



new behavior

l a r g e s c a l e c h a n g e



EPSC

Process Safety Leadership

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26-10-2022

Welcome to this webinar

This webinar is like an **appetizer**

1 Hour to see what you can expect in a 2 day course

You're invited to **play in a simulation** of a real life case

Process safety Leadership

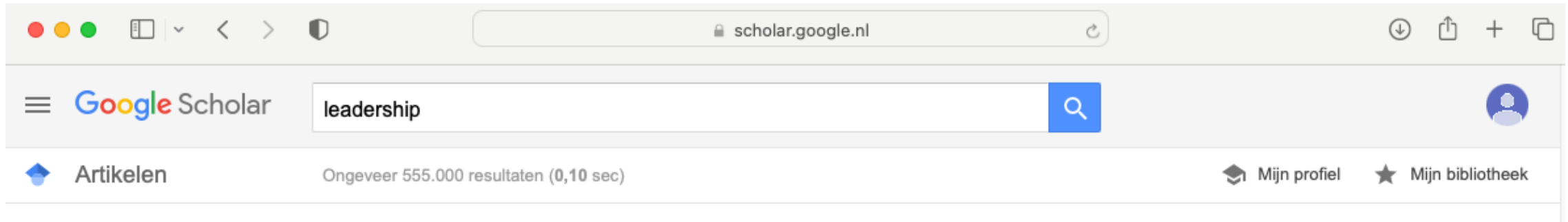
- Introduction
- Case (in groups of 4)
 - Round 1
 - Round 2
 - Safety outcomes at Woodstock 1999
- What's next?
- Shared voting on your own organization
- Close out

THANK YOU!
ESPC
workgroup

Stephen
McGrady
GSK

Peter
Neal
Primier safety

What do we know about leadership?



Personality trait

Competency

Task
(function / role)

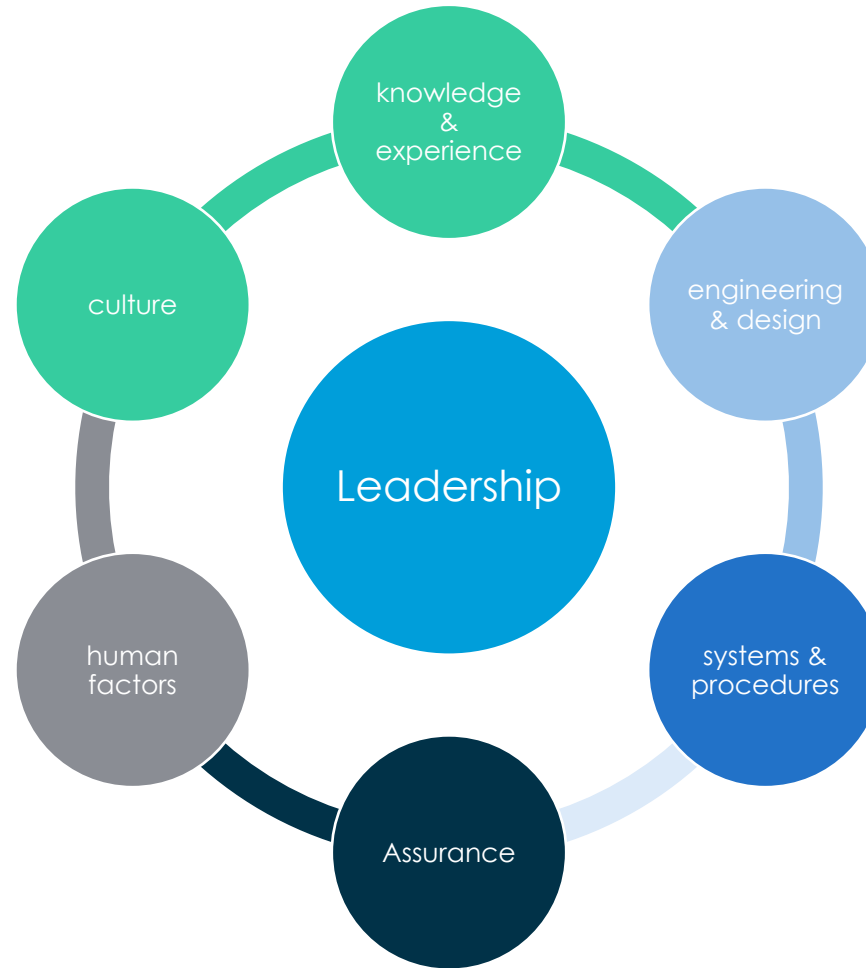
Style

Situational

Leadership start with 'owning it'

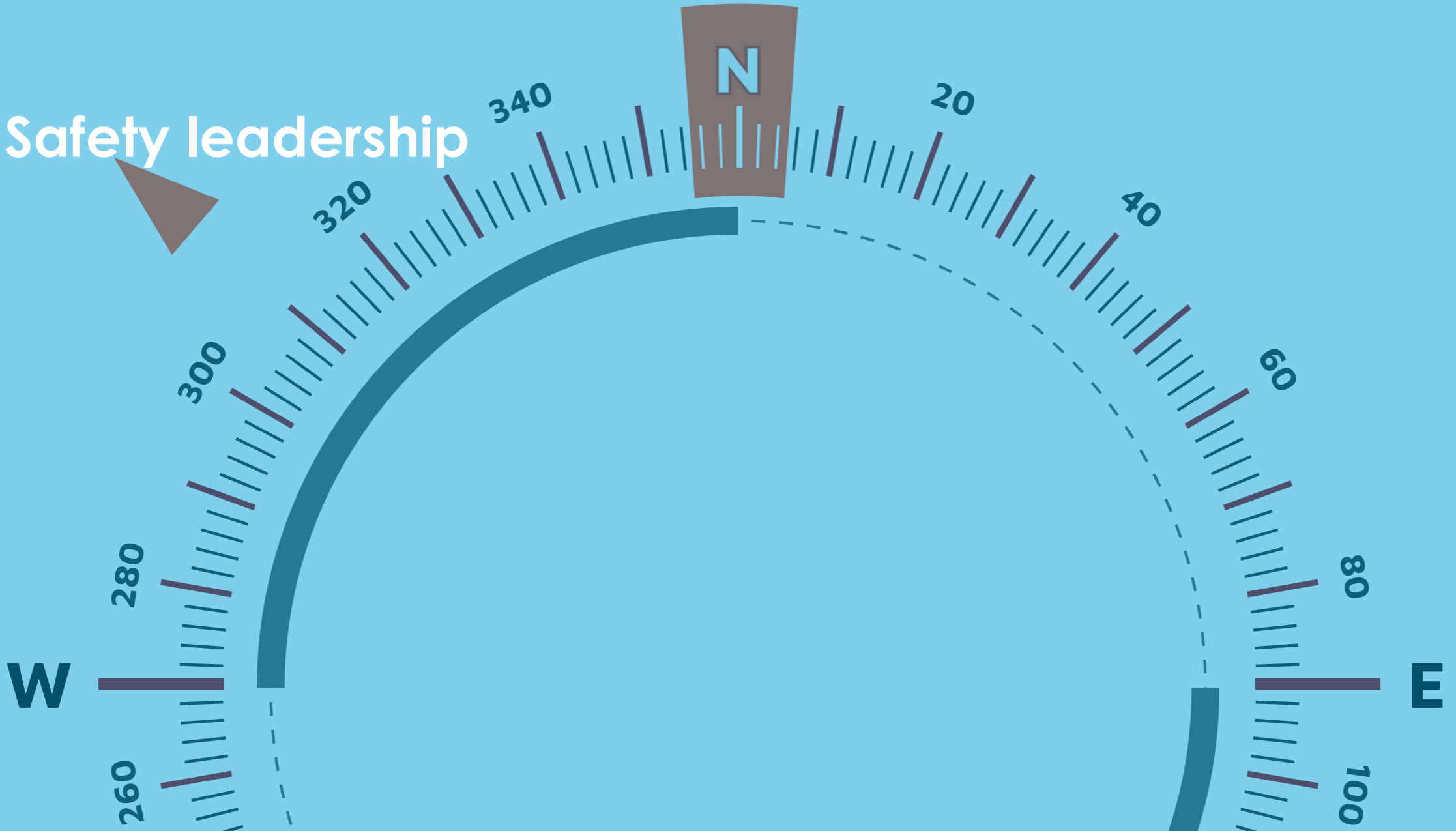


Leadership: the bonding element of the safety system



Ichem process safety model

Safety leadership



Case Woodstock 1999

- You are the management team of this 3 day festival
- Griffiss Air Force Base, Rome, NY (USA)
- attendance was approximately 220,000 over four days
- James Brown, Limp Bizkit, Red Hot Chilli Peppers
- Teams of Four:
 - Promotor
 - Creative director
 - Production team
 - Assistant Site manager



Round 1: Assignment



top 3
objectives



top 3
risks



most important link

TIME: 8 min

STEP 1: INTRODUCE: NAME, COMPANY, AND CHARACTER

STEP 2: DISCUSS OBJECTIVES – 2 minutes

STEP 3: DISCUSS DOWN RISKS – 2 minutes

STEP 4: DISCUSS LINK – 2 minutes

INDIVIDUAL REPORT OUT

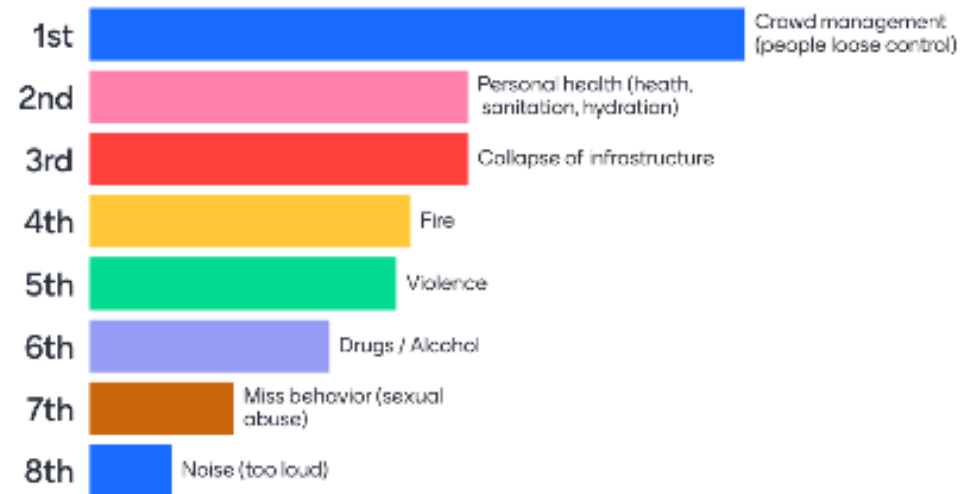
(NO CONSENSUS NEEDED)

griffiss air force base in rome new york

Vote of participants

Risks for Woodstock

Mentimeter



20

Vote of participants

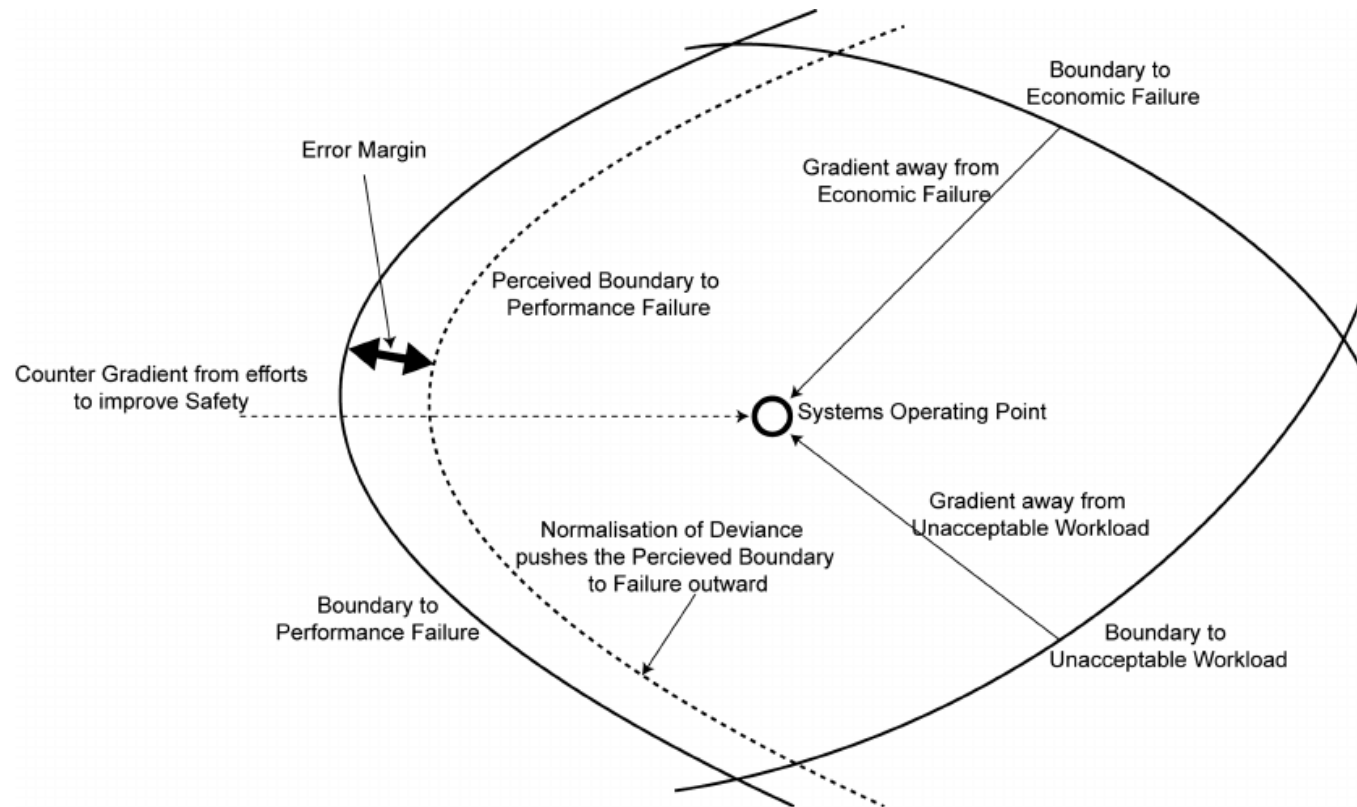
Link between goals and risks (pair)

Mentimeter

to many people
crowd
inverse relation conflict of interest
safety first no concept weather
clear communication
trade offs safety bad publicity resources
poor risk management priorities budget
lack of agreed goals
lack of resource
behaviour
incompatible

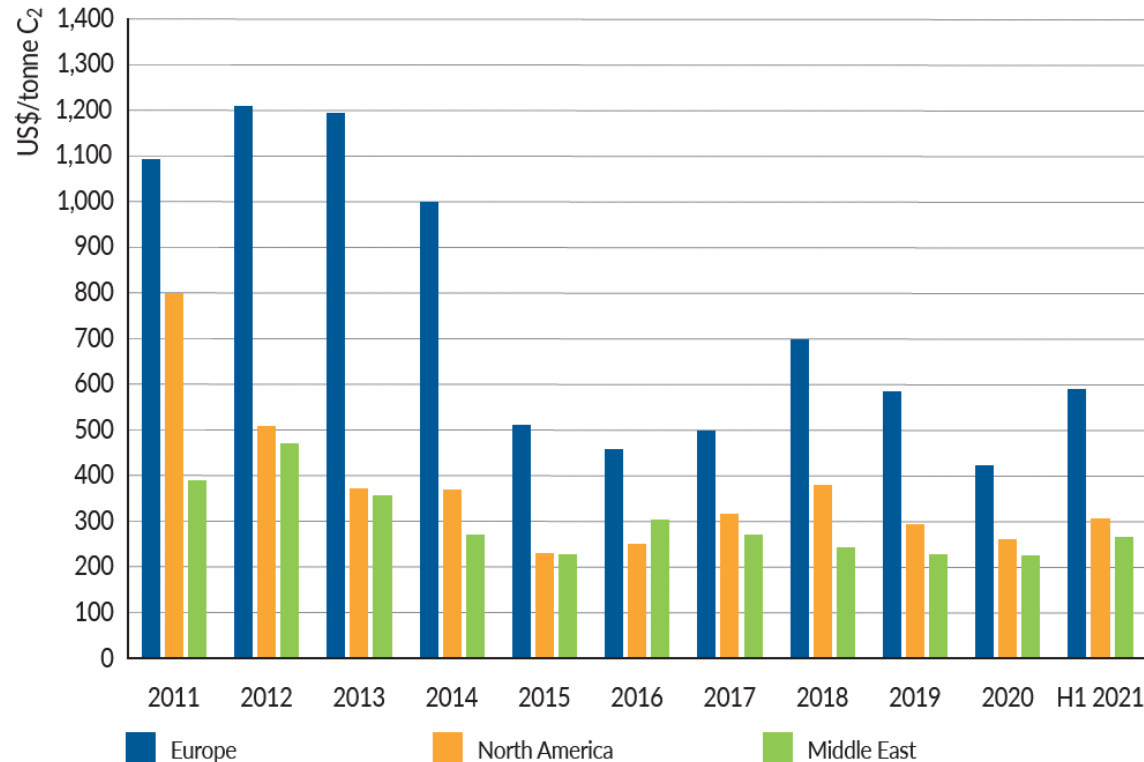


Reflection



Drift is more relevant now than before

Ethylene cash cost of regional steam crackers



Source: ICIS

Complexity
Multiple key decision factors

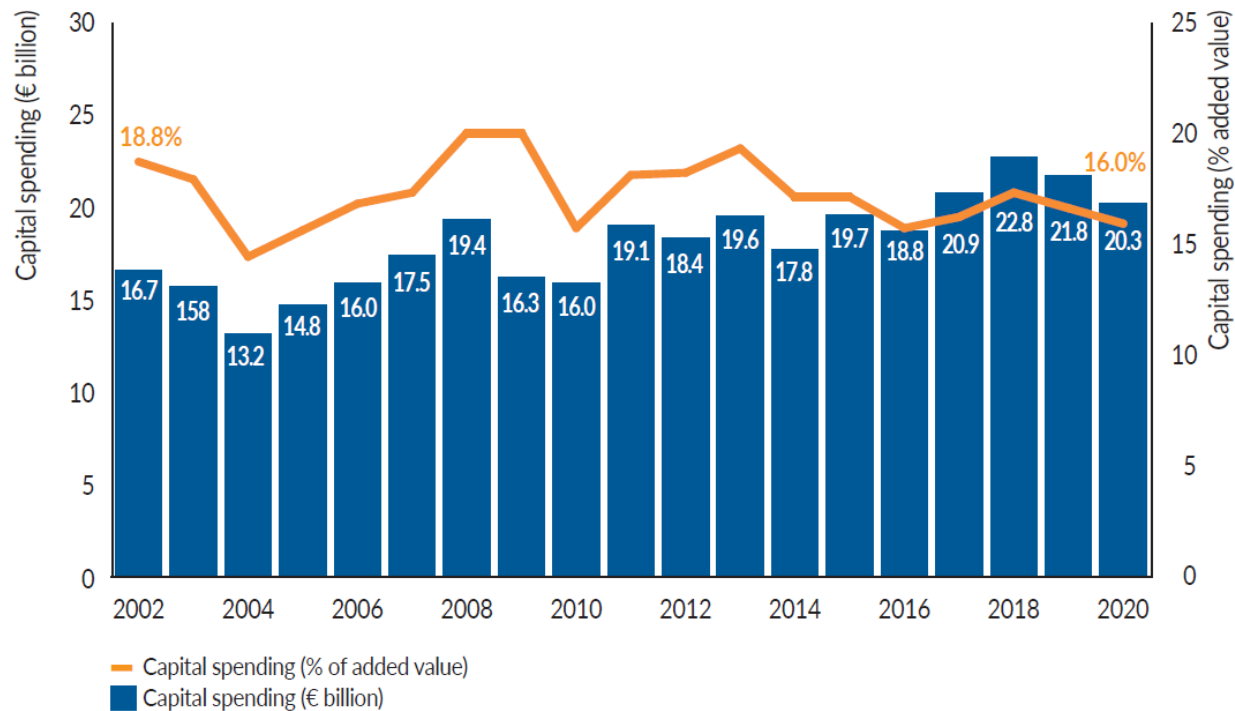
Volatility
Rate of change

Ambiguity
Lack of clarity about meaning of event

Uncertainty
Unclear about the present

Is this a process safety decision?

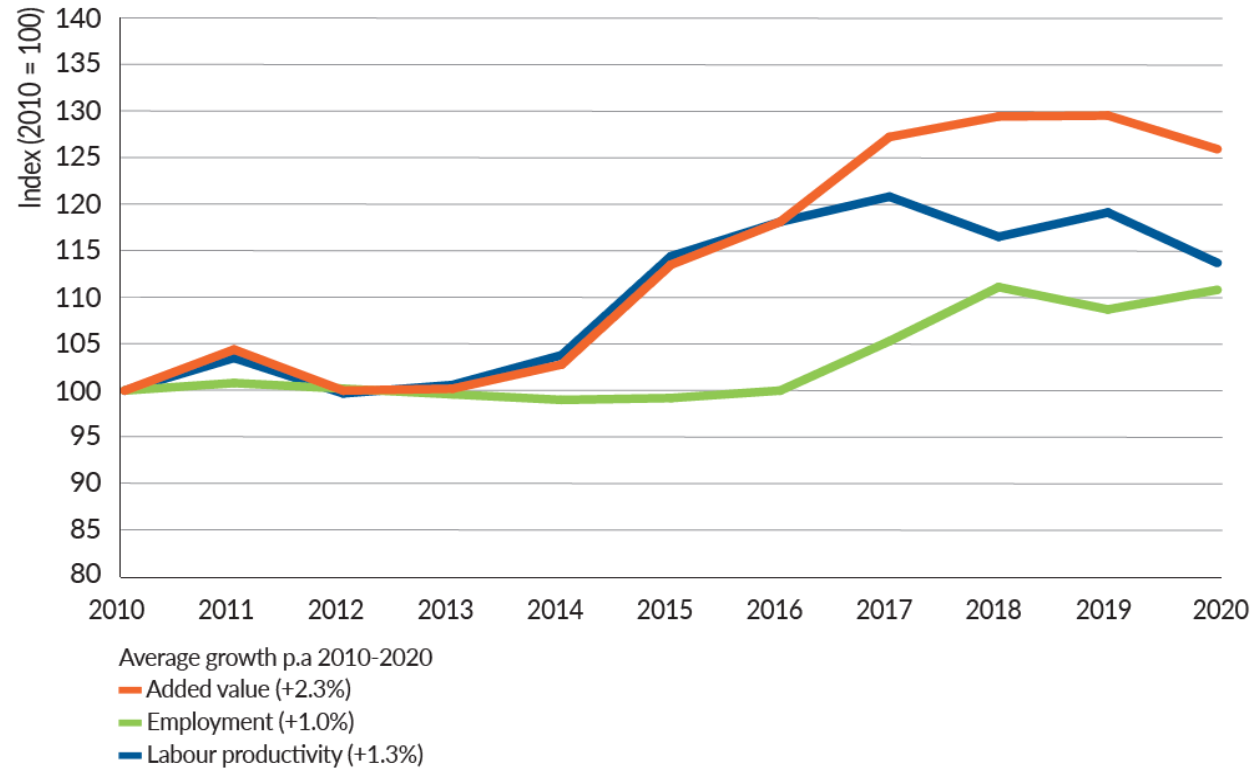
Capital spending in the EU27 chemical industry



Source: Cefic Chemdata International

Management Of Change...?

Labour productivity in the EU27 chemical industry



Source: Eurostat

Day 2 has past

You've got:

- No cleaning, it's mess
- Sanitation is dirty
- It's extremely hot on the runways, 38 Celsius
- Water supplies are not safe / working
- Food / Drinks are sold at extreme pricing (It's a rip off)
- Alcohol & drugs
- Security issues
- Angry people
- Staff is exhausted
- Near miss incident to tear down the sound tower

Round 2: Assignment

Decide **AS A GROUP** on how to progress:

- Continue / Investigate / Stop
- What are you going to do

TIME: 5 min

STEP 1: ASSIGN A LEADER IN YOUR GROUP- 1 minute

STEP 2: AGREE ON YOUR INTENT – 2 minutes

STEP 3: VOTE CONTINUE/INVESTIGATE/STOP– 30 SECONDS

STEP 4: DECIDE ON THE NEXT STEP – 2 minutes

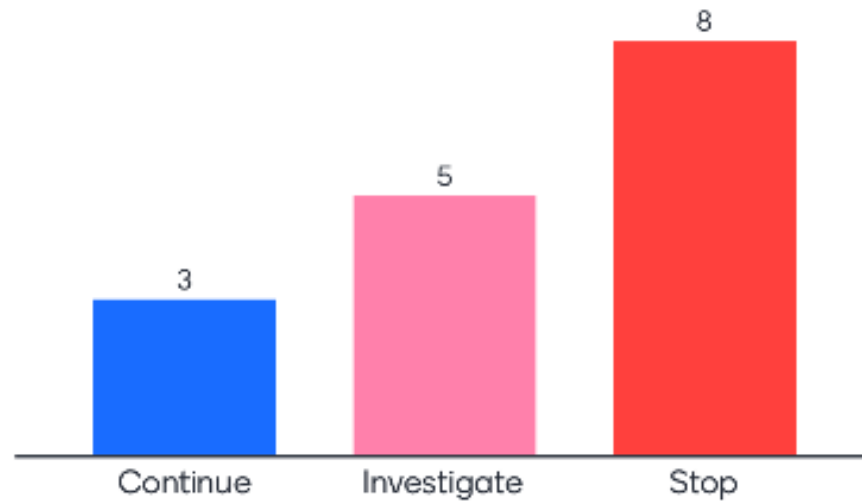
INDIVIDUAL REPORT OUT WITH ONE VOICE

(**CONSENSUS REQUIRED**)

Vote of participants

Day 2: Decision on the night / day 3

Mentimeter



Vote of participants

Continu: next step to mitigate a fatality

Mentimeter

damange controlle
provide drinking water split the crowd
reduce the programs
call national guard damage control
call the police investigate logistics
how to control crowd pray appeal to the crowd
how to create a mess stop the festival
top 3 things to be fixed
clean sanitary facilities

10

Vote of participants

Investigate: what do you need to know?

Mentimeter

safeguard performance

instruct the site stewards

the most possible causes

causes for problems

any quick fixes

why

provide drinking water

clean sanitary



Vote of participants

Stop: what unintended consequence did you consider?

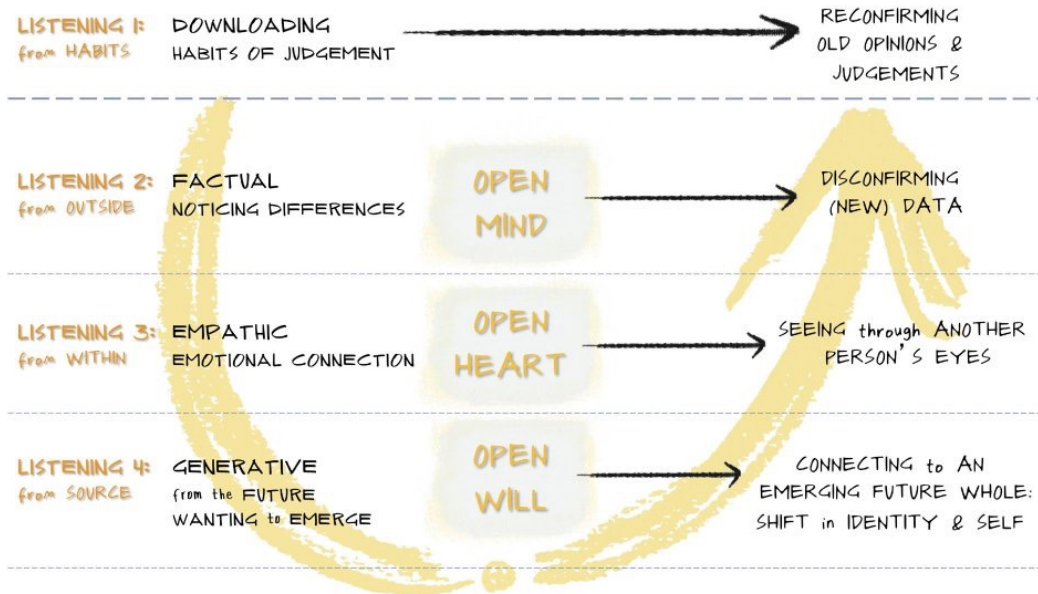
Mentimeter

in a control maner
crowd will not be amused
more awarness forbehavior
plan carefully rage
riot
controlled shut down
good case



Reflection

LEVELS of LISTENING



Safety outcomes of Woodstock Leadership

You've got:

- 1200 medical treatment cases
- 4 notified cases of sexual abuse
- 3 fatalities
- Large fires
- a large force of 500-700 New York State Police troopers, law enforcement arrived

A man named David DeRosia collapsed in the mosh pit during Metallica's performance. Concert medical staff initially tried to treat his symptoms, which were seizures, and what doctors suspected to be a drug overdose. DeRosia was transported to the Air Force base medical center and was then airlifted to University Hospital in Syracuse. A little more than an hour after he had collapsed, DeRosia's **body temperature was 107 °F (42 °C)**. The following afternoon, he was in a coma and a doctor had diagnosed him with "**hyperthermia**, probably secondary to heat stroke". After being in a coma for another day, DeRosia died at 12:09 pm on Monday, July 26. The autopsy report ruled the death as accidental and listed the cause of death to be hyperthermia, along with an enlarged heart and obesity. In 2001, DeRosia's mother filed a lawsuit in New York Supreme Court against the promoters of Woodstock 1999 and six doctors who worked at the event; the lawsuit stated that DeRosia died because concert promoters were **negligent by not providing enough fresh water and adequate medical care for 400,000 attendees.**

Next steps

- www.newbehavior.com:
 - fill in the contact form
 - make your request
- Open training
- In company training

EPSC Process Safety Leadership Development

Energy follows awareness. What's your focus as a Senior Safety Leader?

How do you react as a leader in process safety events? Especially in a stressful situation like high severity safety events? Create the opportunity to reflect on your behavior in a simulation of a real-life situation with a systems perspective.

Suitable prepared actual cases include:

Texas City Refinery incident
(Corporate vs Site / Cost vs Safety)



Challenger accident
(NASA vs Morton / Time vs Safety)



Air France Flight 447
(What went wrong vs Liability)



Target audience:

Senior Leaders of safety Critical Organizations influencing hazardous operations

Time:

½ day Face to face role play workshop

Safety Leadership is a must have in companies that deal with hazardous chemical processes

Premier Safety
Associates

EPSC can not be held liable for the use training


new behavior
large scale change

Questions or Contact via www.EPSC.be

Vote of participants

What your take out for today?

Mentimeter





**Thank you for
your attention**



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www.newbehavior.nl



What are the Issues the workgroup experienced

- High level leaders lack technical background (boards are economics & Bizz & legal driven)
- Likelihood of high consequences events are generally under-estimated
- Short time focus of managers (shift end – BUL on there watch) □ better long term approach (programs, budget etc)
- Chemical companies get bought by financial organizations (hedge funds)
- Lack of strong feedback to individual leaders when they spend insufficient on PS
- Senior management is far away from operation floor and gets rolled-up information
- KPI color management □ challenge the green, embrace the red (no fear culture)
- Lack of development of leaders with personal drive for process safety
- Lack experience □ real scenario training modules
- Target conflict between Safety & Business □ high level PS support, long term budget
- High level management commitment is essential