

PRISM Seminar Manchester UK Feb 2003

Going European

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How did we use the JOMC SUSA Process in Europe?

Specifically in Holland with our clients,

- Unilever Oss
- Coca-Cola
- Pilkington

The Challenge

- What did we use?
- What did we change?
- What are these changes?
- Path forward - expectations

What did we use?

- The basic concept of open and honest discussion
- The emotion of the situation and Ken's story
- The commitment of management
- The role out scheme

What did we change?

- The use of steering committee
- The time frame
- More ½ day sessions than 1 day
- Management involvement in the role out
- Made it a European contract
- Access for everyone in the computer

What are these changes?

1. The use of steering committee

- First the concepts were explained to them
- Then it was proposed to top management
- They made a list of KSB and planned the programme, starting with themselves

What are these changes?

2. The time frame

- We took more time to role it out
- Quarterly approach in steps:
- Top managers and steering group
- Middle management and staff
- Lower management and workforce

What are these changes?

3. More 1/2 day sessions than 1 day

- Instead of full day seminars we made it 1/2 days
- More attention and participation
- Not a one day thing

What are these changes?

4. Management involvement in the role out

- In the meetings with lower management and workforce the middle management took part in the presentation
- It is there shift - group

What are these changes?

5. Made it a European contract

- Price and service from Europe differs from the UK
- More direct contact possible - no distances or languages problems

What are these changes?

6. Access for everyone in the computer

- Special arrangements were made so everyone can note down the discussion – avoid paperwork

The Path Forward

- Spin-off from first clients – other locations
- UK clients with European sites
- New clients showing interest

The Path Forward

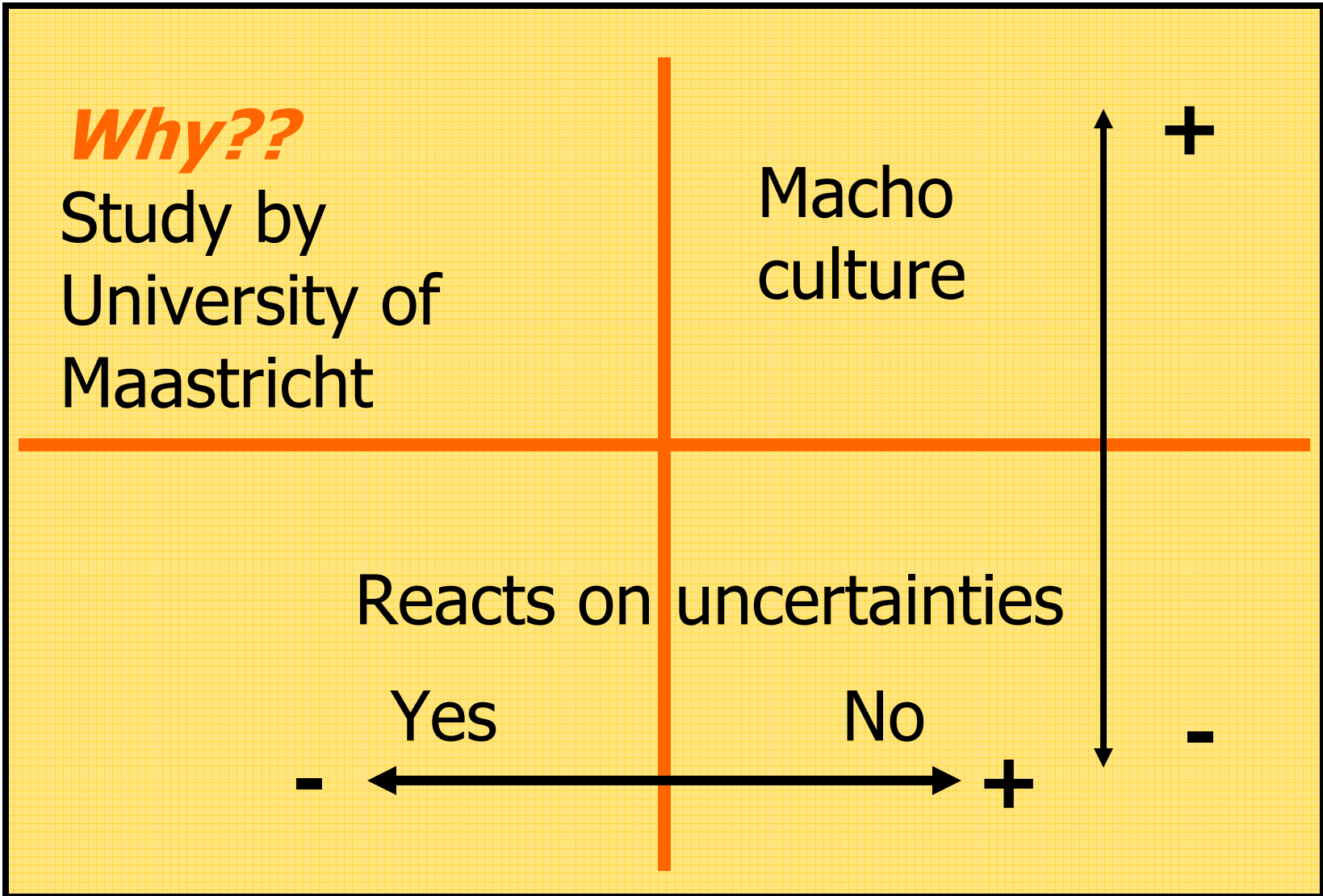
Why are we doing it?

- To avoid human suffering
- One accident is one too many!!

Fatal accidents per 100 000 employees in industry

| | | | |
|----------------|------------|-----------------|-------------|
| Holland | 1.2 | Italy | 3.6 |
| UK | 1.3 | Germany | 5.0 |
| Scand. | 1.8 | France | 5.3 |
| USA/Ire | 3.3 | Portugal | 9.1 |
| Belgium | 3.5 | Spain | 12.8 |

WHY?



| | | | |
|----------------------------|---|-----------------------------|---|
| Yes macho culture | + | Yes macho culture | + |
| No reacts on uncertainties | - | Yes reacts on uncertainties | + |
| No macho culture | - | No macho culture | - |
| No reacts on uncertainties | - | Yes reacts on uncertainties | + |

Yes macho - No reacts
Germany - France

Yes macho - Yes reacts
**Italy – Spain -
Portugal**

No macho - No reacts
**Foreign workers -
Africa -Asia**

No macho - Yes reacts
**Holland – UK –
Scandinavia**

Why??

Internal factors

- Influenced by the organization

External factors

- Influenced by the country
 - Macho/Macha
 - Reacts/No reacts

Why??

Internal factors are:

- Management commitment
- Structural approach
- Honest and open culture

External factors are:

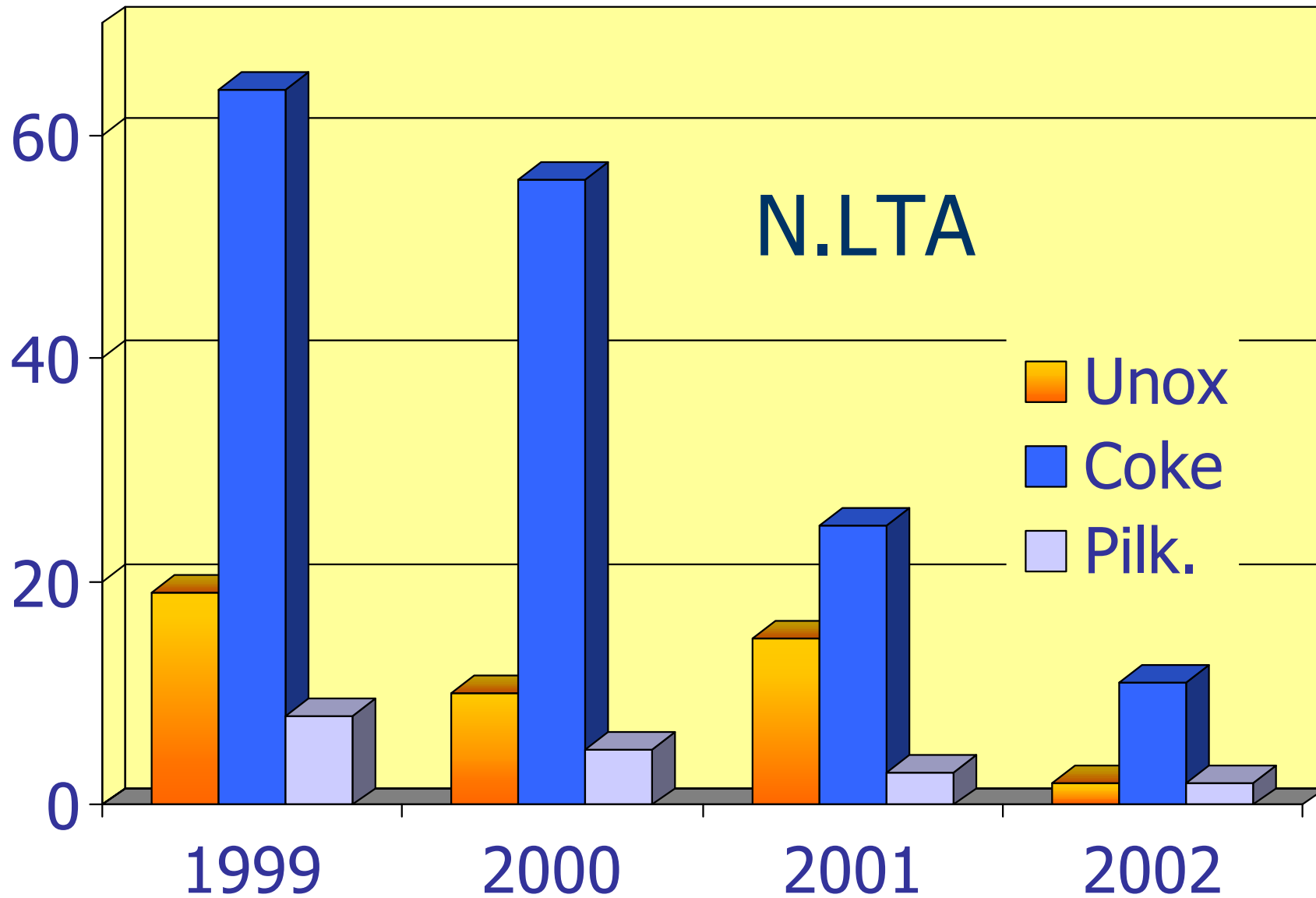
- Legislation and laws
- National culture

So we need a programme that...

- **Enforces the good factors**
- **Counter attacks the weak factors**
- **So...**
 - no macho behaviour
 - management commitment
 - honest and open reaction

That is why the programme...

- Has seen results in Holland, the UK and Scandinavian countries (no macho – yes reacts)
- Will be difficult in GERMANY, BELGIUM, FRANCE ETC.



Going European Conclusion

**“I HoPe this insight helped you
further on the road to ZERO
accidents”**

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thanks you for your time