

# A PARADIGM SHIFT IN SAFETY

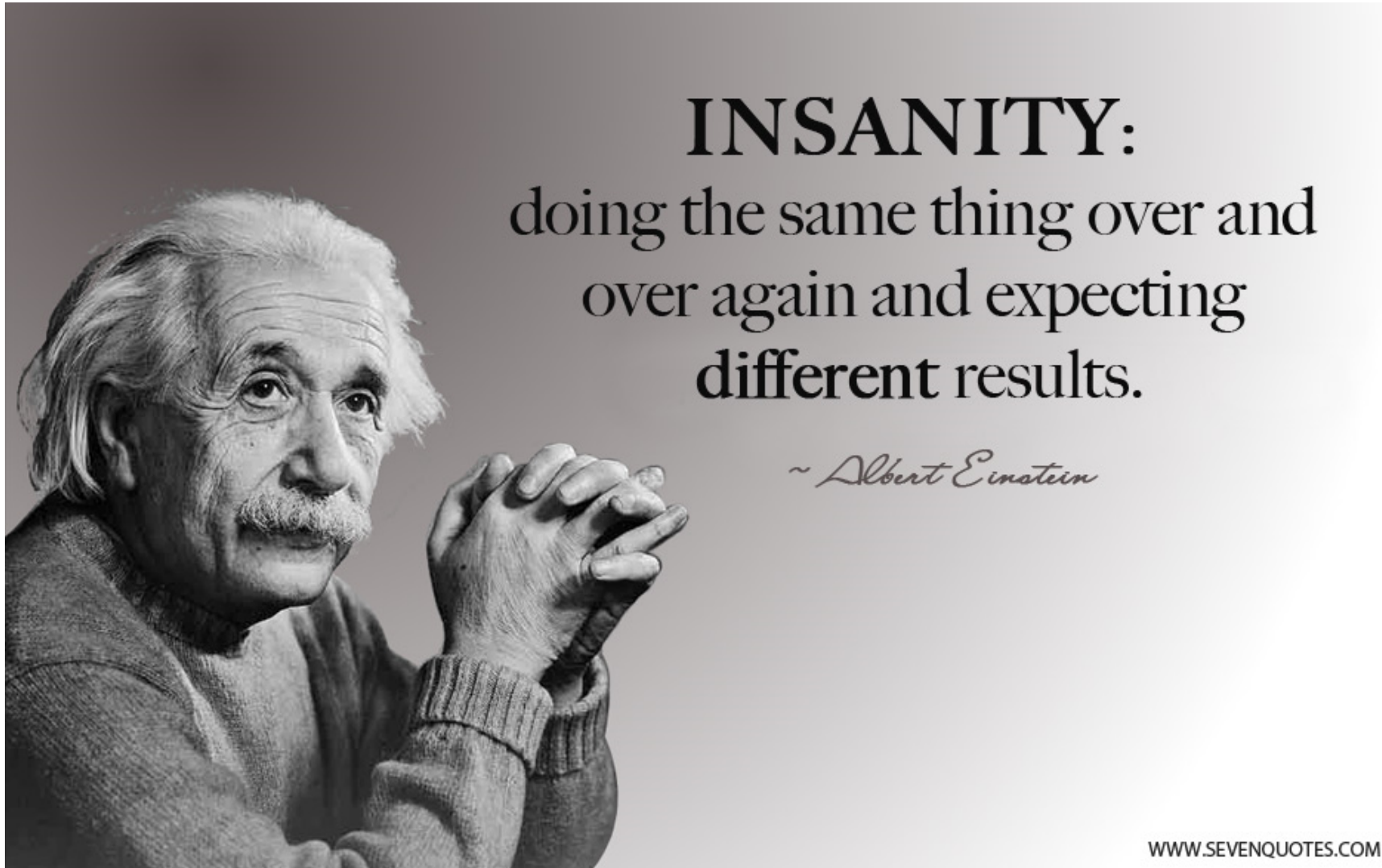
## *PINNACLE'S OWNING SAFETY JOURNEY*

2017 Wood Pellet Association of Canada  
Ottawa, ON  
Sep. 20, 2017

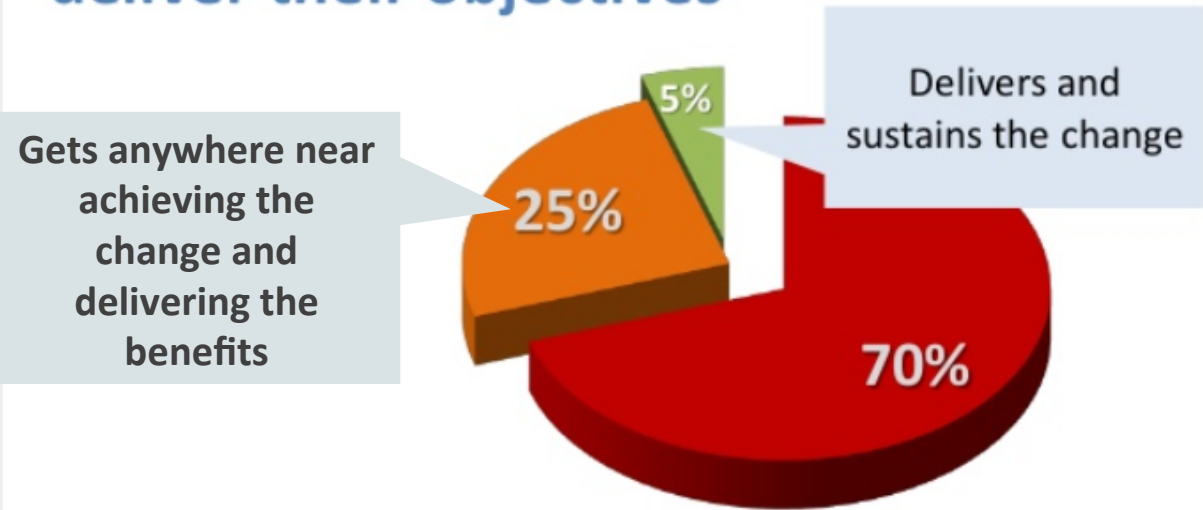
Scott Bax  
Senior Vice President Operations  
[Scott.Bax@pinnaclepellet.com](mailto:Scott.Bax@pinnaclepellet.com)



Your system is perfectly designed to deliver the results it produces.



Most change programmes fail to deliver their objectives



Source: McKinsey Performance Transformation Survey, 3000 respondents to global, multi-industry survey

Typically, around any change effort, there is an initial spike of tangible energy, and change, but when leadership loses interest, the momentum of change slows down drastically."

Tara Paluck

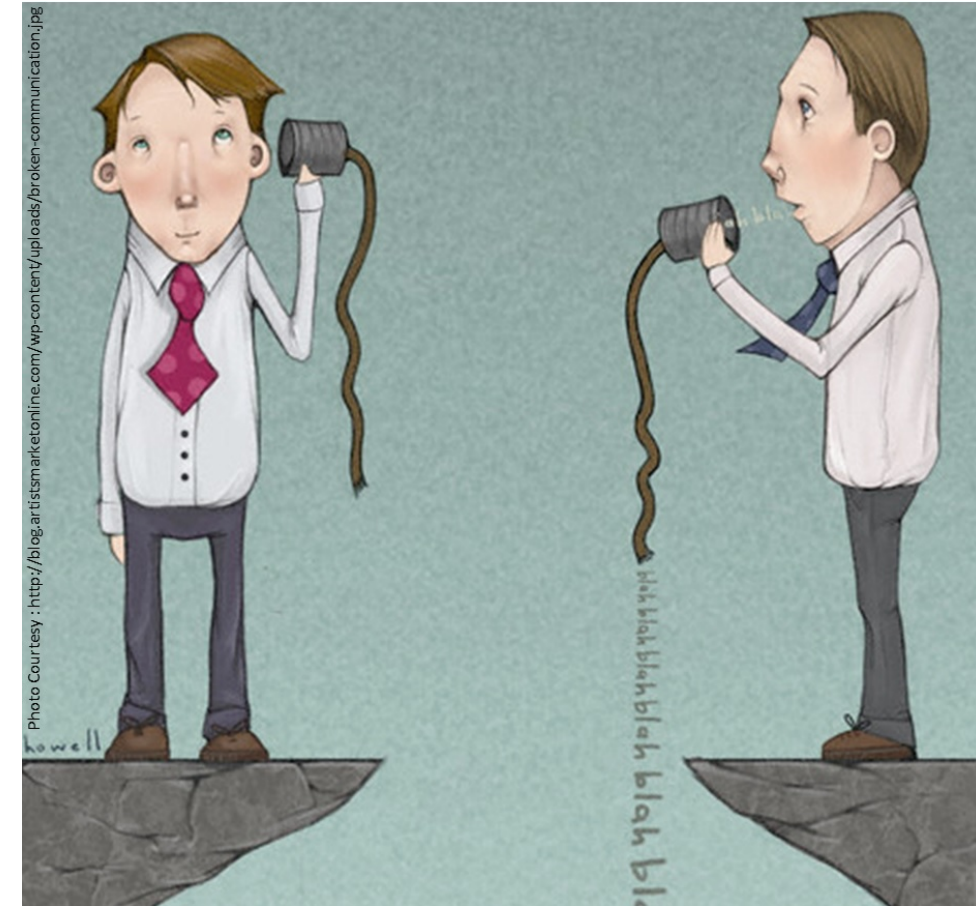


@HelenBevan

## Four gaps between how we communicate change & how people engage with that communication:

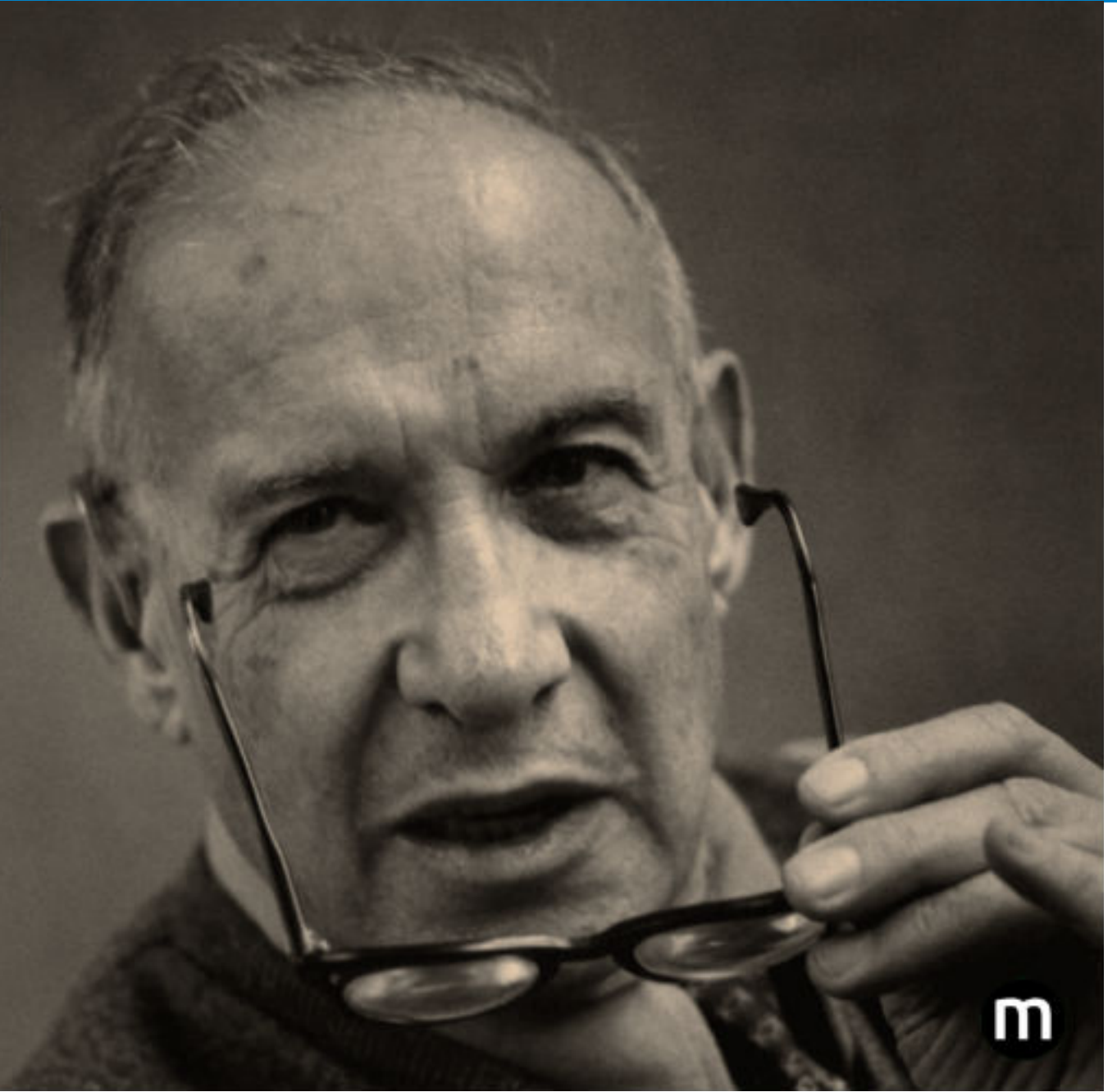
1. People engage emotionally but we mostly speak intellectually
2. We rely on facts, easy to challenge, hard to remember
3. If we only talk about success people won't believe us
4. People don't want more communication, they want meaningful communications.

<http://peterfuda.com/2014/10/30/traditional-comms-fail-engage/>



# CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER



## Culture in operations, why waste time with that?

Truth is, you are developing, engaging, growing a culture in your organization every day. The difference is you actively try to shape and grow the culture you want

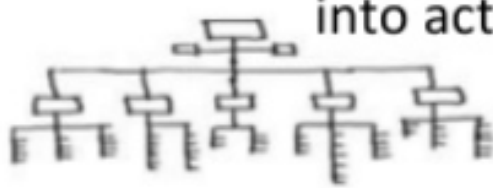
“Culture is the sum total of all the behaviours and attitudes of everyone in an organization. To change culture one must change behaviours”

**CULTURE IS THE  
STRATEGY...**

**Brett Gleeson**

## What's the evidence?

The failure of large scale transformational change projects is rarely due to the content or structure of the plans that are put into action



It's much more about the role of informal networks in the organisations and systems affected by change

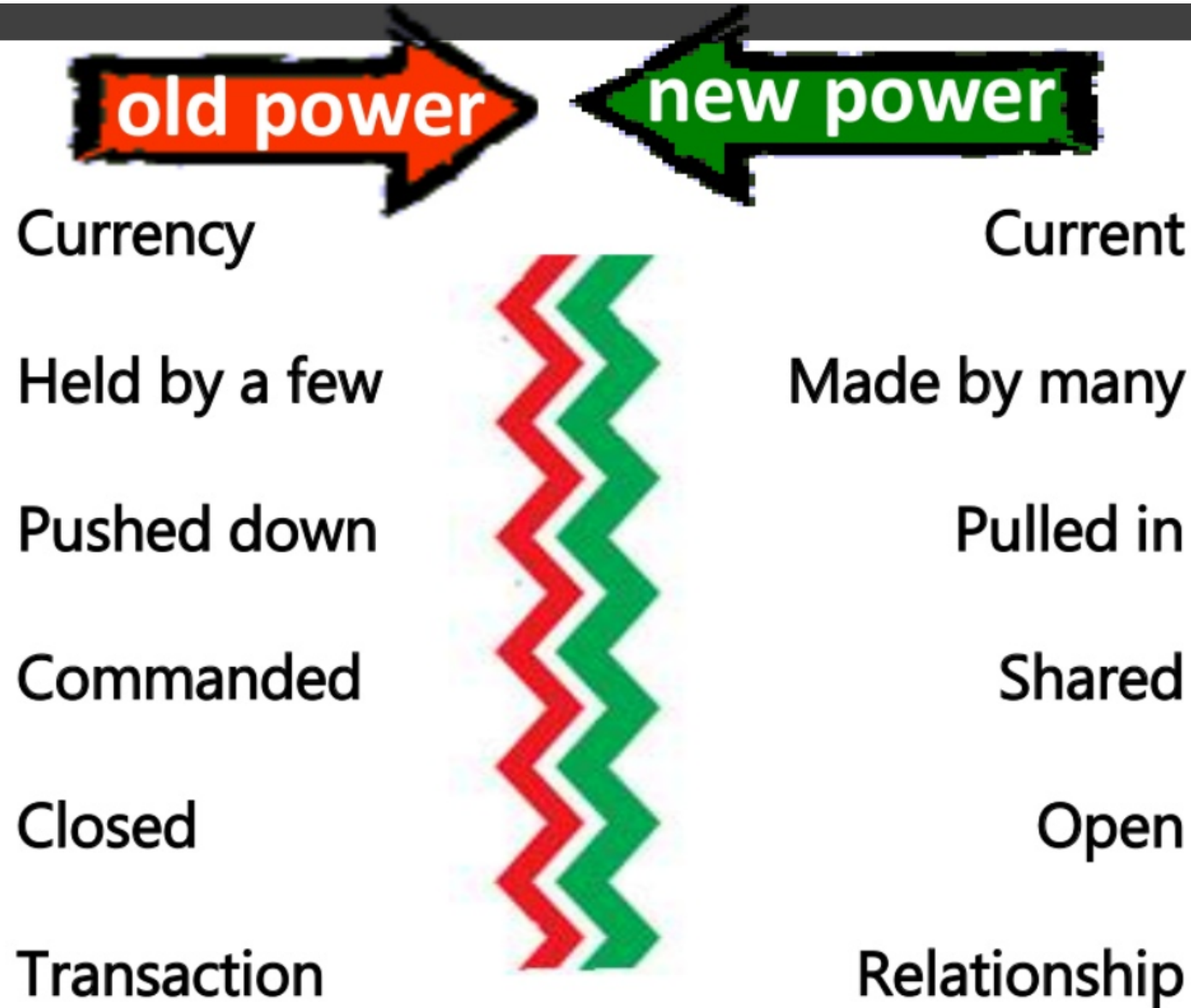


*To make transformational change happen we need to connect networks of people who 'want' to contribute*



Source: David Dinwoodie (2015)

[http://iedp.com/articles/vertical-leadership/?utm\\_source=Sign-Up.to&utm\\_medium=email&utm\\_campaign=13787-257163-Campaign+-+01%2F09%2F2016](http://iedp.com/articles/vertical-leadership/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=13787-257163-Campaign+-+01%2F09%2F2016)



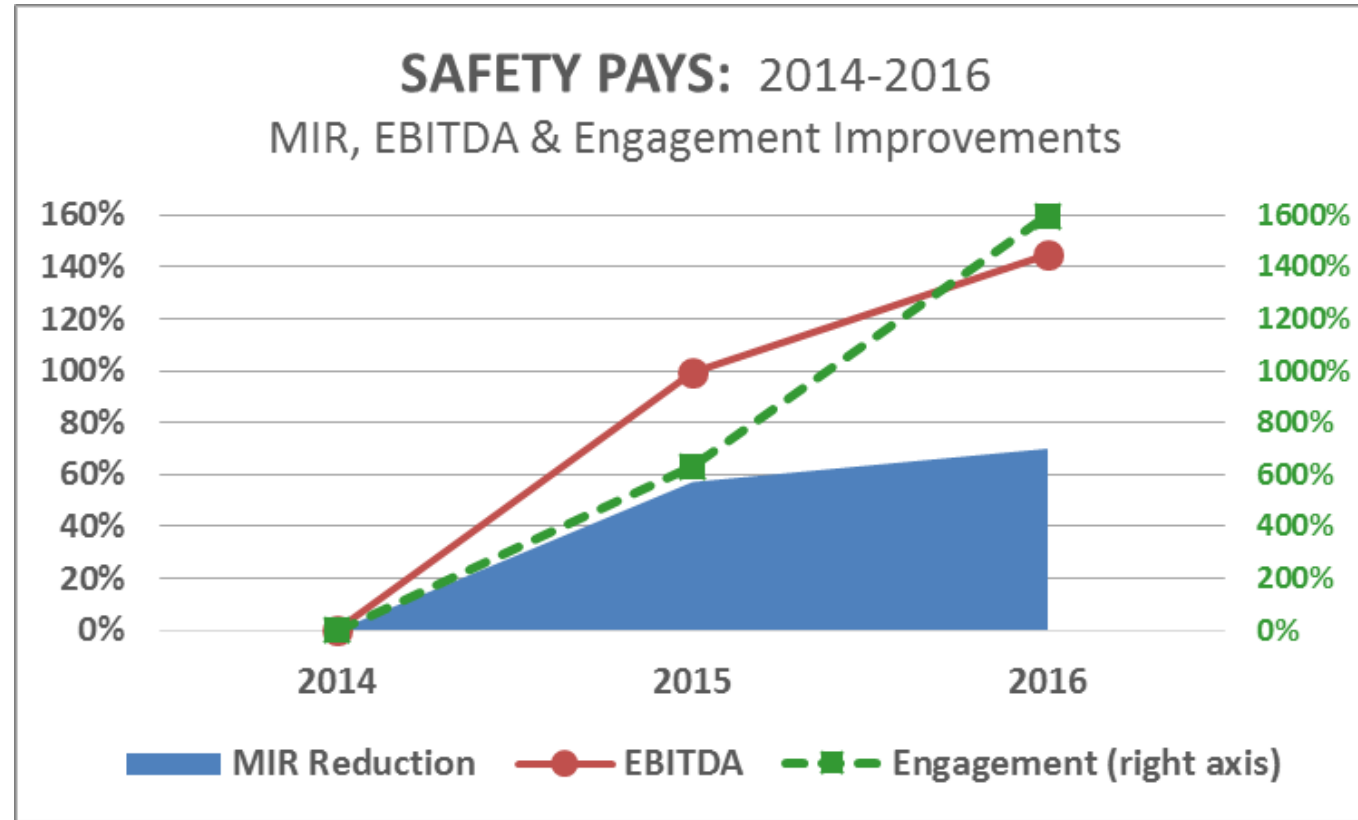
*"Leadership is not about making clever decisions and doing bigger deals. It is about helping release the positive energy that exists naturally within people"*

Henry Mintzberg

Jeremy Heimens TED talk "What new power looks like"

<https://www.youtube.com/watch?v=j-S03JfgHEA>

# Safety is Good Business... for everyone



## OWNING SAFETY



Training and  
Education



Employee  
Engagement



Effective KPIs



Quality  
Investigations

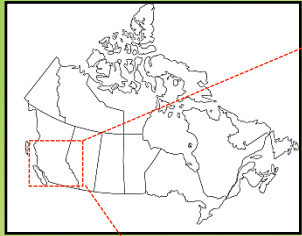


Recognition  
and Rewards

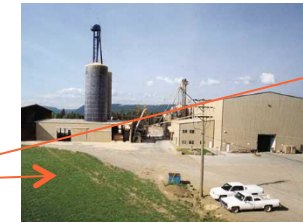
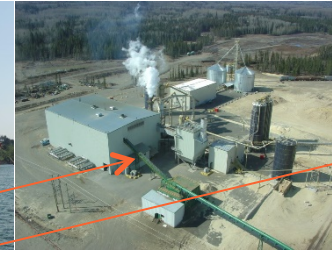
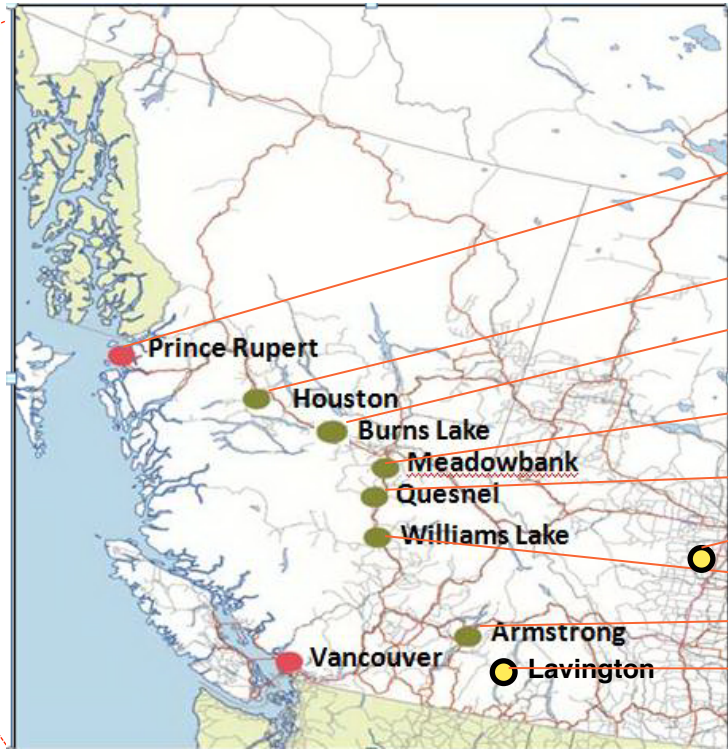


"If we can do it, I think any company,  
regardless of industry,  
can have similar results.  
We're proud of what we've accomplished  
but we're not done yet."

Rob McCurdy  
CEO Pinnacle Renewable Energy



-  Pellet Plant
-  Port



**Entwistle Plant**  
March 2018



# Thank you