

# COLLAB HOUR



Weekly Webcast  
for Members

## **Creating a Safer Workplace by Reinforcing Its Immune System**

**Paradigms and Parallels**

September 2, 2021

**JOB SAFETY – Freedom from Harm**



**WELLNESS – Freedom from Disease**

**Company's Safety Culture : A Safe Workplace**

**::**

**Body's Immune System : Wellness**

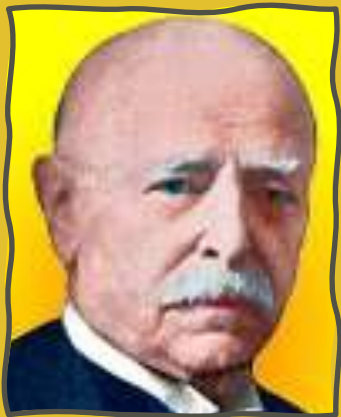
**Definitions and Examples**

**Two Paradigms – Existing and Evolved**

**Dynamic Safety Culture Drivers**

# Disease

Negative effect on function or structure of organism

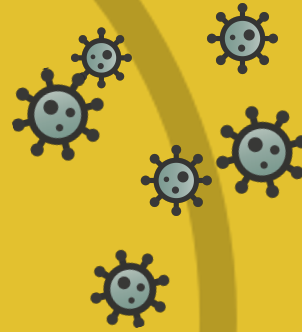


*“Disease may ... be thought of as the negation of the normal.”*

William Thomas Councilman  
Pathologist

## *Meets Three Conditions*

- Affects certain part(s) of body
- Has definable symptoms, processes, outcomes
- Progresses if not treated



Progression of Disease  
Example: Hepatitis B

# Immune System

Defends against disease



*“...to protect the body against invaders either from without... or from within.”*

Dr. Anthony Fauci  
Epidemiologist

*Wellness is the Desired Outcome*

*Wellness is Freedom from Disease*

- Infection – bacteria, viruses, parasites
- Genetic Abnormalities - cancer
- Environmental Exposures

*Some Key Immune System Drivers*

- Hydration, nutrition, sleep, exercise, hygiene, vaccinations, weight, habits

*Immune System Prevents and Protects*

- Overall Wellness, Prevention, Control
- Recovery, Reversal, Protection

# Immune System

Defends against disease



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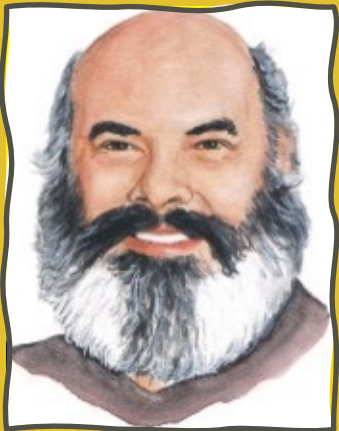
## *Not Preventative for All Bodily Threats*

- Physical and Chemical Injury
  - Falls, burns, cuts, hearing loss
  - Chemical burns, asphyxiation
- Results of Poor judgment
- Psychosocial
  - Mental health conditions
  - Substance use disorder
  - Work environment: inequity, prejudice, hostility

*But! Immune System Does Aid in Managing, Repairing Injury and Illness*

# Unsafe Workplace

**Negative effect on company operation and increased bodily risk for workers**



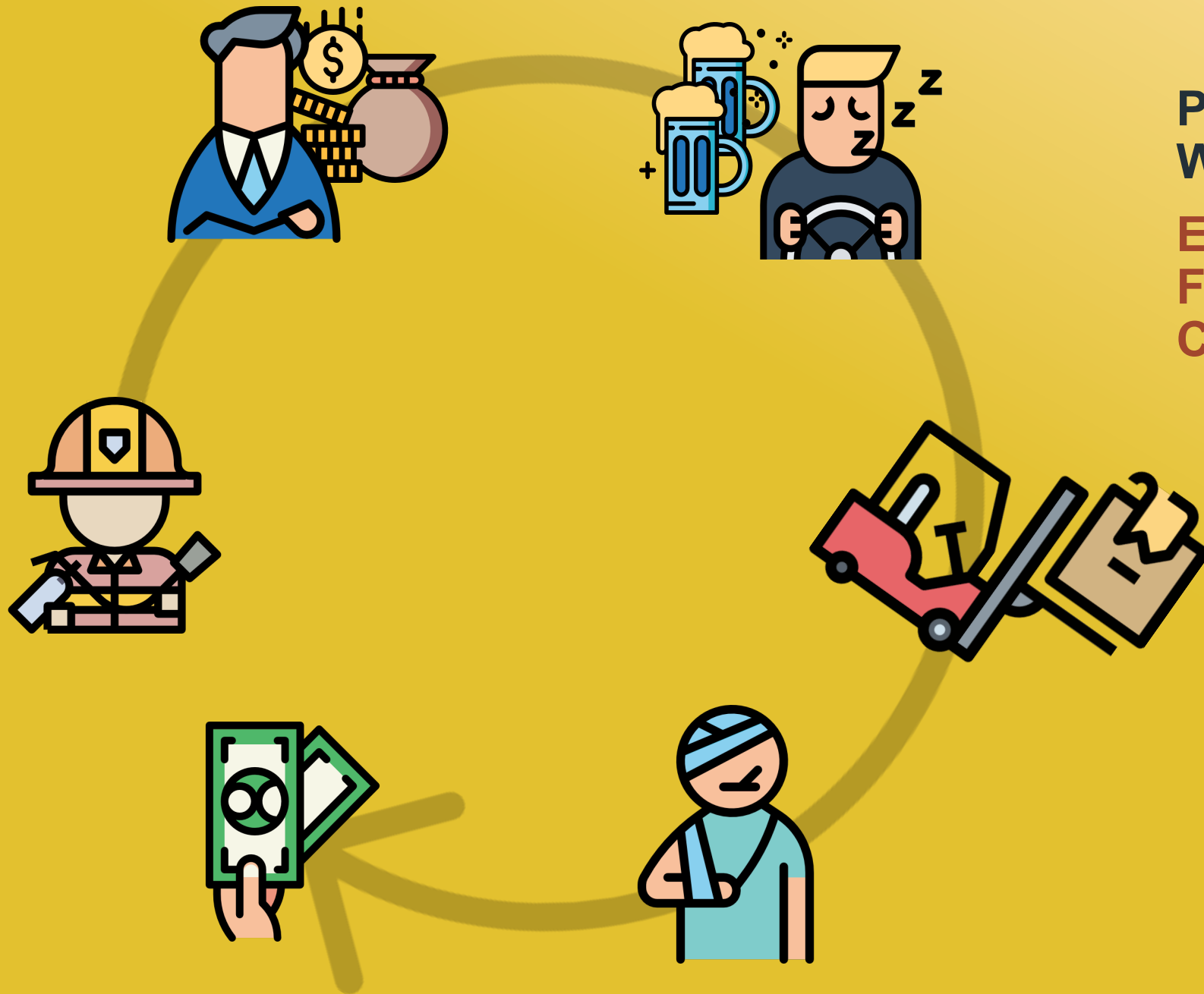
Andrew Weil, MD  
Integrative Medicine

*“The false belief that a safety net of sophisticated drugs and machines stretches below us, permitting risky or lazy lifestyle choices, has undermined our spirit of self-reliance.”*

## *Meets Three Conditions*

- Affects definable parts of the organization
- Results in injuries, illnesses, death; damage to equipment, product, nature
- Progresses if not treated
  - “Normalization”
  - Increased accidents and injuries
  - Business closure





## Progression of Unsafe Work Practices

**Example: Lack of Forklift Training and Company Policies**

# Safety Culture

Collection of perceptions, beliefs, values, and business systems that a workforce shares regarding risks to health and safety at work



*“The message should be ‘We care about safety because we care about you — doing it right means no one gets hurt.’”*

David Michaels, PhD, Epidemiologist  
OSHA Asst. Secy. of Labor, 2009-17

## *Safety is the Desired Outcome*

### *Freedom from Situations that Cause*

- Accidents and Near-Misses
- Injuries, Illness, Death
- Equipment or Product Damage
- Damage to Environment

### *Effective Culture Prevents and Protects*

- Prevention/Avoidance
  - Substitution, Elimination, Safe Work Practices
- Protection/Reduction
  - Engineering Controls, PPE

# Shifting Paradigms

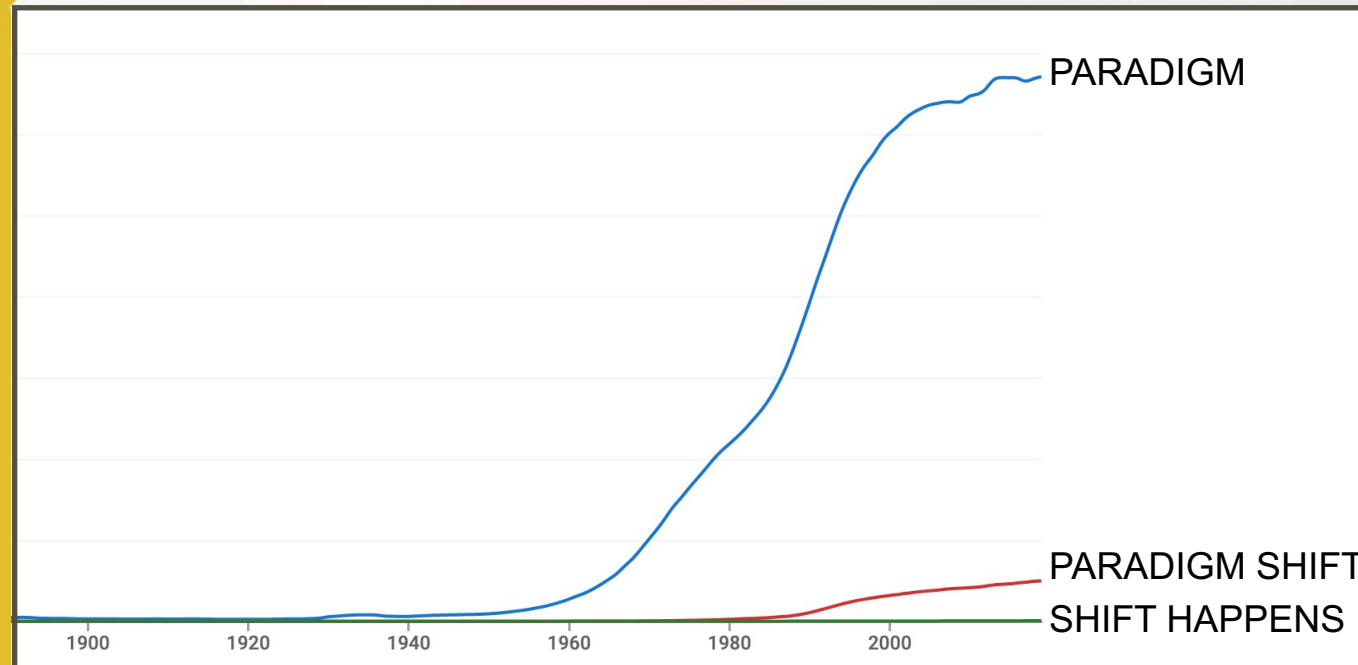
# Paradigm

a set of theories that explain the way a particular subject is understood at a particular time

*“Normal science often suppresses fundamental novelties because they are necessarily subversive of its basic commitments.”*

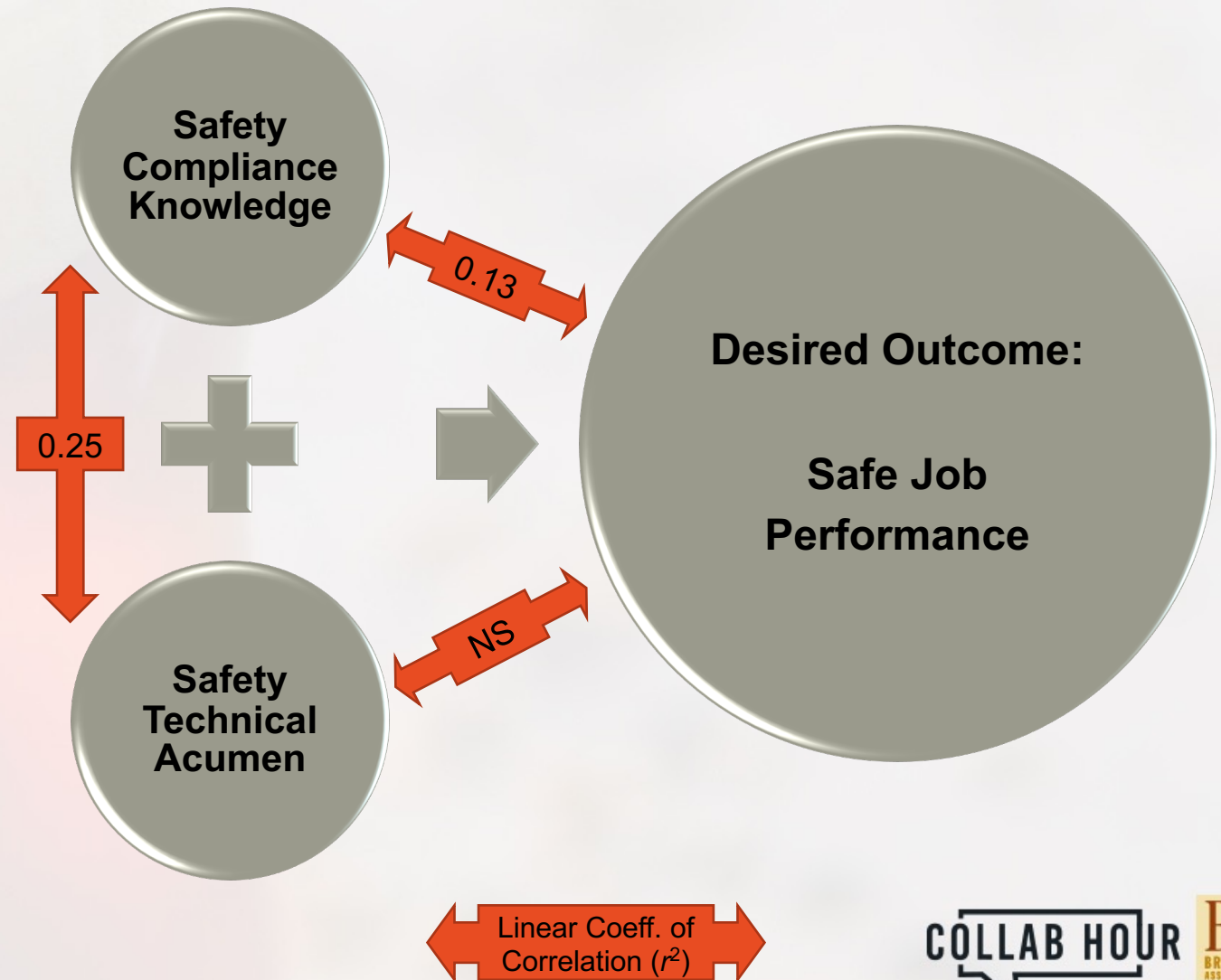


Thomas Samuel Kuhn,  
Physicist/Philosopher



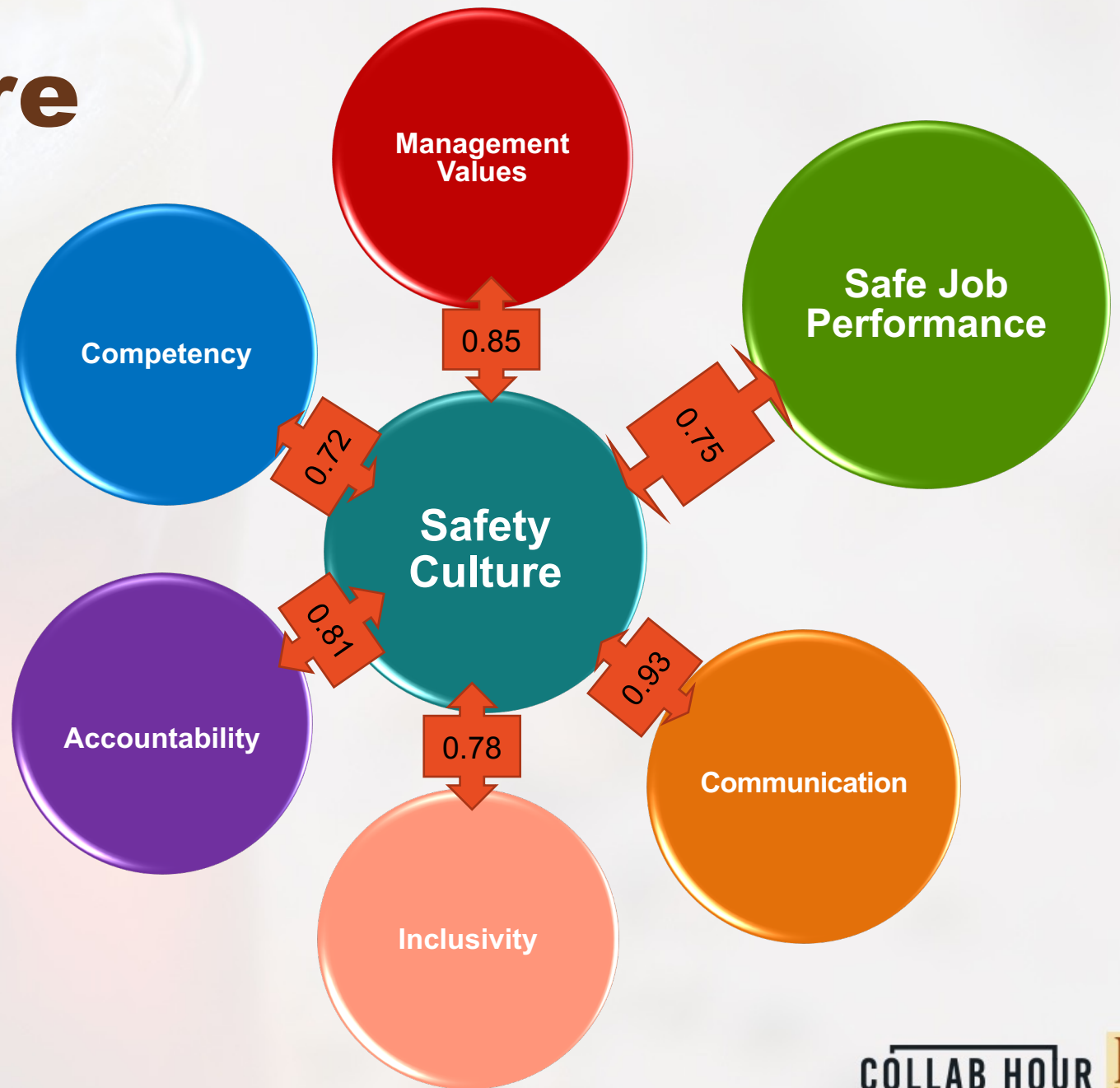
# Traditional Workplace Safety Paradigm

- Main drivers (thought to be) compliance and safety knowledge
- Collection of (somewhat) isolated specialists
- Cons
  - Not supported by data
  - Vulnerable to change
  - Hierarchical, gamesmanship
  - Possible deficiencies
    - Communication, Training, Accountability, Workforce Confidence, Blame, etc.
- Pros
  - Accepted, common, known
  - Works when no outliers
  - Lower attention span



# Dynamic Culture Paradigm

- Culture of the Organization
- Successful cultural drivers
  - Unify operations, people
  - Begin inside, grow outside
- System Pros
  - Validated improvement
  - Transferable, e.g., to: quality, profitability, DEI, etc.
- System Cons
  - You have to want to do this



# Management

**Coordination and administration of operations to achieve a goal**



*“A great leader takes people where they don’t necessarily want to go, but ought to be.”*

Roslyn Carter,  
Former First Lady

## *Coordination of All Drivers*

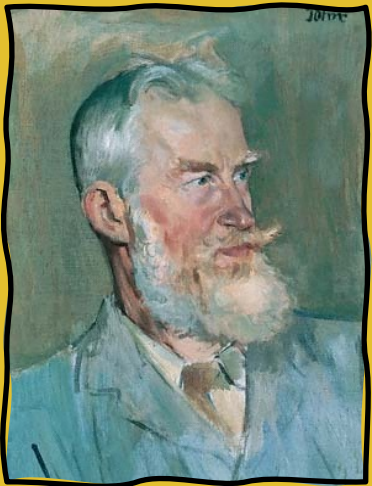
- Setting objectives (Management)
- Motivating the team (Communication)
- Developing people (Competence)
- Devising systems of measurement (Accountability)
- Organizing resources (Inclusivity)

## *Management in a Safer Brewery*

- Dedicated to high value of safety
- Measurable processes and progress
- Involves employees at all levels
- Training and equipment provided

# Communication

Process of sharing information between people within and outside a company



*“The single biggest problem in communication is the illusion that it has taken place.”*

George Bernard Shaw  
Playwright, Co-founder London School of Economics

## *Frequent, Consistent Messaging*

- What is known, expected, required
- What is unknown; asking
- Expected performance with publicized reward/consequence mini-outcomes
- Dynamic, through all organization levels
- In Person, written, digital

## *Communication Regarding Safety*

- Policies, procedures (SOPs), schedules
- Concerns, near-misses, suggestions
- Checking in for well-being

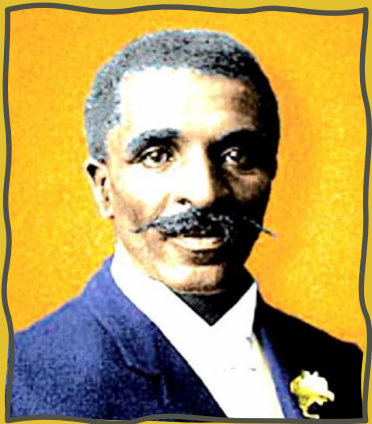
## *Very Important!*

- Mis-Comms Inevitable, Try Again
- Don't read minds



# Competence

**Sufficiency of knowledge, skills, abilities, and behaviors to successfully perform defined tasks**



***“Learn to do the common things uncommonly well.”***

George Washington Carver  
Agricultural Scientist and Inventor

## ***Empowered Learning, Experience, Skills***

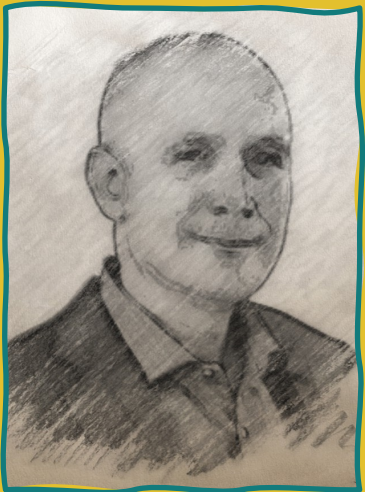
- Orientation, training, cross-training
- Internship, mentoring
- Committee involvement, trade assoc.
- Learning measurement, evaluations, certifications
- ***Plus, Whatever You brought with you***

## ***Competence in Safe Job Performance***

- Know hazards and control procedures
- Share what you know with others
- Don't normalize shortcuts
- Be accountable for your competence
- Put aside turf wars

# Accountability

**Obligation to explain, justify, and take responsibility for one's actions**



***“When accountability is present... people know what they are working toward and how they are going to get there.”***

Henry Evans, Author of *Winning with Accountability*

## ***Responsibility and Follow-Through***

- Workforce and Management held to same level of accountability
- Goal setting, supporting goal pursuit, assured achievement of goals
- System of praise and discipline exists, applied consistently
- Forward-looking KPIs

## ***Accountability in a Safe Workplace***

- Management lives up to stated safety values, importance, underwriting
- Safety improvements are prioritized, measurable, time-specified
- Follow-through, completion are recognized

# Inclusivity

Providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized



*“The minute we become an integrated whole, we look through the same eyes and we see a whole different world together.”*

Azizah al-Hibri, PhD, JD  
Philosopher, Scholar

## *Equal Access, Opportunities, Involvement*

- “To be in the room” and “Have a voice”  
(Dr. J Jackson-Beckham)
- Learning and training opportunities
- Cross-training and task rotation

## *Inclusivity in Safe Job Performance*

- Represented on Safety Team or Safety Committee
- Parity in job assignment, risk, PPE
- Contributing to hazard recognition/assessment, SOP development, safety policies, near-miss reporting, etc.

# Happiness

An emotional state characterized by feelings of joy, satisfaction, contentment, and fulfillment



*“The best predictor of happiness is the quality of relationships.”*

Catherine Sanderson, PhD  
Chair of Psychology, Amherst College

## *Happiness Traits*

- More helpful, less hostile
- More productive, safer
- Healthier – improved cold resistance, recovery from surgery, longevity

## *Workplace and Individual Benefits*

- Life satisfaction in work, achievements, relationships
- Laughter boosts immune system, lowers stress hormones, massages heart and diaphragm
- Meaning, engagement, pleasure

# Safety Culture Driver Review



M.B. Sutherland  
Safety Matters Express  
Magid Glove & Safety Mfg.

***“Effective safety culture is one that involves everyone – it’s hard to call it a culture if only a few people are committed to safety!”***

## Safety Culture Drivers

- Management Values
- Communication
- Accountability
- Competence
- Inclusivity

# Key Take-Aways

## IMPROVEMENTS / BENEFITS

- 5 Drivers Yield Better Outcomes
  - Numerical and Empirical Evidence
  - More Holistic, Prevention-oriented
- Already Have Some Version of Each Driver, Make them Better, Tie them Together
- Start Cultural Revolution with Safety Culture then Adopt the Process for All Endeavors

## REQUIRED OF ORGANIZATION

- Management Wants It
  - Put Above All Else, e.g., Production
  - Coordinates, Enables All Drivers
- Create/Use Measurement Systems
  - Forward-looking KPIs
  - Use data to manage improvements
- Trust the Process
  - Short-Term Awkwardness
  - Deal with Entrenchment
  - Dispel Myths



**Shift Happens!**



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