

STOP Think! Safety and Performance Programme

OSBORNE



Achieving Zero harm is an enormous industry challenge. Legislation, process compliance and audit are statistically proven to not be enough! Why? Because the underlying behaviours that drive people to make bad decisions, cut corners and work unsafely are not addressed.

We also recognised that safe working and project success go hand in hand, so in 2012 a group of Osborne future leaders took on the challenge of driving our AFR to ZERO. The result was a cultural change programme 'STOPThink!' which whilst it isn't unique to the industry, the way it has been implemented is. With over 600 of our Customers, Suppliers and Employees through the programme we have reaped the benefits with a 2 year period of Zero AFR. Network Rail and Highways England have recognised the success and are rolling the programme out across their businesses.

Clive Cooper, Highways England Service Delivery Team Leader, praised Osborne for over 260,000 RIDDOR free work hours work on the M4 Elevated Strengthening, which spoke volumes for the collaborative approach to safety leadership and he commented

"The genius of STOPThink! is that it is constructed and delivered in a way that people really 'get it'. The messages and learning techniques work for all, from the person working on the tools to the Boardroom."

How does it work?

An initial 'Launch Day', now attended by over 600 people introduces the concepts which resonate with the attendees and can be put to immediate use. Following the Launch day over 60% of attendees volunteer to further their skills and become fully fledged 'Business Coaches'. These coaches are embedded at every level of the workforce, supply chain partners and customers to work with their colleagues and teams to improve safety and performance outcomes.

Recognising the importance of visible and active leadership to set expectations and align messages, a series of "Leaders Days" demonstrate commitment. Messages are further reinforced through our monthly STOPThink! publication which spreads the word and shares STOPThink! Moments. Web access extends page views to over 18,000 making it a significant industry contributor!

The Benefit?

Safety and performance go hand in hand and the

Osborne Trainers:	The Red Shirts x 7
Consultant Advice:	Setters Trainers x3
Trained Business Coaches:	76
Osborne and Supplier Attendees:	440 + 50
Network Rail and Highways England Attendees:	80
Investment:	£300k
Benefits:	Zero AFR, Churn 5%, 95% course satisfaction

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programme exploits the intrinsic link. If our people 'think differently', and 'make better decisions' they will stay safe and improve their performance. The overall context links to our aim to be industry innovators and deliver better solutions beyond the physical projects.

Drawing on existing expertise this powerful programme was developed to give our people the knowledge, practical tools and permission to make the right decisions. Its influence goes beyond the workplace and into every aspect of attendees lives.

The result is a diverse workforce of employees, supply chain partners and Customers who better understand the underlying behaviours that influence their actions and those of their colleagues. With this knowledge and understanding they are skilled to influence behavioural change both within themselves and within their colleagues. The programme gives them a greater understanding and respect of individual differences and how that can be used to benefit the overall team's performance.

Supply Chain Partner, McNealy Brown, was so inspired they rolled out their own STOPThink! Awareness Programme, to help the people on the ground understand why we "do what we do" and to ensure teams are truly engaged to thinking differently and make a real difference.

What is the key to Success?

Improvement initiatives often fail due to dwindling commitment, but STOPThink! has been the exact opposite. After 4 years our Customers, our supply partners and our competitors are demanding access to the programme and we are committed to delivering it. By training our own volunteer 'Red Shirts' from the start we have developed a highly skilled in-house resource.

Clive Cooper - Highways England - "The Osborne "Red Shirts" are major parts of making it work, demonstrating that the Osborne people are central to making it happen, not just using bought in consultants. By putting themselves forward the Red Shirt team are doing their colleagues a great service."

What does the Future Hold?

The scale of the overall challenge remains huge – how to change the behaviours and thinking of multiple organisations working across a vast range of projects with different customers? - but we are fully committed on the journey to zero harm and improving people's lives across the industry.

STOP Think! Moments

April 2016 - STOP Think!



Sharing our STOP Think! Moments

The Right Decision to Keep our People Safe!

When ladders from an adjacent site were mousing the pavement outside our Disney Office, Lula Wynne recognised the risks and decided to do something about it.

These protective measures are now in place and thanks to Lula thinking differently and making better decisions the lives of our people at Disney have changed for the better.

Thanks Lula for our Safer Pavements!