

# Connetics

**Using Safety II  
to improve Safety I**

# Connetics

## Contractor in:

- electrical distribution networks
- street lighting
- private high voltage networks and private/commercial developments
- 360 staff operating predominantly in Canterbury and Wellington
- mobile workforce

## Heavily prescribed industry

- Health and Safety at Work Act
- Electricity Act 1992
- Electrical Safety Amendment Regulations 2013
- Electrical Workers Registration Board (EWRB)
- industry rules, codes of practices & guidelines
- individual network requirements



# What is 'safety'

## Traditional view:

- freedom from unacceptable events
- use constraints to manage variability
- we continue the 'war on error'



# What is 'safety II / differently'

- People are the solution to be enabled, not the variable to be controlled
- safety is not about the absence of negative events, safety is the presence of an environment or the capacity to enable things to go right
- Safety is an ethical responsibility, not a bureaucratic accountability

# Safety Differently

Traditional Safety	Safety Differently
the system is safe	the system in itself is not safe
accidents happen because of unsafe acts / deviations from the plan	accidents happen when resources are not enough to deal with demands
variability is a threat	variability is inevitable
people are a liability and procedural compliance is mandatory	only people can adapt, accommodate, absorb and respond to emerging threats
how can we change people	how can people be supported to adapt successfully

# What was our starting point...

- **passive engagement** – lack of initiative and urgency, waiting to be told, not thinking about what people can do for the company
- **win/lose culture** – individual or team goal ahead of Connetics as a whole
- **lack of feedback** – creating a ‘why bother’ culture
- **lack of a Connetics story** – meaning goals are individual or team only, information only about my part of the project
- **information flow** - fractured

# Traditional Spiral of Dysfunction Between Business Units and Safety

**1. Business Unit leaders don't take responsibility for safety, and/or Safety tell Business Units what they should do (typically applying best practice)**

**2. Business Units don't 'Host' support functions to help design effective solutions, and/or safety design ineffective solutions in isolation and attempt to apply (and seek compliance to)**

**3. Inconsistent or no application and no real impact**

**4. Conflict, frustration, blame, – typically resulting in demand for more compliance (safety) and/or further avoidance from Business Units**

**5. Management intervention – and forcing Hero leadership to return**



# Connetics Approach - Embedded Discovery

## Findings

- variability is inevitable and its everywhere
- rules not able to adequately manage levels of variability
- need to shift to a freedom within a framework methodology
- need to provide people with freedom and autonomy to create success in the unique circumstances they face
- leader as a host as opposed to leader as a hero



# Connetics Safety I Approach



# Why Safety II / Differently

## What is our 'state of play'

- diminishing stats
- variable engagement
- belief the system is safe
- “it must be our culture” and “if only we could change the people”
- belief that we needed to control our people with more rules



## Safety vision

Connetics is a place we are actually safe, and we have the courage and openness to achieve this

**We don't do safety**

**We do work!**



# Connetics Differently

traditional thinking

do safety well and you get better efficiency

new thinking

do work well and safety is the biggest  
benefactor

# Focusing on the things where safety resides....

*Safety is the presence of an environment / capacity that enables things to go right*

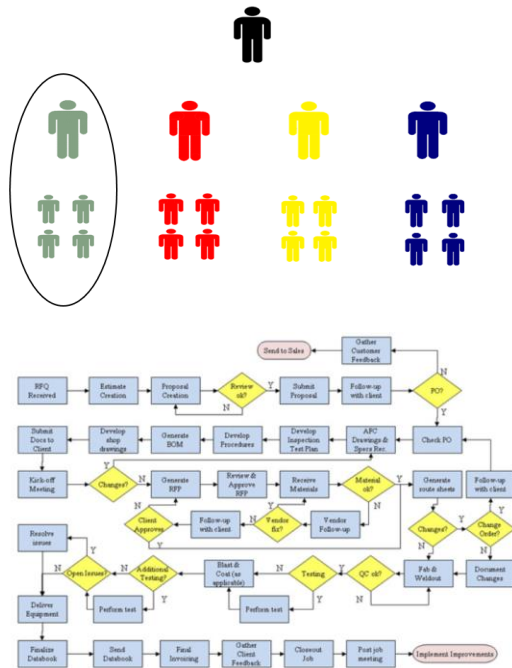
our assessment on what makes things go right....

- the quality of the job instruction
- the quality of the site supervision
- the competence of the worker



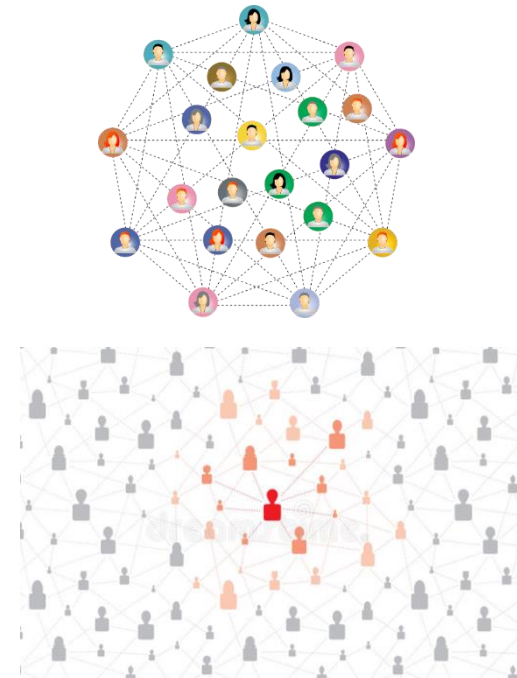
# Changing the approach to innovation

## Traditional Approach to Innovation



- Innovation is driven through hierarchy
- Innovation is a function led by a dedicated team
- Innovation is done through a series of formal change projects
- Success is measured primarily on results

## Connetics Differently



- Everyone can innovate without a fear of failure (psychologically safe environment)
- Change is achieved virally through a series of continuous experiments
- Success is learning, development, relationships and results

# Innovation is achieving Best contextual practice

Our people face many complexities (variables) – we deliver multiple services, across different regions, to different customers, under different contracts, utilising different people.

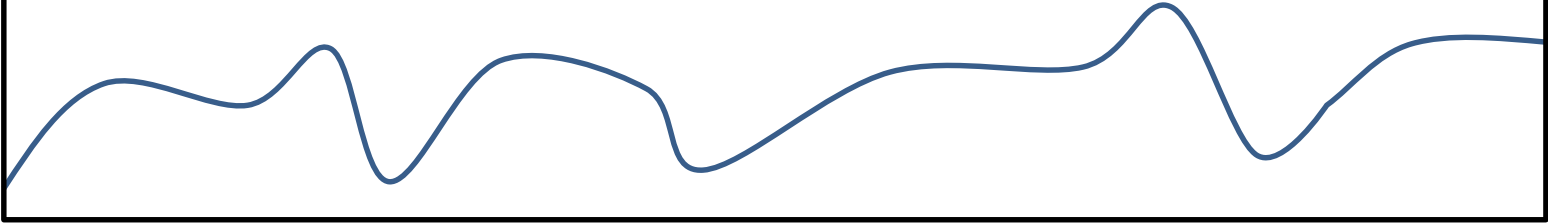
These complexities, which we have some level of control over, sit within a wider complex environment which is constantly changing and which we have little or no control – e.g. market conditions, regulations, shareholder expectations etc.

In such an environment there is no such thing as 'best practice'. There is however practice that is best at a certain time in a certain context - i.e. the best that could reasonably be done given the demand, resources, and constraints.

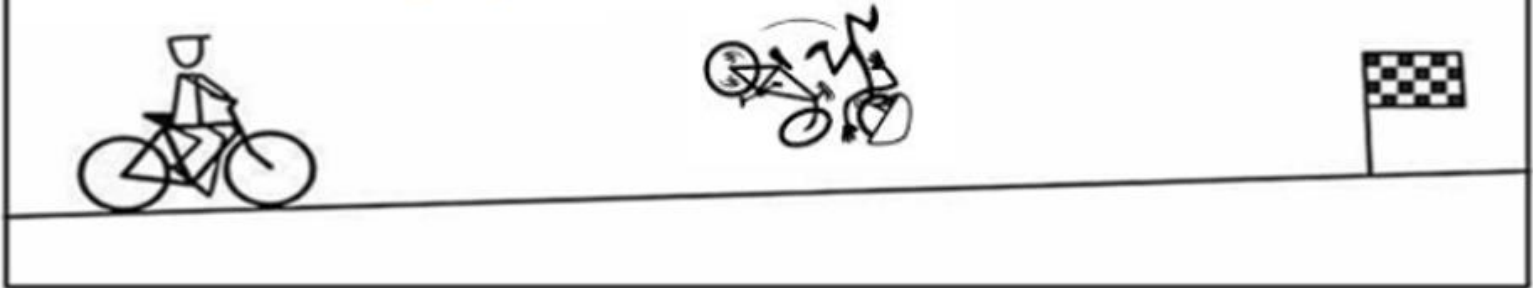
The best practice we can aim for is contextual practice - i.e. practice that fits the context.

# Our approach

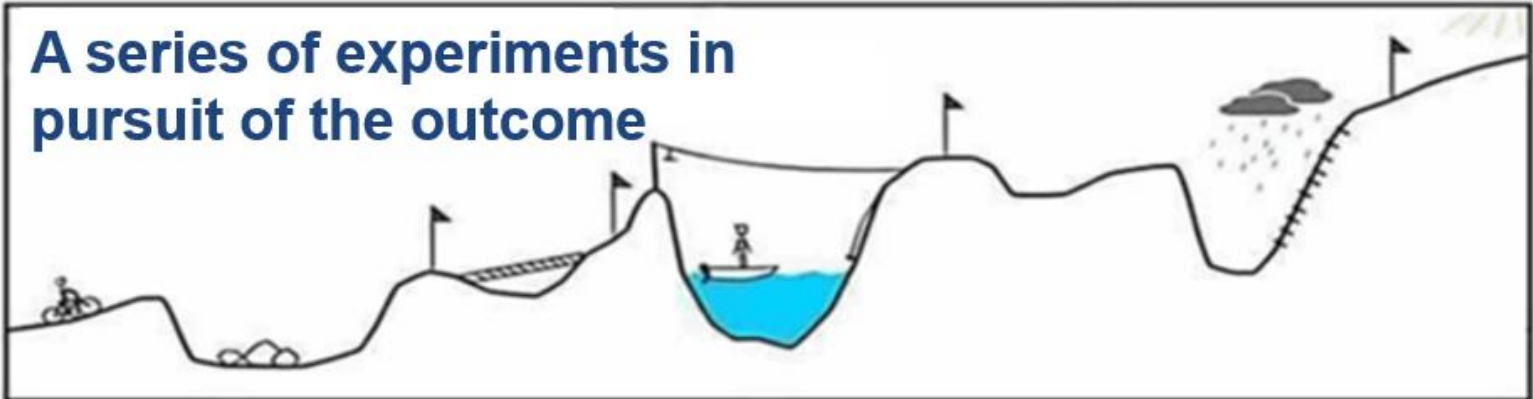
**We face a constantly changing environment**



**Another change plan?**



**A series of experiments in pursuit of the outcome**



# Safety docs – best contextual practice within a regulatory framework



# Best contextual process development





# Collective insights and learning



# Work Improvement Team – Micro Improvements



## What we are starting to see

- People are asking for support or seeking advice
- Leaders are willing to take on more as they have the ability and capacity to host more
- People are working across functional reporting lines
- Trust amongst our people is building
- People are now understanding the context of what other people have to deal with (breaking down traditional barriers)
- People are expecting Connetics Differently
- People are being more human

## Learnings – Using Safety II to improve Safety I

Point 1 – Engagement = Trust

Point 2 – Your people are already your solution

Point 3 – People will engage at getting better at work

Point 4 – People don't engage in what, they engage in why

Point 5 – The level of engagement is a direct correlation to your leadership style



# Using Safety II to improve Safety I

1. not advocating for the removal of Safety I but recognise limitations
2. stop thinking about safety as something separate from work
3. focus on creating the environment where safety can be present
4. understand the difference between work as imagined and work as done
5. a 'trusted' leadership environment where "people can be the solution"