

TOOLBOX TALK – EXECUTIVE SERIES

Toolbox Talks promote a sense of personal accountability and help to build a sustainable culture of safety excellence at all levels in a business. To access more Toolbox Talks, visit CAT.COM/SAFETY

Initiating Culture Change

Changing an organization's culture is one of the most difficult challenges leaders face. About 70% of organizational change efforts fail.

That's because 'organizational culture' is a complex system involving (a) an interlocking set of goals, processes, and systems, and (b) people in various roles who have their own ideas, practices, attitudes and assumptions.

These elements fit together as a mutually reinforcing system and combine to prevent any attempt to change it. That's why single-fix changes or a new program may appear to make progress for a while, but eventually you fall back into the culture with which you started.

There are six elements that must be present for an organization to build a culture of safety excellence:

THE SIX CRITERIA FOR EXCELLENCE



**“ALONE WE CAN DO SO LITTLE;
TOGETHER WE CAN DO SO MUCH.”**

– HELEN KELLER

While they may seem intuitive, most organizations fail to address all of these areas when pursuing safety culture change.

What also seems to go unchanged is the systems and processes, structures and goals, and non-operational departments that directly and indirectly reinforce the existence of the culture that the organization is trying to change!

Culture change needs to involve **EVERYONE** and **EVERYTHING**

If your safety culture is not where you want it to be, or you are contemplating a new safety initiative, take a moment to reflect on the following questions:

- What does visible and active commitment to safety look and sound like at the executive table? What type of things would we be doing, discussing and focusing on if we were visibly and actively committed to safety? What type of conversations would we be having with our people to demonstrate our visible and active commitment to safety?
- How do our existing structures, systems and process help or hinder the journey toward the safety culture we want to have? If they hinder the effort, what needs to change?
- How would visible and active commitment to safety look and sound like from each department?
- How do our goals and the things we recognize help or hinder the culture change effort?

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Caterpillar believes in the importance of safety and we want our customers to arrive Safely home. Everyone. Every day.™ This requires safe and reliable equipment, well-trained operators, properly designed job sites and a commitment to safety throughout the organization. Wherever you are in your safety journey, Caterpillar Safety Services is committed to providing you the tools, resources and knowledge to develop a sustainable culture of safety excellence.

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