



new behavior

large scale change

Modern
process safety
leadership

Introduction

Bio

André de Rooij

- **Study:** mechanical engineering / business administration
- **Work:** Shell Refineries Organization Development consultancy **New Behavior** on operational excellence and process safety founder of cop process safety

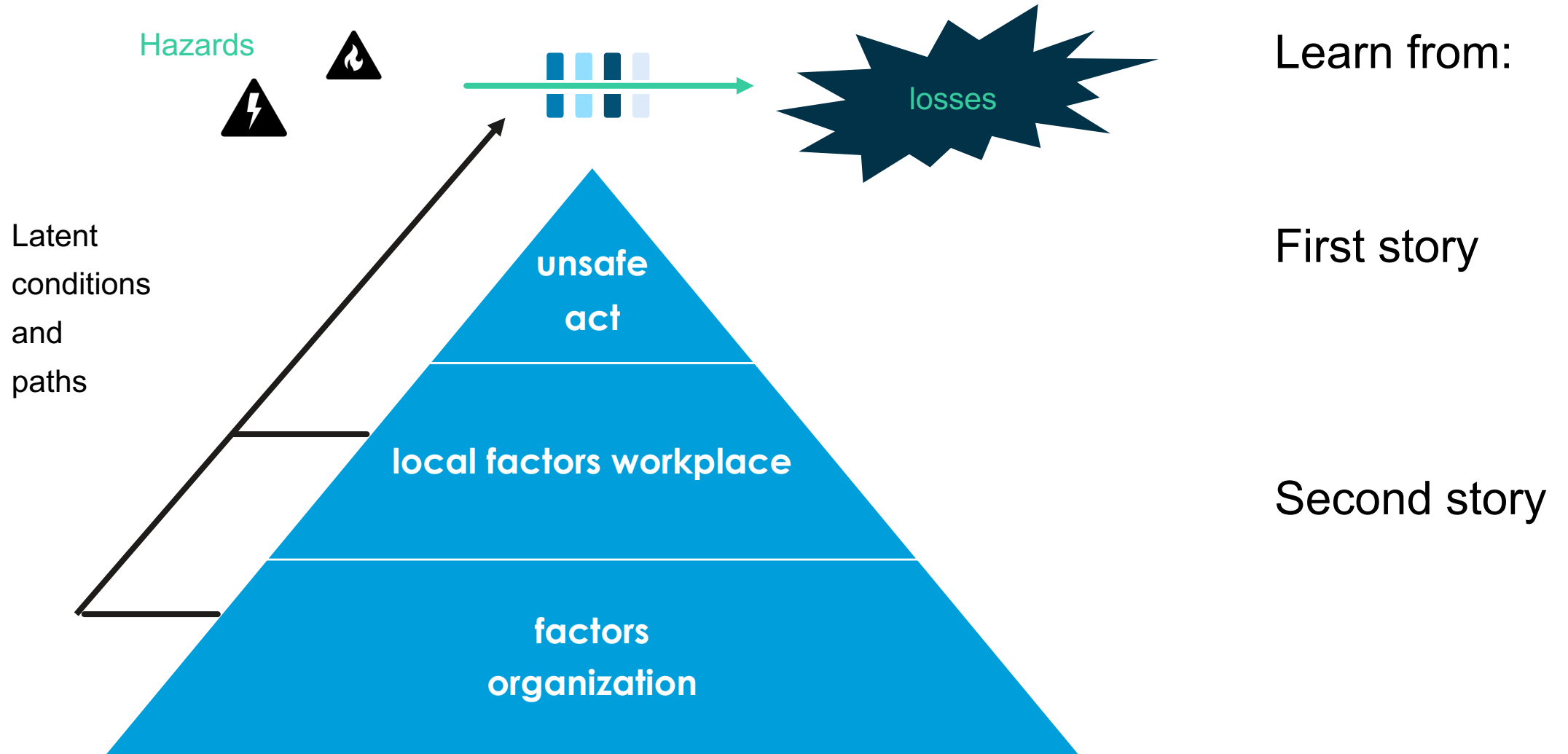
Coen van Driel

Study; business administration

Work: operational Excellence and process safety consultancy **New Behavior** founder of cop process safety



Look and learn beyond the unsafe act



Agenda

1. Process safety Leadership & trends
2. Dialog on process safety leadership
3. Approach for developing process safety leadership?

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Process Safety Leadership & Trends



Leaders have influence for better or for worse

Leaders and their behavior create
the processes and culture

drive

Behaviors where the work is done

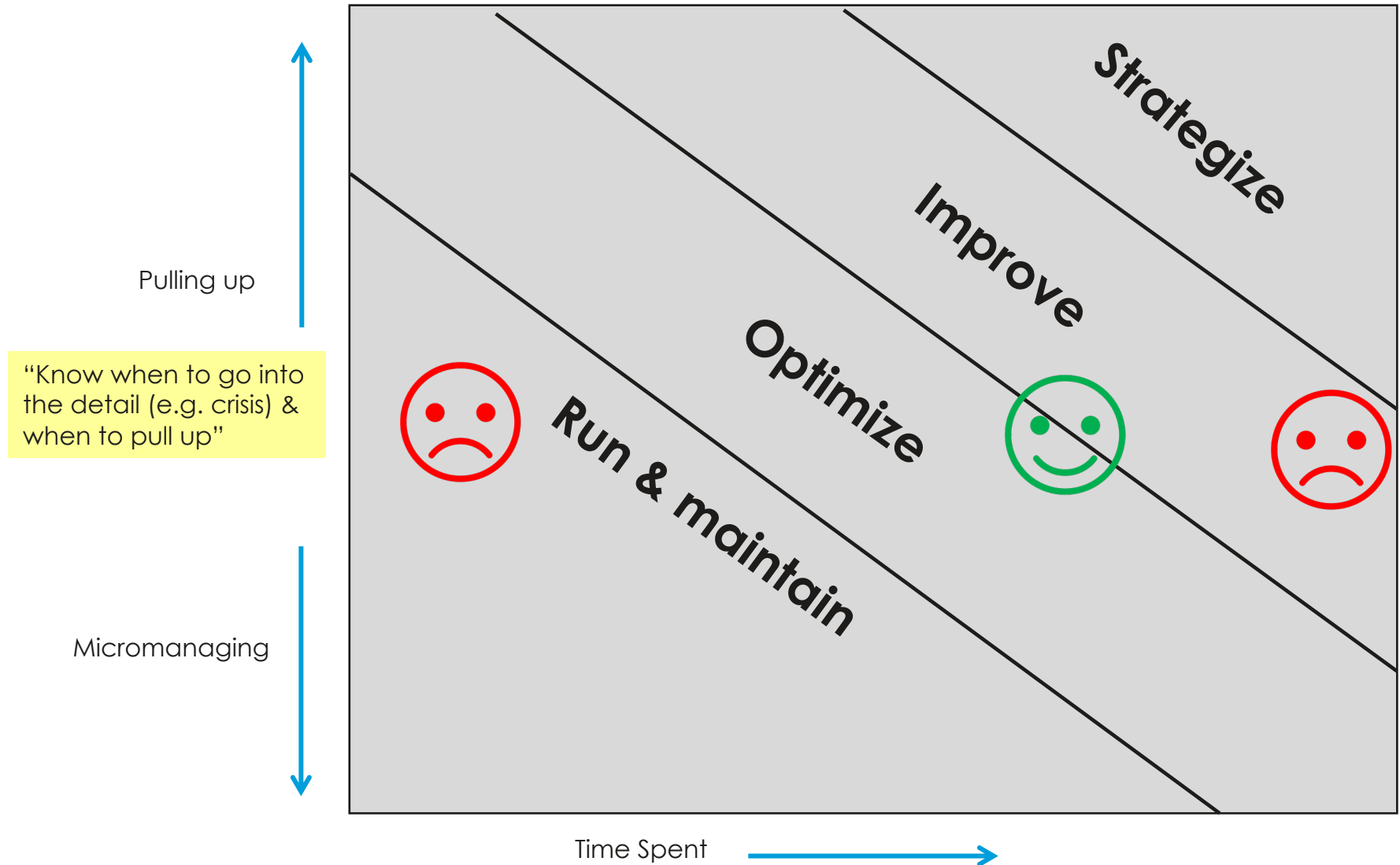
drive

Risk are
in control

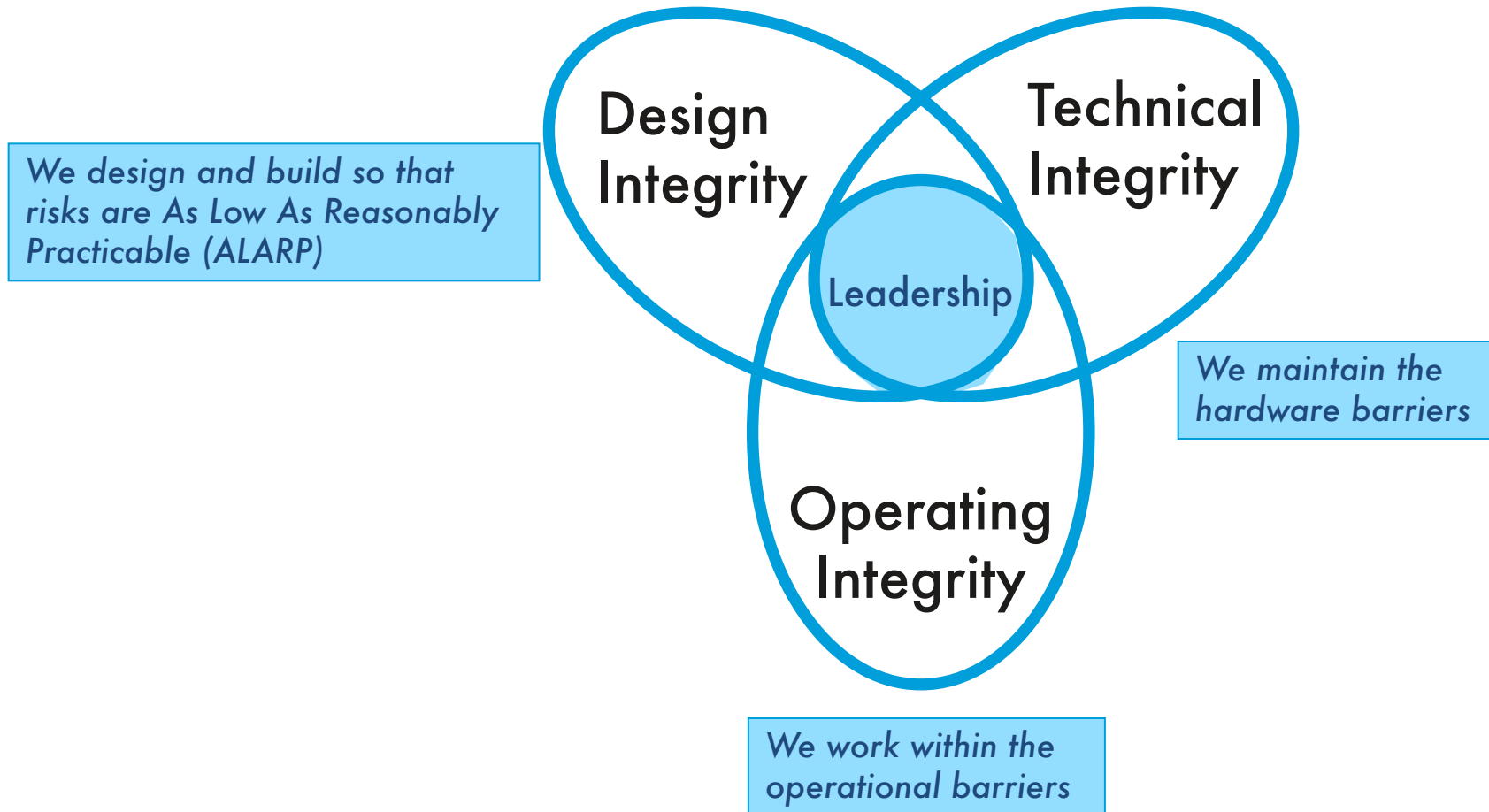
Compliance

Impact

Working at the right level



Leadership of Seveso organizations



Process safety leadership

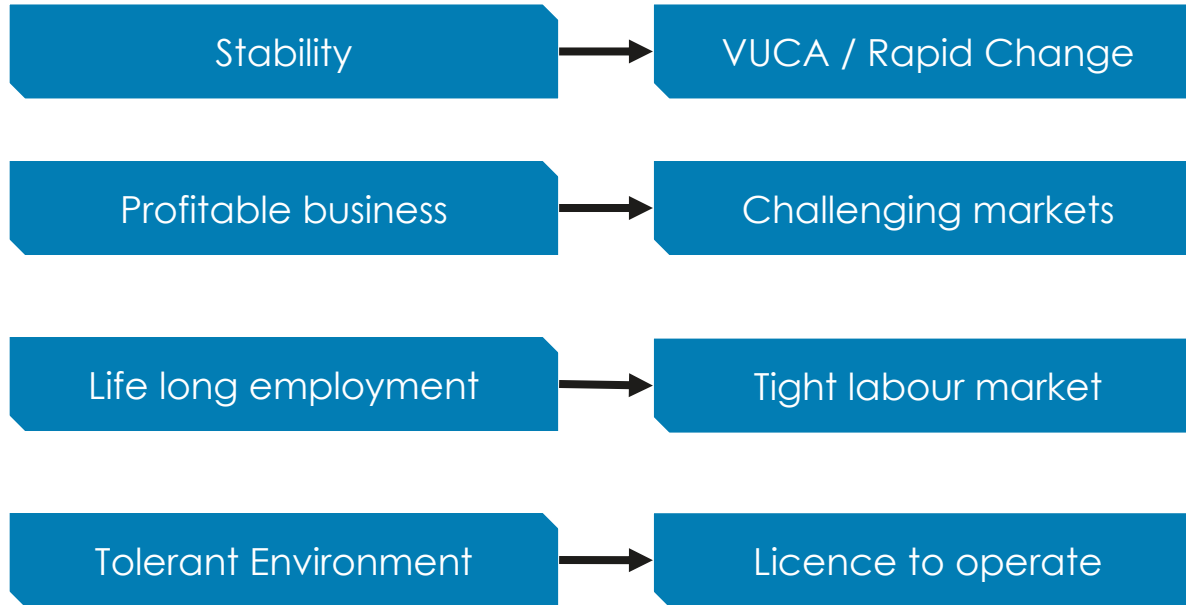
Understand and know

1. How / to what extent your culture is enabling excellence
2. what can go wrong (major hazards)
3. what are the systems and people to prevent this from happening
4. the health and effectiveness of barriers
5. You as leaders impact the organization/processes and people

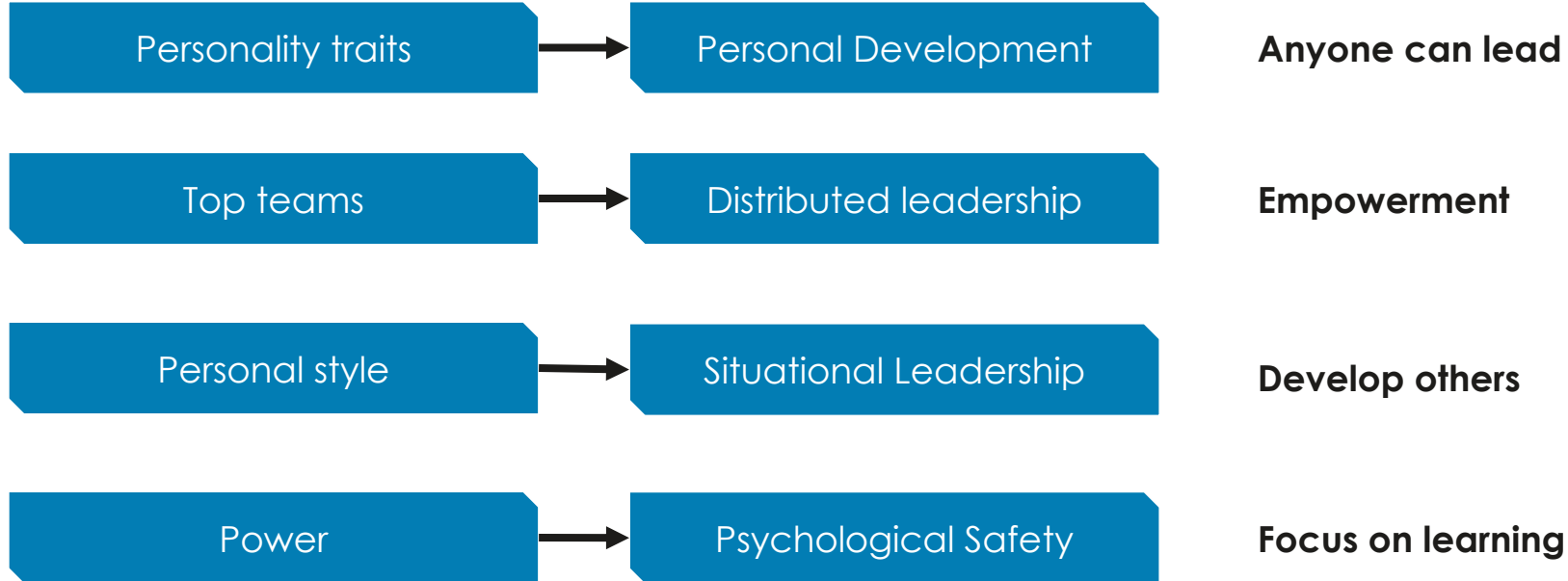
A strong Safety Culture is:

- **An informed culture** – the organization collects and analyses relevant data to stay informed of its safety performance.
- **A reporting culture** – people are confident they can report safety concerns without fear of blame.
- **A learning culture** – the organization learns from its mistakes and makes changes to unsafe conditions.
- **A flexible culture** – the organization is able to reconfigure the chain of command if faced by a dynamic and demanding task environment.
- **A just culture** – people understand the boundary between behaviours considered acceptable and unacceptable. Unacceptable behaviours are dealt with in a consistent, just and fair manner.

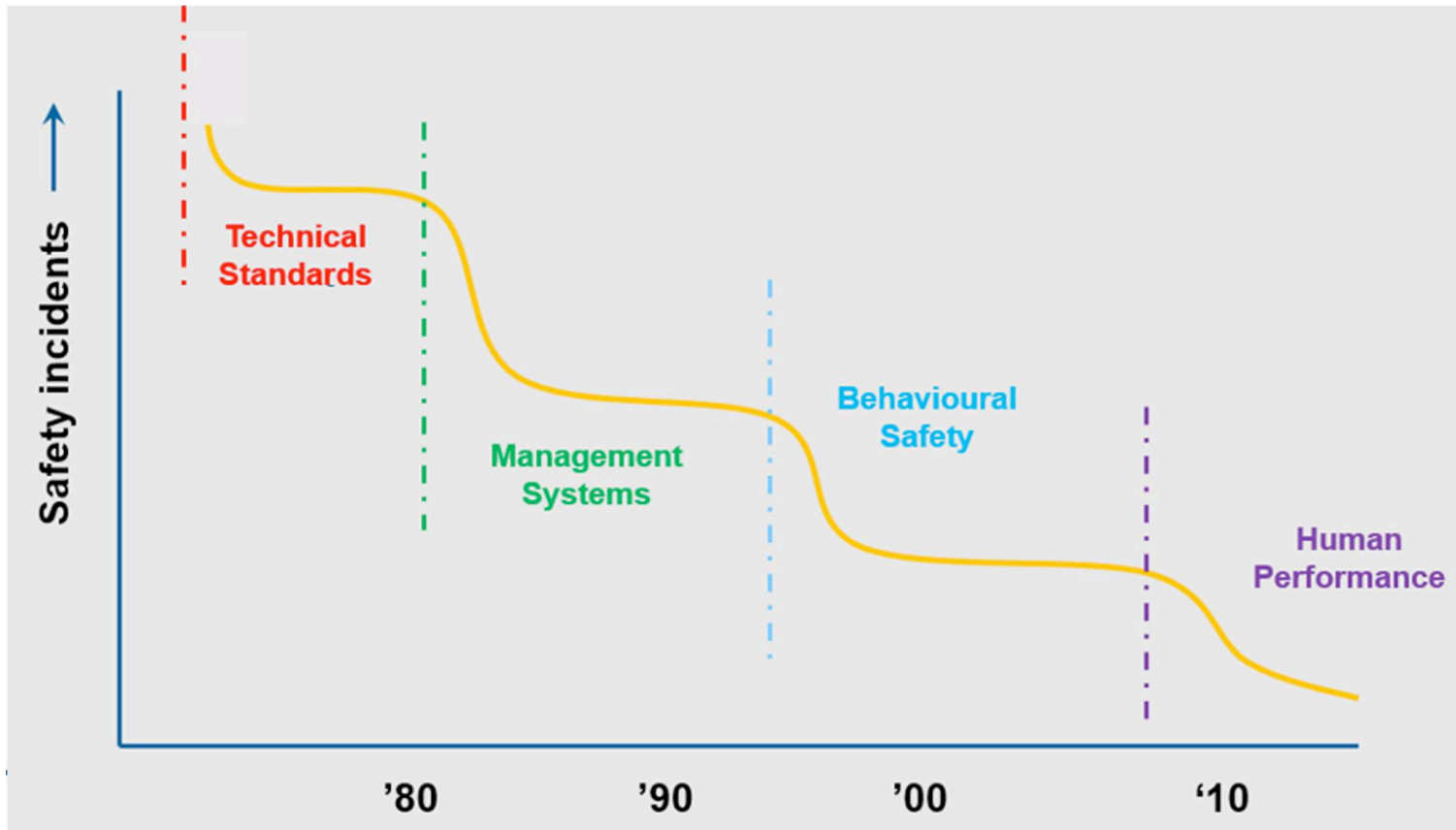
Trends in the industry



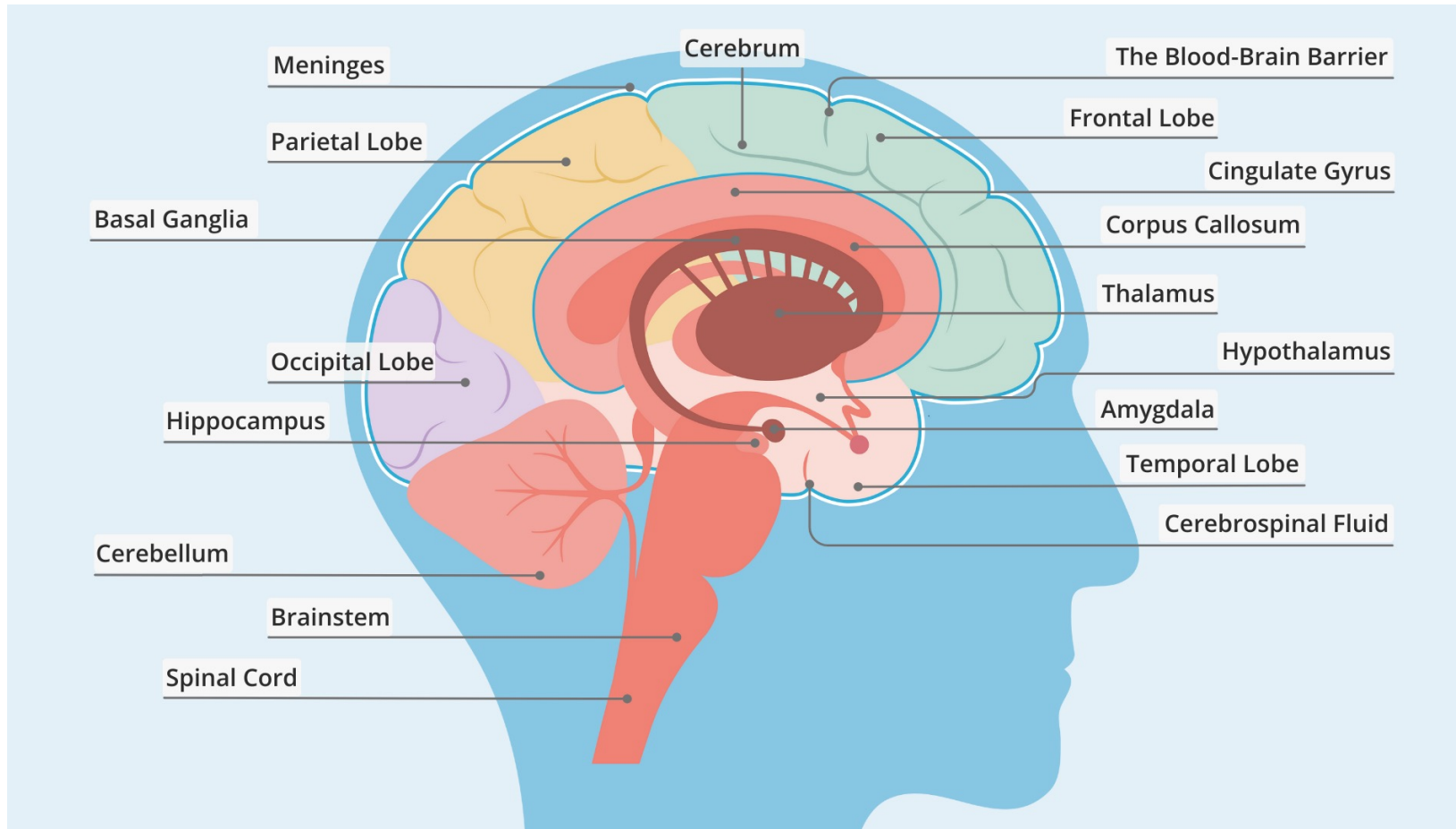
Trends in Leadership over the years



Trends in areas leaders work on



Today better understand what is driving behavior



Forebrain

Midbrain

Hindbrain

We know a lot about

Biology

- Brain
- Health

Psychology

- Stress
- Boredom
- Attention
- Motivation

Social

- Culture

Understand & Influence
Behavior

2

Dialog on process safety Leadership

As leaders, your guidance and decisions are pivotal in managing business, process safety risks, and occupational safety.

Today we have dialog around:

- **status of the safety culture:**
 - section 1 on the process safety culture of the site / unit your team is leading
- **status of the leadership team you are a member of:**
 - section 2 on risk awareness and actual priorities for your site / unit your team is leading
 - section 3 on what barriers are for what major hazards
 - section 4 on knowledge and awareness on health of these barriers
- **status of your personal leadership:**
 - section 5 on your influence to improve this with your team and organization

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How can you improve process safety leadership?



Approach to improve process safety leadership

1. Kick off
2. Individual Survey completion
3. Group results dialog
4. Collaborative action planning
5. Follow up and continues improvement



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