He is a respected leader in OH&S, having over 30 years' experience in the field in OH&S management positions (civic government, healthcare, aerospace, oil and gas and utilities). Greg has also been a member of the Board of Governors for BCRSP and held positions with CSSE at both the local, provincial and national levels.

He is a working CRSP who consults to industry helping them create and implement their Health and Safety program. Greg has developed and instructed adult OHS education programs at the University of Alberta and has co-instructed at NAIT along with instructing OHS courses for varying companies. With all his experience, and sharing our techniques to help you focus your studies, why look elsewhere? When selecting your mentor, take the time to research who other providers are. We believe that they simply won't measure up with us in terms of quality, experience and teaching style.

"There are no hard questions if you know the answers". - Alan D Quilley CRSP

CRSP Virtual Coaching Package

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2020 CRSP Examination Blueprint
- 6 hours personal coaching with Greg McInnes
- CRSP Exam Prep Study Manual
- CRSP Exam Prep Knowledge Gap Analysis Questions & Answers Workbook
- Handbook (offered only to those taking part in this Virtual Coaching Package)
- \$899.00 + tax

CRST Virtual Coaching Package

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2019 CRST Examination Blueprint
- 6 hours personal coaching with Greg McInnes
- CRST Exam Prep Manual
- CRST Exam Prep Practice Questions and Answers Examination Workbook
- Handbook (offered only to those taking part in this Virtual Coaching Package)
- \$849.00 + tax

For more information, please visit our website:

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If you wish to purchase only the study material (CRSP Study Manual and Workbook or CRST Study Manual and Workbook) please visit our website:

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