

Holding People Accountable

*ABC Safety Committee
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LOCKTON

Risk Control Services

Accountable

- *Definition:*
 - *Being obliged to answer to an authority for your actions.*

Typical Wisdom

“3 strikes, you’re out!”

“Setting people up to fail.”

“If you have a hammer everything looks like a nail.”

“Consequences control behavior.”

(Russian example)

“If you are going to be stupid, you’ve got to be tough.”

What I'm going to share with you:

- *The importance of accountability.*
- *How to be successful.*
- *Avoiding common mistakes.*
- *F3 to Corrective Actions.*
- *Sticks & Carrots.*
- *Fear & Recognition.*

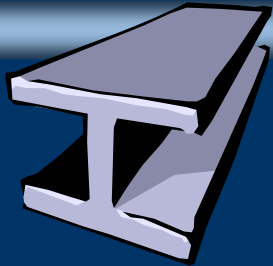
Factors in Achieving Success

1. Cost, Performance, Schedule, Quality, Safety = investment in your workforce.
2. You can't have great quality & crappy safety, and vice versa.
3. It appears easier to discipline for safety than quality.
4. Say what you do, do what you say.
5. Balance your sticks & carrots.
6. What's measured, rewarded & recognized gets done.
7. 95% of people want to do it right.
8. Performance Indicators: Keeping score helps you know when you are doing it right or wrong. Understanding both is critical.

Most Common Mistakes

- ✓ Not committing to F3.
- ✓ Not giving people the right tools (authority, time, resources, training, support, etc) to be successful. "Accountability without authority = setting people up to fail".
- ✓ Not telling people what the exact consequences are.
- ✓ Sending people home with an unclear vision of what they did and why the consequences = fear & loathing.
- ✓ Disciplining after injury more often than before injury.
- ✓ Best worker & worst worker.
- ✓ Over-reacting & under-reacting.
- ✓ Inaction: Poisoning the well.

IDEAL F³



Firm: "Say what you do, do what you say."



Fast: "Zero Tolerance"



Fair: "Poisoning the well."

Corrective Actions

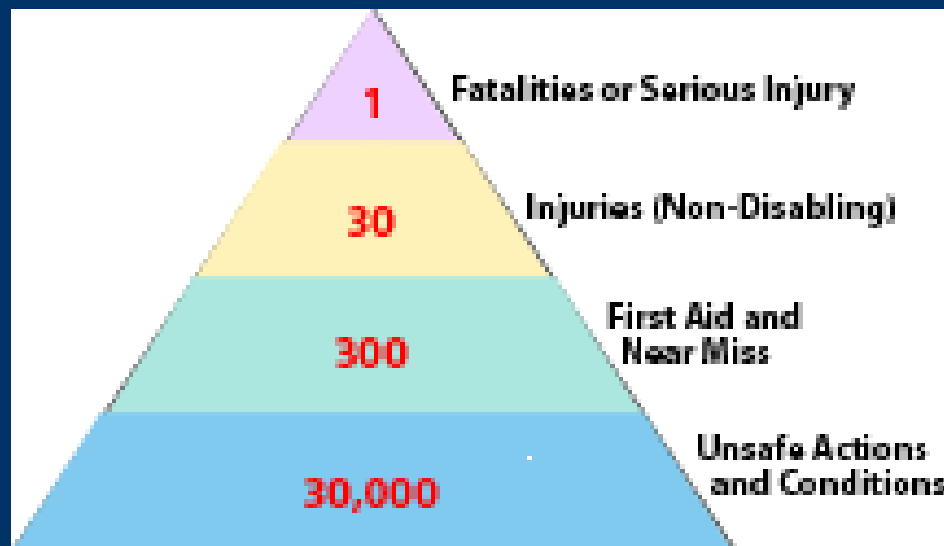
- *Establish central clearing house.*
- *Train supervision.*
- *Reward correct behavior.*
- *Discipline incorrect behavior.*
 - *People heal faster at work.*
 - *“Leave the body in the tree.”*
- *Two most likely people caught:*
 - *Best worker.*
 - *Worst worker.*

Discipline = Sticks

- *Most common: 3 strikes = out.*
- *Fear is the worst motivator!*
 - *Clouds judgement.*
 - *Non-productive.*
 - *Encourages dishonesty.*

Near-hit => Accident => Injury

[Injury Triangle]



Rewards = Carrots

- **AGAIN! F3**

Incentive Programs

- *Goodnews*
 - *Immediate improvements.*
 - *Attention getting.*
- *Badnews*
 - *Encourages dishonesty.*
 - *VERY difficult to manage.*
 - *Entitlement.*

Recognition

- **Recognition is the best motivator!**
- If I do bad, tell me; If I do good, tell my boss (and peers).



Wrap up:

- *The importance of accountability.*
- *Keys to success.*
- *Avoid common mistakes.*
- *F3 to Corrective Actions.*
- *Sticks & Carrots.*
- *Fear & Recognition.*

Case Study



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REMEMBER TOO:

- *DEFENSIBLE DILIGENCE!*