

# SAFESTART HUMAN FACTORS



## CONFERENCE

# 2022

Orlando, FL

November 8<sup>th</sup> & 9<sup>th</sup>, 2022

**WE'VE UPPED OUR SUPERVISORS' SKILLS –  
UP YOURS!**

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Deric Ostrum - Presenter

## DERIC OSTRUM – CONSULTANT

- Indianapolis, IN – 
  - Owner “*Make It Personal Safety*”
- 35+ years of leadership and counting!
- Over 12 years as EHS Manager
  - Georgia Pacific
  - Avery Dennison
  - PepsiCo \* *SafeStart Client*
- University of Maryland, B.S. 
- Indiana Tech, M.S. 



## UP'D MY LEADERSHIP SKILLS



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SAFESTART HUMAN FACTORS

# UNITED STATES MARINE CORPS

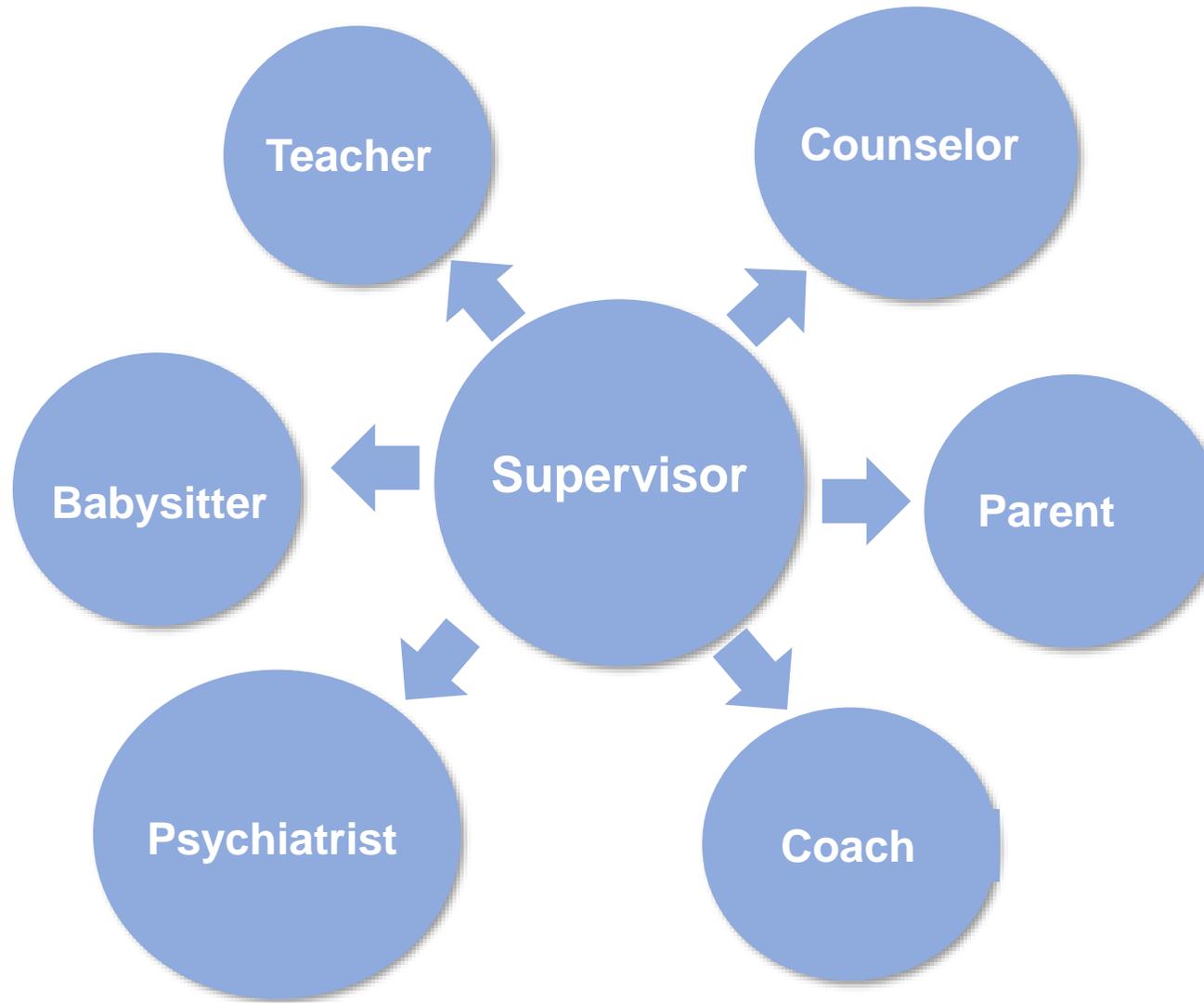


## AGENDA

- UP YOUR understanding of Supervisor role
- Why not UP YOUR success?
- UP YOUR leadership skills



## UP YOUR UNDERSTANDING OF SUPERVISOR ROLE

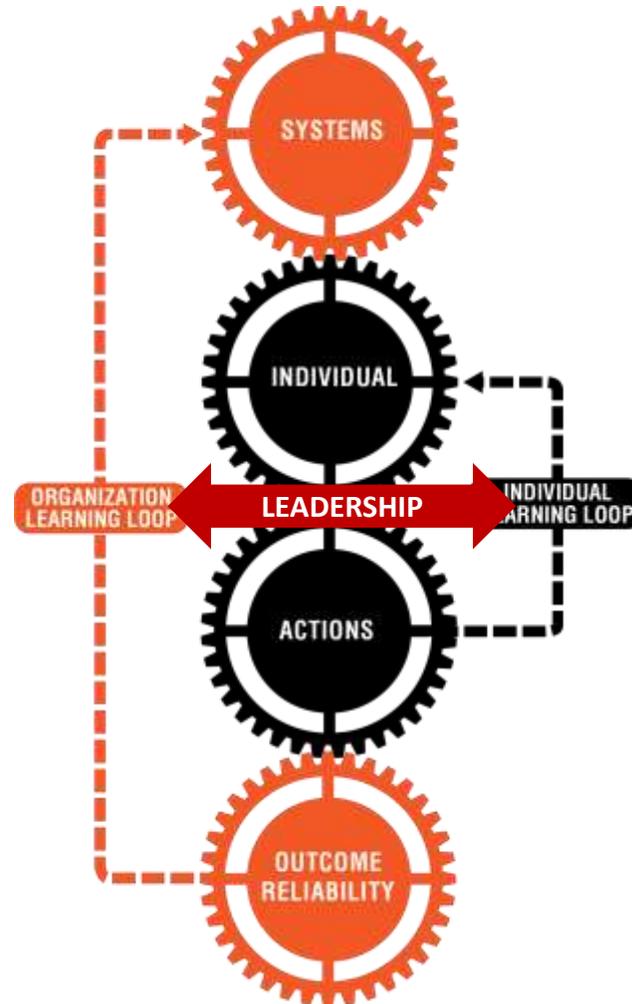


*A Human Factors approach gives supervisors tools and skills to be successful as leaders, contributing at both the Individual and Organization levels.*

# WHY SUPS HAVE THE TOUGHEST JOB

## ORGANIZATION LEARNING LOOP

Learn and improve the systems to reduce risk over the long term



## INDIVIDUAL LEARNING LOOP

Learn and improve on individual tasks to reduce immediate risk

*[Becoming a Manager](#), "Managers on the front line are critical to sustaining quality, service, innovation, and financial performance."*

-Linda A. Hill

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## WHY SUPS HAVE THE TOUGHEST JOB

### Peter principle –

*"In a hierarchy, every employee tends to rise to his level of incompetence... In time, every post tends to be occupied by an employee who is incompetent to carry out its duties."*

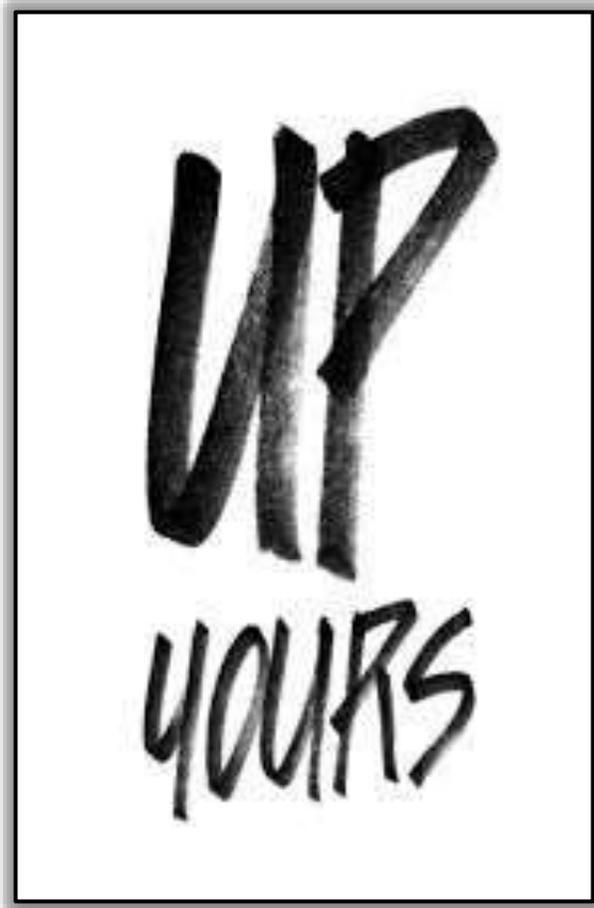
The Peter Principle by Lawrence Peter and Raymond Hull



# UP YOUR UNDERSTANDING OF SUPERVISOR'S ROLE



## WHAT SUPS HAVE TOLD ME



- Stop work authority – *“Not here! I’ll get fired!”*
- *“You know how to tell you’re a great leader? When you leave, everything falls apart. That shows how great you are!”*
- *“Positive Feedback?! Why? That’s what their paycheck is for!”*
- *“My response should match my employees’ behavior!”*
- *“Check your feelings at the door – this is NOT home!”*

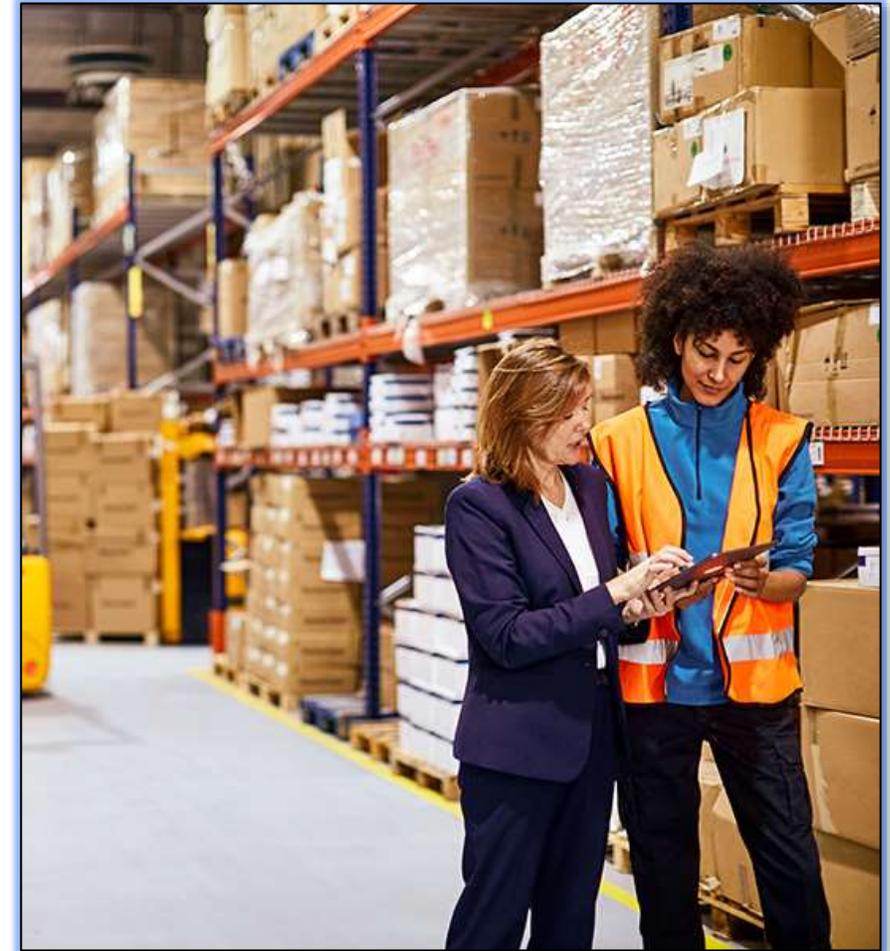
## WHY NOT UP YOUR SUCCESS?

- Few to no structured training or learning opportunities

*“They don’t know what they don’t know”*

- Most incidents happen on the floor!

*The highest number of people involved in production and operations are at the front-line. If something is going to happen from a safety perspective, the numbers say that it will happen at the front-line. – Kevin Burns, PeopleWork: The Human Touch in Workplace Safety*



## WHY NOT UP YOUR SUCCESS?

- Highest percentage of turnover is the front lines

*People don't leave a company; they leave their immediate supervisor. **Employees will leave a supervisor without rudimentary management skills or ability.** – Kevin Burns*

- Safety culture is created and reinforced at the front-line

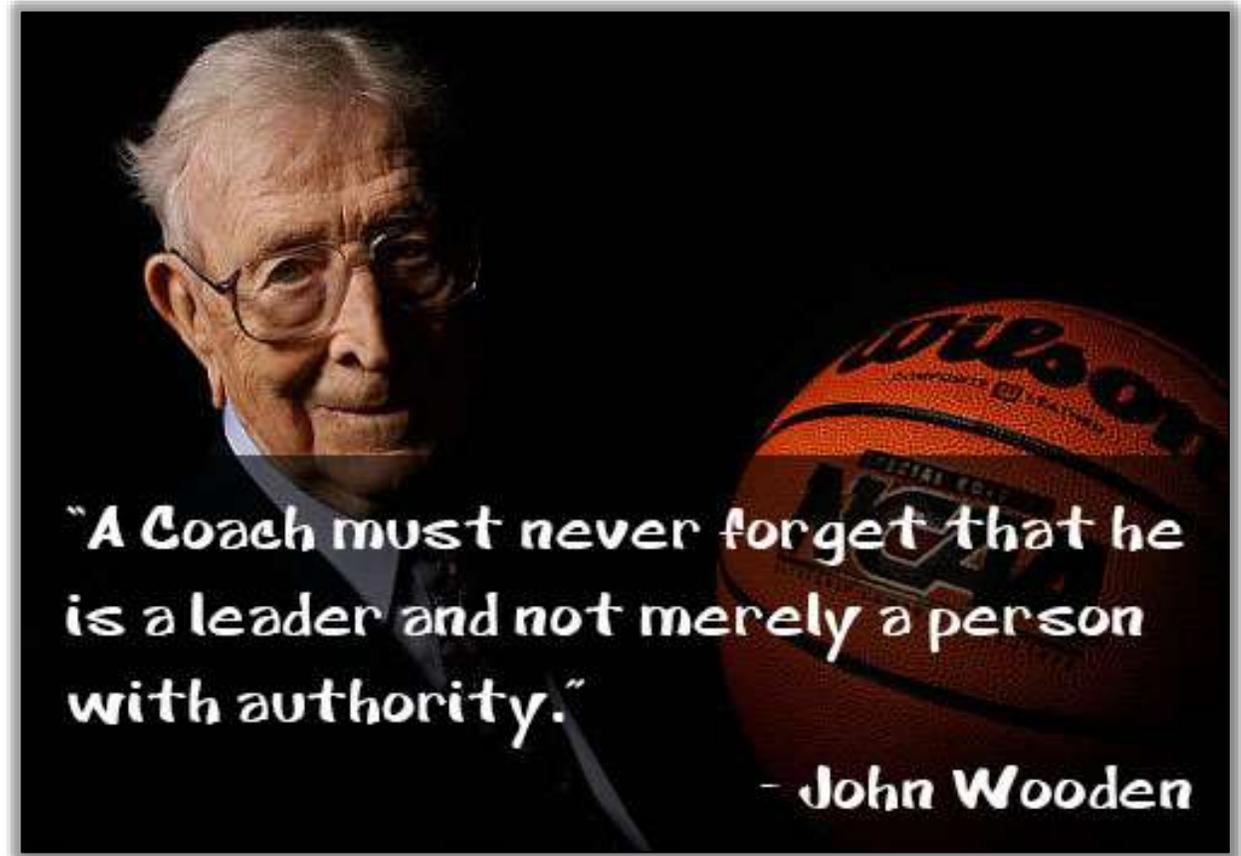
*To improve the safety culture, you must improve the relationships supervisors have with employees. **That takes management skills.** – Kevin Burns*



## WHY NOT UP YOUR SUCCESS?

Coaches don't play in the game...

*They help the team members see  
what they can't see.*



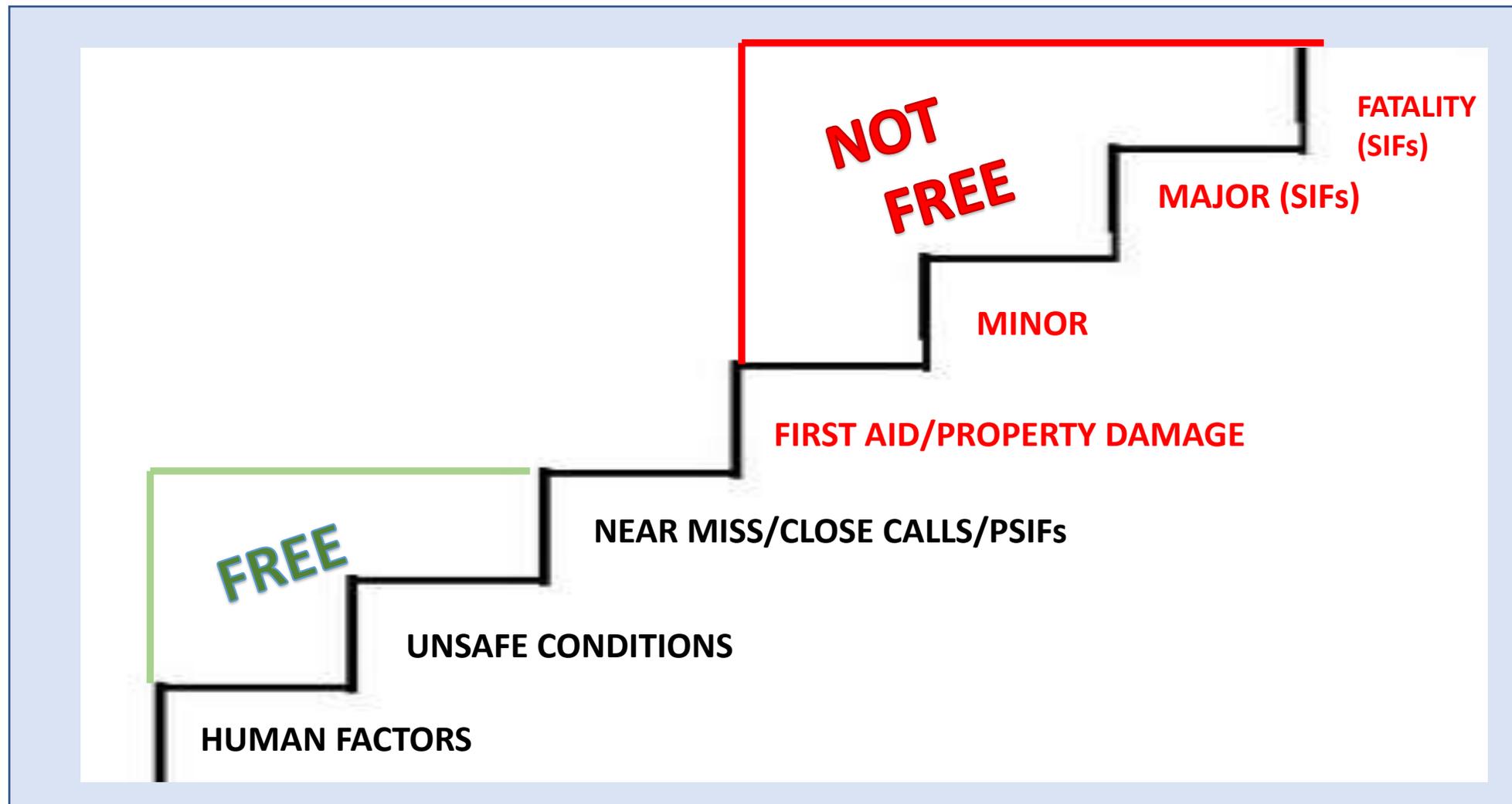
## WHY SUPS DON'T SUCCEED

One BIG example – **NEAR MISSES / CLOSE CALLS**

- Example of angry sup – “Are you kidding me!?”
- Free gifts
- Value to the organization (OLL)
- QA and Production Near Misses
- HF modifier



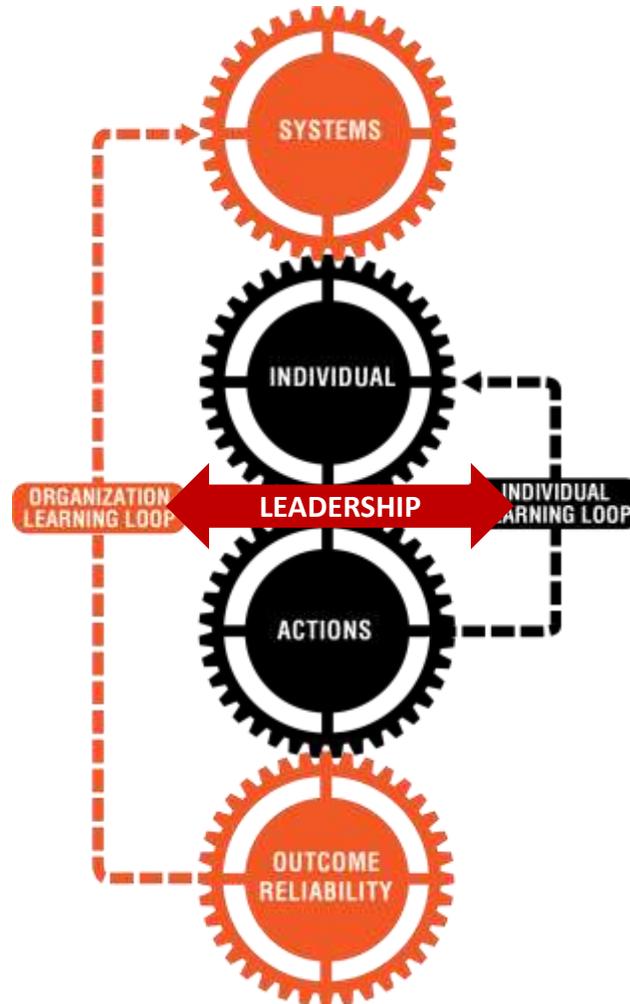
# SAFETY STAIRS



# HOW DO WE UP YOUR SUPERVISOR SKILLS?

## ORGANIZATION LEARNING LOOP

Learn and improve the systems to reduce risk over the long term



## INDIVIDUAL LEARNING LOOP

Learn and improve on individual tasks to reduce immediate risk

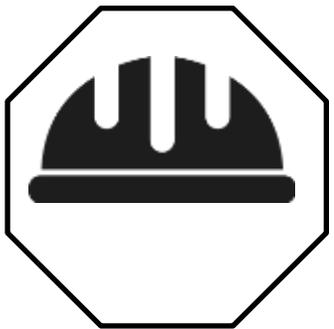
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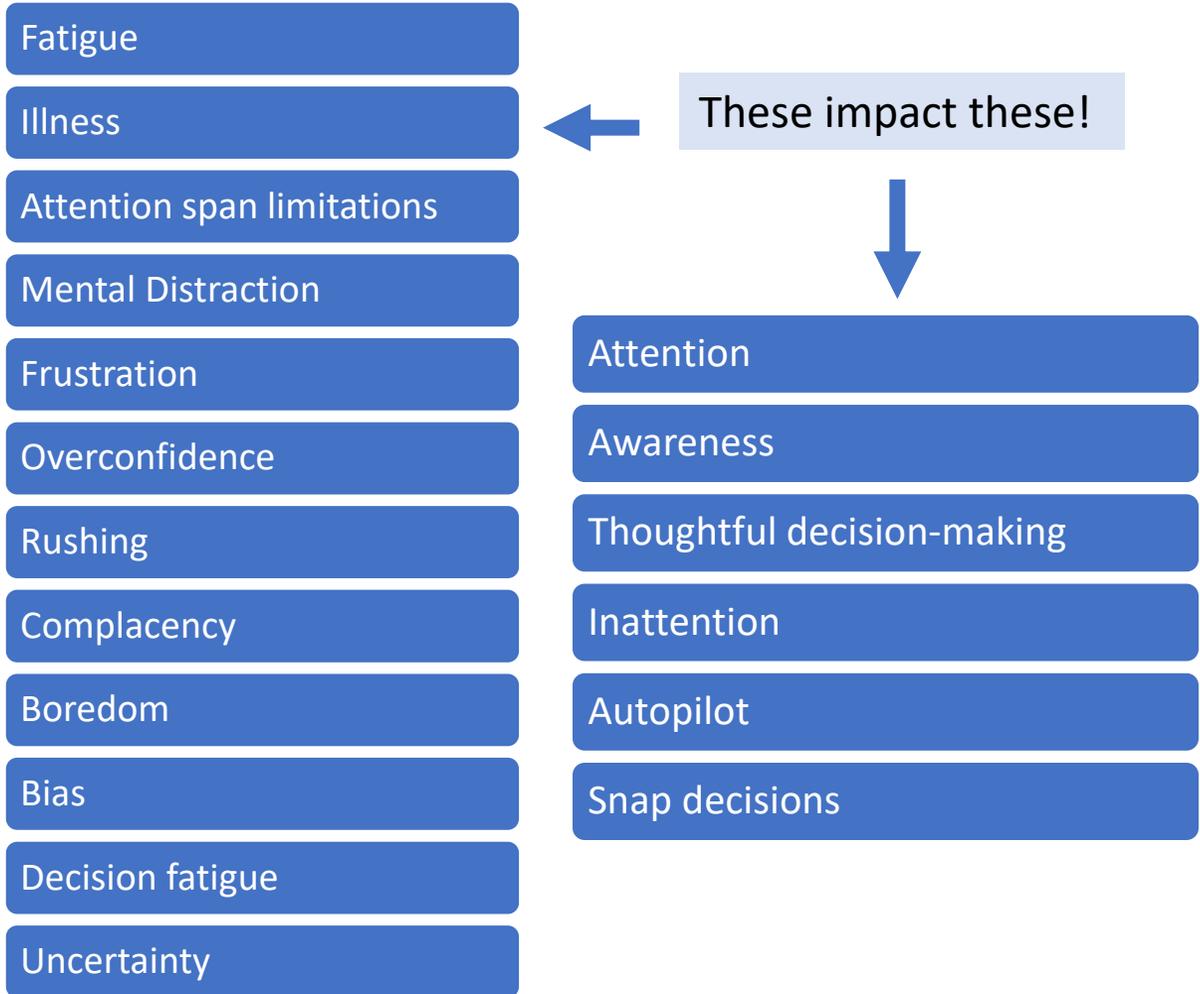
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# UP YOUR SUPERVISOR SKILLS – HUMAN FACTORS

- Know what Human Factors are
- Which ones can you see?
- Which ones do you have to find?



**NO-BLAME MINDSET**  
Pause. Think. Respond.



## UP YOUR SUPERVISOR SKILLS – HUMAN FACTORS

- Your own Human Factors
- Reactors to Interactors
- True Listeners –
  - Listen to understand, not to respond



**NO-BLAME MINDSET**  
Pause. Think. Respond.



# UP YOUR SUPERVISOR SKILLS – RISK ASSESSMENTS

Human factors as a multiplier?

**Hazard and Risk Assessments**

**Step 1: Look for the hazard(s)**

Hazard(s) \_\_\_\_\_  
 Location \_\_\_\_\_

Workplace conditions \_\_\_\_\_

What kind of work is going on near the hazard? \_\_\_\_\_

Potential Type of Incident \_\_\_\_\_  
 Potential Human Factor(s) \_\_\_\_\_

Current controls for the hazard(s) \_\_\_\_\_

**Step 2: Determine likelihood considering human factors**

Likelihood	Rating	Description

**TABLE 1 LIKELIHOOD**

Likelihood	Rating	Description
Almost Certain	5	Unwanted event is almost certain to happen in the next year. (A greater than 80% chance of occurrence.)
Very Likely	4	High probability of unwanted event occurring in the next year. (A 61-80% chance of occurrence.)
Likely	3	It is possible for unwanted event to occur in the next year. (Between 21-60% chance of occurrence.)
Unlikely	2	Low probability of unwanted event occurring in the next year. (Between 6-20% chance of occurrence.)
Rare	1	Very low probability of unwanted event occurring in the next year. (A less than 5% chance of occurrence.)

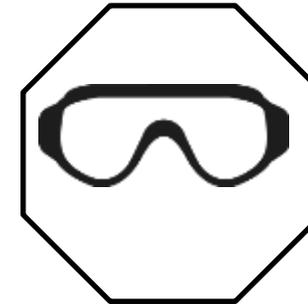
**Step 3: Determine consequences**

Consequence	Rating	Incident

**TABLE 2 CONSEQUENCE**

Consequence	Rating	Incident
Extreme	5	Fatality or permanent disability
Major	4	Critical injury or critical illness
Moderate	3	Temporary disability, lost time injury or illness
Minor	2	First-aid treatment with no lost time
Low	1	No injury or illness

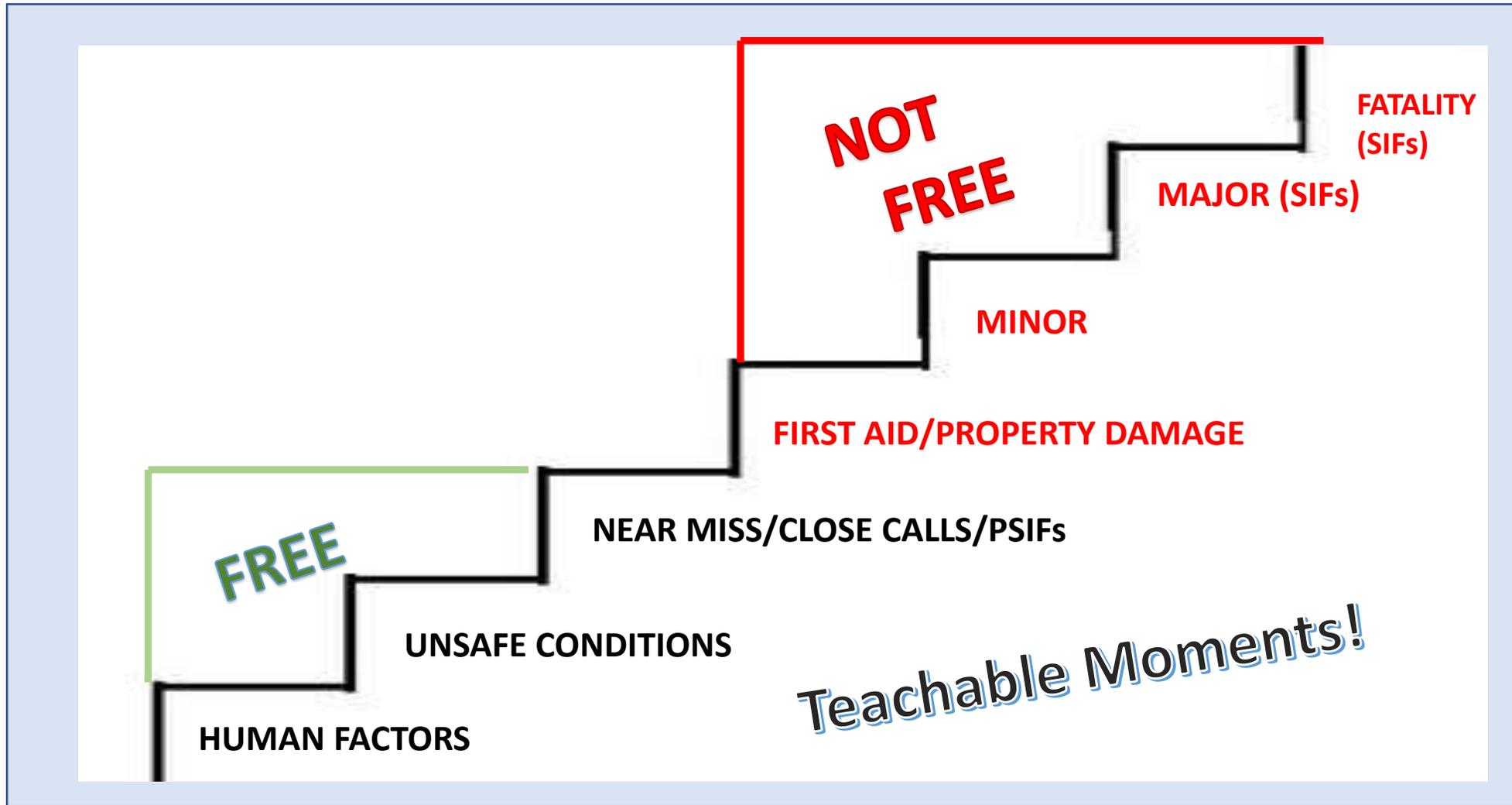
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## FRESH EYES

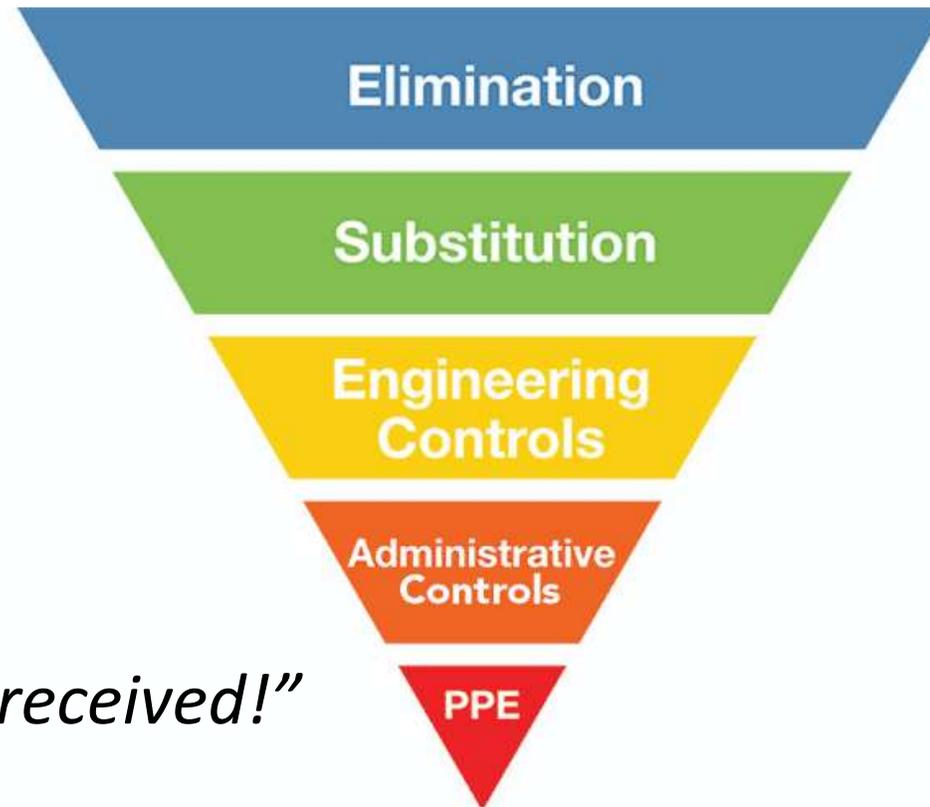
Spot hazards and assess the risk.

# SAFETY STAIRS



## UP YOUR SUPERVISOR SKILLS – RISK ASSESSMENTS

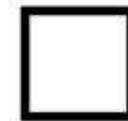
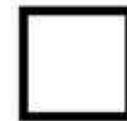
- Hierarchy of Controls
- Include employees!



*“The most effective tool I’ve ever received!”*

## UP YOUR SUPERVISOR SKILLS – TRUST & ENGAGEMENT

Give great feedback – positive feedback to keep doing what you're doing – difficult conversations to change what you're doing



## UP YOUR SUPERVISOR SKILLS – PERSONAL COMMITMENT

- Difficult Conversations in a meaningful way
- Feel Felt Found –
  - Understand how you feel
  - I felt the same way
  - I found...



**PERSONAL COMMITMENT**  
Demonstrate that you care  
about keeping people safe.



## UP YOUR SUPERVISOR SKILLS – PERSONAL COMMITMENT

- Personal Value Statement
- Care & be personal – “I don’t want to have to call your family...” “I don’t want to clean up your blood...”
- “I’ve never met your family before – I don’t want to meet them at your funeral...”



## UP YOUR SUPERVISOR SKILLS – ACTIVE LEADERSHIP

- Inspiring others thru storytelling
- Think of a story that changed you?



### ACTIVE LEADERSHIP

Inspire action through what you do and say.

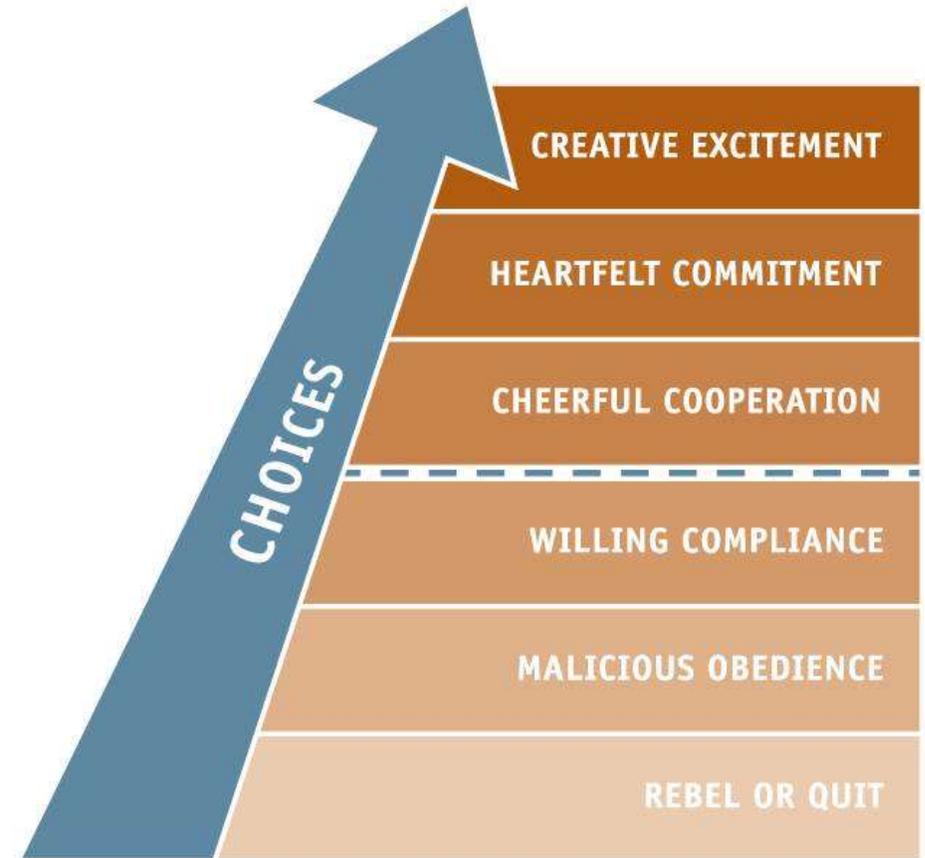
# UP YOUR SUPERVISOR SKILLS – TRUST & ENGAGEMENT

- Engagement Continuum
- Words have to come out of their mouths!
- Open ended questions



## TRUST AND ENGAGEMENT

Engage co-workers with open communication.



## UP YOUR SUPERVISOR SKILLS – TRUST & ENGAGEMENT

- JFK and the janitor – how engaged is that!?
- “Here's the point: No matter how large or small your role, you are contributing to the larger story unfolding within your organization”. – John Nemo, The Business Journals [What a NASA janitor can teach us about living a bigger life - The Business Journals \(bizjournals.com\)](http://bizjournals.com)



## PUT TITLE HERE

- If it's important to them, it's important to me!
- You learn your people as you go – you build your Culture.
- If you are not identifying issues and solving them, then what are you doing here?
- The culture needs to shift – the past does not need to be` acceptable for the future!



## UP YOUR CHANCES TO WIN A PRIZE!

- Gift card drawing for sharing feedback
- Hand out feedback cards – put in bag, draw for winner right there



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## THANK YOU FOR ATTENDING!

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