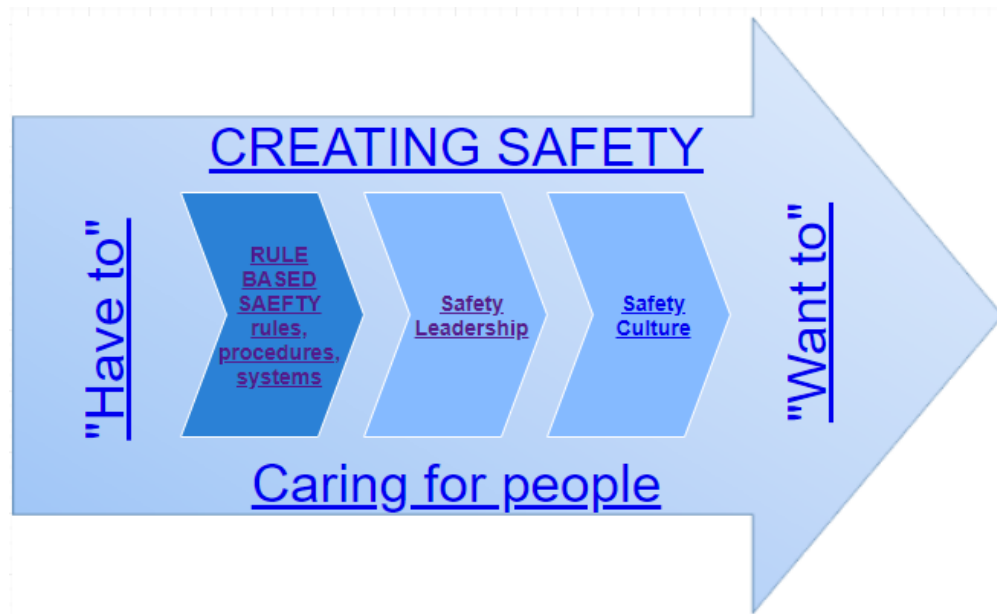


# Creating Safety - the wiki

**Creating Safety** is the new step by Syensqo in its safety journey, with the aim to ensure people's safety and health: it relies on a [safety leadership style](#) where managers act as mentors and demonstrate genuine care for all.

This will contribute to strengthen our [HSE culture](#), with more focus on [how we do things right](#), without losing the fundamentals such as [rules \(SLSR\)](#) and [systems](#).

*Clicking on the image will open it in large format*

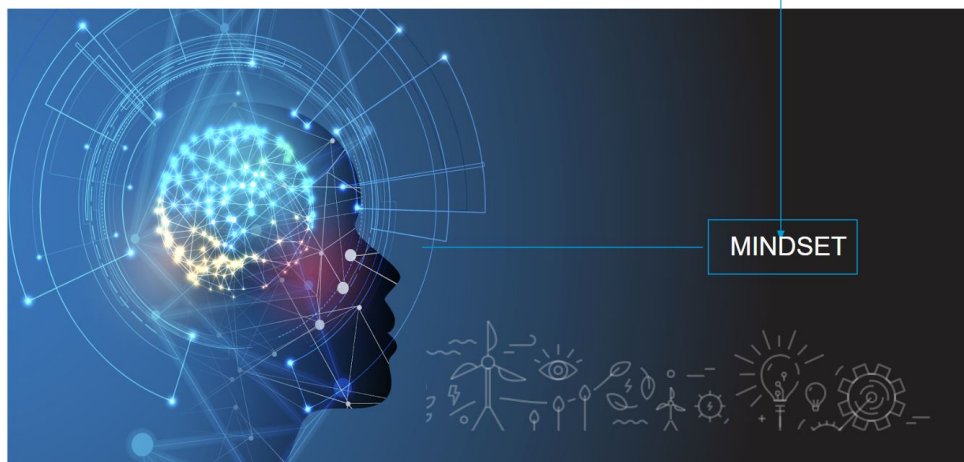


is the way a person spontaneously think and feel about health, safety and environment. This personal safety mindset is at the basis of everyone's way of doing, from the operators in the field to the managers in their leadership styles. Individual's safety mindsets feed the organization's safety culture , and vice-versa, moving everyone from a "have to" to a "want to" attitude.

## FROM PREVENTING ACCIDENTS TO CREATING SAFETY

INDUSTRIAL FUNCTION

From WHAT we do ————— to HOW we do it right



is “the way we do things around here”. It is the shared way we do, perceive and think about health, safety and environment. The maturity of an organization's safety culture can be represented on a 5 steps ladder: from low or pathological, to intermediate or reactive and high. Reinforcing the safety culture means moving beyond rule-based safety (HSE rules, procedures, systems) to make safety a spontaneous, genuine value. Safety climate assessment gives a snapshot of the organization's safety culture.

## SAFETY CULTURE THE WAY WE DO THINGS AROUND HERE

INDUSTRIAL  
FUNCTION




is the shared perception of the **safety culture** by people, the way they perceive and express how the organization deals with HSE, and the strength and style of the prevailing **safety leadership**. The safety climate can be measured via a safety climate assessment. A Safety Climate Assessment is a process consisting in gathering perceptions of people about safety via a combination of quantitative (survey) and qualitative (interviews) analysis to understand the current culture and identify improvement actions.

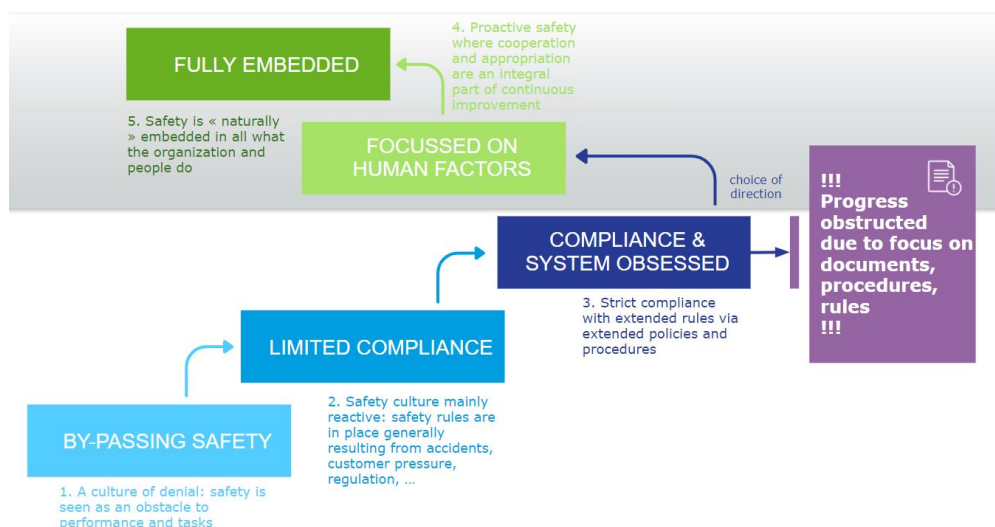
can be illustrated on a 5 level ladder of safety culture advancement :

- Pathological (By-passing or avoidance of safety),
- Reactive (limited compliance),
- Calculative (compliance & system obsessed),
- Proactive (focussed on human factors)
- Generative (safety is fully embedded or integrated)

Each step or level can be shortly described with a number of aspects of safety and is strong related with the **leadership style**. The ultimate goal is to get the right mix of different leadership styles (see table)

## MATURITY OF SAFETY CULTURE 5 LEVEL LADDER

INDUSTRIAL  
FUNCTION

| 5 levels - additional features             |                                                     |                                               |                                                                                  |                                                                                                                             |
|--------------------------------------------|-----------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| By-Passing Safety                          | Limited Compliance                                  | Compliance & System obsessed                  | Focussed on human factors                                                        | Safety is fully embedded                                                                                                    |
| Pathological                               | Reactive                                            | Calculative                                   | Proactive                                                                        | Generative                                                                                                                  |
| Management is not interested in prevention | Accidents are just bad luck                         | Compliance with procedures                    | Dialogue is promoted                                                             | Broad view of interaction between system & people.                                                                          |
| Blame culture                              | No formal systems                                   | Over reaction to accident                     | Management takes some responsibilities                                           | Two way process                                                                                                             |
| Leadership styles                          |                                                     |                                               |                                                                                  |                                                                                                                             |
| "Laissez-faire" leadership                 | "Transactional" leadership: management by exception | "Transactional leadership": contingent reward | "Servant leadership"                                                             | "Transformational leadership"                                                                                               |
| Avoids making decisions and taking actions | Waits for problems to arise before reacting         | Uses rewards to obtain people's engagement.   | Acts as a mentor or coach, focuses on individual needs and personal development. | Inspires people with a clear vision of what success looks like for the organization<br><br>Engages people to create safety. |

**How we do it right** : shifting from [preventing accidents](#) to "creating safety" means a reinforced focus on "how to make it right", so making people central. Doing it right is the [Safety leadership](#) style expected from Managers in order to go further in creating safety.

## FROM PREVENTING ACCIDENTS TO CREATING SAFETY



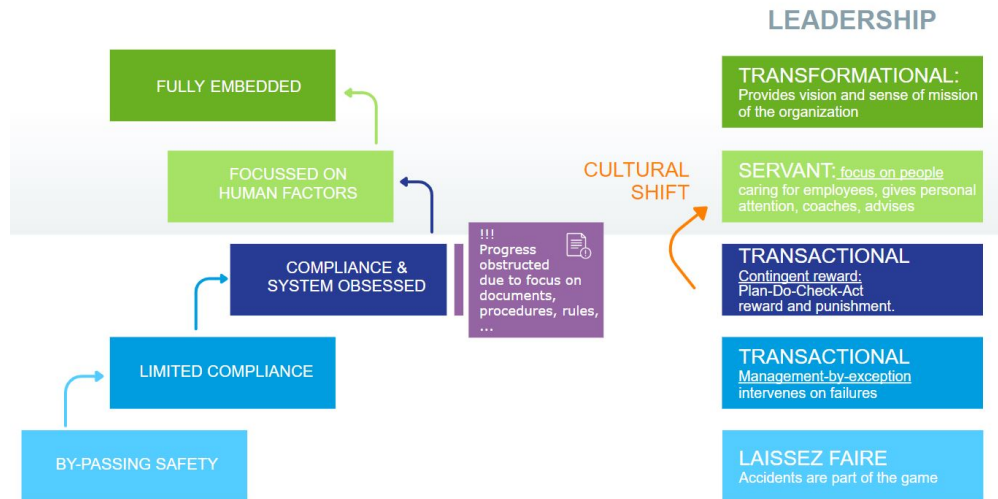
From WHAT we do ————— to HOW we do it right

- identify and manage risks by means of [action plans](#)
- design [safe equipment / buildings](#)
- maintain [technical integrity](#)
- implement [management system](#)
- setup [rules and procedures](#)
- organize [training sessions](#)
- apply / [enforce rules](#)
- [learn from accidents](#) & experience
- communicate expectations
- apply [Standard Operating Procedures](#) to operate safely
- manage deviations by [corrective actions](#)
- observe behaviours and [address those that fail to meet the standards](#)
- actions are [rewarded or punished](#)
- [interact](#) with workforce
- commitment to safety is perceived as [an obligation](#)
- demonstrate [genuine interest for people](#)
- [care](#) for others and their well-being
- inspire, [share a vision](#), safety heaven
- be humble, [listen](#) to others in order to learn
- build a bond of [trust](#) between manager and employee
- approach people with [open and kind attitude](#) without unfounded negative judgment
- [accept failures](#) with utmost honesty
- react appropriately and [act as a mentor](#) or coach
- build a [just culture](#)
- [be patient and do not overreact](#) on short term results
- involve people and [encourage participation and creativity](#)
- build [accountability](#) (I count on you)
- support and [empower people](#)
- engage people in [open dialogues](#)
- communicate [enthusiasm and optimism](#)
- [have fun](#) with safety

is the ability of the Management to create a strong safety culture. This requires acts, visibility, [safety dialogues](#), ... and the promotion of [positive attitudes and behavior](#) in general and regarding HSE in particular. This leadership is necessary to move beyond a "have-to" safety culture: Reinforcing the safety culture relies on a safety [leadership style](#) where managers act as mentors and demonstrate genuine care for all.

# “CREATING SAFETY”: LEADERSHIP: FROM “TRANSACTIONAL” TO “TRANSFORMATIONAL”

INDUSTRIAL  
FUNCTION



are a key element of [Syensqo's excellence plan](#) started in 2012 . In order to “create safety”, the way these safety visits are carried out is key: They should be [Leadership safety dialogues](#) , seen as opportunities for leaders to engage people in safety and understand what is going on in the field, rather than an audit or a “checking the box” process.

must be interactive and create a feeling of trust, thanks to positive [attitudes and behaviors](#) : show interest by asking to explain the ongoing work, actively listen without interrupting, encourage dialogue through open questions, reinforce the person's commitment by asking for potential improvement actions, ...

## How can I interact and create a feeling of trust?



- Show that you are interested in the person and his/her safety
  - ➔ Have the situation presented to you
  - ➔ Observe actual work practices
- Listen actively
  - ➔ Look, point, ...
  - ➔ Show real interest in the problem
- Encourage dialogue
  - ➔ Ask questions to develop communication
  - ➔ Don't interrupt
  - ➔ Don't give the answer before the other person
- Secure the person's commitment and provoke the action
  - ➔ Ask for potential solutions or recommendations

[Creating safety](#) implies to shift from a “have to” to a “want to” mindset. In this culture, rules are not obeyed just to be compliant, but to be safe, to protect people, neighbours, the environment. This requires to move the organization beyond a [rule-based safety](#) . [Attitudes and behaviors](#) by the management and by all are key.

## WHY THE “CREATING SAFETY” INITIATIVE ? RULES AND SYSTEMS ARE NOT ENOUGH

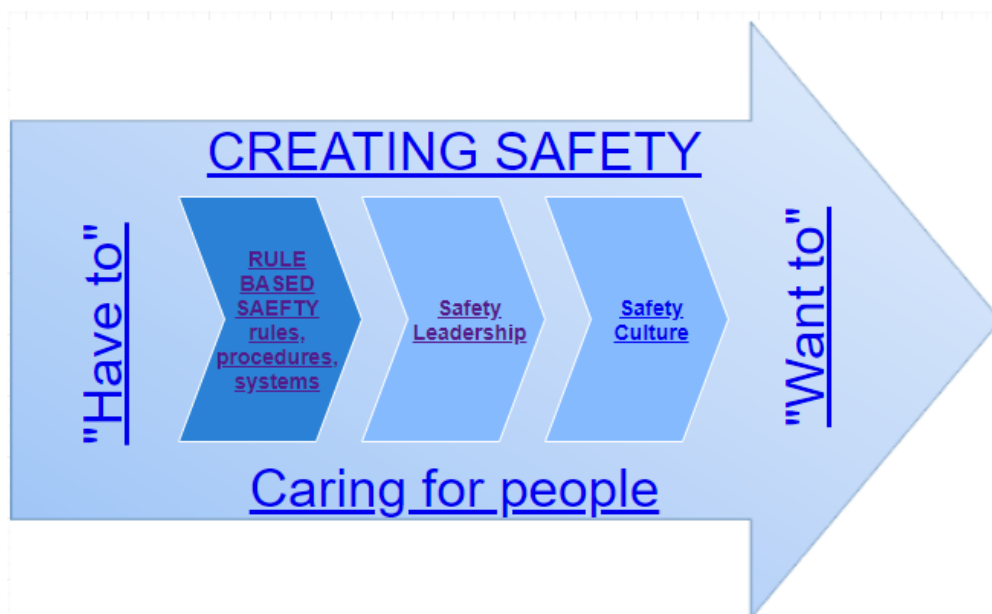
INDUSTRIAL  
FUNCTION



The rule is clear but ignored:  
they do not “want to”



HSE management is usually focussed on avoiding “excursions” such as accidents, risk exposure, non compliance. Such management is often mainly **rule-based and system based**. “**Creating safety**” goes beyond prevention program, systems and tools, with a clear focus on people and the will of everyone to ensure the safety of all. **Leading indicators** that drive performance are privileged over accident monitoring to drive action.



such as trust, openness, exemplarity, feedback, coaching, care, support, motivation, ethics, ... All these must be promoted so that the **safety leadership** feeds a stronger **safety culture**.

Rules, procedures, systems (and continuously adding more) may in fact jeopardize safety: This is because people become “rule obsessed” at the price of alertness and understanding of the real risk they are exposed to. Safety is seen as a burden and an obligation. So people may become less engaged in safety: They also have the false confidence that just respecting rules ensures their safety and are less prepared to face unexpected situations ; “**Creating safety**” is the way out. It triggers the ability to escape from the pitfall of the “**what to do**” (procedures, equipment, rules, corrective actions, **prevention...**) to “**how we do it right**”. Rules should not be forgotten, on the contrary, but we must understand that rules by themselves are not enough.

**INDUSTRIAL FUNCTION**

- STILL TOO MANY  
ACCIDENTS DUE  
TO RULES NOT  
FULLY "LIVED"



**LEADING SAFETY**  
A FOCUS ON POSITIVE ACTION  
INSTEAD OF MONITORING AND CORRECTING INCIDENTS

