

TATA STEEL



Leadership' Role in Driving a Safety Culture: Tata Steel Experience

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Revamping Safety Standards for Indian Industry
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Presentation outline..

- **Introduction**
- **Felt Leadership**
- **Safety line walks..**
- **Summing up**

Committed to ZERO

Six Safety Strategies

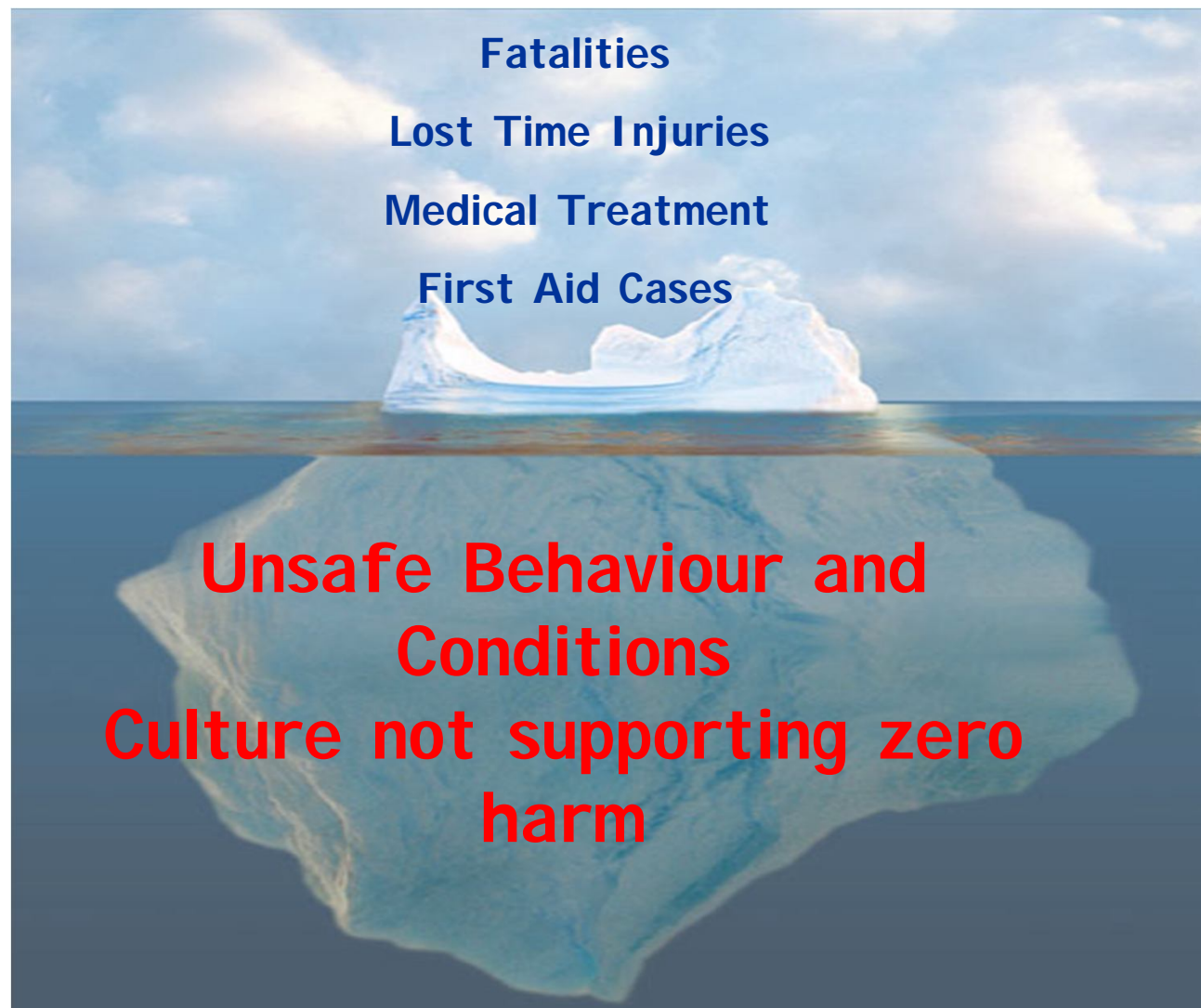
1. Build **Safety leadership** capability from senior leaders to front-line supervisors
2. Develop the **competency and capability** of all employees to proactively identify hazards and manage risks to prevent safety incidents
3. Ensure **contractor safety** risk management
4. Ensure **Road and Rail safety** risk management
5. **Process Safety** Management, integrated emergency response, infrastructure integrity management
6. **Occupational Health/Industrial Hygiene (OH/IH)**

Iceberg Effect

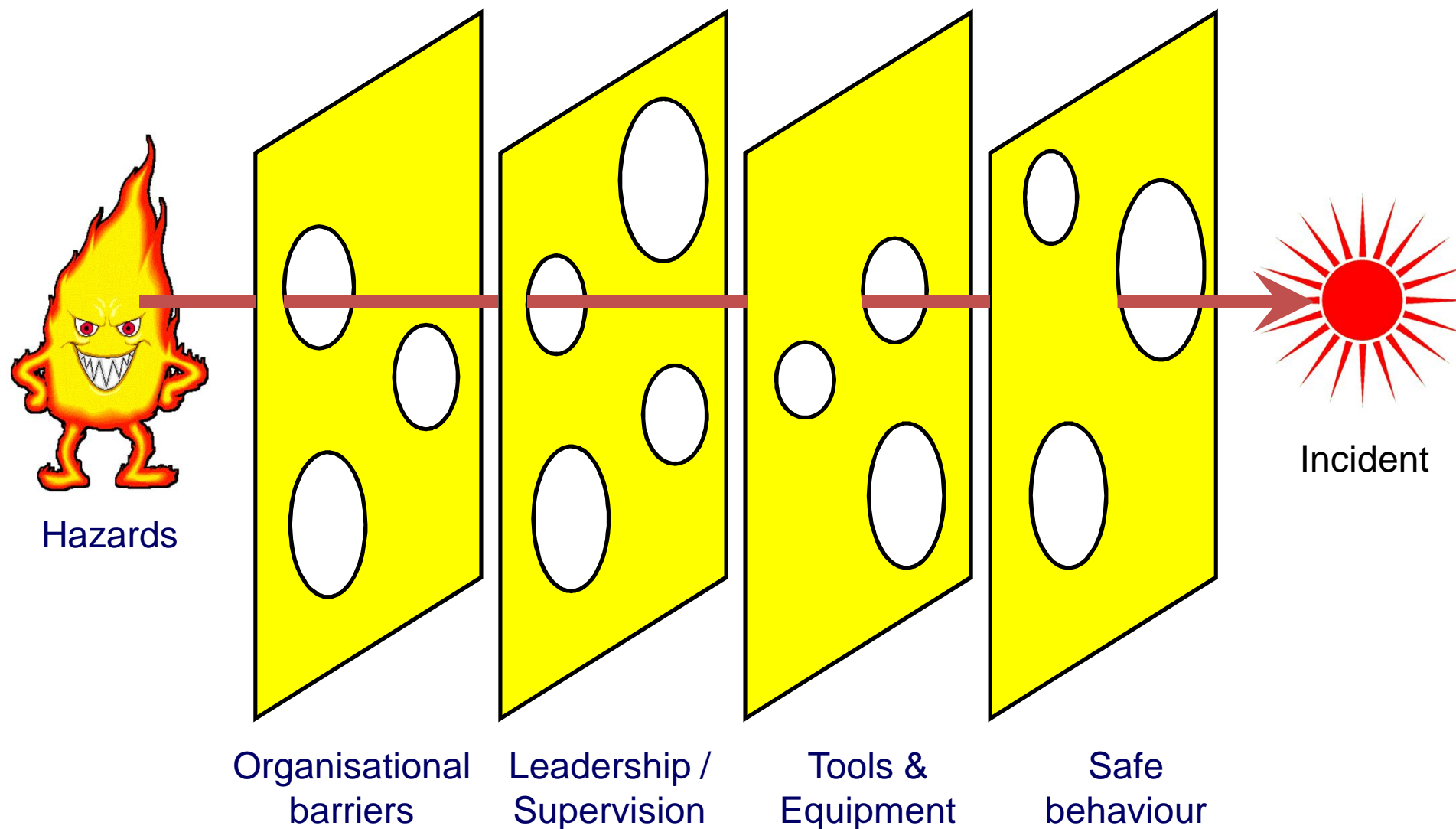


What we
see by
looking at
results

What we
see by
looking at
the way
people
work



Why accidents happen? Swiss cheese model



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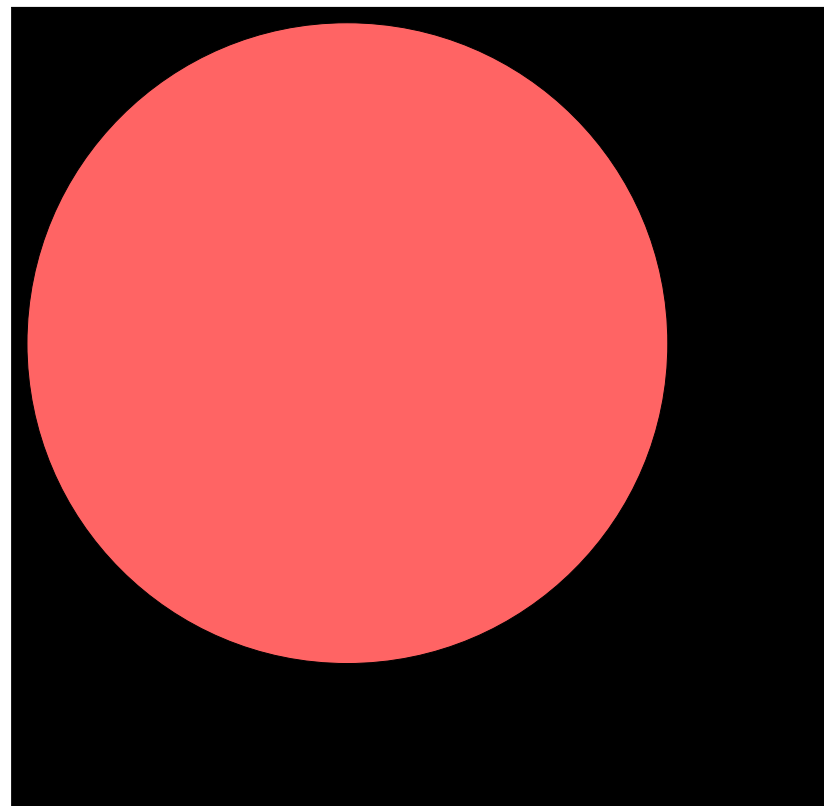
Felt leadership

**“People don’t hear what we say because
they are deafened by what we do”**



Felt leadership

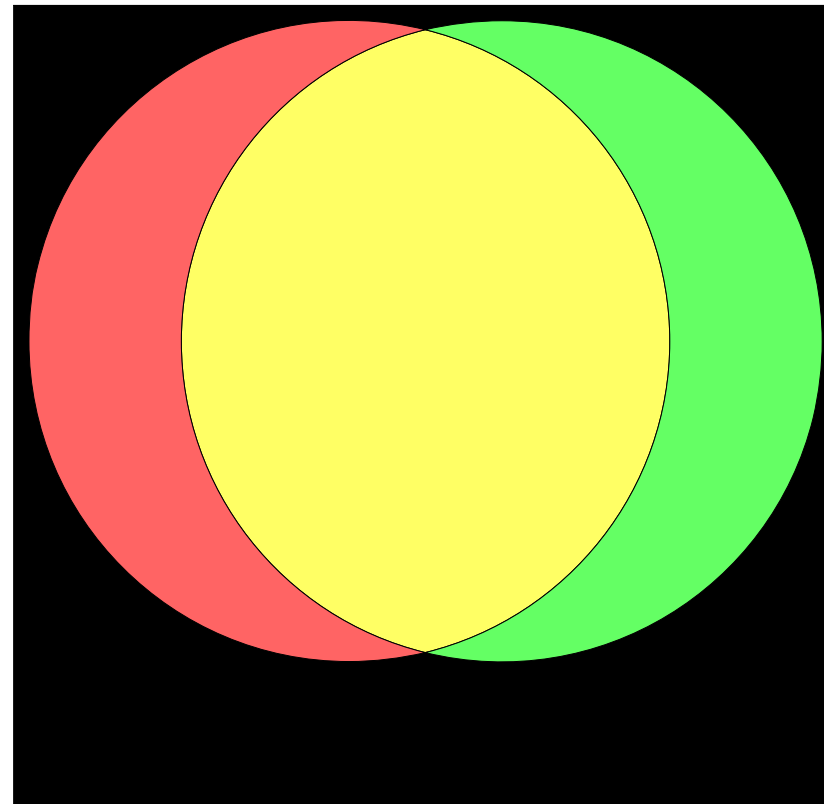
DOING



Doing the right things, so people feel your influence and drive directed at the right things and sense that you really have value for doing those things

Felt leadership

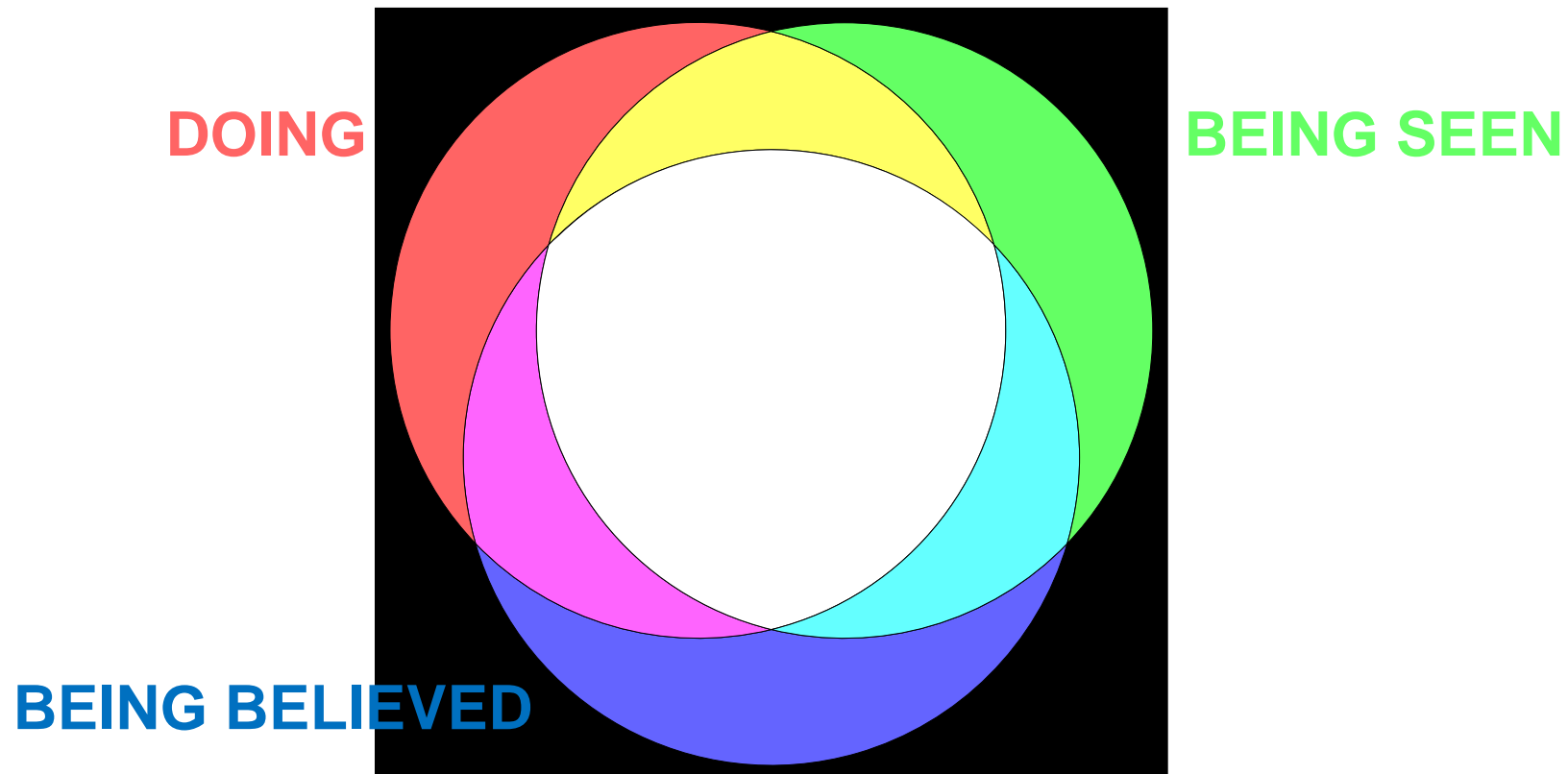
DOING



BEING SEEN

Doing the right things so people feel your influence
and drive directed at the right things and sense that
you really have value for doing those things

Felt leadership

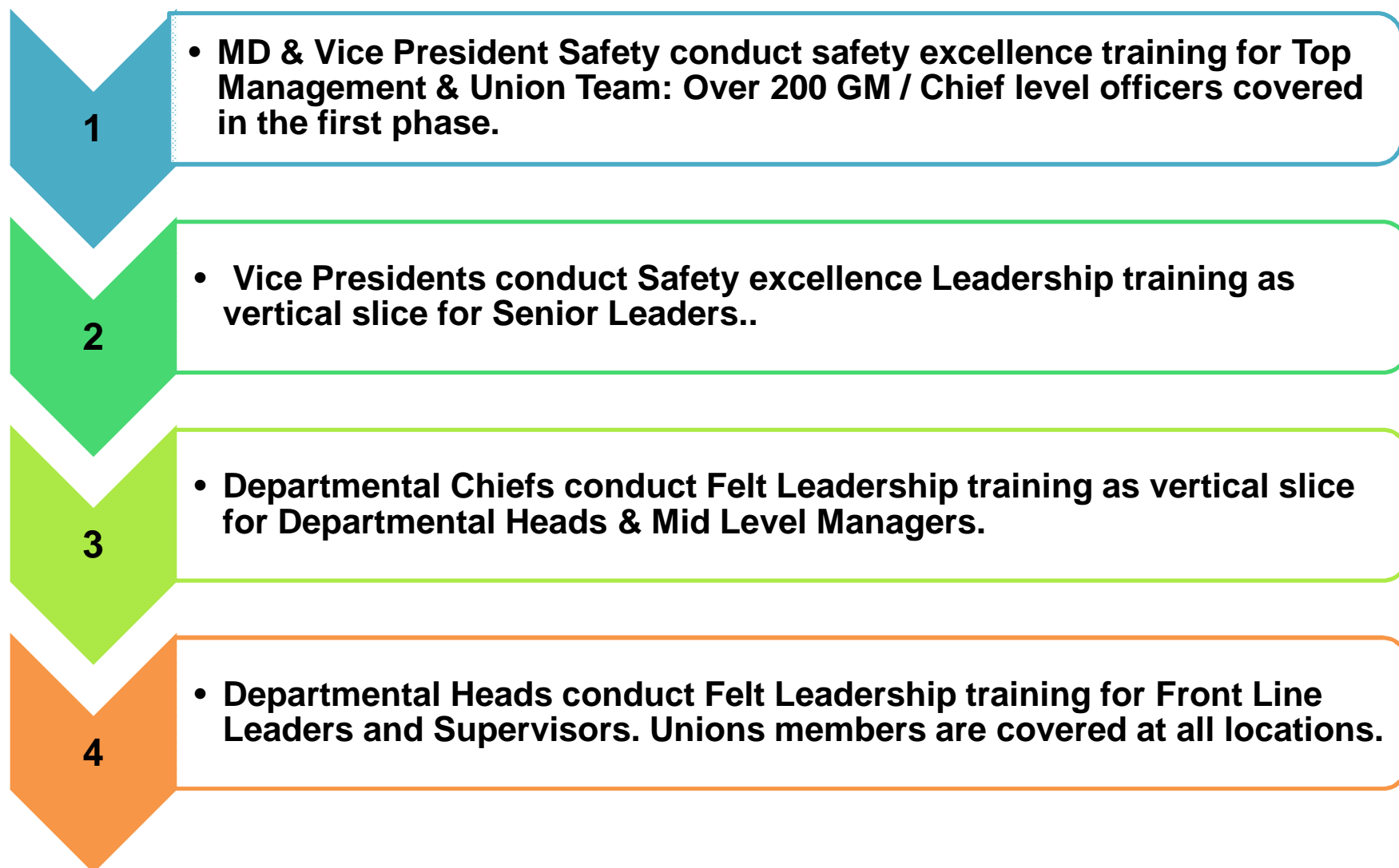


**Doing the right things so people feel your influence
and drive directed at the right things and sense that
you really have value for doing those things**

Developing the Felt Leadership program

- To identify the **Leadership and behaviour** that Tata Steel requires from its Executives which will create a step change in health and safety performance
- Recognise Safety as a **Value and not as a Metric**
- To **explore and challenge** the Tata Steel approach to health and safety
- To hold **open discussions** and share experiences and practices
- Improve **implementation** of the health and safety plan and practices
- Make a **personal commitment** towards step change

Vertical Slice model - deployment of Felt Leadership program



Vertical Slice model - deployment of Felt Leadership program



Facilitator



Director H&S

Safety Leadership Excellence Programme conducted for Top Leadership Team by Director Health & Safety



CEO & President



Safety Leadership Excellence Programme cascading training conducted by CEO & President to Divisional Heads

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Vertical Slice model - deployment of Felt Leadership program



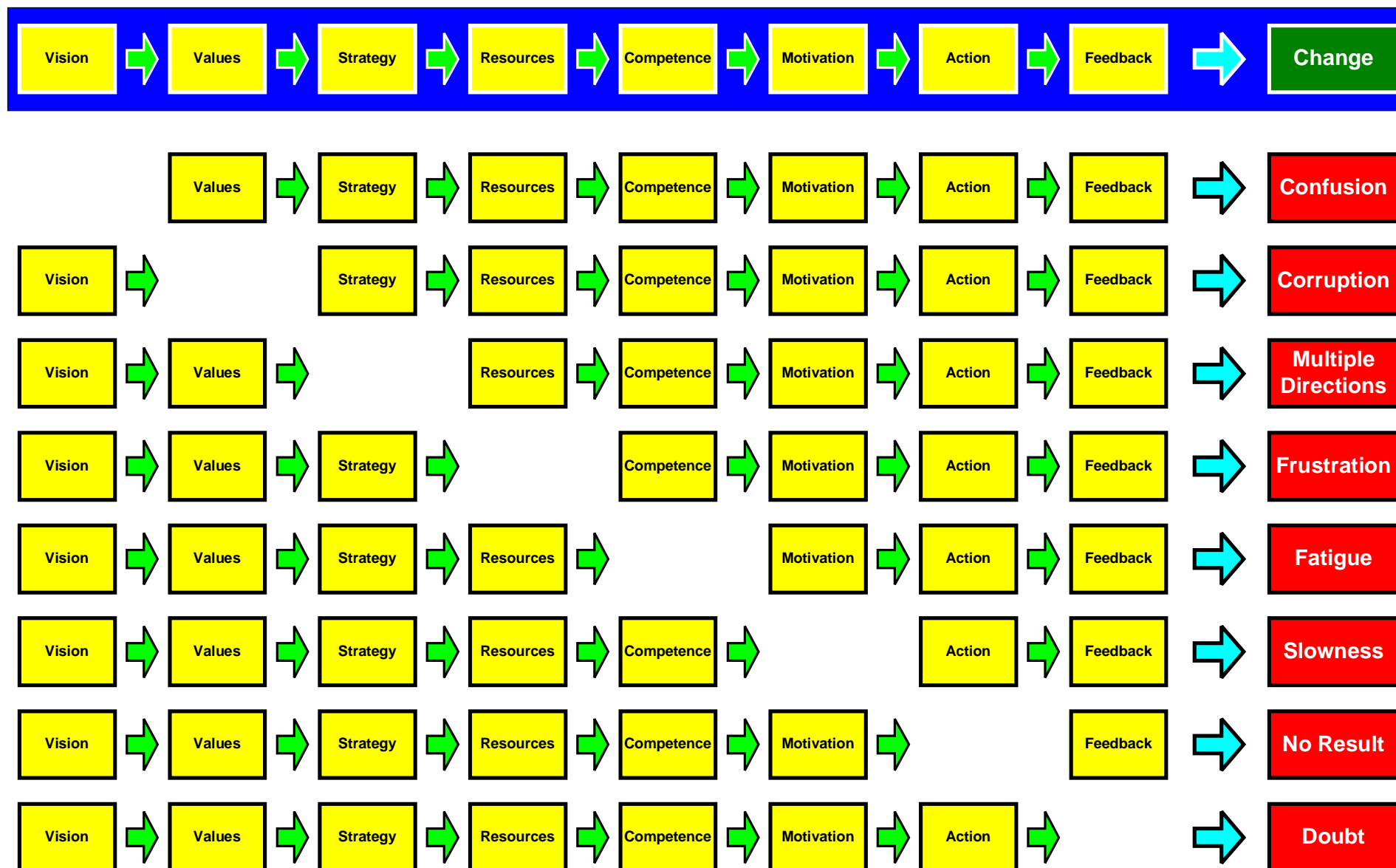
Safety Leadership Excellence Programme cascading training conducted by Divisional Heads to Departmental Heads



Safety Leadership Excellence Programme cascading training conducted by Departmental Heads to Executives

Making it happen: When all elements are present, changes can take place

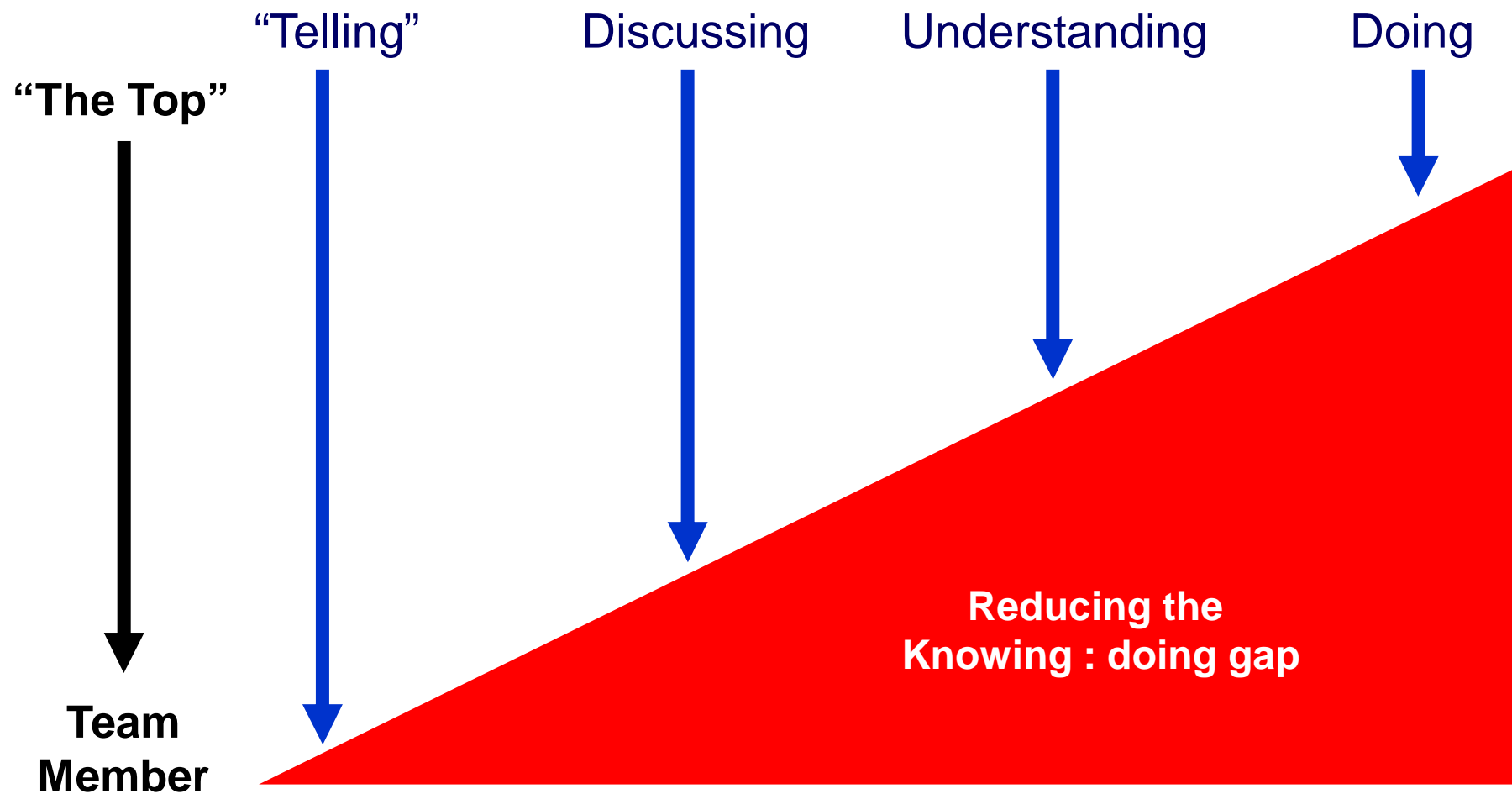
When something is missing, the result is different



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Opportunity gap



Safety Line Walks

Purpose

- A Safety Line Walk is a pre-planned visit on the shop floor for face-to-face meaningful engagement with employees.
- An excellent opportunity to
 - listen and understand safety issues
 - recognize and encourage effective safety performance and behaviours.

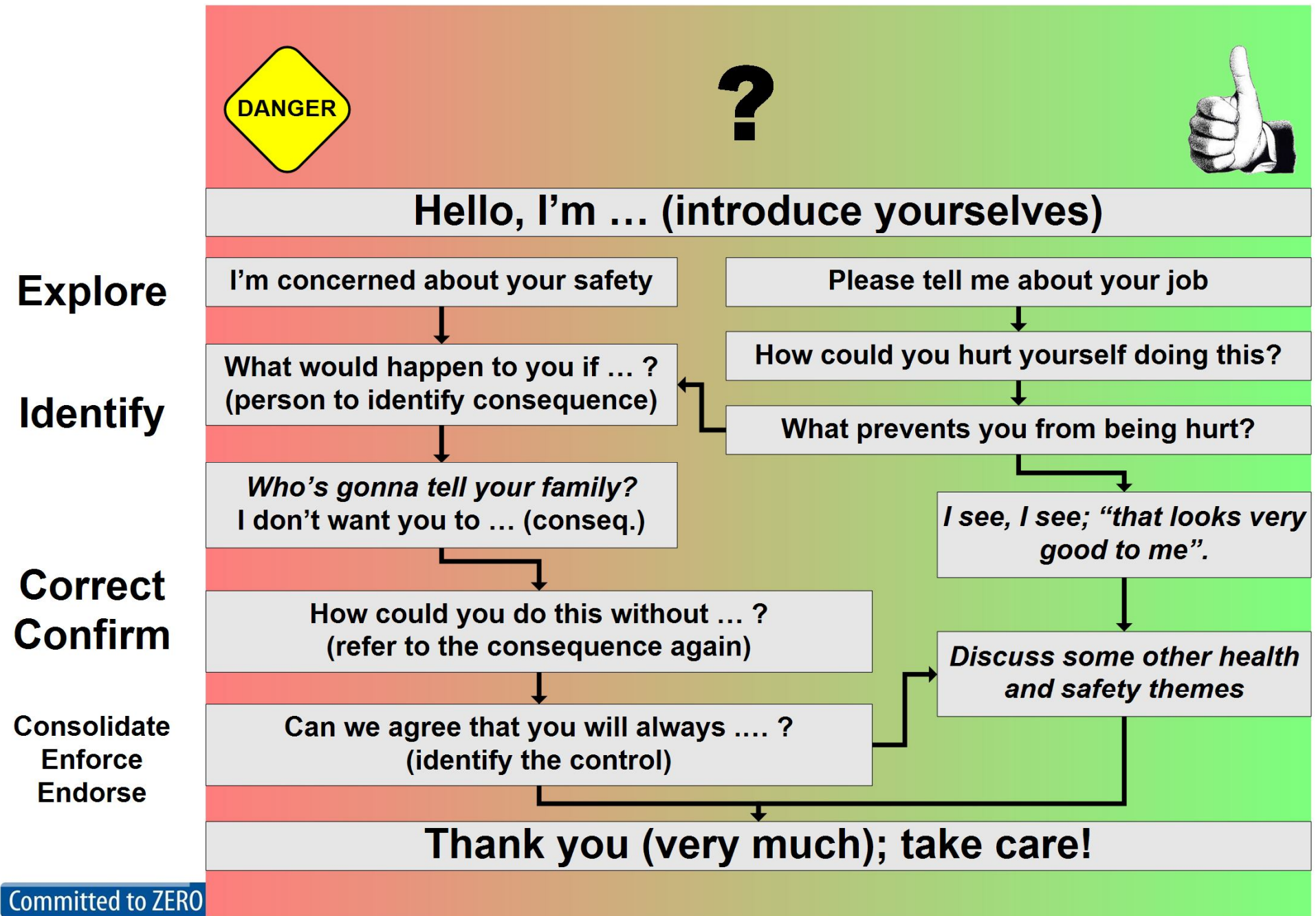
Process

- Clearly planned interactions at a predictable frequency(3/month).
- Scheduled and committed interactions with individuals and teams.
- Solicit feedback through engagements using appreciative inquiry approach with employees

Outcome

- Focus and re-energize commitment towards achieving zero.
- Create continuity and consistency through clear message on safety expectations.
- Better understand how to support, motivate, and influence safety performance in the organization.
- Gain a clear understanding of current safety state.

Safety Line Walks – its all about people..



Respect for Life Committed to ZERO

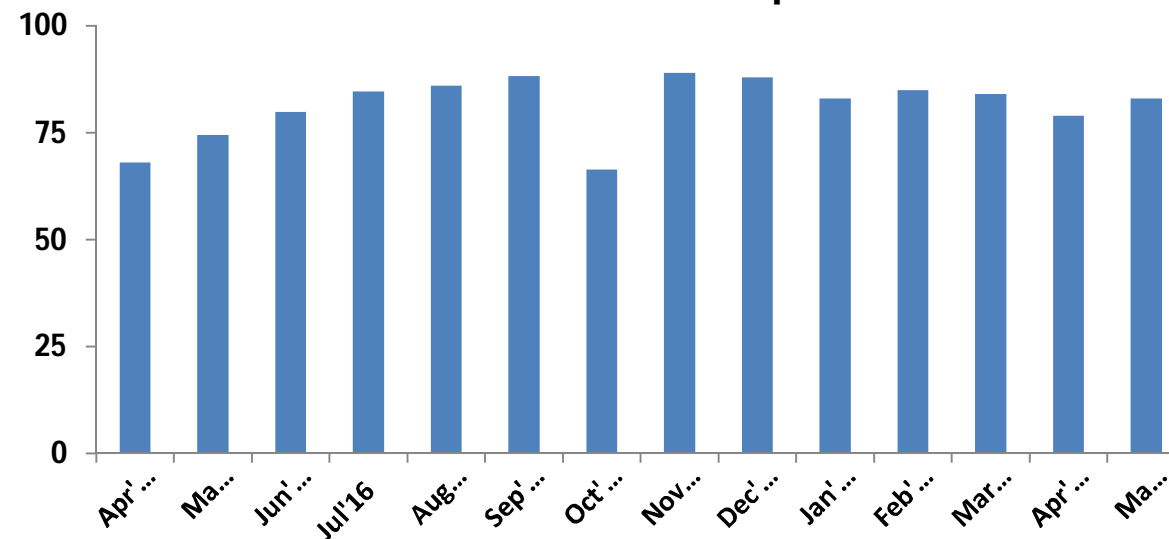
Identify Safety Hazards → Assess Risk and Consequence → Proactive Corrective Action



Safety Line Walks - “Felt Leadership” visible on the shop floor

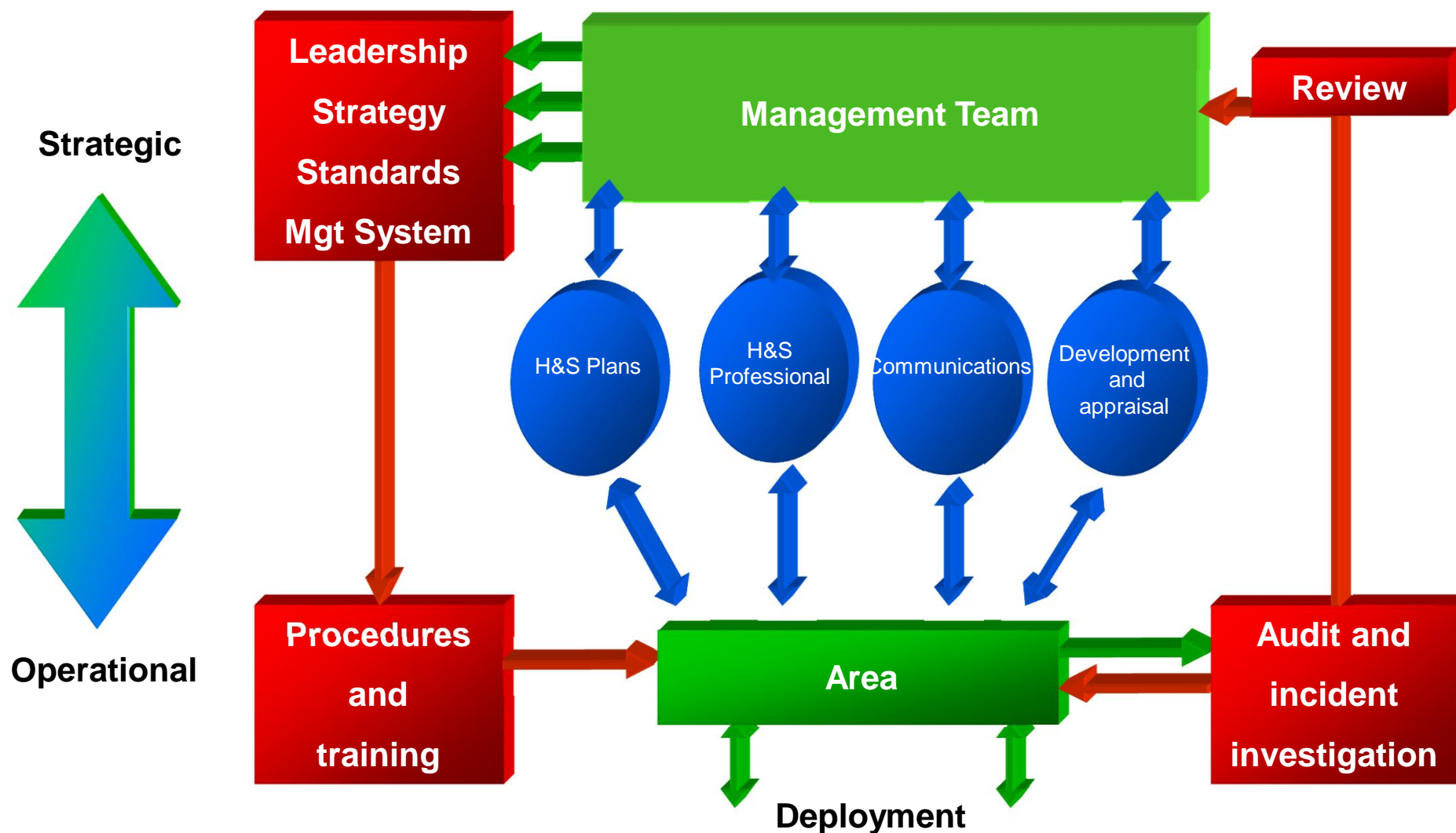


% of leaders with 3 line walks per month

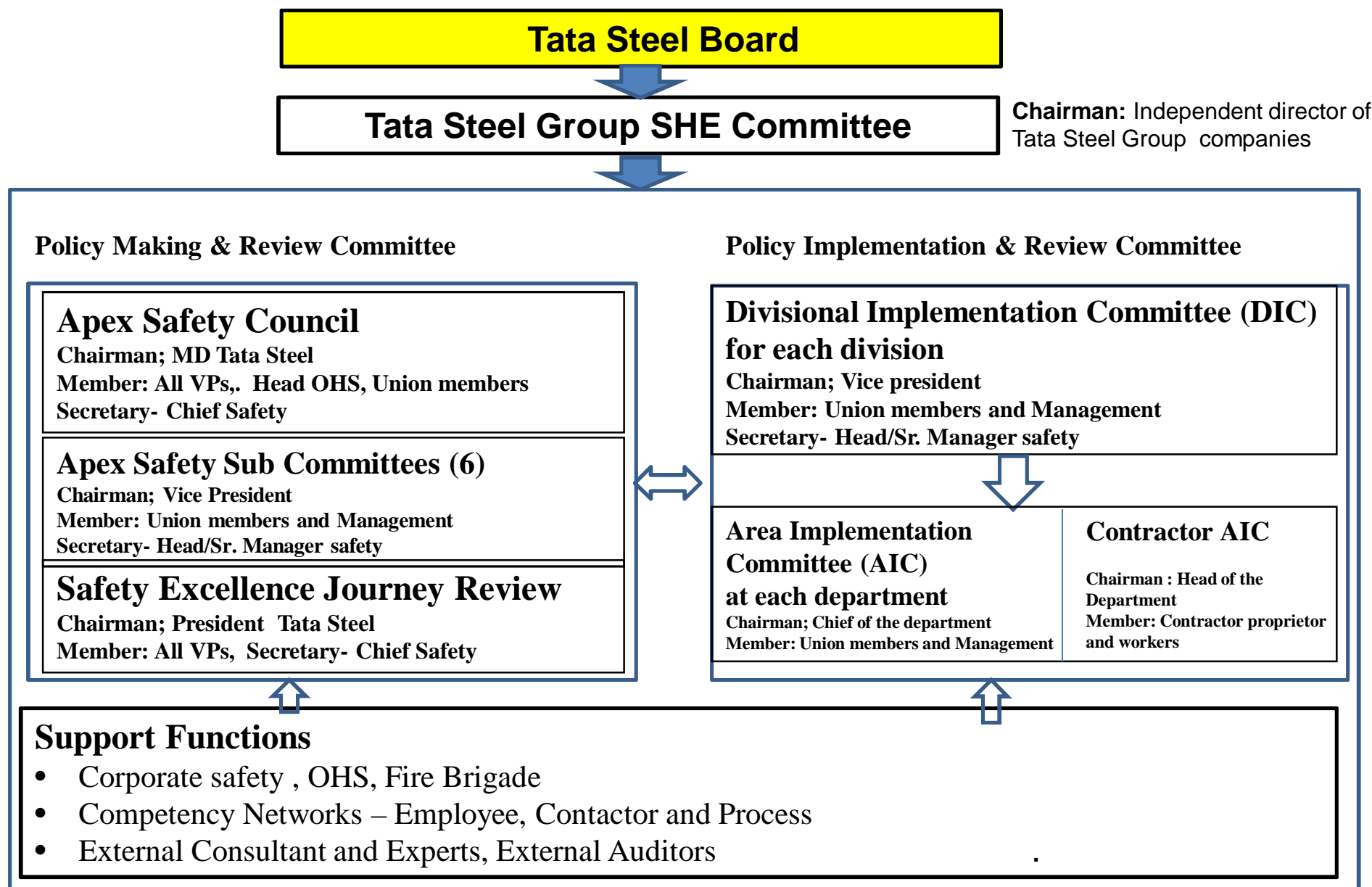


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A closed loop safety leadership model



Governance Structure for Safety at Tata Steel India



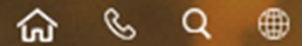
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Summing up...Committed to ZERO

- **Leadership** has the most important role to play for employees Health and Safety.
- Safety to be treated as a **value** and not a metric
- **Felt leadership program** has been a great experience in Tata Steel which equipped us to lead safety better, with personal commitment
- **Safety line walks** have been a simple but powerful tool to demonstrate Felt Leadership.
- It's a long journey with no “quick fix” solutions. Strengthen your **resolve for ZERO** each time you get a set back / injury.



Health and Safety

Ensuring the health and safety of our employees at all our workplaces.

Thank you