Behavioral Safety Leadership (BSL) RESULTS

The Reaching Results course was one of the best training experiences that I have had as a professional. It is amazing how this experience can change organizations and how if we truly focus on behaviors, we can reshape the culture.
–Manufacturing Leader

REACHINGRESULTS

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Executive Summary

PURPOSE. The purpose of this report is to describe the results and outcomes of a series of Behavioral Science Leadership (also called BSL or BMT) courses at manufacturing sites located in the US and Canada. Between 2011-2015, over 500 people were trained in Behavioral Science Leadership, and 95% of participants delivered behavioral improvement projects (BIPs) many of which showed dramatic improvement results. In addition, we coached hundreds of managers in the business, helped to improve processes and programs, and conducted 3 sizable assessments.

BEHAVIORAL IMPROVEMENT PROJECTS (BIPS). This report summarizes some of the more remarkable BIP improvements we've seen over the years, and also summarizes the substantial amount of survey data *(44,298 data points)* we've anonymously collected from employees.

We categorized *497 BIPs* into:

EHSS | **Operations** | **Leadership**

Although there is overlap between the 3 areas, we believe the BIPs people have chosen, the survey data, and results of our assessments – all included herein, collectively tell the story of this organization.

OUTCOMES.

EHSS - Sites that used Behavioral Science have **reduced their TRIR more than two times** as much as sites who have not used Behavioral Science. A Manager estimated the **savings in associated costs of incidents and injuries to be $4.2M**. In addition, insurance premiums have been reduced. Managers to Team Leaders are engaged in creating a safer place to work. Implementation of their safety, health, and environmental management system has been accelerated.

OPERATIONS **– $5.655M dollars in estimated savings has been identified from projects conducted during and after our Behavioral Science courses**. Difficult-to-implement programs within the business have succeeded with a renewed focus on behavior and environment.

LEADERSHIP – Managers throughout the business are focusing more than ever on developing their teams – in many areas, managers have become adept at developing a leadership pipeline, as evidenced by their people being selected for promotions into other units. People are becoming more focused on spending their time on strategic and high value activities. These are **long-term behaviors that will pay massive future dividends.**

BEHAVIOR. *Practice of behavioral science techniques is the only way to create discretionary effort among employees.* BEHAVIORAL SCIENCE is not a safety, operations, or leadership program per se. It provides knowledge that is foundational to all that we do in business and life. It is not surprising that many people in our courses have applied it to each of the 3 focus areas, plus their personal lives.

> In addition to the **497 Behavioral Improvement Projects**, **we have 44,298 responses to anonymous opinion surveys** collected throughout the business. This feedback has been delivered in real time and used to help leaders have a more accurate view of the business, opportunities, and challenges.
>
> Leaders trained in BSL have reported positive changes not only at work, but at home as well. We have received numerous heartfelt testimonials about the immeasurable impact of BSL on job satisfaction and relationships.

Additional details are available in the appendix and by request.

BSL Applied to Environment, Health, Safety and Security

Sites that use BSL have
improved their injury rates
100% more
across the last 6 years compared to sites that haven't used BMT.

182 Health and Safety BIPs were conducted.

BSL Applied to turnaround safety resulted in
92% improvement in safety audits
66% reduction in OSHA recordables
69% improvement
(In SHE audit scores)

Hundreds of ABC Analyses have been conducted of incidents and other safety concerns, dramatically improving understanding and follow-up actions.

Behavioral Assessments have identified **95 recommendations** for improving health and safety at sites that are now being implemented.

BIP Results

- **500%** increase in safety work requests.
- **50%** improvement in hazardous waste storage
- **60%** improvement in housekeeping
- **68%** increase in near miss reporting
- **310%** increase in fume vent hood use

*See Appendices for more information

BSL Applied to Operations

Operations BIPs have improved production, maintenance, and Operational Excellence while saving money and reducing frustrations. Some individual BIPs have estimated savings at $1 million per year.

154 Operations BIPs were conducted.

A leader used BMT to reduce

CONTRACTOR DELAYS

by 100s of hours per month

saving an estimated

$1 Million per year

An engineer used BMT to improve

FIRST PASS YIELD

by 1% and saved an estimated

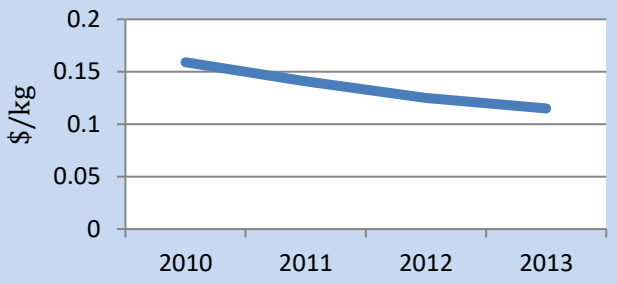
$1 Million per year

A team leader reduced searching for paperwork and saved

$52,000/yr

plus cost of downtime

Utilities Savings ~$1.3M



BIP Results

- 15% increase in on time deliveries
- 90% reduction in operator overtime
- 60% increase in on time samples to lab
- 58% reduction in mold change times

*See Appendices for more information

BSL Applied to Leadership

LEADERS *create* the environment
that encourages the **BEHAVIORS**
that produce the **`results`**.

Good leadership requires doing the simple stuff right. This means running effective meetings, communicating well, managing time efficiently and coaching well.

Over 104 Leadership BIPs were conducted.

Our data suggest leaders in this organization spend approximately 40% of their time in meetings and that 87% of them believe the meetings they attend could be more effective.

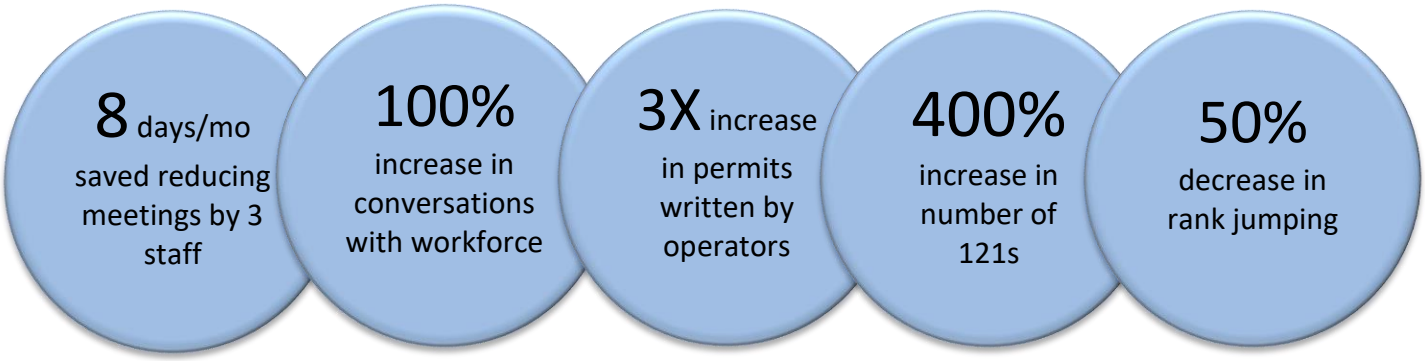
The average American reads at the 7th grade level yet many communications in this organization are written at the 15th grade level or above.

Course delegates have worked on simplifying messages to increase impact.

63% of course attendees say they are too busy to do everything expected. Only 23% say their boss and sufficient time to coach them.

Course delegates have worked on improving spending time on high value work, increasing time spent on strategic thinking, and increasing time spent coaching.

BIP Results



*See Appendices for more information

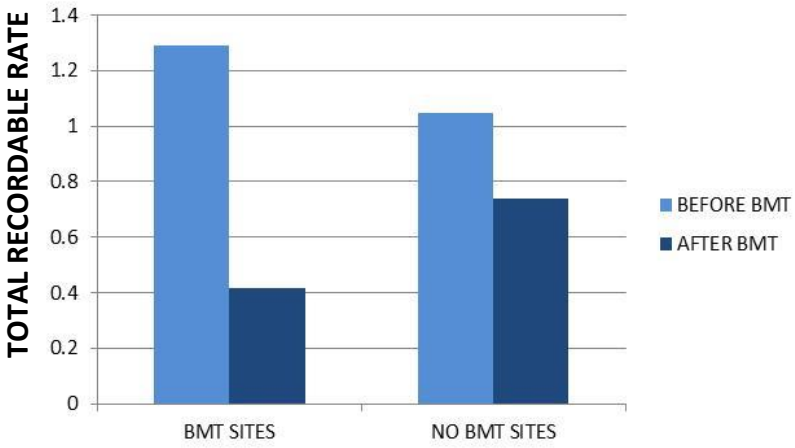
IMPACT ON RECORDABLE INJURY RATES

USING BSL SIGNIFICANTLY REDUCES TOTAL RECORDABLE RATE

4 BSL Sites

4 Matched NO-BSL Sites

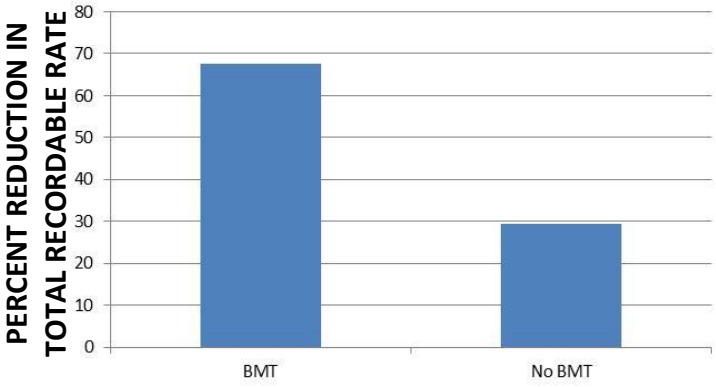
Analysis compared TRIR for 5 years prior to BSL implementation vs the years after BSL start. Same time period was used for NO-BSL sites.



USING BSL REDUCES TOTAL RECORDABLE RATE 2x MORE THAN OTHER TECHNIQUES

In the 1-3 years after starting BSL, the BSL Sites reduced TRIR by an average of 67%.

Over the same time period, NO-BSL sites reduced TRIR by an average of 29%.

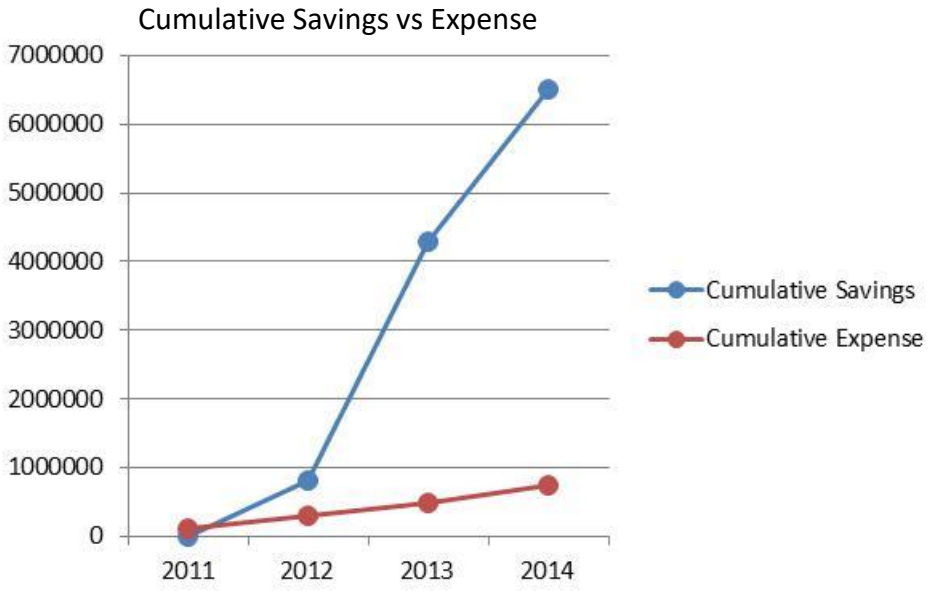


RETURN ON INVESTMENT FIGURES

The ROI figures cited throughout this document were derived by staff.

The expenses in this graph were derived by Reaching Results staff and include the cost of courses and related coaching.

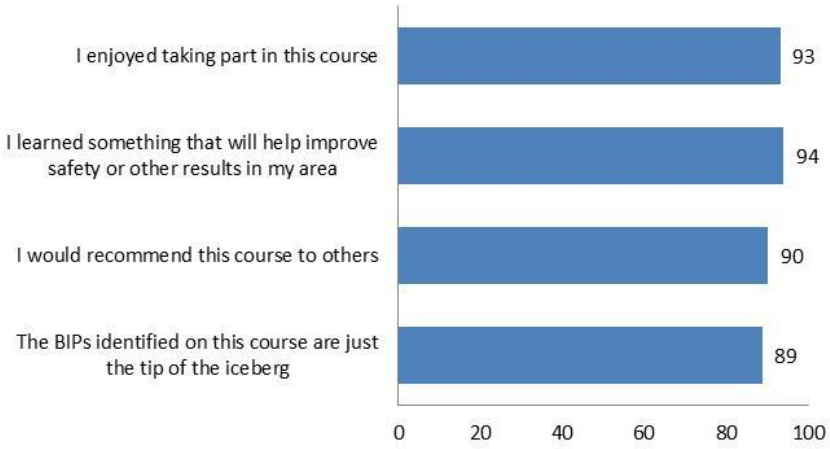
In the figure to the right, the dollars saved is the amount of savings delivered to the organization.



These are conservative figures since savings was calculated only for projects which returned a large dollar figure ($100k or more).

We estimate that 50% of projects from courses return smaller amounts of unaccounted savings.

BSL COURSE EVALUATIONS



Course evaluations aggregated across more than 500 participants suggest:

People find the course very useful and relevant to their work.

PARTICIPANT TESTIMONIALS FROM BSL COURSES

There are hundreds of testimonials from individuals who took the course. Below is a very small sampling of these.

"BSL is not the typical training course. It has fundamentally changed the way I work. The principles are intuitive, but the course is delivered in a way that shows how often we behave in less than ideal ways. I now think differently about how I approach each leadership challenge and am excited to see the things my colleagues are changing"

"Was skeptical at first on this course and if it would be 'value added' for me and/or the site. After completing the course it is clear to me that we MUST implement these principles and STOP focusing on the old metric driven Safety Culture."

"Highly recommend this course!! It will provide growth on a personal and professional level."

"One of my objectives to engage in BSL training was to establish a common language with my team to help us with our culture change efforts (i.e, we are from different environments and backgrounds). I am pleased to see that we have achieved this objective. Thank you for your help."

"After taking the BSL course from Reaching Results, what I know for sure…if we want to change something it is our own fault if we don't. Everyone in this course knows the four steps to change!!"

"The BSL course was a very eye opening experience for me. During the course I was challenged, intrigued, and surprised. Most of us lead by what we have experienced in the past never knowing if it's correct or not. The BSL course showed me just how blind I was and how much I needed to grow as a

leader. I was able to actually use some of the course at home with one of my teenagers. This class would be beneficial to all employees even if at even a modified version. Thanks for the eye opener."

"This course was the best that I can recall in terms of connecting with the group, providing real examples of how to improve and challenging our culture."

"I enjoyed being in the classroom and learning with you all. Overwhelmed with the presence of Site Leadership sitting in, they acknowledged our concerns and gave feedback in all sessions. It was very powerful."

"I am very lucky to have participated in BSL training. Before the training got underway I thought it was nothing more than a requirement from my employer. It didn't take long after having started to read my first BSL booklet that I realized that there was a great opportunity to grow as an individual and I was hooked. Each of the booklets contains excellent material that is simple to read and understand. And in each of these booklets the reader always finds content that has a high impact both on a professional and personal level."

"BSL training is of high value to not only employers/employees but for me it had a great impact in my personal life. Every day everything we do is behavior based. BSL has helped understand how to manage these behaviors so that the end outcome is more favorable. This goes for my own behaviors as well. Every day we attempt to manage behavior whether it be your kids or a coworker. BSL training helps put a little bit of proven Science behind this."

"Well prepared and executed. Good connection made with attendees and quality of coaching between classes."

"I liked how the course taught me to understand what incentives others have for doing things as well as why I do things. It also taught me the value of feedback and coaching. A lot of the information in the course had become so engrained that now I think about BSL in everything I do."

"It will help me better coach and work to more efficiently modify behaviors (my own and others)"

"I learned more about myself and how my behavior impacts all of those around me - even though I am well aware of my interactions with people and how they can affect outcomes - this course help me more clearly identify the impact and how i can make positive changes for more successful outcomes"

"1. Modules well-spaced out giving a chance to implement most of the learning 2. Being asked to do a improvement project and share with others 3. Great teacher that helped many times, calm demeanor and made the session so much fun 4. Use of polling devices and giving a chance for participant to add own polling question."

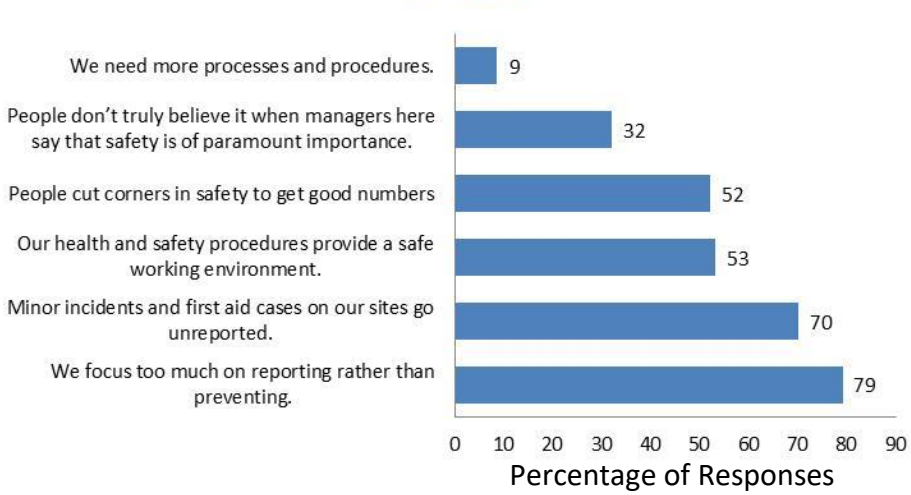
"Most of us don't have the opportunity to learn how to manage our soft/people skills vs. our normal metric driven life. The knowledge I've learned on behavior and the impact I can shape with feedback and consequences definitely helps me have better tools to manage people more effectively."

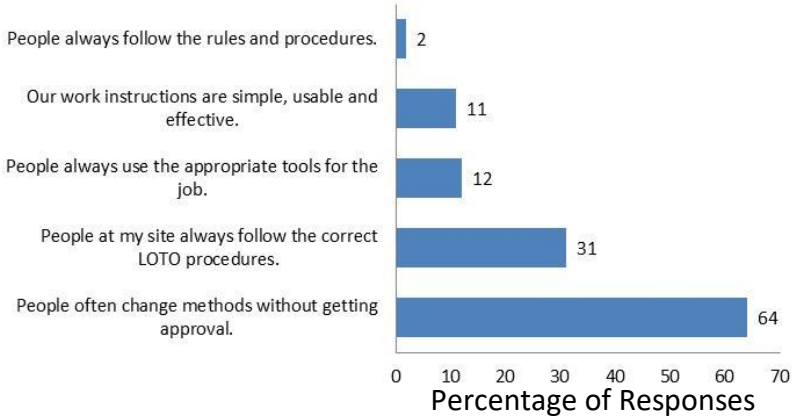
SAMPLE OF BEHAVIOR IMPROVEMENT PROJECTS (BIPS)

EHS

One of the top issues at every site involves procedures. People around the business say:

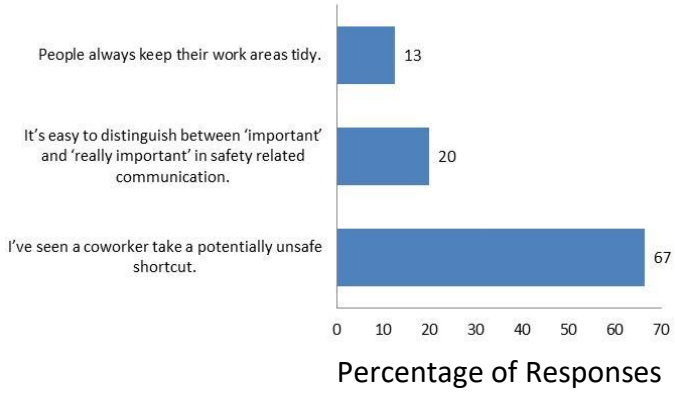
- There are too many procedures
- Procedures are too complex
- There is an over-reliance on procedures to manage behavior





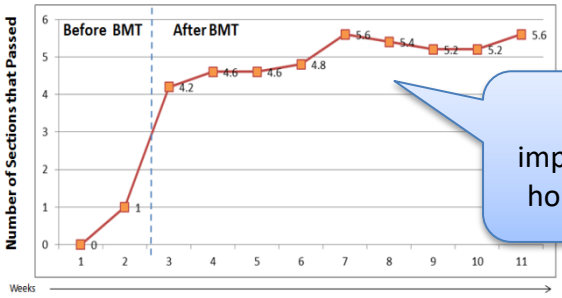
We believe many of these responses are due to complexity and a lack of efforts to simplify.

Being too busy to properly coach and communicate also play a major role.

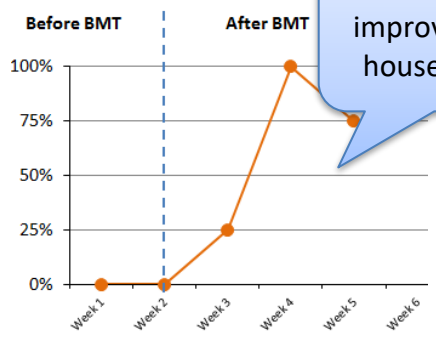


Many safety-related BIPs that participants chose to complete involve housekeeping, improving communications, and removing barriers to following processes or procedures.

IMPROVED HOUSEKEEPING - BIPS

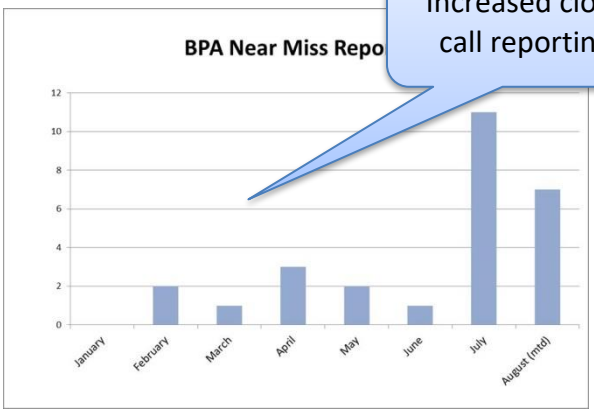


Dramatic improvement in housekeeping.

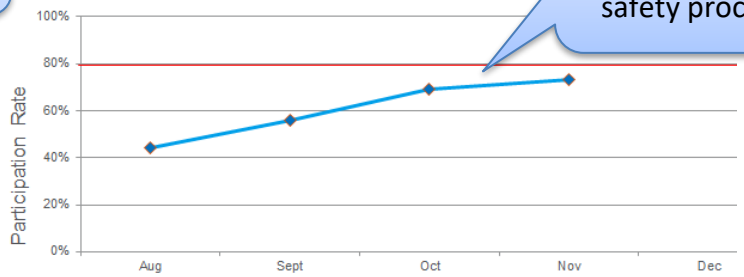


Dramatic improvement in housekeeping.

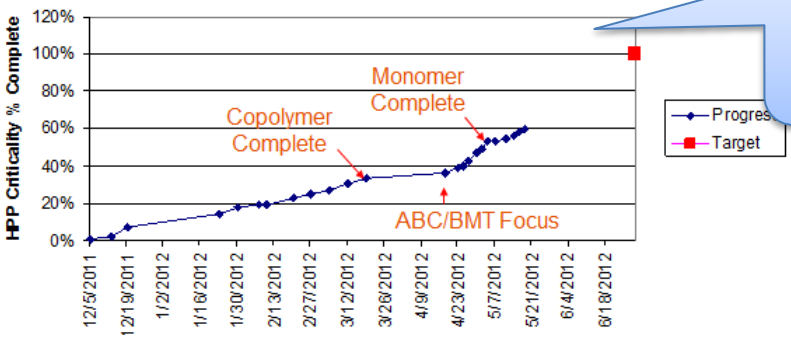
IMPROVED PARTICIPATION IN EXISTING PROGRAMS - BIPS



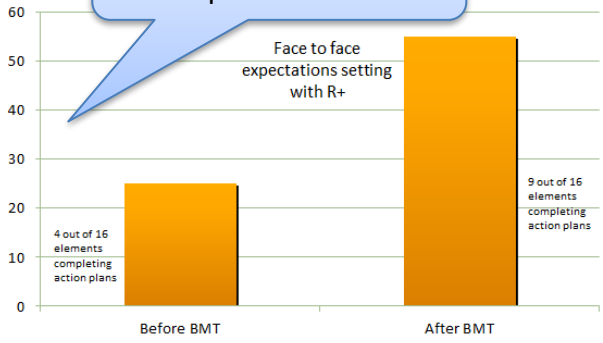
Increased close call reporting



Increased participation in safety process

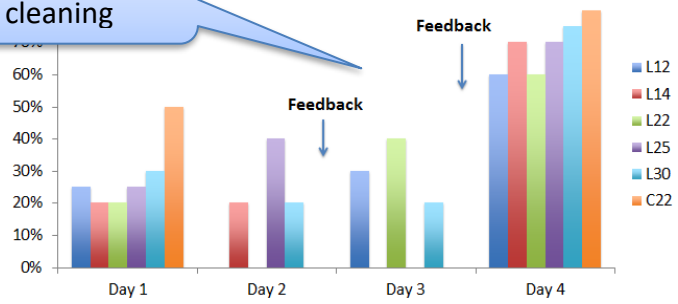


Increased Asset Criticality Assessments

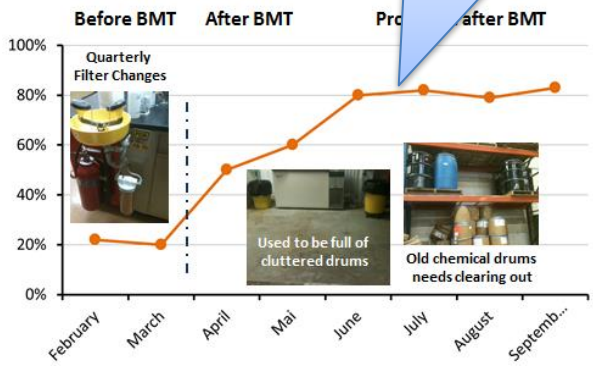


Accelerating HSE Implementation

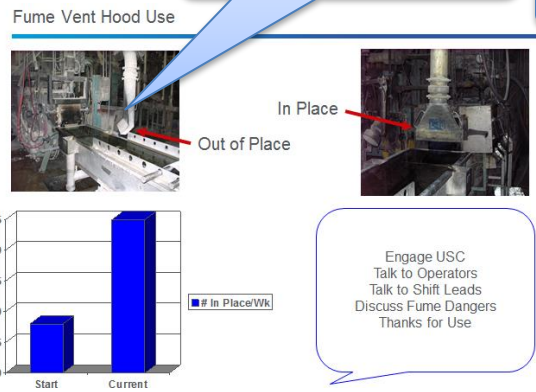
Improved line cleaning



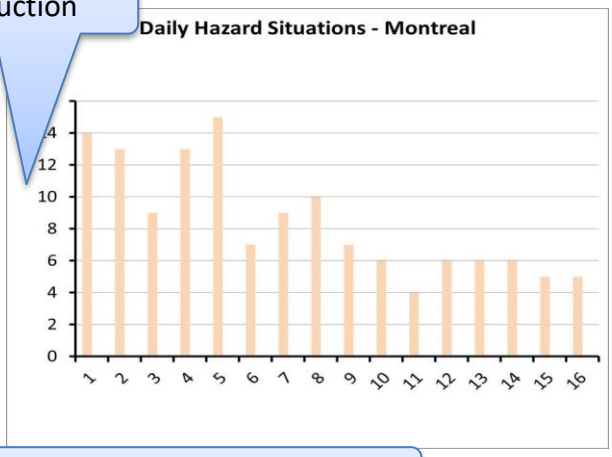
Improved follow-up from safety audits



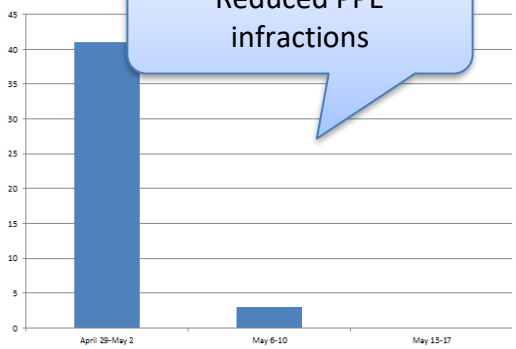
Improved fume vent hood use



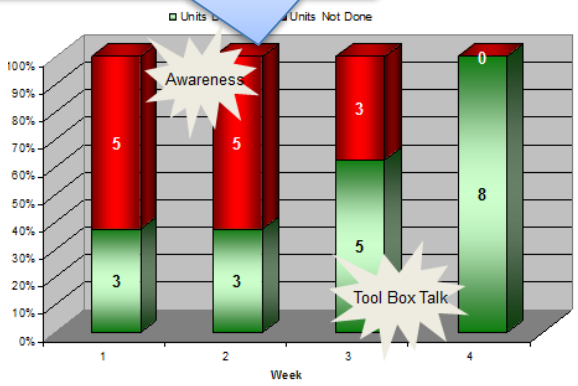
Hazard reduction



Reduced PPE infractions



Improved tow motor inspections



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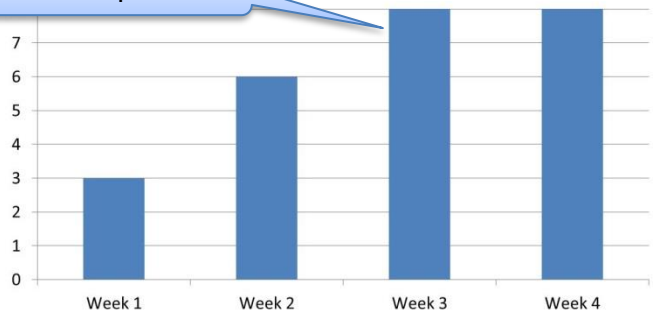
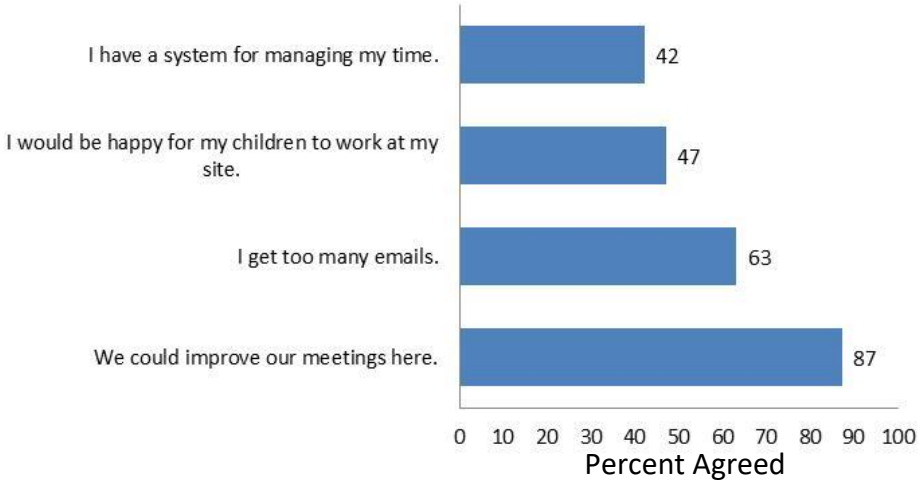


A complete listing of BIPs by focus area is in the Appendix materials. More graphs and data are available by request.

OPERATIONS

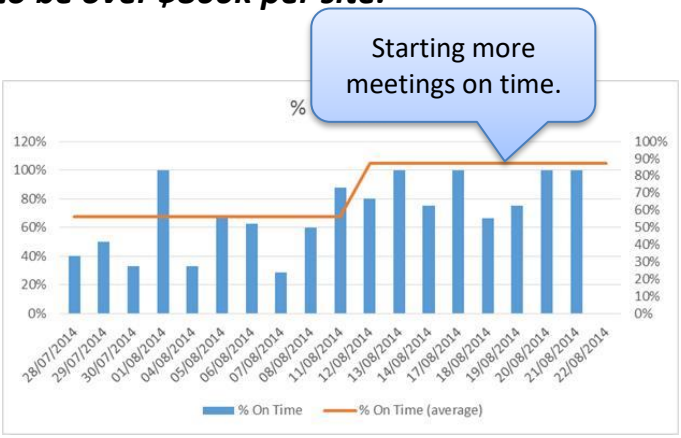
People across the business appear to have a very difficult time managing their schedules.

People report being so busy with email they give up trying to keep up. This presents many distractions and barriers to effective work, strategic thinking, and leadership.

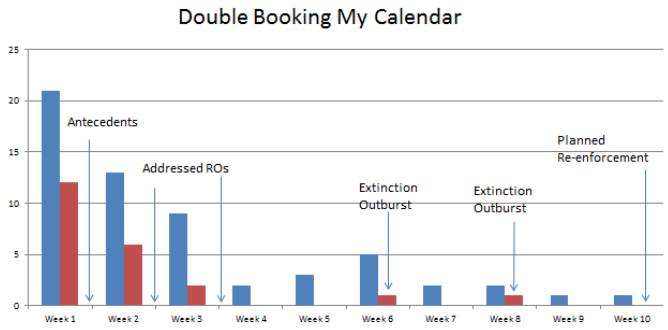


Based on our conversations in courses, meetings appear to be very time consuming, often ineffective, and costly. We estimate that an average site's senior staff can spend more than 13,000 hours annually in meetings. We estimate the cost of these meetings to be over $800k per site.

Many BIPs focused on reducing meeting duration, improving meeting effectiveness, reducing double bookings, and starting/ending on time. There is considerable opportunity across the business in fixing or eliminating ineffective meetings.



These two projects focused on spending less time in meetings and showing up on time to meetings.

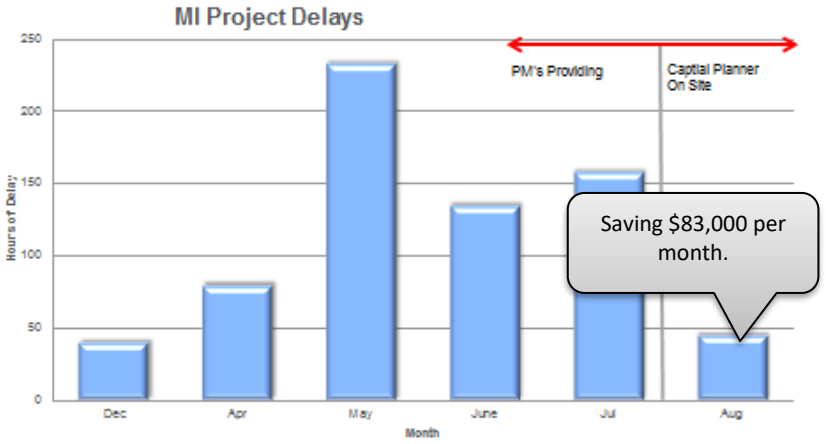


This project focused on reducing the number of people adding meetings on top of already scheduled meetings (double booking) in a staff member's calendar.

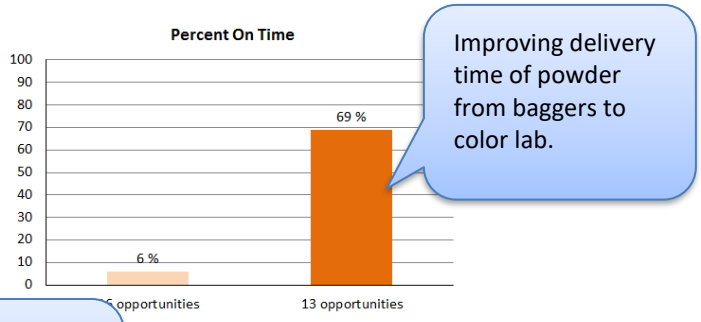
He set clear expectations that he did not want this to happen, gave people consistent feedback, and saw a massive reduction. He reported that it significantly reduced his stress level and increased his effectiveness at work.

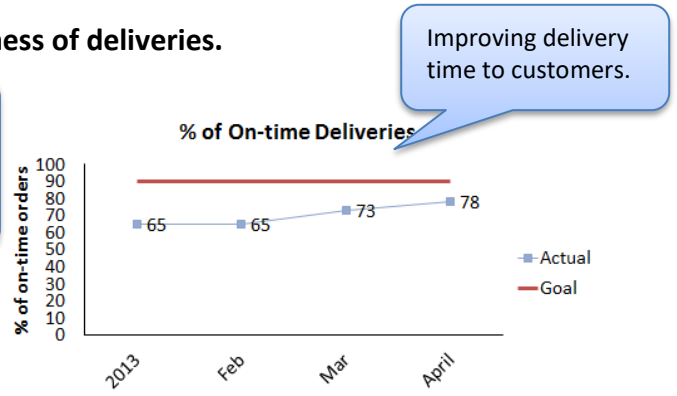
Although meetings are a simple indicator of culture and operational excellence, many participants focused projects on improving the results of their most essential work.

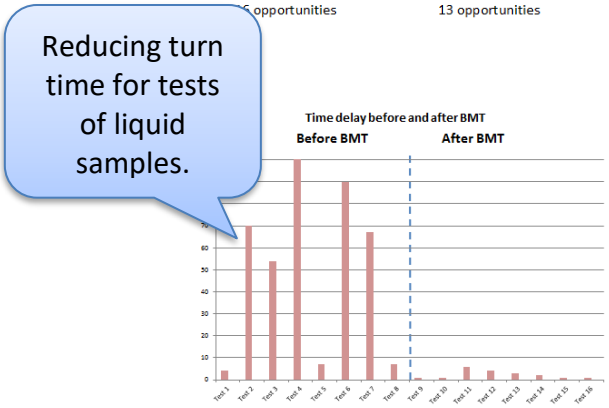
This project was estimated to have saved $83k per month ($1m per year) by using BSL to reduce costly project delays.

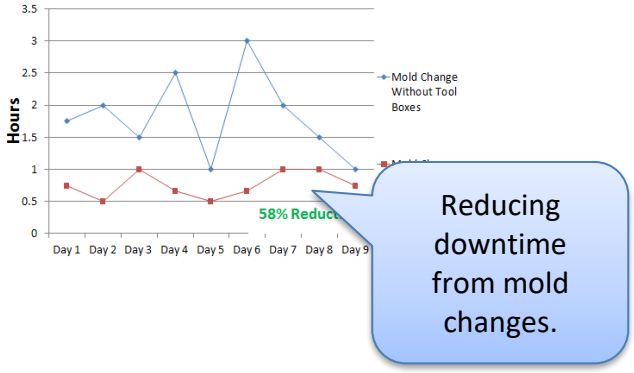


Many Operations BIPs focused on improving timeliness of deliveries.



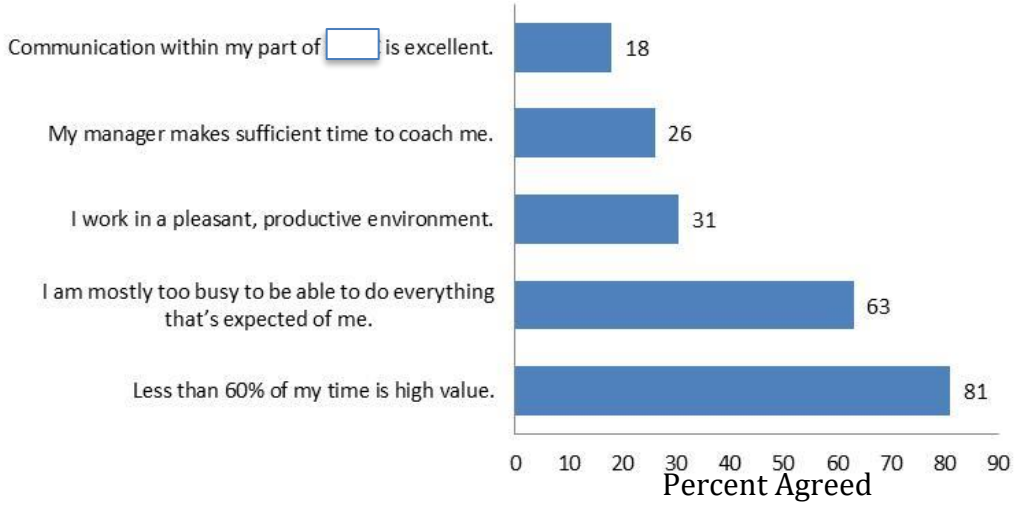






LEADERSHIP

Leaders create the environments driving the opinion results, shown to the right.



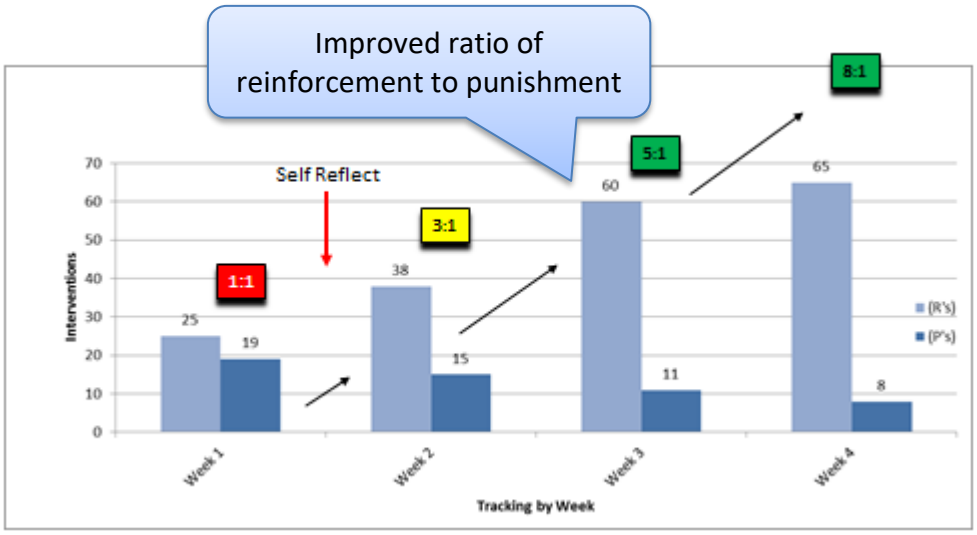
Many of the BIPs were targeted at issues such as these, which frequently arose during course discussions.

People frequently complain that their manager does not have time to coach them.

Many people laugh out loud when we ask "*I work in a pleasant, productive environment*".

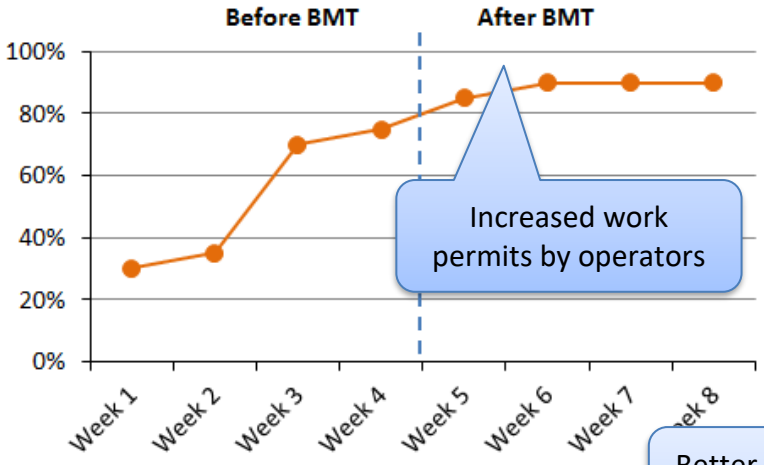
We believe it is especially damaging for people to be so busy that they mostly cannot get their jobs done. This causes many negative downstream impacts, including increased risk, decreased motivation and morale, and decreased discretionary effort.

The business has many very conscientious managers, who work hard to improve their leadership skills.



This project demonstrates an individual who was working on improving his ratio of positive to negative statements made in coaching. Research clearly shows that effective teams maintain a ratio of at least 5 positive:1 negative.

In this project, the participant encouraged operators to complete more permits without the help of managers.

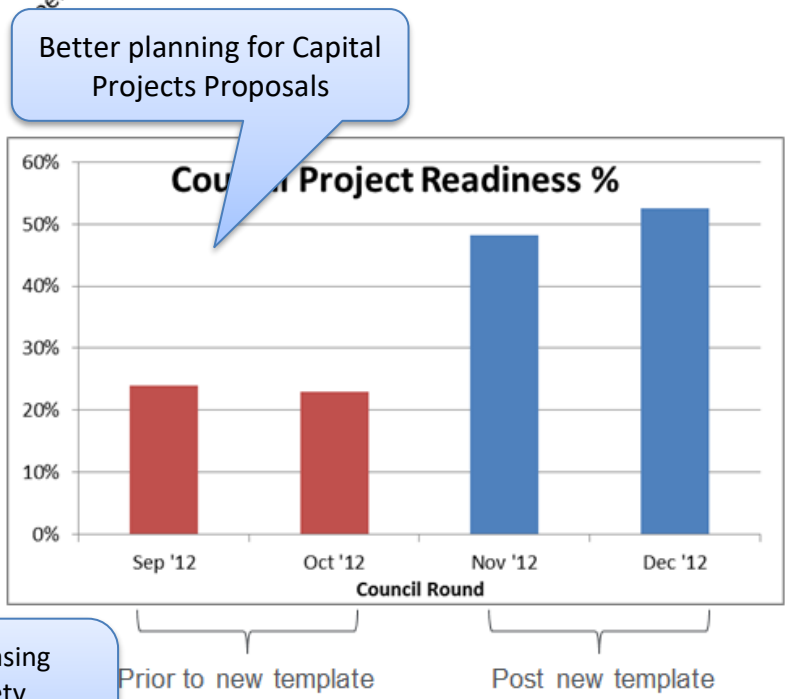


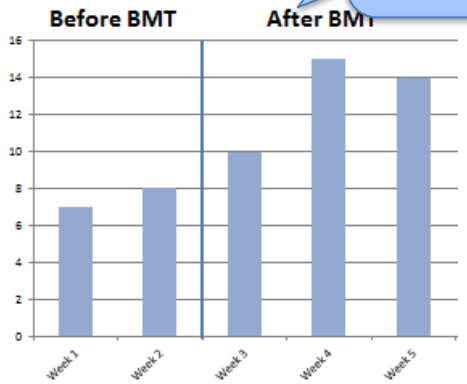
The solution was effective and simple: he demonstrated how to perform the task and then praised people after they completed work permits.

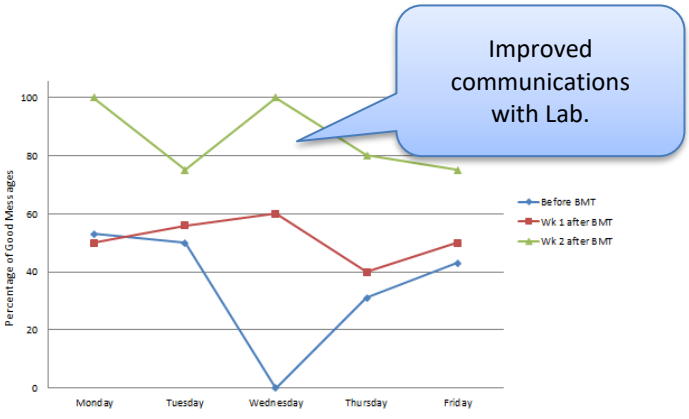
This is a good example of how team leaders can use BSL to influence and coach operators.

Project readiness improved site preparedness for reviews of their capital projects proposals. Requests were typically in the 10's of millions of dollars, and yet they were often not complete by council deadlines.

The solution was to set clear expectations for deadlines, develop an easier template, and to allow those who had prepared to go first in the meeting.







COMPLETE LISTING OF BIPS FOR THIS CASE STUDY

SAFETY PROJECTS

Improving timeliness of injury reporting
Improving compliance with fork truck stop signs
Lift truck checklist completion
Improving face shield safety
Reducing dust on a feeder
Improving hazardous waste storage and handling
Improving ergonomics for bagging pellets
Improving hot work permit accuracy
Reducing hose trip hazards
Increasing proper parking of lift trucks
Improving use of safety gloves
Returning brooms to designated spots
Completing forklift checklists
Improving PPE compliance
Improving hazardous waste cleaning
Reducing trip hazards - vent pails left on floor
Improving close call reporting by removing barriers
Improving housekeeping around feeders
Improving housekeeping through proper storage of vent tools
Improving housekeeping: Reducing gobs in walkways
Proper storage of waterbath gloves
Improving close call reporting
Reducing warehouse hazards using feedback
Improving glove usage in waterbath
Improving housekeeping in maintenance shop
Improving PPE compliance for operators
Improving housekeeping in compactor area
Increasing housekeeping in lab
Improving compliance with CHEMTREC process and DOT STA card use
Keeping an STA card with youTow motor horn use
Improving forktruck inspection completion by operators
Increasing safety talk in meetings
Improving quality of weekly safety call
Decreasing bag handling
Improving housekeeping in office areas
Improving tow motor inspections
Increasing safety inspections compliance
Increasing cap and plug replacement on process lines
Improving housekeeping in mens locker room
Reducing cap and starting point in hoppers used by operators
Improving safety belt use on site
Improving pressure indicator inspection compliance
Improving housekeeping in operations area
Improving housekeeping in operations area, rolling hoses
Improving safety meetings
Improving after-hours security of laptops
Improving hazardous waste compliance
Increasing reporting of safety concerns
Increasing safety discussions at shift change meetings
Housekeeping in boiler room
Ops to pick up hoses
Hazards identified by operators
Hazards identified by operators
Hazards identified by operators
Hoses rolled up each shift
Trash/insulation picked up
Identify and enter safety-related work requests
Increase number of safety related SIMs implemented
Resin handlers clean up after themselves
Resin handlers clean up after themselves
Safety walkthrough/housekeeping
Perform data collection monthly vs quarterly for environmental audit
Complete fork truck checklist (8)
Increase number of f2f thank you's and safety conversations
Improving staff identification of safety alarms & PPE requirements for site and various operations.
Close calls reported per team per week (5)
Conceptual safety meeting
Proper PPE use on extrusion
Teams complete safety task cards at beginning of each team meeting
Driving speed on towmotors
Wearing goggles while catching a sample
Ops wearing hearing protection
Walking over top plastic
Wearing sleeves down in process
Wearing latex gloves during lab tests
Near Miss reporting (2)
Ladder inspection tags
Rolling up hoses (4)
Changing latex gloves frequently in lab
Adopt an area – housekeeping
Watching pressure reading while purging extruder
Time spent on close calls in contractor meetings
Safety moment in staff staff meeting
Use of handrails
Use of elevator when carrying boxes
Ladders inspected and stored in proper location
Carrying and wearing di-electric gloves
Restructure Bi-weekly EHS meeting
Updating site procedures
Tow Motor Checklist completion (3)
OEL Violations

SAFETY PROJECTS (CONT'D

Improving housekeeping audit compliance
Increasing number of safety concerns raised
Reducing number of open MOCs
Improving housekeeping in operations area
Improving tow motor incident reporting
Improved line cleaning
Improved tow motor checklist completion
Improving emergency response team meetings
Improving vent hood fume use
Improving housekeeping in men's locker room
Eliminating potential slips trips & fall hazards through housekeeping
Improving site SHEM reporting
Improving SHEM audit scores
Improving SHEM Element administrators' procedure writing
Increase number of SHEM element administrators completing short term action plans
Improving hearing protection for industrial vacuum operators
Improving SHEM coordinators inputting data
Reduction of emergency work orders
Improving turnaround results
Increasing the use of life critical audits
Reducing short cuts in production
Improving conditions in storage rooms
Reducing at risk behavior among operators
Improving close call reporting
Improving safe SCBA storage
Increasing number of permits written by operators
Increasing regular recharging of radio batteries
Increasing daily plant safety inspections
Increasing near miss reporting in warehouse operators
Conducting a safety walk through the plant every day
Increasing Safestart observations
Improving area personnel carrying radios
Improving resin Lab care, including testing solutions & housekeeping
Eliminating Cap Project demolishing incidents
Improving ergonomics on LL Line packaging area
Improving environmental expectations on site
Improving confined space entry process
Increasing walking on left side of the roadways
Increasing use and availability of ear plugs
Increasing handrail use
Improving JLG inspection completion
Increasing tow motor inspections
Improving close call reporting
Increasing ear plug use
Improving housekeeping checklist completion
Improving process lab housekeeping
Tollgate timeline risk mitigation
Improving admin participation in BBS
Increasing participation rate in BBS
Improving documentation of facts in incident analysis
Increasing concern reporting
Increasing percentage of ladders returned to storage area after use
Improving completion of tow motor checklists
Increasing operators with gloves when leaving control room
Improving housekeeping in phosgene enclosure areas
Improving percentage of items closed out in safety walk-throughs
Increasing tow motor horn use
Increasing proper storage of carbon unloading tools
Increasing recycling
Increasing seat belt use when using tow motors
Increasing operations team completing weekly safety checks on time
Reduction of energy consumption in unoccupied offices
PPE during lab tests
Increase EHS issue resolution
Near misses reported
Seat belt use
Asking about safety
Participation in safety dialogs
Contractors wearing ear protection
Forklift checklist completion
Forklift speed
Work permits filled out correctly
Improving PPE use – sleeves rolled down
Improving EHSS contacts with maintenance
Reducing energy consumption in offices
Increasing time spent teaching operators environmental topics
Increasing operators adding WRID tags to failed pieces of equipment
Improving Contractor Work Permit process
Improving close call reporting
Simplifying/improving LOTO field use
Improving arc flash PPE use
Improving successful flare start up
Improving housekeeping
Improving housekeeping in offices
Reducing hazardous situations
Increasing ladder inspections
Seat belt use
Housekeeping (2)
Safety glasses use in lab

OPERATIONS PROJECTS

Improve shift data logging to improve yield loss downtime and service issues
Improving use of tool boards
Improving line preventative maintenance handover
Improving communication about planned operational changes
Improving inventory control and time spent locating materials through improved storage practices
Improving magnet return in pickup hopper
Eliminating pressing pancakes, to reduce reject and improve lab results
Improving feeder turnaround to increase first pass yield
Improving recording of downtime recording codes
Increase glove cleanup and re-use
Improving shift change
Reducing summary sheets to save time and money
Reducing mixing errors by increasing operator mixing sheet completion
Reducing lube waste
Increasing equipment inspections
Improving proper shipping label placement on containers
Operators following accurate condition cards when running lines
Operators correctly completing bag fill loss sheets
Improving floor changeover communication
Increasing operator compliance with production sheet completion and storage
Increasing morning meeting participation by operators
Increasing return labels stocking on each line
Increasing percentage of vendors with correct PO placement
Responding to customers within 48 hours when they request data or a review
Increasing attendance at production meetings
Reducing delays due to color changes
Communication in production meetings
Complete tool boards
Closing work order steps
Submitting railroad car form
Improved feeder data
Operators interactions in control room
Reducing melt flow issues
Reducing operator error and improving FPY
Reducing operator overtime
Increased predictive maintenance communications
Operator rounds using checklists to learn area
Labeling bulbs and batteries
Work Order feedback quality (3)
Work Order quality (4)
Improving office organization and filing
Reducing paycode errors in Kronos
Reduced lab sample size to increase yield and decrease waste
Reducing Color Contamination and Black Spec Issues
Reducing unnecessary paperwork
Changeover: Improving operators leaving codes and packaging for next crew
Improving on-time deliveries
Operators correctly completing raw material documentation
Improving operators entering delay codes when machine shut down
Decreasing nuisance alarms
Improving lab messages to operators for physical rejects
Improved Planning: Increasing operators setting up new parts before the current run is complete
Increasing raw material weight accuracy by operators
Improving task completion
Improving correct team completion of MTS paperwork
Increasing proper production material storage
Increasing single screw setup accuracy for operators
Improving cycle counts, FIFO, and staging of materials
Reducing the time required to start the big oven
Increasing proper storage of pigment by color techs
Increasing operator planning for changeover before the line goes down
Increasing loading and unloading screw oven by operators
Returning radios to closets
Operators complete audits
Improve audit completion by SLs
Feedback forms completed for maintenance
Information from SI/ML meeting is used in meetings with Ops
Tool box meetings
Procedure approval time
Operator training tracking
Collecting samples at correct time
Quality PGRs
Increasing operator training completed/week
Increasing operators use of new standards for quality checks
Reducing amount of down time on lines
Decreasing operator use of “Green” pelletizer in Glass-Filled product runs and increase count of correct placements
Reducing mold change times by using tool boxes
Reduction of turnaround time of analytical tests for liquid samples
Increasing asset criticality assessment completion

OPERATIONS PROJECTS (CONT'D)

Increasing important communication during shift changes
Increasing lessons learned submissions
Reducing screw pull time by improving planning
Improving operational PM work order closure by teams
Reducing irrelevant emails
Reducing number of AAs created
Increasing number of work requests entered by operators
Decreasing number of off shift call ins
Improving on-time closure of ATS items
Improving RCRA compliance
Reducing percentage of open SIMs
Improving operator qualifications
Reducing CEOPs approval time
Improve the accuracy of centrifugal pump BOM data
Reducing manufacturing RCCA completion times
Reducing overdue work orders
Increasing work orders initiated and closed on time
Improving written documentation of memo reports
Increasing number of intellectual property fillings
Increasing number of small ideas submitted
Increasing taking of meeting minutes
Improving trial plan information
Improving action items follow-up
Improving inventory at health club
Improving investment council readiness
Reducing email inbox clutter
Improving WIP tool loading for capital projects
Increasing lab running SQC samples
Improving TRT punch in start times
Increasing working days of 4-block submission before global council meetings
Entering PGRs for missed orders on customer railcars
Increasing number of published reports by team
Improving on-time delivery of powder by contractors
Increasing operator compliance with steam hose log sheet completion
Increasing one-to-one training for team
Reduce permit delays
Increasing team member participation at weekly staff meeting
Improving non-exempt attendance at monthly meetings
Increasing meeting action item completion
Increasing resin handlers covering resin boxes to protect from airborne contaminants
Increased weekly performance updates
Silo instructions printed
Reducing product shipment delays
Performing PGRs without FOL prompting
Data suite use in finishing
Reducing nuisance alarms
Improving work request submission quality
Increasing small project completion rate
Improving work order time completion
Improving ERT equipment inspections & repair
Single sourcing cost reduction
Increasing proper data on bagger sheets
Improving MOC approval time
Improving TFA condenser troubleshooting
Improving delivery timeliness
Improving sales from past customers
Task completion during work week
Increase outbound supplier calls made daily
Reduced overtime by improving teamwork
Increasing work on projects without distraction
Reducing unscheduled work order steps
Managing work tasks through email/inbox
Improving response time on MOCs
Increasing operator conducted maintenance
Increasing use of RCAs
Increased IT case creation
Increasing PGR submission to improve the AO process
Reducing project delays on capital projects
Improving schedule compliance
Closing work orders daily
Reducing checking on virtual inspection ratings
Increasing PGRs submitted by operations
Improving efficiency of permitting process
Improving work order step closure same day scheduled
Increasing on time completion of new EX start

LEADERSHIP PROJECTS

Improving site morale
Improving arriving on time to meetings
Reducing rank jumping among leaders to improve site leadership
Increasing time spent on the floor with production team
Improving leadership competencies using coaching and R+
Increasing use of praise
Increasing the use of R+
Starting and ending meetings on time
Increasing one-to-ones
Reducing complaining and dissent among operators
Increasing group leader influence on the floor by reducing rank jumping
Increasing use of BSL concepts among staff
Increasing positive feedback to lab techs
Increasing praise to operators
Reducing time spent checking emails
Improving one-to-ones with direct reports
Shift lead explains unit specific application of topics and example of where it applies in their area
Team lead delivers meaningful safety conversation
Increased 121s focused on safety (3)
Meeting quality (2)
Communication between ops and maintenance
Meetings starting on time
Coaching RCPs to encourage PPE use during line work
Providing positive feedback
Increasing 121s
Increasing use of BSL
Improving operator attitude and showing appreciation
Increasing pinpointed feedback delivery
Increasing use of video technology for one-to-one staff meetings
Improving morning calls
Improving follow-up from daily scheduling meeting
Increased one-to-one meetings
Improving team engagement in monthly meetings
Improving daily production meetings
Responding to emails daily
Improving strategy focus
Increasing interactions with colleagues
Improving meeting environment to increase idea sharing
Increasing participation in phone meetings
Improving coaching OE work processes
Improving interactions of SHEM coordinators
Increasing strategic focus vs tactical during staff meetings
Increasing positive conflict and dissent on team calls
Increasing one-to-one conversations with team
Increasing the amount of positive feedback operators get on confined space and hot work permits
Arriving on time to meetings
Increasing number of personal contacts to strengthen relationships
Increasing pinpointed positive comments
Reducing time spent completing tasks from previous roles
Increasing relevant project emails and reducing irrelevant ones
Decreasing the number of short term projects to focus on high impact long term projects
Quad meeting effectiveness
Increased recognition (dinner for two)
Meetings w/recognition
Feedback on meeting acceptance
Increase providing recognition
Increase interactions with field technicians
Increase interactions with other sites
Increasing use of face to face reinforcement
Improving informal communications on team
Increasing one-to-ones with team
Improving communications with contractor
Adding value to or reducing EHSS Meetings
Reducing e-mail use
Reducing/adding value to meetings
Improving building/shift communications
Integrating BMT into all roles as a pathway to achieve needed behavior & results
Increasing proactive work vs. reactive work by reliability techs
Improving communications of job performance and improved opportunities
Increasing time with team to build relationships
Increasing time spent on floor with production team
Improving weekly SLT call
Improving communications and decision time using more short phone calls
Increased coaching sessions with commercial team
Increasing amount of dialogue in meetings
Starting and ending meetings on time
Reducing daily production meeting time
Improving daily production meeting start time
Focusing more time on strategic projects
Increasing contact with OLTs at Americas sites
Starting meetings on time
Improving communication of reliability success feedback
Improving communications across teams
Improved 2-way communication on staff
Reducing double bookings in calendar
Increasing team turnover discussions
Increasing attendance at morning quad meeting
Improving and speeding transition to a new role
Improving one-to-one meetings
Increasing one-to-one time with project managers
Increasing positive and constructive feedback
Improving meeting attendance timeliness
Increasing safety conversations with operators

LEADERSHIP PROJECTS (CONT'D)

Improving ratio of positive to negative statements during coaching
Improving planning for daily tasks
Increasing recognition for safe operator behavior
Reducing time spent in meetings
Increasing on time attendance at meetings
Improving operator and shift lead changeover communication
Reducing time spent in meetings
Increasing dialogue with staff about how they are using BSL
Increased execution on short term plans
Increasing time spent on high value activities
Increasing planned task completion

This case study was written and conducted by Reaching Results, LLC
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