



**tribe**

intelligent culture change

# INTRODUCTION TO TRIBE

Tribe was formed in 2016, from a 10-year partnership between culture change experts JOMC and communications specialists, Hill Solomon.

Our unique approach combines the science of culture change with the art of creative engagement. We challenge, inspire and excite people to drive a movement, create momentum and sustain it in the long term.

Drawing upon over 20 years of experience, we have helped many major national and international businesses to drive sustainable change, minimise incidents, create healthier, more productive workforces and even save lives.

**On average our clients see 30% fewer accidents after one year and 85% less in 3-5 years.**



**“Making a difference globally through our unique combination of art and science, to create cultures of together”**

# OUR UNIQUE APPROACH

Every one of our clients is unique, so Tribe offers a bespoke solution for each one, based around our three-step approach, Activate, Motivate, Cultivate. This model addresses your specific challenges and opportunities, taking you on a customised culture change journey to achieve your vision.

## ACTIVATE

Discover the reality of your present culture, agree what success will look like, what behaviours will drive the change and shape a plan to get you there.

## MOTIVATE

Drive the change at every level with expert consultants to coach your teams, engaging tools and sticky messages to raise awareness and nudge the behaviours that will make all the difference.

## CULTIVATE

Sustaining the change in the long term with measurable continuous improvement programmes to drive a tipping point where your people will feel confident to do the right thing, because it is the right thing to do.



**Through powerful psychology, insightful analysis and ‘sticky’ messages, we can change peoples’ attitudes, values and beliefs so they do the right thing because they choose to, not because they are told to.**

# STEP 1: ACTIVATE

Discover the reality of your present culture, agree what success will look like, what behaviours will drive the change and shape a plan to get you there.

As with any journey of change, you need to know where you are starting from, where you're going and who is going to lead the way.

**We will:**

- Research the best methods for rolling out your programme across the business and assess your current culture
- Engage key stakeholders in the delivery
- Create teams to sustain the programme for the long-term
- Start to develop your key health and safety messages that will underpin your vision moving forward.

# ACTIVATE

### Why do you need a culture assessment?

- Benchmark performance
- Create urgency for change
- Demonstrate to people that their opinion is important
- Diagnose where the key issues are and what to do about them
- Build the learning into a strategy that will define the health and safety roadmap over the next few years.

### Activating your culture change programme

From 15 years of providing culture assessments (previously as JOMC), we have built up a programme model and methodology that has proved successful for hundreds of clients.

The core assessment is delivered as part of a basic five stage process that we will tailor to your business.



## Stage 1: Research and Development

To get maximum value from the process, we suggest investing time upfront planning the programme effectively.

#### We will:

- Engage key stakeholders to understand what they would like to gain from the programme
- Undertake internal research around the current health and safety environment, performance, systems, processes and people
- Construct new questions
- Discuss what tools are available to deploy the assessment, the type of focus group sessions you would like to do, the sample size and make-up and how we can ensure an anonymous process.

### Developing the survey questions

When setting the questions, we have to achieve the right balance of asking enough questions to get a clear picture of the culture, while avoiding 'survey fatigue'.

We try to limit the questionnaire to a maximum of 16 core questions, with some customisation to make the nature of the assessment more bespoke. We may add, remove or alter questions to make them more appropriate for your audience.

We also typically use a wider range of scale (8 points) with no opt out. This allows for country norms and provides a more detailed breakdown for analysis. An example of the type of question we use is below:



### Health and safety culture assessment and maturity benchmarking

We have developed a **strengths-based approach** to culture assessment which helps us achieve an understanding of your key cultural issues and how to address them. Because we recognise that there are many things you do as an organisation that are excellent, during the assessment we also look at how we can build on potential solutions for any of the diagnosed issues. We recognise that behavioural and culture change is much more effective if changes are rooted in the familiar.

### What are we looking for?

Our experience shows that to get the best possible picture of your current health and safety culture, there are certain core elements that must be assessed.



## 5 Dimensions of Culture

### 1 Vision, leadership and commitment examines:

- The extent to which Health and Safety is a core leadership value
- How strong the leadership vision is regarding health and safety
- How committed people are to health and safety improvements.

### 2 Management behaviour examines:

- How effective the supervision of the right worker behaviours is currently
- Whether the working population is effectively engaged in health and safety
- The type of visible leadership demonstrated by management
- How consistent the management are with regards to their own health and safety behaviours.

### 3 Employee ownership examines:

- The kind of culture that has developed regarding blame for accidents / incidents
- How supported people feel regarding difficult decision making around health and safety
- Whether people take 'real' personal responsibility for health and safety.

### 4 Engagement in improvement examines:

- How proactive people are in supporting health and safety staff
- To what extent people are focused on a continuous improvement philosophy
- Whether lessons are really learned from previous incidents and future incidents prevented.

### 5 Communication, education and resources examines:

- The level of perceived skill and knowledge regarding health and safety within the business
- Whether people perceive they have enough equipment and resource to do the job in the right way
- How effective the health and safety communication and feedback is.

Overall, we believe that health and safety culture can be covered by these five broad areas and although these are the ones we usually assess, they may be customised to align with previous surveys.

### Understanding what's good

A big part of the assessment process is the strengths-based aspect, where we ask people to describe what's good in their organisation.

### The sort of things we look to include are:

- Excellent methods of communication
- Effective processes
- Great leaders
- Examples of effective teams and why they work.

As this is a tailored assessment, we can ask the sort of questions that will really get to the root of what works for you in the business, what the issues are, and how to align solutions very specifically to what you are trying to achieve.

## Stage 2: Communication Plan Deployment

The quality of the assessment output will depend very much on how engaged your people are in the process. Effective communications are a vital part of your programme and will help you achieve high participation.

**Working alongside your communications team, we will develop a strategy and plan containing:**

- Overall objectives
- KPIs for success
- Timeline
- Key messages and tools for delivery
- Communication channels
- Stakeholders to engage and messages
- Risks.



**We don't want perfect, we want honest**

**MISSION ZERO**  
ZERO IMPACT  
ON OUR FAMILIES

The Mission Zero Safety Culture Assessment Survey is now open. It's completely anonymous and confidential, so please be honest and help us make RWE the safest place it can be. Nobody knows safety in your workplace like you do, so take 10 minutes to complete the survey and have your say.  
Link to survey: <https://www.research.net/r/7KGPDS>



 **RWE**

We will create some key communications themes and visuals to support the culture assessment. This will include crafting an overall message that underpins the reasons for the culture assessment and a visual programme theme to give a clear 'hook' to the process.

We will produce two teaser posters and 'huddle card' sessions to launch the assessment, explain how people get involved and cover off FAQs.



**Safety Smart**

**We want to know how you see safety...**

**HAVE YOUR SAY AND TOGETHER WE CAN MAKE LIFE ON BOARD SAFER THAN EVER BEFORE. MORE INFORMATION COMING SOON**

**BE SAFE AND SECURE.**

**P&O CRUISES**

#### How do the focus groups work?

- Five sessions a day, each one lasts an hour
- 4-8 people per session and the group will be single role to encourage honesty (i.e. no manager with their team)
- Sessions are informal to encourage involvement
- Following a kick-off by the facilitator to explain the process and reinforce the anonymity aspect, the session will be held as an opportunity for discussion. The facilitator will write comprehensive notes as appropriate
- Each day of focus groups will effectively allow us to take a small vertical slice through that part of the organisation.

## Stage 3: Question Set Deployment

This third stage is all about rolling out the programme using the methods and tools agreed and developed in Stage 1 and 2.

Following the teaser posters and huddle card sessions, we will launch the online assessment and paper-based surveys (where online tool access is not available). The number of paper-based surveys would be agreed in Stage 1 and then sent out with clear instructions plus a return envelope and postage for us to input on your behalf.

#### How does the online survey work?

The online tool can be delivered in multiple ways, the most common are set out below. We can mix and match approaches, all of which will emphasise the anonymity of the answers.

#### Delivery

**Email:** We administer the assessment on your behalf by sending the link to each email address supplied (surveys can be open or closed - see below), the participant simply clicks the link to access and complete the assessment.

**Email:** We send out a generic link to all staff. This can only be an open survey and is the best option to ensure anonymity.

**Intranet:** Generic link provided and placed on your Intranet site (open survey only).

#### Assessment access setup

**Open survey:** The same link to the survey is made available to everyone. There are no controls over the number of times people can access or complete the survey. Surveys have to be completed in one go, participants cannot 'dip in and out'. We are not able to target reminder emails to individuals, so they have to go to everyone, whether they have completed or not.

**Closed survey:** Each participant receives a unique link to the survey. This link can only be used once but does allow the participant to 'dip in and out' of the survey if they cannot complete in one go. We can target reminder emails but this potentially reduces people's belief that the process is truly anonymous.

#### Assessment support

As standard throughout the survey live period, we provide both email and telephone support for anyone experiencing any problems with accessing or completing the online survey.

## Stage 4: Focus Group Deployment

Stage 4 involves running a number of focus groups (confirmed in Stage 1). We have a suggested initial scope, but they will be customised according to your business needs.

In these focus groups we will be looking at areas where we think we may need additional corroboration to understand the assessment results, or where we think there are interesting stories to bring out as part of the delivery of the assessment outcomes.

This stage also includes initial survey analysis from the online assessment tool if some information is already available.

### Key stakeholders feedback session

- Contains an overview of some of your key business strengths as perceived by your people
- Gives a general overview of the health and safety culture in the business as it currently exists
- Suggests your Health and Safety Culture Maturity level
- Walks through the recommendations and draft Strategy / Roadmap.

### Senior leaders culture based health and safety workshop

The material for this type of session would be determined as part of development plan but an example agenda would be:

- Understanding health and safety in your business using feedback from a variety of sources (statistics, stories and Health and Safety Culture Focus Group feedback) and the implications of this
- Reviewing the three-year strategy for health and safety cultural improvement
- Developing a clear vision of the future
- Helping the team to understand how they can contribute to future improvement and what this will mean for them
- Personal commitments.

## Stage 5: Analysis and Feedback

In the final stage, we progress to Programme planning. This includes finalising the format of the report, working through the focus group feedback and online data and starting to pick out the key information that is presented.

### Collating the data

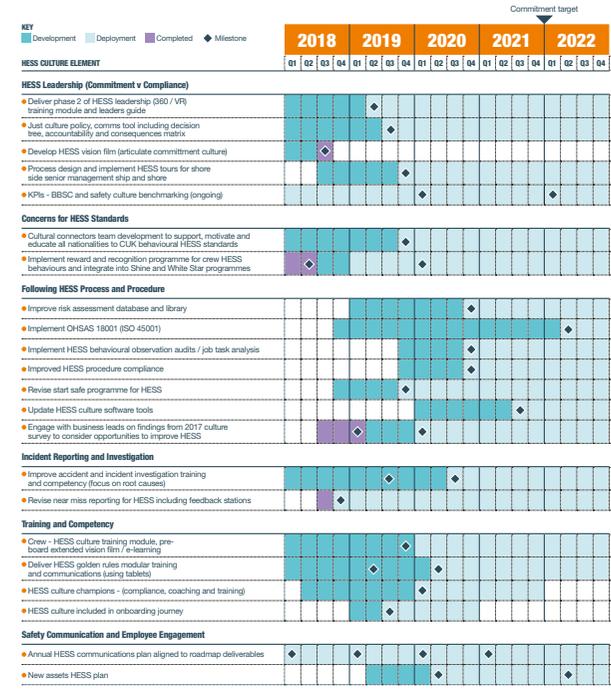
We will analyse your data and provide detailed comments and graphs, as well as a benchmark of your cultural maturity. We will also recommend how you can build on the strengths in your business and then create a draft strategy and 'roadmap' of programmes and activities to help you positively change your culture.

### How do we benchmark your company culture?

After the culture assessment, the results will be mapped onto our maturity matrix. This is something we have designed in consultation with our major clients and can be customised to support alignment with previous surveys. This will help you see what level your culture is at now and where you aspire to be.

	Level 1 Unfocused	Level 2 Reactive	Level 3 Calculative	Level 4 Proactive	Level 5 Learning
<b>Leadership and Commitment</b>	We care because of meeting legal requirements. We care about safety. We care about safety. We care about safety. We care about safety.	We care because of the financial consequences of incidents. We care about safety. We care about safety. We care about safety. We care about safety.	We care because we recognise that it impacts our reputation and we care about the financial performance. We care about safety. We care about safety. We care about safety. We care about safety.	We care because we recognise that it is the right thing to do. We care about safety. We care about safety. We care about safety. We care about safety.	Safety is a core value for efficiency, cost reduction, productivity and innovation. We care about safety. We care about safety. We care about safety. We care about safety.
<b>Management Behaviours</b>	Management only reacts when they have to.	Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem.	Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem.	Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem.	Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem. Management acts when they are prompted or when they see a problem.
<b>Responsibility and Ownership</b>	The workforce has safety as someone else's problem.	Safety is seen as the responsibility of the safety function. Safety is seen as the responsibility of the safety function. Safety is seen as the responsibility of the safety function. Safety is seen as the responsibility of the safety function.	The safety function and management are largely responsible for safety. The safety function and management are largely responsible for safety. The safety function and management are largely responsible for safety.	Staff at all levels take ownership of safety. They take ownership of safety. They take ownership of safety. They take ownership of safety.	Everyone holds their own responsibility. They hold their own responsibility. They hold their own responsibility. They hold their own responsibility.
<b>Engagement in Improvements</b>	Improvements are implemented when they are prompted.	Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem.	Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem.	Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem.	Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem. Improvements are implemented when they are prompted or when they see a problem.
<b>Communication, Education and Resources</b>	There is communication about problems.	Safety information is passed on broadly.	There is regular communication about safety issues.	There are many safety communication channels.	There is a strong safety culture.

## 2018-2022 HESS Culture Roadmap



### EXAMPLE ROADMAP

### Sharing what we have learned

To help you understand the feedback within the Health and Safety Culture Assessment report we will deliver feedback sessions to key stakeholders.

We will also involve Senior Leaders in the business at this stage and help them focus on what creating the right Health and Safety Culture takes, and their part in the creation of it.

To support the delivery of the programme and ensure a strong culture is seen in the business we would also advise creating a Steering Team to support the process in all areas.

**Sheringham Shoal**  
Operated by Statoil

**Management Team Commitment**

**Generating Safety**  
Building a Culture of Safety

**Vision Statement**  
Safety is a core value in everything we do and we achieve continual improvement by supporting innovation and personal development.  
We expect and reward safe behaviour, we look after each other and we create cooperative teams that deliver success together.

**PROACTIVE**  
I will:  
• Equip my team to lead safety.  
• Always give constructive feedback regarding safety issues.  
• Set team safety goals and monitor their performance.  
• Visit off shore at least 6 times a year.

**PROFESSIONAL**  
I will:  
• Never walk past an unsafe act or condition.  
• Be visible in the workplace promoting the safety message.  
• Ensure safety standards are maintained even in challenging circumstances.  
• Ensure that my own behaviour is safe at all times.

**POSITIVE**  
I will:  
• Communicate improvement plans more effectively.  
• Always support individuals who stop work on safety grounds.  
• Recognise and reward positive safe behaviour.  
• Ensure that Sheringham Shoal has a just culture of fair treatment.

## MANAGERS' COMMITMENT

### Steering team creation and programme planning

The Steering team is typically a group of 6-8 individuals, with cross-representation across the site to gain a wide variety of views and drive improvement. This might include senior managers, health and safety managers and local representatives. Their role is to guide on specific health and safety initiatives in the project that we could align the programme with.

The first session with this group will be to understand the strategy then decide on how the programme should be progressed including some of the key messaging, guiding development for Phase 2.

### Anticipated agenda for the scope:

- The role of the Steering Team in creating a strong health and safety culture
- Programme introduction: Phases of the programme and work so far
- Health and Safety Culture Assessment results and key trends
- Health and Safety Culture Strategy in detail
- Twelve-month programme plan and development requirements
- Action planning and priority setting
- Charter and experience from other organisations.

**COBRAcable** **Better Together**  
Connect. Conduct. Control.

**Phase 1: Create Project Vision**  
Steering Team  
Team of people from across the programme and plan / facilitate continuous learning and improvement projects.

**Phase 2: Design & Development**

**Phase 3: Implementation**

**Programme Identity & Behavioural Framework**  
• To create a tangible set of values and practical behaviours to unite everyone on the programme.  
• To work in addition with and in support of, their own health and safety culture programmes.

**Launch Event**  
• Introduce the framework and Engage with everyone in a dynamic way / build teams  
• Learn about pre-conceptions for the project - where we are great and where we can improve.

**Detailed Report & Recommendations**  
• What will our challenges be?  
• Where will we be great?  
• What do we need to do to promote the positives and address the weaknesses?

**Behavioural Performance Measurements: Level 1 - Cultural Baseline**

**Safety Leadership Workshops**  
Outcomes:  
• Helping leaders deliver the right culture  
• Specific engagement skills for leaders  
• Consistent great safety leadership - leaders who walk the talk  
• Fair / Just culture.

**Guidance for Managers & Teams**  
• What is expected of you  
• What you can expect from others  
• How the framework applies to you (for leaders a behavioural self audit).  
Examples of Managers and Team Guides

**Selling the Message**  
Depending on what we learn, this may include tools to sell the vision:  
• Inclusion training  
• Workshops  
• Hype campaigns  
• Visual communications.

**Behavioural Performance Measurements: Level 2 - Self Assessment**

**Champions Programme**  
Outcomes:  
• Team of advocates to promote the programme  
• Eyes and ears at the workforce level  
• Introduce tools to sell the vision

**Workforce Ownership**  
Outcomes:  
• Reward and recognise good  
• Follow up / share suggestions / stories  
• Develop new champions  
• Work with steering team for continuous improvement.

**Continuous Improvement**  
Outcomes:  
• Share near misses / stories  
• Get actively involved in safety  
• Do safety because they choose too  
• Understand their role in safety.

• Better systems  
• Lessons shared and learnt from  
• Sharing between partners  
• Driving up safety performance  
• Preventing accidents.

**Behavioural Performance Measurements: Level 3 - Ongoing Behavioural Monitoring**

## MANAGING THE 'BETTER TOGETHER' PROGRAMME AT COBRA CABLE

### What happens next?

Once the Steering Team and Senior Team have started to form the key messages and goals which underpin the Vision, we can start to turn it into a practical reality for the whole project.

### Vision and work code development

To make the Vision a reality, we need to link it to the behavioural standards and expectations of individuals across the business. We will do this through developing a 'work code' alongside engaging collateral to help inspire people as to their personal role in creating a stronger health and safety culture.

As part of this work we will be developing a 'sticky' Vision tagline, reminding people of the essence of the Vision as they go about their daily work.



#### ■ EXAMPLE WORK CODES



## STEP 2: MOTIVATE AND INSPIRE

Drive the change at every level with expert consultants to coach your teams, engaging tools and sticky messages to raise awareness and nudge the behaviours that will make all the difference.

Motivate is all about implementing the programme and engaging your workforce at all levels to achieve your Vision. This may include developing high quality programme materials, such as the communications tools and workshops we use to give to the Champions to deliver your programme (or deliver directly ourselves).

# MOTIVATE

### The leaders' role

Leaders who use a clear and engaging approach to health and safety, wellbeing and the environment will be successful in encouraging the attitudes and behaviours that embed a positive culture within the company. They will remove obstacles to allow:

- The right solution to be found for each task
- Appropriate instructions and planning of the task including assessment of risk
- The right time, tools and materials allocated for the task
- The competency of the individual performing the task
- An environment that supports the desired behaviour of the individual through leadership, peer support and supervisory feedback.

## Communication tools

**The tool development will depend on the outcomes of Phase 1, understanding:**

- The type of people you have in your business and what will engage them
- Their current attitudes, values and beliefs
- What we are trying to achieve as part of the Strategy.

**Development will be progressed in the five areas of Tribe's Health and Safety Culture Maturity Model, depending on how you rate against them**

1. Leadership and Commitment
2. Management Behaviour
3. Responsibility and Ownership
4. Engagement in Improvement
5. Communication, Education and Resources.

The following description of Step 2 'Motivate' activity helps explain the different areas and how we would progress development, but they would only be finalised once Phase 1 is complete and we understand your strategic priorities.

Delivery of all programme sessions will be decided during the Steering Team sessions. We can undertake delivery directly or consider a train-the-trainer model.

## 1 Leadership and Commitment

### Health and Safety Leadership Programme

The key to any culture improvement is the engagement of the leaders. They must balance priorities above and below, making sure that health and safety remains a true core value.

Developing engagement tools for leaders depends on the Health and Safety Vision you are aiming for and the current attitude and commitment demonstrated by these managers.

Programme activity will be designed to engage your managers both emotionally and rationally so that they recognise the need for change, as well as their influence on the health and safety culture of the business and on the behaviours of the workforce.

To put together the right programme for managers, we will be using a mixture of consultant and creative input to get the right blend of skills development and 'sticky' learning.



The screenshot shows an interactive learning module. At the top, it asks "Who risked it?" and "Create a timeline of what happened that day:". Below this is a "Title:" input field. A row of three small profile pictures of people is shown. Below the pictures is a row of ten blue boxes, each containing the word "Click". Below these boxes is a row of ten empty dashed-line boxes, numbered 1 to 10, representing a timeline sequence. A small text box explains: "Enter your text into the statement text boxes by placing your cursor in the word 'Click' to type some text and then drag and drop the notes to the appropriate target box in the timeline sequence."

■ ONLINE ACTIVE LEARNING MODULES TO BRING VIRTUAL SESSION TO LIFE

### Leadership programme creation

The format of the programme will be a mixture of engagement sessions using a variety of different methods, including:

- Physical props and tools to drive discussion
- Dynamic workshop tools such as Prezi
- 3D environments and 360° workplace 'virtual reality' tools
- Leadership films
- On-site activity
- Supporting communications
- Ongoing coaching as appropriate.

### Direct workshop delivery

- We maintain a schedule with yourselves of delivery dates and attendees
- Each workshop will have an evaluation form and learning opportunities which will be shared at the end of the session
- Where there are any issues we will proactively identify them and work with yourselves for a solution
- Where there are learning opportunities to feed into other areas of the business we will share what we believe to be worth focusing on using our experience in similar implementations.



■ BRINGING STORY TELLING TO LIFE WITH BESPOKE DRAMAS



■ VIRTUAL REALITY TOOLS

## 2 Management Behaviour

The core of daily management behaviour is all about effective two-way communication. Leaders who demonstrate this are assertive, confident and action-oriented and will express opinions directly and honestly. A good manager listens carefully, shows respect for others' opinions and thanks them for their input.

### Developing effective health and safety discussion skills in leaders

Over the years we have seen that there is a significant correlation between the number of effective safety discussions in a business and its health and safety performance.

Development of programme activity in this area will be designed to engage participants both emotionally and rationally so that they recognise the need for change and their influence on the health and safety culture of the business and on the behaviours of those around them.

The conversation structure uses praise to reinforce the desired safe behaviour in individuals and discourages unsafe behaviour by enabling the individual to visualise the potential consequences of their actions.

The first stage will be to give the participants the confidence to have the right conversations, and then teach them the skills to develop these for the long term.

We will also cover how to develop mentoring as part of the programme.

In development of these workshops we will use a range of presentation tools, film and media, depending on what is appropriate for the business and the audience.

#### Example training sessions

##### 'Perfect Day' Workshops for workforce

These workshops are designed to motivate the workforce to take personal responsibility for EHS in the business. The session helps motivate them to achieve zero injuries and at the same time breaks down the challenges practically.

##### The Dominos Workshops

Interactive sessions using large dominos to enable attendees to understand how their decisions influence / prevent EHS incidents.

##### Who wants to be a Safety Millionaire?

A fun, interactive format to test and share knowledge around better delivery of safety.

##### I've got the S-Factor

A live event / filmed combination which turns into an interactive session to help individuals in the project get more effective at delivering engaging messages around health and safety.

##### The Wheel of Misfortune

A fun, interactive format to help individuals think about the element of 'luck' in quality incidents and how they can stop leaving things to chance.

## 3 Responsibility and Ownership

To encourage people to take ownership of safety, you need to engage and inspire them. Any programme activity should be interactive and interesting so as to encourage everyone to be fully involved with making the prevention of incidents a reality.

Training and education should allow those attending to gain the right understanding of what is required to carry out their roles safely and healthily, causing minimal environmental impact.

Such training and education should also encourage people to show initiative and go beyond instructions on a particular task. Everyone should have the correct responsibilities aligned to their role, and the vision should be integrated into day-to-day responsibilities and activities, including encouraging people to speak up.

### Developing the programme competence and training tools

Enabling health and safety effectively in a business depends on an effective transfer of knowledge. To do that, we have created many innovative sessions to really emphasise and engage people in the importance of health and safety.

This engagement and knowledge transfer starts with induction, which is a critical process within any organisation. It's the first chance to make an impression, to set the tone for the culture that exists and influence the right behaviours from the very first moment that someone walks in. This would then continue through blended sessions, combining education around health and safety with 'selling' its importance.



■ EXAMPLE TRAINING SESSION

**Continuous improvement activities might include:**

- Implementing a programme of continuous health and safety improvement including, as a minimum, a Health and Safety Improvement Plan (SIP) for all departments with cultural and behavioural elements weaved into it
- Having supervisors and management undertake regular effective safety discussions with team members
- Having senior managers and directors demonstrate their commitment to environment, health and safety during regular health and safety engagement tours
- Providing sufficient resources to report incidents and key performance indicator requirements via incident / accident management systems, as well as understanding how to break down barriers to proactive reporting
- Implementing a proactive and reactive assurance programme, ultimately driving toward a predictive risk culture
- Continually and systematically improving the Health and Safety Culture Programme.

## 4 Engagement in Improvement

### Continuous improvement activities

To send everyone home safe and healthy every day requires continuous improvement. To support this, we would expect a range of continuous improvement activities and processes to be taking place to move the business from a reactive health and safety improvement culture to a positive one.

### Steering team development support

One of the most critical aspects of creating the right culture is the focus on creating a sustainable change in behaviour - recognising this isn't about an initiative, it's a long-term difference in the way people work.

Our development packages are designed to help the individuals tasked to create that long-term change.

### For the programme steering team(s), they need the knowledge to:

- Understand how to implement the long-term journey implied by the overall strategy
- Recognise the milestones along the way and the challenges with creating a sustainable shift in culture and behaviour
- Develop a sense of the unique challenges of the different contexts underpinning cultural improvement including other areas of business and how these align together to create the right culture
- Move towards a continuous improvement mentality, focused on using predictive metrics to drive performance
- Use learning to feed back into the communication / engagement programme.

## 5 Communication Delivery

The right communication will engage the right people at the right time, in the right way, creating an ongoing platform for two-way communication. In essence, we should be creating a positive association with health and safety and what can be achieved, as well as making the opportunities to get involved clear and simple.

We know we get this right when the communication becomes 'sticky' - it's memorable and easy to get involved.

### Ongoing programme communications tool development

As humans, we find change innately difficult. Most of the time we are on autopilot, so when we're faced with many new choices, our thought process is easily fatigued and vulnerable to fall back into old habits.

### For change to stick, we need three things:

- **A clear goal:** To understand the path we will take and the end designation
- **Strong motivation:** To understand why change is necessary and what we will get out of it
- **Clear unambiguous guidance:** So that when we are faced with a difficult situation the right choice is obvious.

To achieve this, we would support your strategy development and research in Phase 1 with a variety of communications tools / events / elements to make the long-term change in behaviour really 'stick'.

We will be developing a series of 'sticky' messages to promote these outcomes, and find memorable and impactful communication channels. This may include:

**Toolbox prezis**

Dynamic toolbox talk sessions to promote discussion about the challenges using a mixture of exercises and videos.

**Leadership guides / huddle cards**

Team discussions that frontline managers / supervisors can use to bring the different 'sticky' messages to life.

**Trojan horse messages**

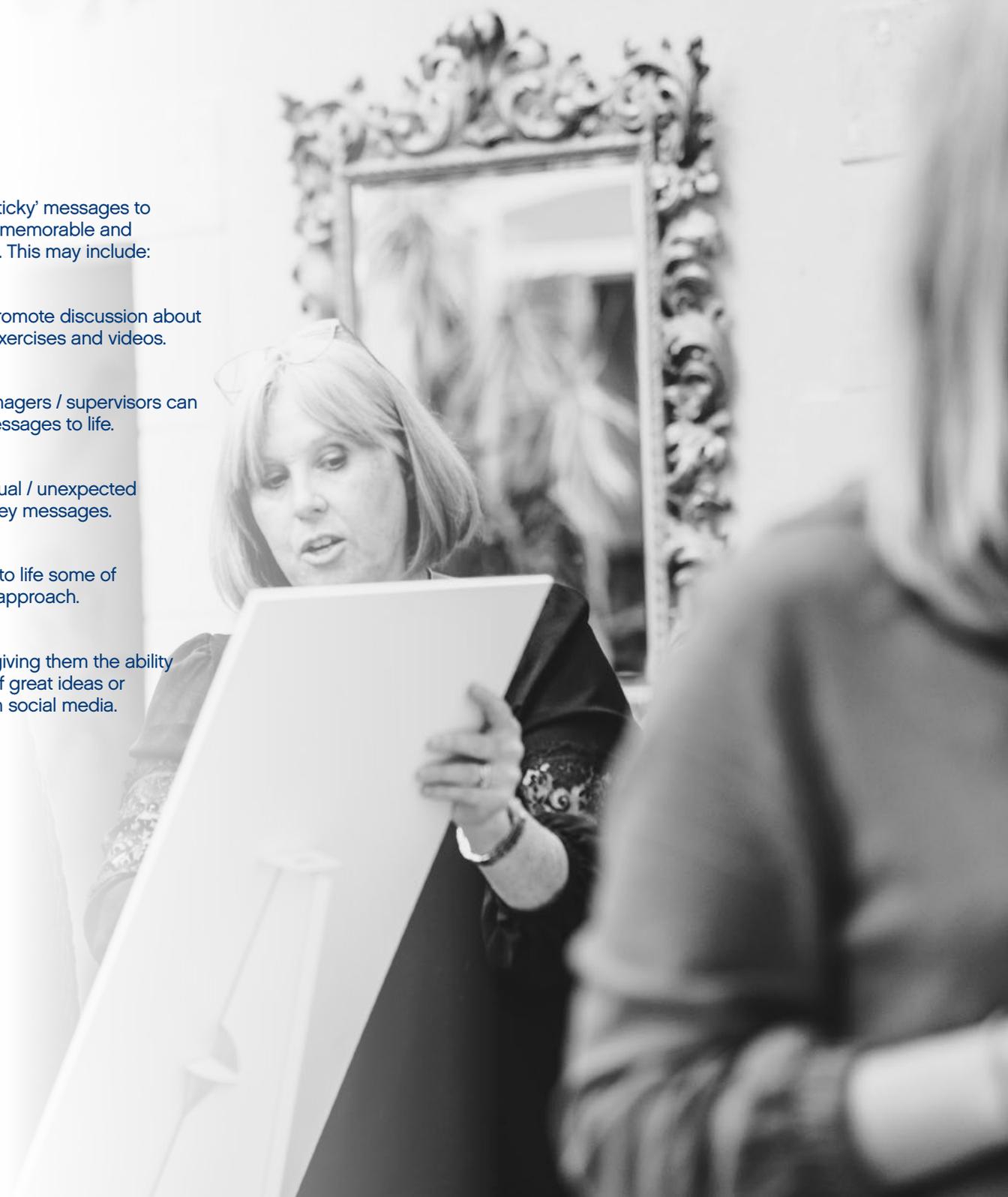
Where we place messages in unusual / unexpected locations to remind people of the key messages.

**Dramatic delivery**

Supporting films or events to bring to life some of the challenges using a storytelling approach.

**Going viral**

Getting the workforce involved by giving them the ability to input their own videos / photos of great ideas or commitments to the programme on social media.



## STEP 3: CULTIVATE

Sustain the change in the long term with measurable continuous improvement programmes to drive a tipping point where your people will feel confident to do the right thing, because it is the right thing to do.

In Step 3 we will train internal Champions to deliver your programme. This includes supporting them, alongside the Steering Team, to improve and sustain your culture.

# CULTIVATE

### Champions training

The most effective way to create a sustainable change in culture is to enable internal Champions.

The requirement for these individuals is that they have a high level of passion for health and safety and that they are good communicators.



#### ■ HEALTH AND SAFETY CHAMPIONS

The concept is to train these key individuals in how to deliver change by providing a mixture of specially designed programme material in customised training sessions, as well as being able to use them for mentoring and advanced coaching activities.

Associated with the programme material they will be given, we suggest 'live' assessment and coaching as part of the first sessions they deliver to make sure they are effective, both in terms of quality of engagement as well as technical delivery.

#### The training includes:

- Material familiarisation
- Background knowledge
- Rigorous training in how to deliver the material, bringing out the key objectives where necessary
- Engaging presentation skills
- Initial delivery assessment to test how effective the Champions are.

#### Champions' ongoing role:

- Drive the programme locally using a range of tools to achieve the Health and Safety Vision
- Deliver workshops
- Support the Steering Team
- Mentor others in discussion skills
- Champion the management of proactive information
- Champion the Health and Safety Culture at various forums as appropriate.

This programme block effectively sets up the role of a Champion, bringing individuals together from different areas to drive a business-wide change.

Day 1	Morning	Introduction: <b>Senior Manager</b> George's Story: <b>Senior Manager</b> Health and Safety Culture and why people behave the way they do
	Afternoon	Five key elements of a Strong Health and Safety Culture Creating the right Health and Safety Culture in Biffa exercise
Day 2	Morning	Safety Leadership Workshop run through
	Afternoon	Safety Leadership Workshop delivery training
Day 3	Full day	Safety Leadership Workshop delivery training
Day 4	Full day	Workshop session delivery training
Day 5	All day	Follow up coaching and assessment

#### ■ CHAMPIONS TRAINING BLOCK EXAMPLE (THESE WOULD BE CUSTOMISED ACCORDING TO BUSINESS NEEDS).

### Reward and recognition

Health and Safety may often be perceived as a negative topic, due to the focus on things that go wrong. Supporting your comms with an effective reward and recognition programme can help shift people's mentality towards the positive benefits of getting it right.

#### This might include:

- Reward programme guidance
- A programme sub identity (brand)
- Reward cards and reward boards to share success and best practice.
- Ongoing story campaigns to bring the learning to life.

### **Stories by HEART™**

A powerful way to drive a culture - is to get people sharing positive stories. We help our clients find the positive stories that demonstrate desired behaviours. The more that these stories are shared and re-told, the more people will want to contribute. As the story bank builds up, you will be creating a living articulation of the culture that you are striving for.

We know that people get safety right far more often than they get it wrong, so this is all about promoting the great things people are doing, getting people talking about safety in a very positive way and inspiring people to repeat the behaviours.

**Stories by HEART™** is a process that Tribe has developed to support Culture enhancement through storytelling.

### **HARVEST**

Creating a strategic plan to capture safety excellence stories. People report when things go wrong but often excellence goes unreported, even unnoticed. This element is about researching the opportunities that already exist to find positive stories and creating new channels to nurture and encourage people to share.

### **ARTICULATE**

This is about taking everything we have learnt about what went on and turning it into a story.

The best stories have characters you can empathise with, a setting that you can relate to, a plot that keeps your interest, a conflict / clearly defined problem that needs to be solved, and a resolution - the moral of the story. These essential elements allow the action to develop in a logical way that can be easily followed.

The best stories evoke emotion and because of that they are memorable and easy to re-tell.

### **ReTELL**

This stage is about creating channels that allow people to pass on the learning. To ensure everyone can access the stories, we consider several different platforms that allow people to re-tell the stories. This may include video blogs, authentic leadership storytelling, re-enactments, documentaries, huddle cards and talking points.



# Chrysalis

CULTURE HUB

## Chrysalis Culture Hub

An online platform with consultancy support for every aspect of your health, safety and wellbeing culture programme.

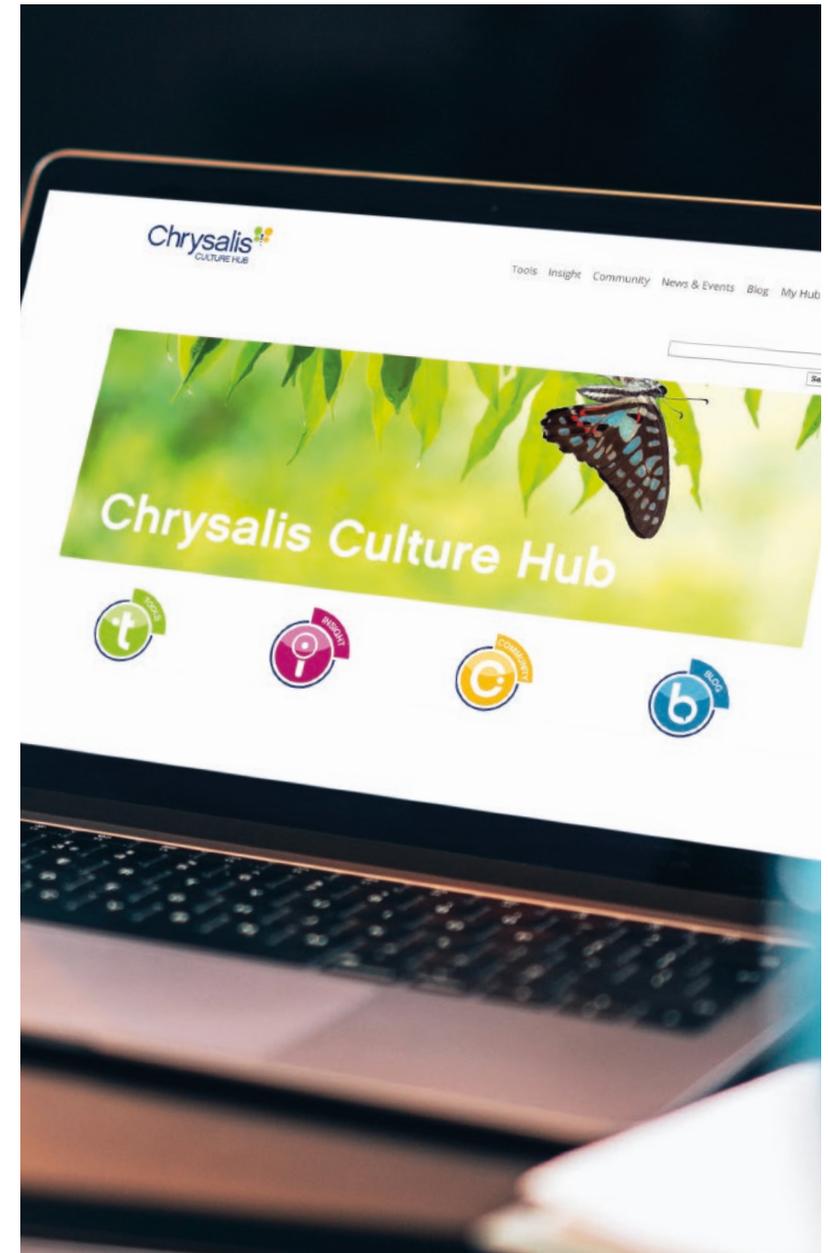
Providing all the insight, practical tools and advice you need to plan, develop and deliver a positive change in the attitudes, values and beliefs of your workforce.

As a Chrysalis Member you will harness Tribe's collective expertise in the science of culture change and the art of employee engagement to allow you to develop and deploy your own successful culture change programme.

## Why become a member?

- **Confidence and support** to plan and run a successful health, safety and wellbeing culture change programme
- **Informed decision making** through culture change insights and one-to-one consultancy advice
- **Upskill and prioritise** resources, by providing your team with how to guides and practical tools
- **De-mystify the culture change process** with our three-stage approach
- **Pace and flexibility** to support different stages of cultural development
- **Opportunities to connect** with thought leaders at events and panel discussions.

■ TO FIND OUT MORE VISIT: [WWW.CHRYSALISCULTUREHUB.COM](http://WWW.CHRYSALISCULTUREHUB.COM)



# OUR TRIBE

We are proud of our team of highly experienced culture change experts, psychologists, presenters, actors, directors, developers, designers, content creators and project managers. Not to mention all the people behind the scenes who make our projects run like clockwork from our base in the UK and around the globe.

Your dedicated Account Director will put together a team that best suits your project. This will include a lead strategic consultant and a lead creative consultant to represent the art and science required to drive the change you want. They will be supported by the delivery team made up of the people with the right skills to develop and deploy your programme.





**Mark Ormond**  
Founder and Managing Director

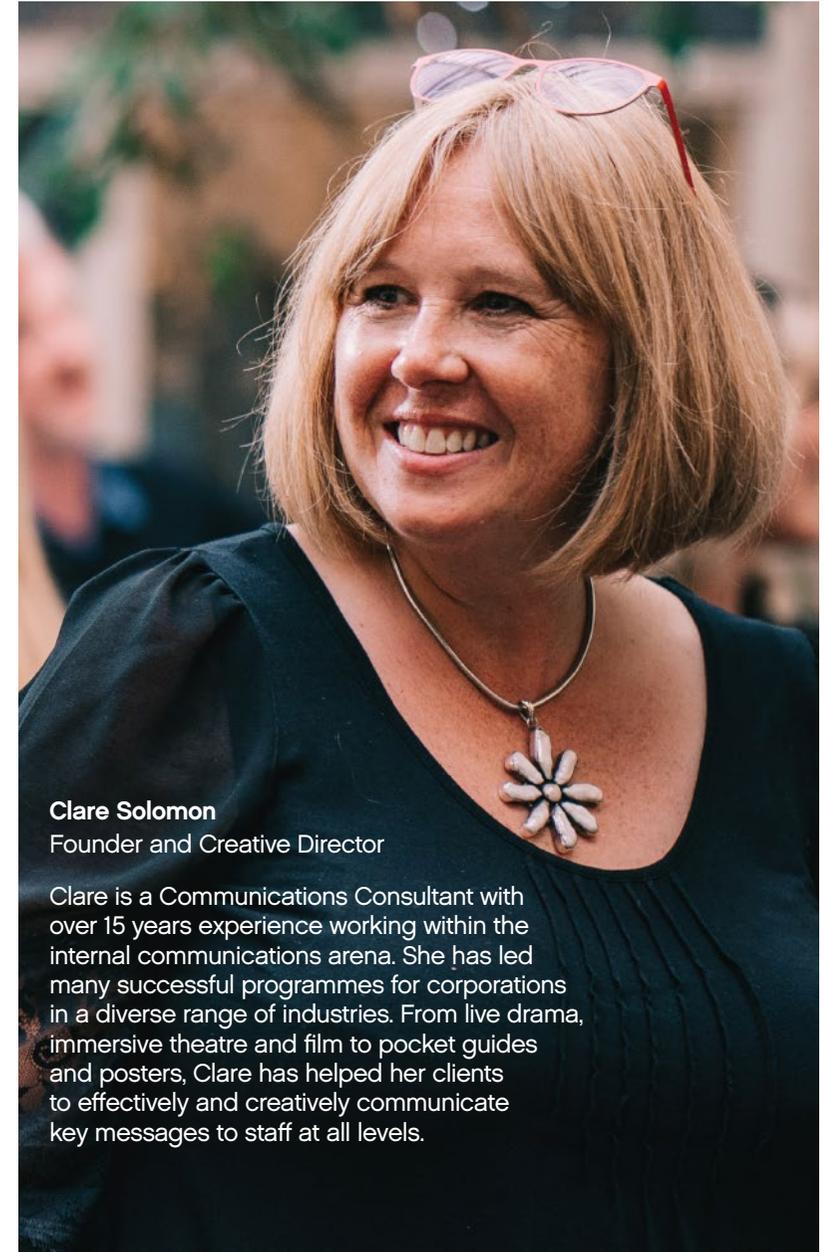
Mark has been in the Information Systems and Culture Change industry for over a decade, developing tools and programmes that drive behavioural improvement and helping a wide variety of organisations, around the world create more mature cultures and higher levels of engagement.



**Steve Beswick**  
Lead Consultant Director

Prior to joining JOMC in 1998 Steve was the Industrial Safety Manager at British Nuclear Fuels, Fuel Group. Within BNFL he was responsible for leading a culture change that delivered a significant year on year reduction in injury rates.

He is a Chartered Engineer with an in-depth knowledge of safety management within engineering environments. He has delivered programmes across organisations in many industries with his recent highlights being major success with Carnival UK, Northern Foods and Bombardier Transportation.



**Clare Solomon**  
Founder and Creative Director

Clare is a Communications Consultant with over 15 years experience working within the internal communications arena. She has led many successful programmes for corporations in a diverse range of industries. From live drama, immersive theatre and film to pocket guides and posters, Clare has helped her clients to effectively and creatively communicate key messages to staff at all levels.



**Kate Morris**  
Consultant

Kate's background is in Human Resources, working as HR Manager and HR Director in the retail and service sectors. She then moved into the construction sector, operating within a Joint Venture organisation delivering construction projects within substations for National Grid.

In addition to HR, training and communications, Kate led the safety culture programme within the organisation and worked closely with JOMC and Hill Solomon before they became Tribe, to develop and sustain a strong safety culture within the organisation.



**David Mansell**  
Lead Creative Consultant

David has worked for both the BBC and ITV as a writer and script editor, and spent years working with writers developing their scripts, as well as writing his own.

In 2019, he changed career from television to culture change to join Tribe, bringing his experience and enthusiasm to help make the most engaging, moving and exciting stories that really mean something.

**Ella Nilakanthi**  
Consultant

Ella is a qualified Coach with a background as an International Executive. With 25 years experience, following a successful first career in Television, Advertising and Public Relations, Ella has led US\$million mergers, acquisitions, restructuring and disposals in emerging markets. Subsequently, she has designed and delivered large global leadership development, safety culture and business transformation programmes on all continents.

She combines her cross-sectorial, commercial knowledge in multiple sectors, with a strong understanding of neuroscience, behavioural and change management practices.



**Kevin Edwards**  
Consultant

Kevin's career has been equally divided between business / project management and leadership / organisation development roles.

He has over 20 years of organisation development consultancy and interim experience. He is a trained facilitator and has consulted and coached internationally across a range of sectors.



# OUR CLIENTS

## Aerospace

Bristol Airport  
BAE Systems  
Gatwick Airport  
Honeywell  
London Luton Airport  
MAG  
Senior PLC

## Construction

Balfour Beatty  
Cala Homes  
Cobra Cable  
Kier Group  
Kingerlee  
Morgan Sindall  
Saint Gobain  
TenneT  
Tideway  
VolkerStevin

## Energy / Utilities

British Energy  
British Gas  
Cadent Gas  
Fugro  
London Array  
National Grid  
RWE Energy  
Saudi Aramco  
Statkraft  
Triton Knoll

## Engineering / Logistics

JLL  
Lloyds Register  
Raben Group

## Food and Drink

2 Sisters Food  
British Sugar  
Dairy Crest  
Greggs  
Guinness  
Mondelez  
Nature's Way  
Princes  
Sodexo

## Manufacturing

BPI Polythene  
Henkel  
Imperial Tobacco  
Morgan Advanced  
Tetra Pak  
Rolls Royce  
Sonoco  
Spie

## Pharmaceuticals

Astra Zeneca  
Ipsen  
Shire

## Rail

Arriva Trains  
Bombardier

## Retail / Public Services

Biffa  
Canal and River Trust  
Carnival UK  
Ferguson  
Holland America Group  
NHS  
News UK  
Primark  
Tesco  
University of Surrey  
Walsall Housing Group  
Wolseley UK

## Technology

Amazon  
BT  
Nokia  
Openreach  
Uber

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CHRISTINE MIDDLETON, LEAD CREATIVE CONSULTANT