

Interrelated Behavior and Project Culture

- John Mathis, Manager of ESH BSII
- David Allen, Safety Services Manager
- Bechtel National Inc

AGENDA

- **Project Culture**
- **Interrelated Behavior**
- **Employee Involvement**

OBJECTIVE

Provide a basic understanding how interrelated and interactive behaviors affect project culture and safe implementation of work.

PROJECT CULTURE



What is project culture?

- A reflection of those within the project and, an environment where project's employees make their decision

What does project culture feel like?

- Caring - rule dependent - Fear based

What influences project culture?

- The safety culture of a project is evident in everything it does
- Behaviors and conditions of organizations and their employees directly or indirectly associated with the project.
-

PROJECT CULTURE (cont'd)



Who influences project culture?

- Any employee representing their organization directly or indirectly associated with the project.

Who owns project culture?

- All project employees representing their organizations and are associated with the project on a day to day basis.

PROJECT CULTURE (cont'd)



Why Project Culture is important?

- An employee's decision is typically the result of their past and present project culture experiences.
 - Caring - Inter dependent
 - Mediocre - rule based- dependent
 - Fear based
- One thing for sure, “an employee will make a decision,” with or without you.

INTERRELATED BEHAVIOR



Why do employees need to make a decision?

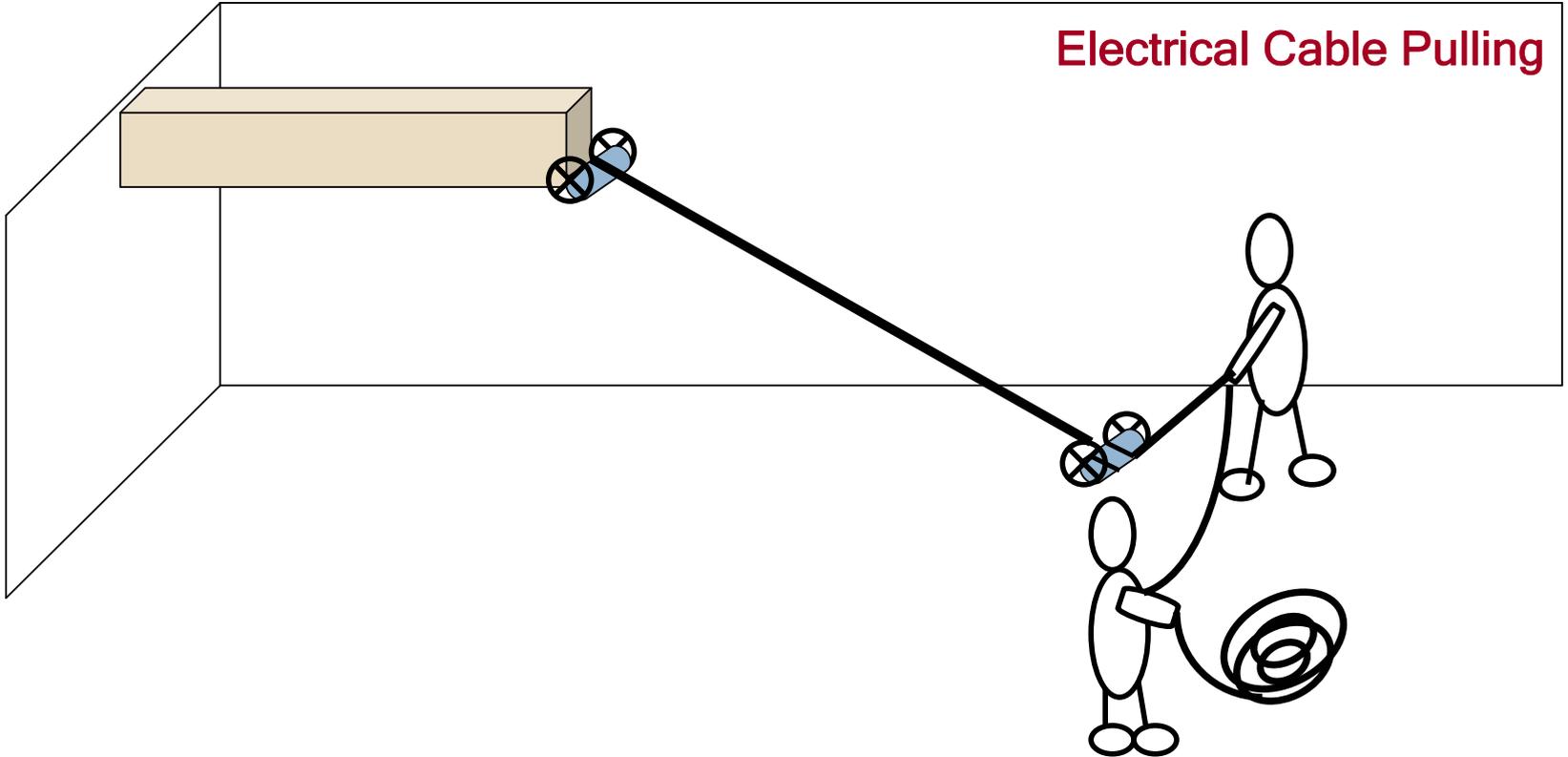
- Performance Pressure; perceived, peer acceptance, supervision / culture.
- Task Completion; personal gain
- Personal recognition; significant reward

An employee's project culture is key to good decisions

- Caring
- Mentoring
- Maturity

INTERRELATED BEHAVIOR (cont'd)

Electrical Cable Pulling





INTERRELATED BEHAVIOR (cont'd)

Task: Pulling cable through a cable tray....

Two electricians are assigned the task of operating a cable puller to install a 250mcm electrical cable through a cable tray.

The journeyman worker double-wraps the cable-puller's roller with rope while the apprentice begins to lay and organize excess rope onto the floor.

In process of pulling the rope, the journeyman single wraps the rope around his hand to gain a better grip

The journeyman and apprentice later change positions and the operation commences once again.

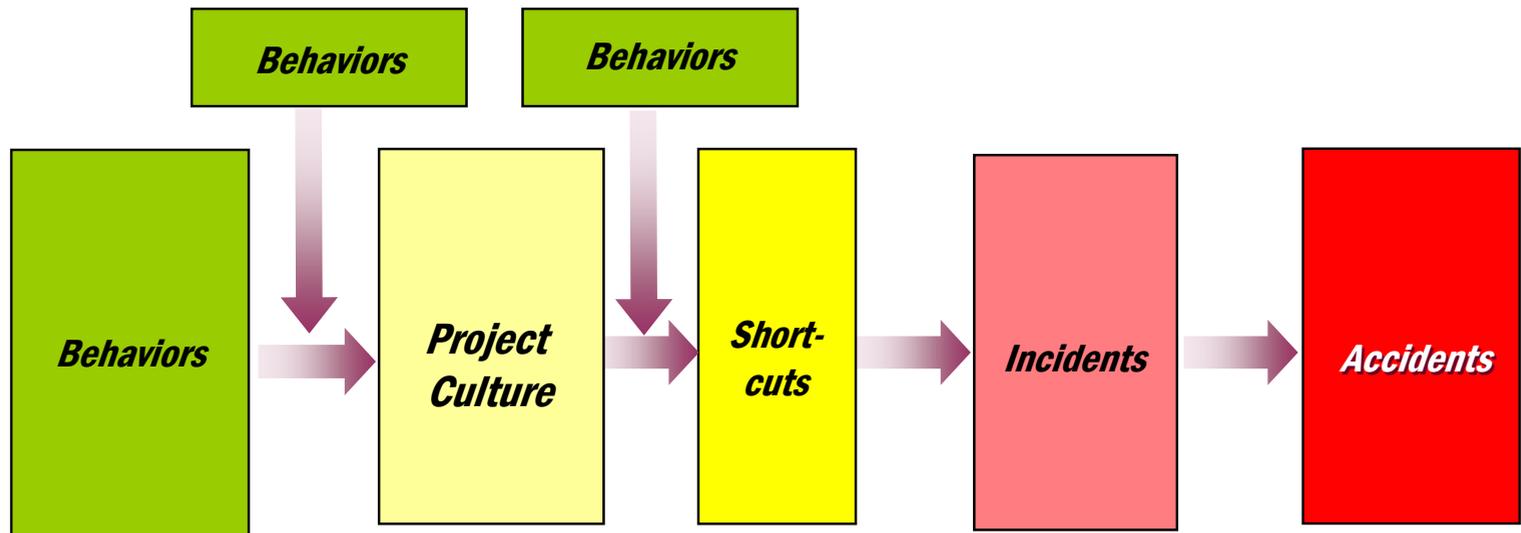
Shortly after the process begins, the cable puller's safety latch fails and the worker's thumb is amputated.

Learned Behavior - Modeling behavior, call it what you will, "In the end, it's an educational process".

INTERRELATED BEHAVIOR - PROJECT CULTURE

The Connection

What could have prevented the previous event?



Are there other interrelated behaviors involved?

INTERRELATED BEHAVIOR - PROJECT CULTURE

The Connection (Cont'd)

Project organization

- Company and client
- Support groups
- Line Management
- Craft disciplines
- Peer to peer

Could someone's interrelated behavior be involved?



INTERRELATED BEHAVIOR - PROJECT CULTURE

The Connection (Cont'd)

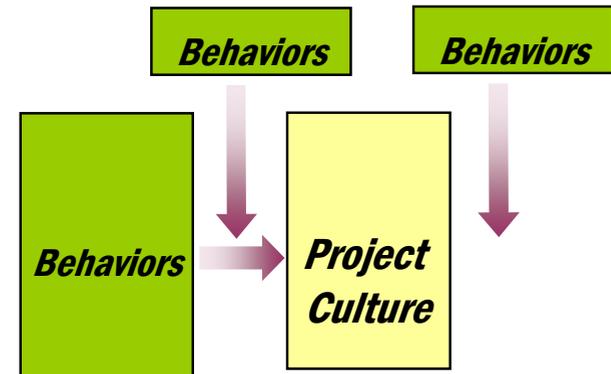
Do your employees understand?

- Are you one of those thinking your employees already know and really understand how “Interrelated Behaviors affect Project Culture and your employee’s decision making process”?
- If you are, “you may want to rethink it”.
- Don’t assume, “educate all of them at all levels and know they understand how interrelated behavior works”

INTERRELATED BEHAVIOR - PROJECT CULTURE

The Connection (Cont'd)

- **Behavior influence**
 - Played over and over
 - Many do not recognize it
 - Many do not know how to deal with it
- How we “act and behave” between one another does affect project culture and how decisions are made by project employees.





INTERRELATED BEHAVIOR - PROJECT CULTURE

Employee Involvement

Recognize all groups as project employees;

- **Company and client**
- **Support Groups**
- **Line Management**
- **Craft Disciplines**



INTERRELATED BEHAVIOR - PROJECT CULTURE

Employee Involvement

Educate all project employees

- How each employee's behavior affects others around them simply by the way they act and behave.
- How an individual's behavior, without respect for others, does affect project culture and how others will make decisions.
- Active and positive employee involvement does contribute to accident prevention and a strong project culture.
- How to conduct themselves in areas of behavior and in support of building a strong project culture.



INTERRELATED BEHAVIOR - PROJECT CULTURE

Employee Involvement (Cont'd)

Opportunity for employee involvement

- Pre-job walk down
- Work instruction development
- Pre and Post job briefing
- Daily Pre and Post task Analysis
- Job setup
- Employee Behavior teams
- VPP, Safety Committees
- Inspections and Walk downs
- Near miss reporting



INTERRELATED BEHAVIOR - PROJECT CULTURE

Summary

- Project employees, at all levels, do not understand the “Interrelated Behavior - Project Culture” connection.
- Project employees are “responsible owners” in developing their project culture”, but they are not the only individuals that influence their culture.
- All levels of project employees, on and off the project, must understand their role in the development, maturity and in maintaining a positive project culture and the important role project culture has in decision making.



INTERRELATED BEHAVIOR - PROJECT CULTURE

*Every Project/Facility Forms
its Own Safety Culture*