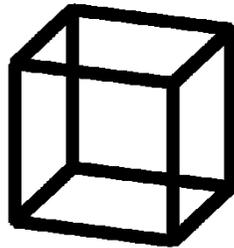


An **Avanulo** White Paper



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Gestalt Safety – a plan for getting to Zero



Achieving & Sustaining World-Class Safety Performance

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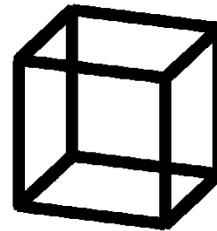
To the reader:

We hope you find this Avanulo White Paper valuable. We know that your time is precious, so we have structured the format of this document to accommodate your needs.

For a quick read, refer to the “in a Nutshell column” on the left.

For more detail, read the right hand column

We appreciate your feedback. Feel free to write us at info@avanulo.com, or call us at 567-510-5200 to tell us what you think, share your experiences, or request additional information.



About Avanulo

Avanulo means progress, and our passion lies in helping our clients progress their goals.

Our partners all have at least 20 years of experience in their fields of expertise.

Our Motto is “Enjoy the Business Result” or **ETBR**. We believe every improvement action should have a tangible result, and we structure our solutions to achieve measurable results within a specific timeframe. We believe so strongly in ETBR that it’s embedded in our logo.

Our chief focus is to help our clients increase their Safe, Ethical, Profit or **SEP**. To us, that means to make as much money as possible without occupational injury, and without harm to the environment or community.

In a Nutshell . . .



What is it?

The Gestalt System

- Avanulo's proven approach for achieving world-class safety performance.

Why is it important?

Injury at work is preventable

- Organizations can operate profitably & injury free at the same time. Our shared humanity demands that we make this an imperative.

How do you apply it?

Passionately embrace it

- Explain the strategy & tactics to everyone, and make them imperative.

Supporting Concepts

- **Gestalt is driven by a passion to eliminate injuries at work.**
- **The injury rate has superseded compliance as the singular measure of safety excellence.**
- **The Gestalt Strategy is driven by six powerful tactics; Tenacity, Animation, Comportment, Knowledge, & Sustainability.**

The Gestalt System

This white paper explains our proven approach to virtually eliminating injuries in the workplace.

Gestalt Safety is the application of highly effective organizational leadership methods with a behavioral focus.

Gestalt safety is not easy, and is not a silver bullet. It is a practical approach to eliminating pain and suffering in the workplace and requires passion to achieve that end.

The Gestalt Strategy harmoniously leverages six powerful tactics resulting in the virtual elimination of workplace injuries in 90 days or less. These tactics are:

1. Universal Accountability
2. Tenacity
3. Animation
4. Comportment
5. Knowledge
6. Sustainability

The most popular safety programs today, all offer an effective solution to address one aspect of the safety equation, but none of them provides a holistic approach to employee safety. In fact, some of these programs can even crowd out other important elements needed to protect your people from injury.

Gestalt eliminates the excess baggage and holds everyone appropriately accountable for safety in a way that enhances workplace harmony and efficiency.

Safety excellence is increasingly part of the scorecard used by investors, customers, and government agencies to determine the overall strength of a business. OSHA has all but openly stated that their focus is on performance, and they have consistently targeted businesses with the highest injury rates for aggressive enforcement action.

If you are a business leader who is responsible for the safety of your employees, if you believe it is possible to operate virtually injury free, and if you are passionate about eliminating workplace injury, then we urge you to take 15 minutes and read this White Paper. The essential truths in it will help you make immediate improvements in safety performance.

In a Nutshell . . .



What is it?

Universal Accountability

- The compelling truth that everyone in the workplace is equally responsible to prevent injury.

Why is it important?

It is Gestalt's essential element

How do you apply it?

Demand it in yourself & others

Supporting Concepts

- **All injuries are caused by poor comportment.**
- **There is no such thing as a condition-based injury.**
- **We are all accountable for excellent safety comportment and for safety performance.**
- **Everyone in the organization must be a de facto Safety Manager.**

Universal Accountability

-100 employees = 100 Safety Managers

If you mention that safety is the number one priority in the workplace, you will seldom get an argument. No other mantra in US industry has achieved such awareness. Unfortunately, safety's seemingly high priority at work is often just lip service.

Over the years, we have all tried everything. We have spent untold millions on the latest programs. We have; given away ball caps; played bingo; and even had burn victims come and talk, but the injuries keep on happening.

Gestalt begins with two, basic truths; all injuries are caused by poor safety comportment, and excellent safety comportment is an obligation of employment.

What is comportment? Webster's offers the following definition; *BEHAVE; especially: to behave in a manner conformable to what is right, proper, or expected.*

At Avanulo, we believe safety is all about comportment. We do not recognize condition-based causes for injuries. A worker, who injures his hand by placing it in a running machine, is the victim of his own, poor comportment. A visitor touring the plant, who is injured by a poorly maintained steam valve, is the victim of someone else's poor comportment. A department's high injury rate when caused by a manager's failure to make safety more important than throughput, is the result of poor leadership comportment, or as we call it, Tenacity.

To achieve world-class levels of safety, Universal Accountability must be embedded in the culture. Every manager and employee must demonstrate safety comportment and demand it of those around him or her. Everyone in the organization must serve as a de facto Safety Manager. Poor safety comportment and poor safety performance must always result in corrective or disciplinary actions.



In a Nutshell . . .



What is it?

Tenacity

- Using your force of will as a leader to eliminate injures.

Why is it important?

Other methods take too long

How do you apply it?

Declare zero injuries

Supporting Concepts

- **Stop injuries with your force of will.**
- **Channel your will through the Six Fundamentals of Tenacity.**
- **Declare and explain the Six Fundamentals personally to all employees.**
- **Have top leaders follow up with a leadership charter that defines their compartment.**

Tenacity

-A relentless demand for Safety

“Show me a plant with a poor safety record and I will show you a poorly run plant. If we, as managers, cannot get this one simple thing right, we are not fit to lead. The simple fact is that there are businesses just like ours in this country that are operating without injuries and so can we.” Mike Walsh – former CEO of Tenneco

At Avanulo, we believe that an injury-free workplace can be achieved by a powerful force within each of us - the force of our own wills. We know that a leader can literally will the organization to be safe. We know, because we have personally seen it and done it as organizational leaders.

We do not say that this is easy, but it is possible. The leader can simply declare that injuries will stop, exhibit certain leadership comportment, which we call Tenacity, and injuries will stop.

To stop injuries in 90 days or less the leader must ensure the organization leverages the four tactics of Gestalt. First, the leader must embrace, declare, and demonstrate Tenacity by putting his or her credibility on the line, and declaring, and then fully explaining the Six Fundamentals of Tenacity:

1. Safety is the number one priority in this organization - more important than throughput or cost.
2. All injuries are preventable
3. All injuries are caused by poor comportment
4. Anyone who demonstrates poor comportment is placing his or her employment at risk.
5. We will immediately implement changes in the workplace to prevent injury.
6. I will personally lead this effort and will be relentless.



This communication must happen in meetings with all employees. It must be cascaded top to bottom so leaders can support it. It is highly recommended that the top leaders of the organization rapidly follow up with a written declaration of their Tenacity. We recommend Avanulo’s Safety Leadership Charter.

In a Nutshell . . .



What is it?

Animation

- Bringing it to life across the organization.

Why is it important?

You cannot do it alone for long

How do you apply it?

Use practical motivation

Supporting Concepts

- **Give it an identity.**
- **Build positive and negative consequences that promote comportment.**
- **Make involvement part of comportment.**
- **Push it all down to the lowest level possible.**

Animation

-Motivation that really works

Using your force of will alone to stop injuries is highly effective, but it demands vast amounts of energy. Once you have declared and demonstrated your intent, quickly get others involved so that you can permanently change the culture, without exhausting yourself.

To animate your approach fully, you need to take three major actions.

1. Identify it.
2. Establish consequences
3. Require total involvement

Give your approach a name. Ask employees what they want to call it. Name it something meaningful and simple so you can refer to it easily as you work on it.

Give a 45 to 90 day warm up period, but establish positive and negative consequences that really motivate. For the first year, make perfect department performance, and perfect personal comportment, worth 25-40% of a manager's variable compensation. Set up a plan for hourly employees where everybody wins or loses together based on objective performance that they control.

For example, give a \$25 dollar savings bond to each employee, if there is no lost time injury for a month. Give \$50 the 2nd month in a row, and \$100 the third and each successive month, but it goes to zero and starts over, if there is a lost time accident. Implement a hyper-reporting standard requiring everyone to report all injuries, no matter how minor, all near misses, procedural breakdowns, etc. If one person fails to report per the standard, he or she is disciplined, everybody loses his or her incentive, and we go back to zero.

Develop and implement a zero tolerance list. After due process, terminate all violators.

Require everyone to participate in a few defined ways. Those who fail to participate shall forfeit incentive for a quarter and receive coaching from you. Those who are incorrigible, receive discipline through normal channels. Let hourly employees set their own goals, lead teams, and design and conduct training.

In a Nutshell . . .



What is it?
Comportment

- Thinking Behaviorally.

Why is it important?
Risk is inherent in the work.

How do you apply it?
Make thinking a requirement.

Supporting Concepts

- **Hold employees accountable for planning, anticipating, and reacting effectively.**
- **Use simple approaches like a Universal Behavioral Checklist to promote good thinking.**
- **Have a process for working through uncertainty.**

Comportment -Obligated Behavior

For decades, we have all heard about the fact that safety is achieved through safe behavior – how true. The problem is we have focused on only those, visible behaviors that occur during a production, maintenance, or cleaning task. We virtually ignore the behaviors that house most of the risk – behaviors, like designing, planning, and reacting to crises, the ones you cannot observe easily.

We need to engage all employees from the neck up. We cannot possibly conceive of and eliminate all of the risk in the workplace. Each employee must constantly engage his mind and senses to avoid risk as it presents itself. We must demand that employees anticipate and react to risk in order to work without injury. This is the same demand we already have regarding changing conditions that effect throughput and quality.

To help employees we can quickly implement simple, effective systems. For instance any organization can achieve 90% of the benefit of a traditional, externally purchased, behavioral safety program by quickly implementing Avanulo's Universal Safety Behaviors (USBs).

Because the USBs cannot anticipate every risk that might confront an employee, organizations can add specific behaviors. They can also employ a fail-safe system to ensure employees get help when needed. We recommend Avanulo's Pilot to Copilot Process, which ensures that employees slow down and get help when there is a doubt.

The bottom line is that employees are accountable to plan, anticipate, think things through, use the tools available, and, when in doubt get help before they proceed.

The Universal Safety Behaviors

1. Plug into the safety process.

- Start all meetings with EHS question #1 – "Are there any EHS issues that can and our immediate attention?"
- Report all EHS incidents, no matter how minor, as soon as possible without worsening the incident.
- When necessary, get help and/or clarification.
- Participate in the safety process per our standard.

2. Protect yourself against known risks.

- Follow all established safety procedures and rules.
- Properly care for and wear your required PPE.
- Keep your eyes on your hands when working.
- Maintain three points of contact when ascending or descending stairs, ladders, and ramps.
- Do not over exert when working.
- Take proactive steps to meet the physical requirements of the job.

3. Protect yourself from unanticipated risks.

- Before beginning a task or job conduct a safety analysis as outlined below.
 - Identify all of the sources of energy and materials that, if released could cause injury and then make them safe before you are exposed such that you can work without injury.
 - Identify all thermal hotspots and protect yourself from burns.
 - Identify all sharps and protect yourself from cuts.
 - Identify all moving parts and protect yourself from pinch-point injury.
 - Develop an escape plan.
- Position and protect your body so that it is in a neutral position, and so that it is upstream of a release of harmful energy or materials.
- Make clear your path before carrying a load. Go around, and do not cross over immovable obstacles.
- Keep eyes on path while walking, driving, and/or carrying a load.



In a Nutshell . . .



What is it?
Sustainability

- Make it last.

Why is it important?
Because a year is not enough

How do you apply it?
Embed it in long-term systems

Supporting Concepts

- **Use a multi-year approach.**
- **Link safety to your annual planning cycle.**
- **Involve a third party in evaluating the rigor of your system.**
- **Hold department heads accountable for safety performance.**
- **Hold safety manager accountable for system design and severity level.**

Sustainability -Getting past six months

Gestalt Safety can suffer the same process failures as any other safety approach. Steps must be taken to ensure that it continues to provide an effective means of eliminating injuries at work.

The best approach is to embed your Gestalt process into the annual planning, budget, and performance review cycles.

As you approach excellence, each additional unit of improvement will become more difficult to achieve. For this reason, use a multi-year approach to safety as is done in capital management. Make your safety plan part of your strategic plan. We recommend the nine major focus areas of Avanulo's Multi-Year Safety Plan

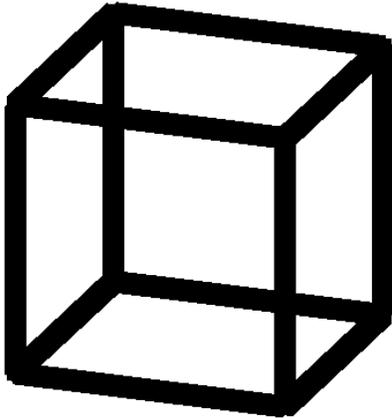


Make achieving and maintaining third-party recognition for safety part of the plan. This will keep you committed over the years.

The 9 Major Focus Areas of the EHS Plan

1. **Deployment** - Deploy the organization to achieve our safety goal.
2. **Incident reduction** - Dramatically reduce the rate of accidents and incidents.
3. **Training** - Ensure we have the skills needed to achieve our safety goal
4. **Emergency Response** - Dramatically reduce severity of injuries and loss through emergency response
5. **Injury Recovery** - Provide best injury recovery care to improve healing and reduce overall cost
6. **Compliance** - Achieve total regulatory and corporate compliance
7. **Industrial Athlete** - Promote our overall wellness
8. **Audit** - Achieve external recognition for EH&S excellence
9. **Sustainability** - Demonstrate Environmental Responsibility

Ensure that each department has a specific annual plan and hold department managers, not the safety manager, responsible for injury and compliance performance. Hold the safety manager responsible for the organization wide systems, and for minimizing days away from work, but not for the actual injury.



We want to hear from you

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Dave Cahill is the Managing Partner and Founder of Avanulo. Dave is a senior manufacturing professional who has his roots in training, EH&S, continuous improvement, and human resources. He has worked for world-class organizations like Tenneco and Groupe Danone. He has served in general, line, and staff positions and has been organizationally responsible for the safety of thousands of employees. Dave is the inventor of several effective safety tools like the Gestalt Safety Process and the Universal Safety Behaviors. Dave has also overseen the successful resolution of several large-scale, health crises. Prior to his work in business, Dave taught college level Spanish, Russian, and German, and served in the US military as both an enlisted person and a commissioned officer. Dave has lived and worked all over the US, and in Brazil, Mexico, Russia, and Western Europe.

Summary

The Gestalt approach can virtually eliminate injuries in 90 days or less.

For Gestalt to be effective a leader with sufficient influence must personally lead the charge and declare an end to injuries by the force of his or her will.

After declaring that nothing but zero will do, the leader must personally oversee the implementation of the six tactics:

1. Universal Accountability
2. Tenacity
3. Animation
4. Comportment
5. Knowledge
6. Sustainability

The leader can ensure a successful kick-off by declaring and explaining the six fundamentals of Tenacity:

1. Safety is the number one priority in this organization - more important than throughput or cost.
2. All injuries are preventable
3. All injuries are caused by poor comportment
4. Anyone who demonstrates poor comportment is placing his or her employment at risk.
5. We will immediately implement changes in the workplace to prevent injury.
6. I will personally lead this effort and will be relentless.

To animate a Gestalt process fully you must:

1. Identify it with a name.
2. Establish consequences
3. Require total involvement

Comportment is behavior that includes being accountable for thinking through risks to a positive outcome and is key to eliminating injuries at work.

Organizations can achieve 90% of the advantage of a full-blown behavioral safety program by implementing a set of Universal Safety Behaviors.

Commitment based training, focused on the real risks, which is delivered by competent and respected instructors is the key to developing ongoing comportment.

Sustainability is achieved by embedding the process in other annual systems and by having regular third party reviews.