



EPSC

Process Safety Leadership

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Energy follows awareness.

What's your focus as a Senior Safety Leader?

Exercise

- My senior leaders are actively looking for weak signals and in my organization 'bad news' travels fast.

EPSC Workgroup problem statement

There are always early warning signs that if operational leaders had recognised them, made the connections, and taken action, a major accident could have been avoided.

Exercise

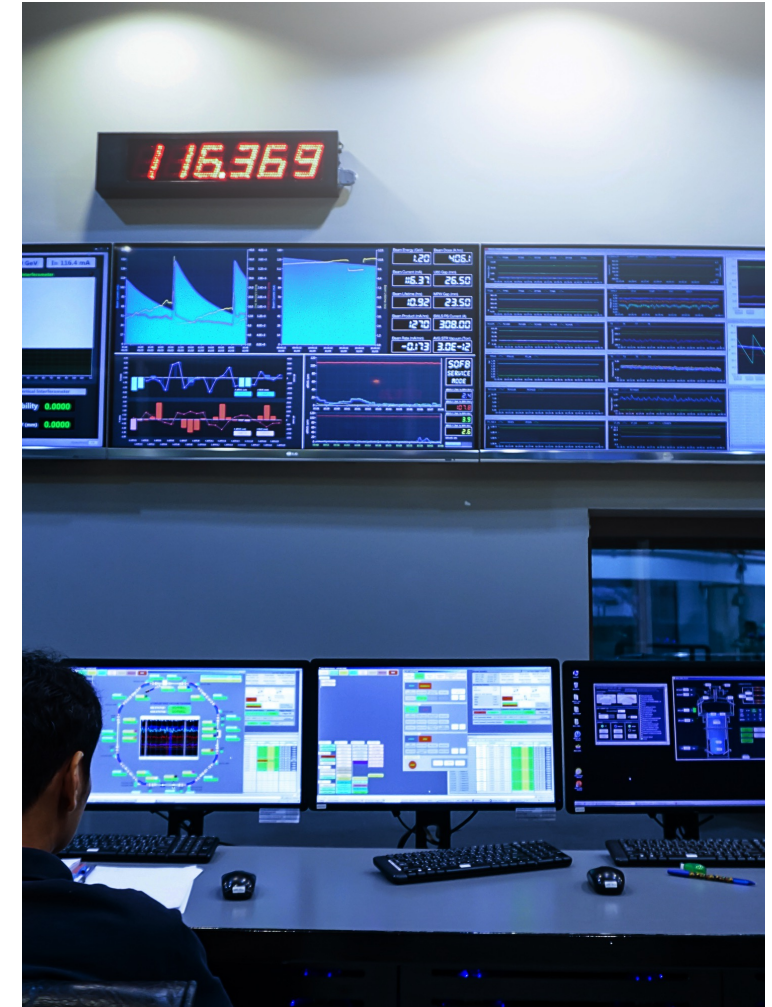
- Senior leaders are unable (or do not) make the connection between the decisions they take and Process Safety risks.

EPSC Workgroup problem statement

The increase in risk from these decisions is not easily assessed using traditional risk analysis techniques or auditing processes. The effects of these decisions accumulate in the organisation to a point where the likelihood of Process Safety event far exceeds the collective understanding of leaders and they are surprised when an adverse event occurs.

Objective for today

- Create awareness of the importance of senior sponsorship
- Reflect on health of process safety leadership in your job
- Subscribe to a follow-up Webinar together with your senior leadership



EPSC Workgroup



Members EPSC working group Leadership		
First Name	Last Name	Company
Steve	McGrady	GSK
Bob	Van Woezik	DSM
Klaus	Wischnewski	DuPont
Osvaldo	Fuente	DOW
Hans	Schwarz	Tuev Sued
Tijs	Koerts	EPSC
Andreas	Ludwig	Boeringer Ingelheim

What are the Issues the workgroup experienced

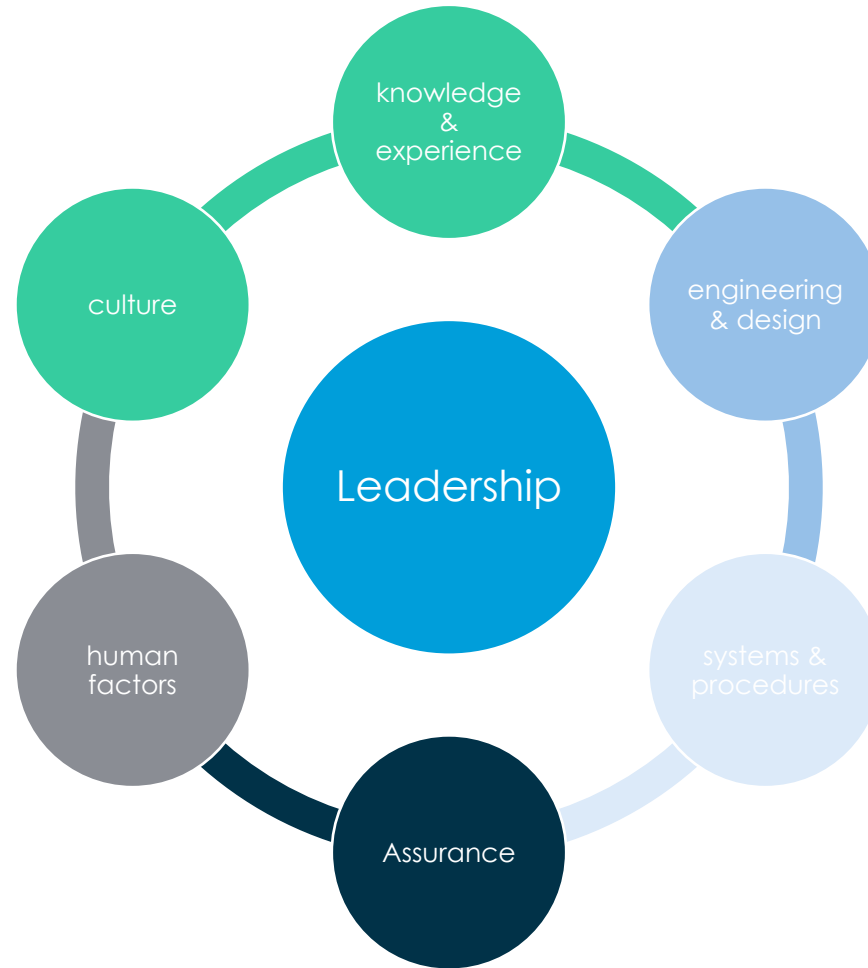
- High level leaders lack technical background (boards are economics & Bizz & legal driven)
- Likelihood of high consequences events are generally under-estimated
- Short time focus of managers (shift end – BUL on there watch) □ better long term approach (programs, budget etc)
- Chemical companies get bought by financial organizations (hedge funds)
- Lack of strong feedback to individual leaders when they spend insufficient on PS
- Senior management is far away from operation floor and gets rolled-up information
- KPI color management □ challenge the green, embrace the red (no fear culture)
- Lack of development of leaders with personal drive for process safety
- Lack experience □ real scenario training modules
- Target conflict between Safety & Business □ high level PS support, long term budget
- High level management commitment is essential

Why is that important?

Many incidents I describe in plants had such systems, but the systems were not always followed. These Accidents happened because of management failures

Trevor Klets

How do you focus on leadership?



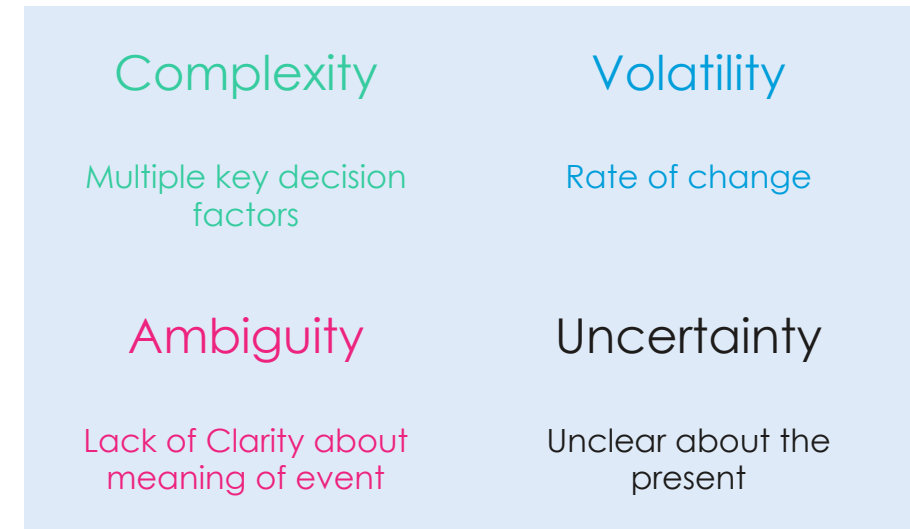
Ichem process safety model

High PS performance in a VUCA world

High Performance Leadership

- » **Focus** - creating a shared ambition level
- » **Rhythm** - Establishing clear but not too narrow boundary conditions
- » **Discipline** - clear expectation management and in operational execution
- » **Craftsmanship** – adequate mix of (technical) competencies
- » **Visible managing risks** – knowing your risk and asking questions
- » **Sustainable value creation** – entrepreneurial long term results

VUCA Systems thinking



Our Offer

I hear and I forget. I see
and I remember. I do
and I understand

Simulation of decision making
in a hazardous business



CLIENT / OPTI
EPSC

1

2

3

4

Next steps

- If development of **safety leadership** is your priority:
 - Join the webinar to compare with your peers
 - Bring at least senior process safety sponsor to experience what it feels like to be in the hotseat when a is about to get hazardous business is out of control

EPSC Process Safety Leadership Development

Energy follows awareness. What's your focus as a Senior Safety Leader?

How do you react as a leader in process safety events? Especially in a stressful situation like high severity safety events? Create the opportunity to reflect on your behavior in a simulation of a real-life situation with a systems perspective.

Suitable prepared actual cases include:

Texas City Refinery incident
(Corporate vs Site / Cost vs Safety)



Challenger accident
(NASA vs Morton / Time vs Safety)



Air France Flight 447
(What went wrong vs Liability)



Target audience:

Senior Leaders of safety Critical Organizations influencing hazardous operations

Time:

½ day Face to face role play workshop

Safety Leadership is a must have in companies that deal with hazardous chemical processes

Premier Safety
Associates


new behavior
large scale change

EPSC can not be held liable for the use training

Questions or Contact via www.EPSC.be



**Thank you for
your attention**



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