



National Transportation Safety Board

The Critical Role of Safety Leadership

Kinder Morgan Leadership Meeting

Robert Sumwalt

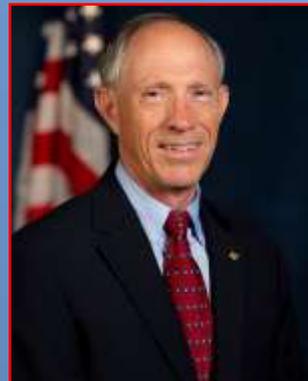
July 19, 2019







The Board



Bruce Landsberg



Robert Sumwalt



Jennifer Homendy





Oakland, Iowa
December 2017



Oakland, Iowa
December 2017

“...the failure of the Riverside Community School District to provide adequate oversight by allowing a driver to operate a school bus with a known physical impairment that limited his ability to perform emergency duties ...”

DuPont, WA
December 2017

“Central Puget Sound Regional Transit Authority’s failure to provide an effective mitigation for the hazardous curve without positive train control in place ...”

Near Santa Fe, NM

June 2009



Roswell, NM

April 2011



A photograph of an airport scene. In the foreground, there is a large, semi-transparent blue rectangular box containing yellow text. Behind the box, an air traffic control tower stands on the left, and a runway with several aircraft is visible in the background under a clear blue sky.

“Gulfstream’s focus on meeting the G650’s planned certification date caused schedule-related pressure that was not adequately counterbalanced by robust organizational processes to prevent, identify, and correct the company’s key engineering oversight errors.”

Gulfstream Managers Blamed for Fatal Crash on Test Flight

by Alan Levin

October 11, 2012 — 12:00 AM EDT



■ An artist's rendering of a General Dynamics Corp. Gulfstream G650. Source: Business Wire via Bloomberg

Pressure to speed flight tests of a new model of General Dynamics Corp.'s Gulfstream business jet so it could win U.S. certification for sale was blamed by a U.S. safety agency for crash that killed four employees.

The National Transportation Safety Board yesterday ruled that Gulfstream management was responsible for the accident that sent a G650, which costs \$65 million and has the longest range of any private aircraft, sliding off a Roswell, New Mexico, runway in flames on April 2, 2011.

Your Organization's Management Blamed for Fatal Pipeline Accident



Company sued for billions. Company declares bankruptcy, ceases operations.

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Could this be you?



**“The best way to predict the
future is to create it.”**

- Peter Drucker

Creating a Future of Safety: Three Leadership Questions

1. How strong is our safety culture?
2. Are we really living our values?
3. Are we truly providing safety leadership?

Creating a Future of Safety

HOW STRONG IS OUR SAFETY CULTURE?

Safety Culture is:

“Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.”

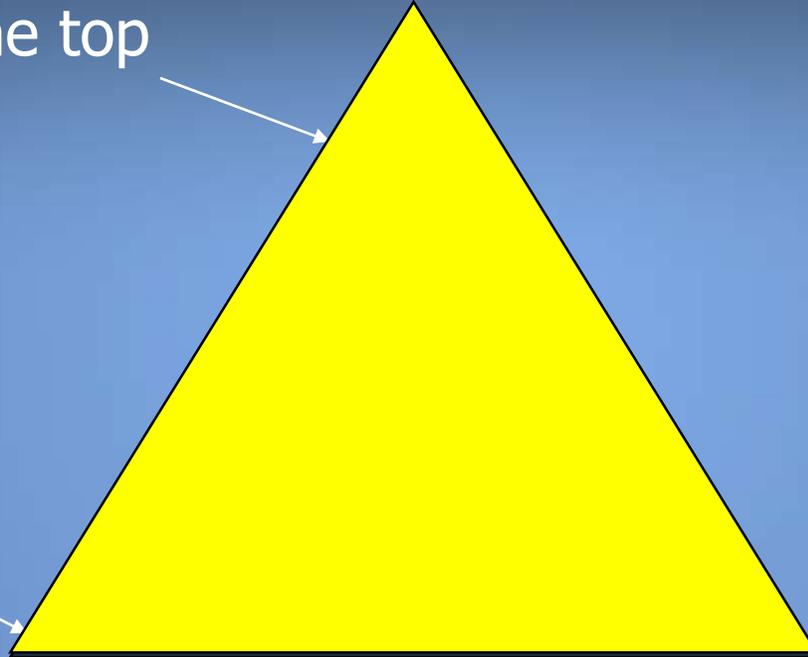
Source: U.S. Nuclear Regulatory Commission

Safety Culture is:

Triggered at the top



Measured at the bottom



Safety culture starts at the top of the organization and permeates the entire organization.

Do you have a good safety culture?

Do you have a good safety culture?

- “... it is worth pointing out that if you are convinced that your organization has a good safety culture, you are almost certainly mistaken.”
- “... a safety culture is something that is striven for but rarely attained...”
- “... the process is more important than the product.”
 - James Reason, “Managing the Risks of Organizational Accidents.”

Creating a Future of Safety

ARE WE REALLY LIVING OUR VALUES?

Values

- Is safety the top priority of your organization?
- Don't make it a priority – make it a core value.



Our Values

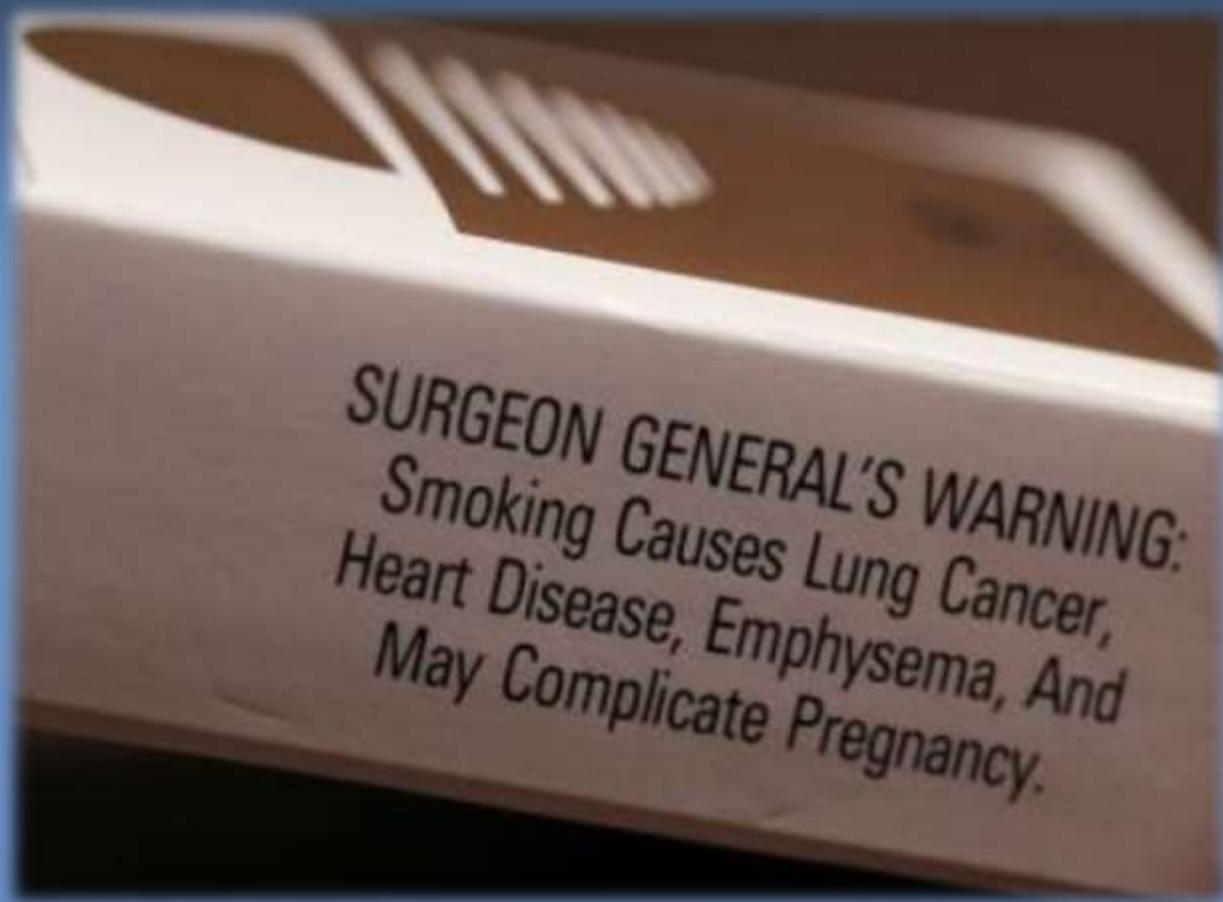
Integrity. Accountability. Safety. Excellence.



NTSB

Living the Values

- In a successful organization, everything you do is run through the filter of your core values to make sure you are being true to them.
- And, most importantly, you must live those values.



SURGEON GENERAL'S WARNING:
Smoking Causes Lung Cancer,
Heart Disease, Emphysema, And
May Complicate Pregnancy.





CVS Stops Tobacco Sales



“The sale of tobacco products is inconsistent with our purpose – helping people on their path to better health.”

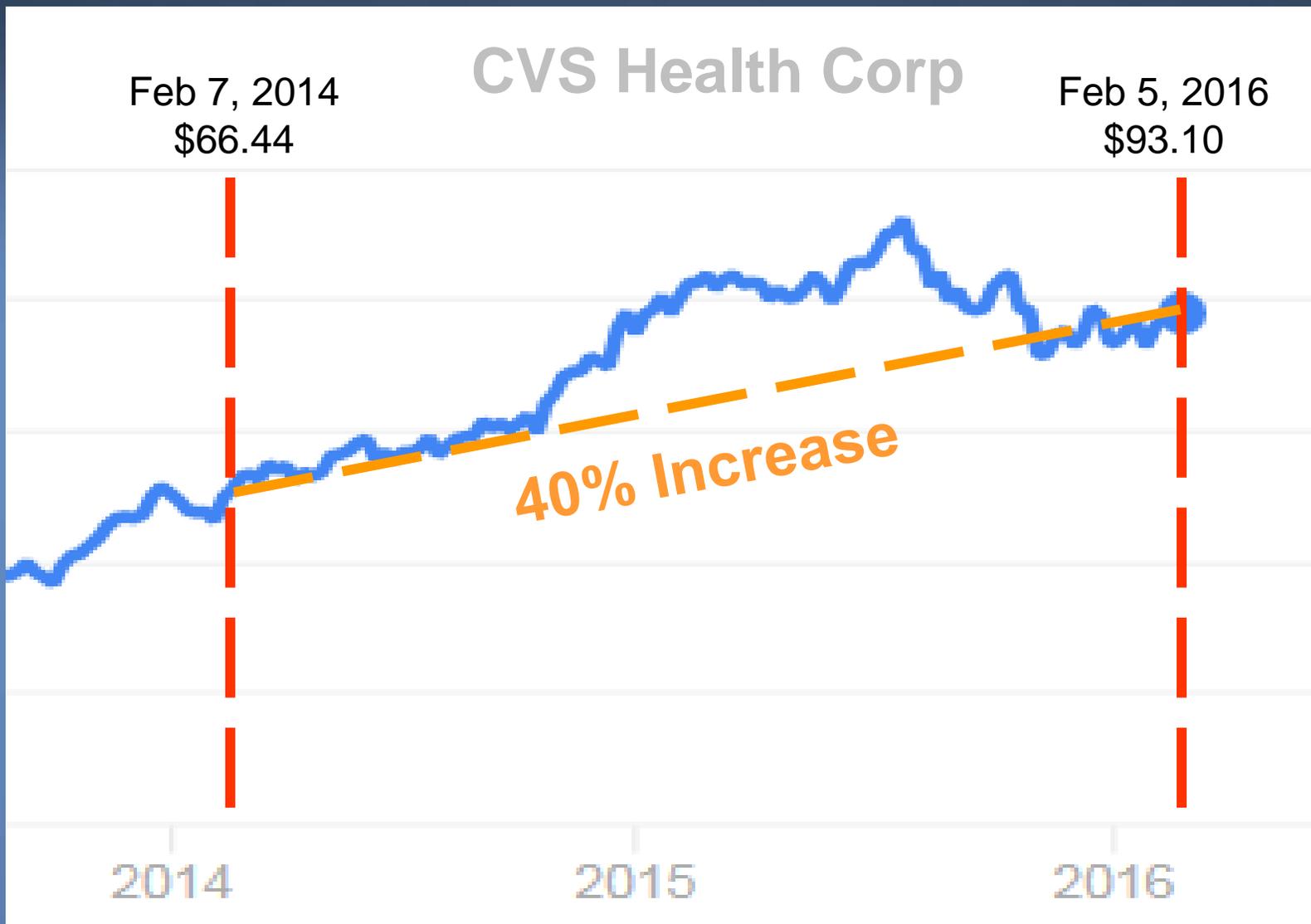
- Larry J. Merlo, CEO, CVS Health

“This move is clearly in-line with their stated purpose and values, a move we don’t see often enough today in corporate America. Relying on a strong foundation of values is often what sets market leaders apart from the pack.”

- Michael Woody, Ph.D. for Fox Business

“Think of values as the core guiding principles that act as the foundation of your organization. These principles should guide every decision and serve as your fallback in times of uncertainty.”

- Michael Woody, Ph.D. for Fox Business

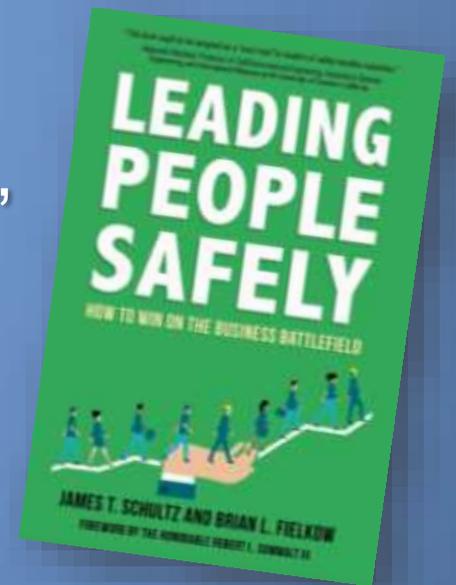


“Organizations with strong leaders are those organizations that ensure their values are aligned and lived throughout the organization.”

“They do the right things by caring for the safety and health of their employees and customers.”

“Because of their commitment to values and caring, they have greater potential to perform well financially.”

- “Leading People Safely,” p. xxvi



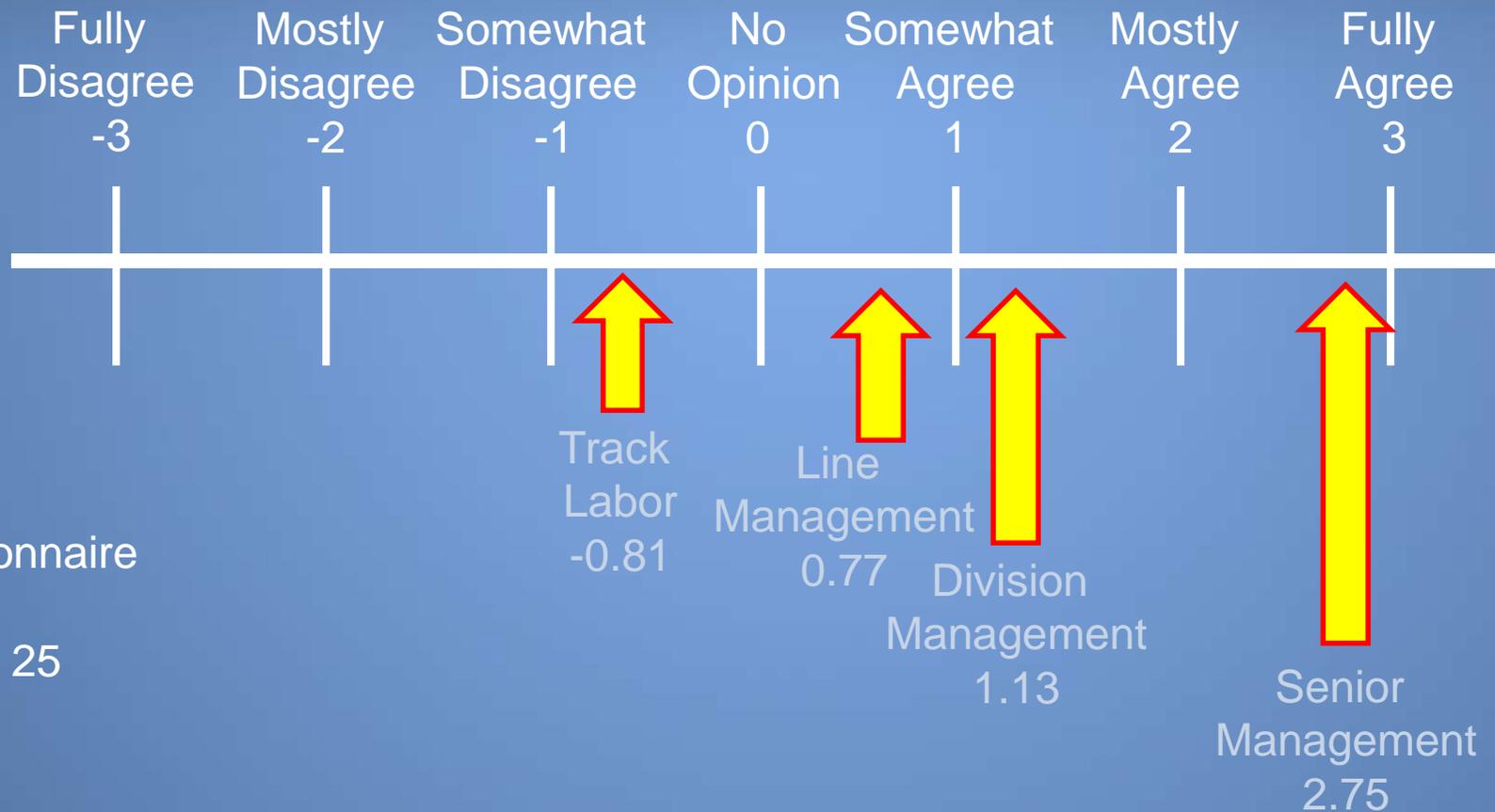
Creating a Future of Safety

ARE WE TRULY PROVIDING SAFETY LEADERSHIP?

Metro-North Railroad



Metro North management is committed to workplace safety and participates regularly in safety events.



NTSB questionnaire
n = 156
Management 25
Labor 131

Management does not pressure staff to maintain service or operations, potentially at cost of safety.



Employee Comments

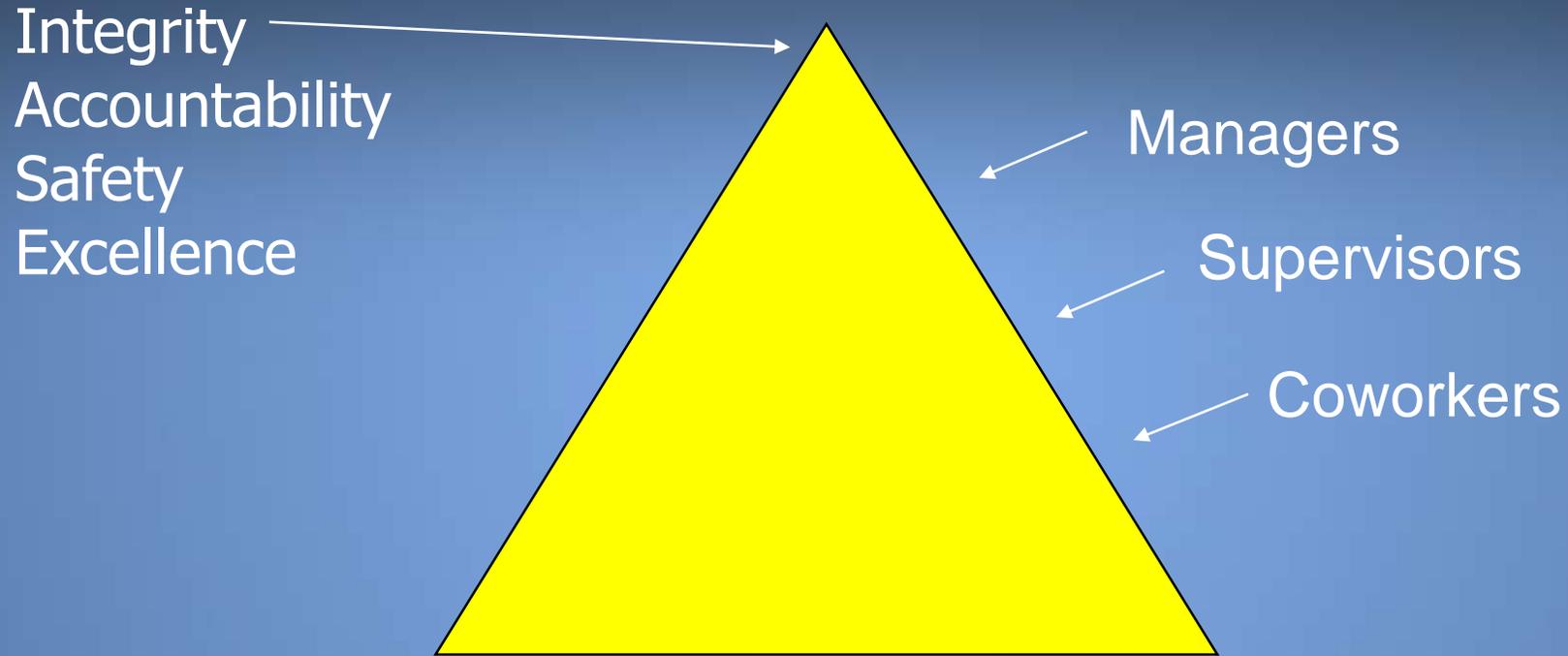
- “Sometimes I feel safety is priority one as long as it's convenient.”
- “Metro-North pays lip service to safety. On time performance & budgets take precedence over safety.”
- “The railroad only cares about the on-time performance.”
- “It’s all about on-time performance and safety rules are thrown out the window to keep on time performance.”
- Management has no clue.”

How leaders influence safety

“The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies.”

- Dov Zohar, as cited in NTSB accident report

Sometimes the Message gets Distorted



MOST IMPORTANT – Output!!!!

Cut corners to save money

Fear of retribution

Get job done at all costs

Unfair discipline

Work sucks

Call in sick for extra vacation day

WORD OF THE DAY

Friday, July 19, 2019

align-ment *noun* \ə-'līn-mənt\
Where the leaders and front line employees, and everyone in between, share and practice the same values.

Alignment



Are you on the right track?

“Even if you're on the right track, you'll get run over if you just sit there.”

- Will Rogers

“Good can be Bad”

- With good safety performance, people/organizations can easily become complacent.
- Don't ever believe that a lack of accidents means you are “safe.”
- To counter this complacency, there must be a leadership obsession with continuous improvement.

- Courtesy of Jim Schultz

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