

# From Training to Transformation

**Integrating Positive Safety into the way you work**



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## ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.



**BE A  
GREAT  
PLACE TO  
WORK**



**SUPPORT  
GREAT  
WORK**



**DO  
GREAT  
WORK**

**Our Mission:** To change the lives of individuals and organisations for the better, every day

**sentis**



**DO  
GREAT  
WORK**

# TRUSTED TO DELIVER

South East Water | GLENCORE | genesis ENERGY | BHP | TITAN  
PACIFIC ALUMINIUM | ERGON ENERGY | RioTinto | Viridis<sup>Ag</sup> | contact  
GrainCorp | AUSTRALIAN COUNTRY CHOICE | electranet | MMG | Downer

**22**  
YEARS

**500+**  
COMPANIES

**200,000+**  
INDIVIDUALS

**40+**  
COUNTRIES

# Roadmap for this discussion

- 1 What undermines training transfer
- 2 Our approach to integration
- 3 What good looks like: Case study

What undermines  
training transfer?



# The gap between learning and doing

- Teams leave training energised, full of fresh thinking and good intentions
- Weeks later the old habits creep back and the new thinking quietly fades
- This isn't a people problem, it's an integration problem
- Knowledge gain is the start of the journey, not the destination



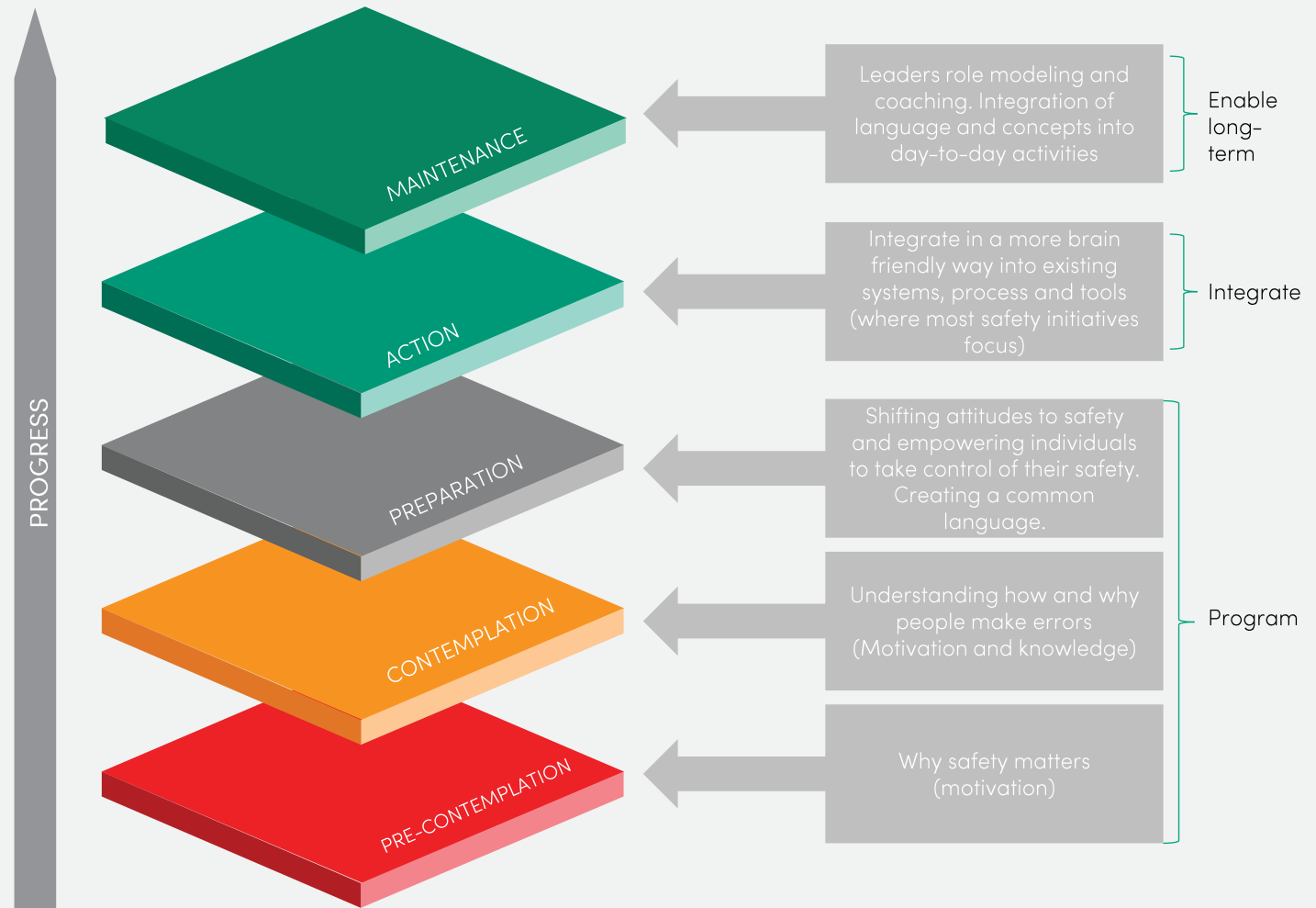
# THE PSYCHOLOGY OF CHANGE

Any attitudinal and behaviour change depends on having:

1. The right reason or motivation to put change into place
2. The knowledge of how to change or implement
3. An environment that supports change – that is, effective leadership

Organisations are more than just a sum of their individual employees.

**For effective change, processes must take individual and organisational factors into account.**



# The biggest opportunities

Top five opportunity areas identified across sites operating at *Counterproductive* and *Public Compliance* levels of safety culture maturity.

Safety Culture Dimension	Opportunity Frequency (% of Sites)
Quality of safety procedures*	56%
Management safety commitment*	51%
Internal context*	48%
Willingness to report incidents and errors	40%
Employee safety performance*	37%

# The lessons from sites doing well

Top five strength areas identified across sites operating at *Private Compliance* and *Collaborative* levels of safety culture maturity.

Safety Culture Dimension	Strength Frequency (% of Sites)
Safety mission and vision*	60%
Management safety commitment*	60%
Within-team safety communication	50%
Safety responsibility*	50%
Team support for safety	40%

So, it's great to  
have a *theory*...

Why do they often  
fail in *practice*?



# Managing complex change model

Vision	Consensus	Skills	Incentives	Resources	Action Plan	=	Success
Vision	Consensus	Skills	Incentives	Resources	Missing	=	Treadmill
Vision	Consensus	Skills	Incentives	Missing	Action Plan	=	Frustration
Vision	Consensus	Skills	Missing	Resources	Action Plan	=	Resistance
Vision	Consensus	Missing	Incentives	Resources	Action Plan	=	Anxiety
Vision	Missing	Skills	Incentives	Resources	Action Plan	=	Sabotage
Missing	Consensus	Skills	Incentives	Resources	Action Plan	=	Confusion



# Our approach to integration

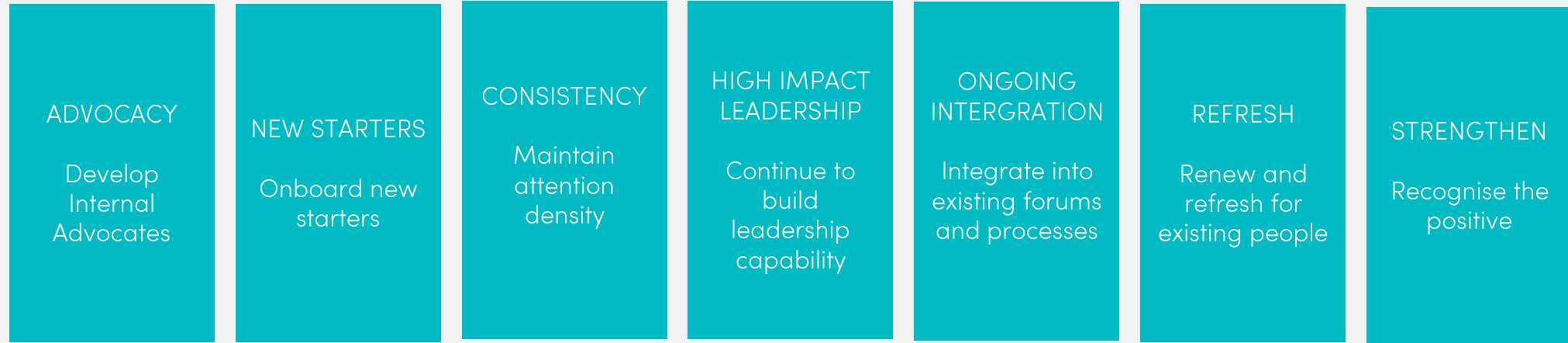


**How do you do  
this in practice?**



# What are the ANCHORS for our safety culture?

Key Integration Areas (something in each ideally):

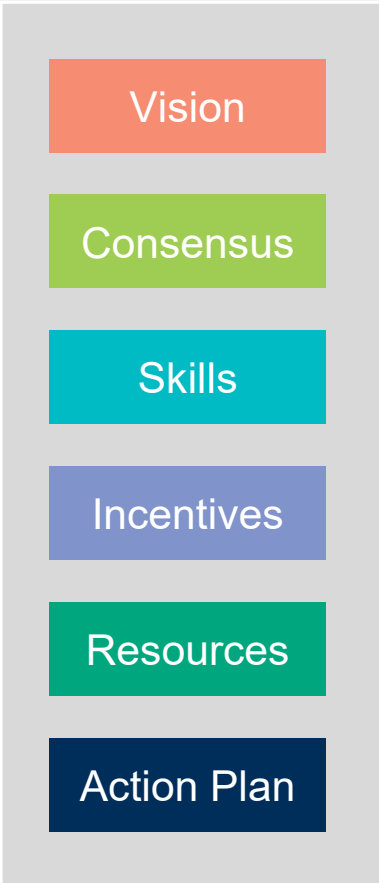


Critical Elements:



# What are the ANCHORS for our safety culture?

Key Integration Areas (something in each ideally):



Critical Elements:



We can build  
the car, but  
when we hand  
over the keys,  
you need to be  
able to service  
and drive it.



# What good looks like: Case study



# What works? Client case study

- They have strong buy-in behind the scenes
- They have done the standard training program and an Improvement Process.
- A team of people that make sure safety moments are going out to leaders
- Leaders know what they're supposed to do that week
- Tied that into their KPIs
- They have a team responsible for the integration



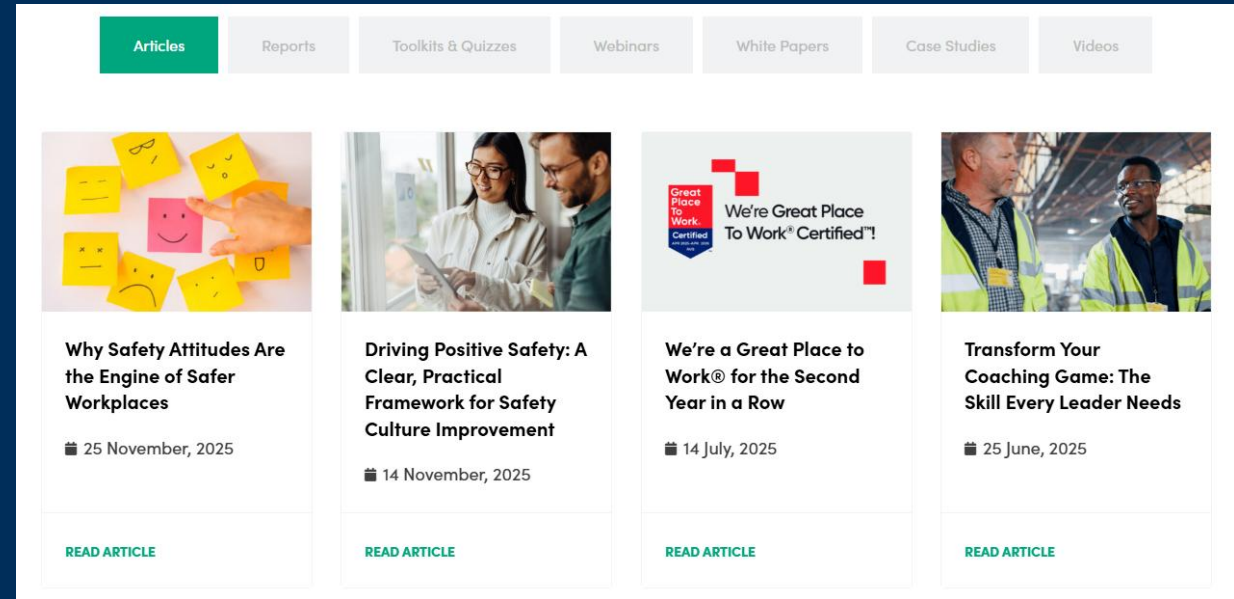


# Find out more about Driving Positive Safety

Check out our Positive Safety Portal where you can find our recent article on Driving Positive Safety as well as other:

- Articles
- Reports
- Toolkits & Quizzes
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# GET IN TOUCH

**Ben Carnell**

**Head of Client Solutions**



[ben.carnell@sentis.com.au](mailto:ben.carnell@sentis.com.au)



+61 408 446 368



[linkedin.com/in/benjaminarnell/](https://www.linkedin.com/in/benjaminarnell/)



[sentis.com.au](https://www.sentis.com.au) 1300 653 042

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