

## Behavioural Tools and Techniques

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### Key Points

- Characteristics of Excellence; what attributes distinguish a poor from a good performer.
- An example of a '360 degree feedback' assessment tool for senior managers, safety representatives and others to complete to identify organisational strengths and weaknesses in the areas of Leadership, Culture, Consultation & Involvement, Integration, Change Management and Risk Management – grading from Poor to Excellent.
- EFQM Model of Business Excellence.
- Behaviour Based Safety – ABC. Highlighting that positive encouragement/reinforcement of good/safe behaviour will likely have greater impact and result in better outcomes than criticism and punishment of poor behaviour.
- Analysis of behaviour to determine what patterns can be changed.
- Understanding the barriers to safe behaviour – unique to each individual eg some employees will naturally be risk-takers rather than risk-averse. Recognition that some behaviours may be easy to change and others difficult.
- Examples of critical behaviours to ensure safety of all.
- Common causes checklist – these fall into one of three areas: engineering (eg equipment failure), systems (eg safe procedure/practice not followed) and people (eg behaviour – either deliberate act or mistake/poor judgement).
- Leadership Characteristics – Self Assessment Tool.
- The path to organisational excellence is via strong leadership which sets a good behavioural example for all to follow.