



20th ECABA

EUROPEAN CONFERENCE ON
APPLIED BEHAVIOR ANALYSIS

ONLINE

13th-14th June 2024

**Behavior Based Safety & Performance
Management Session**

Program

www.aarba.eu/it/ecaba/



Program

14th of June

9:00 – 10:00 AM (CEST)	Plenary session <ul style="list-style-type: none">• Opening greetings• Opening remarks – prof. Fabio Tosolin president of AARBA (Association for the Advancement of Radical Behavior Analysis) and IACABAI (Italy Associate Chapter of ABA International)
10:15 AM - 1:00 PM (CEST)	Presentations on Behavior Based Safety and Performance Management topics <ul style="list-style-type: none">• Howard Lees (10:15 – 11:00 AM): Safety Leadership - From virtual safety to real safety• Bruce Faulkner (11:15 – 11:45 AM): The science and data behind the stories• Bob Cummins (12:00 – 12:45 AM): It's not you, it's me – Collective responsibility
1:00 – 2:00 PM (CEST)	Lunch break
2:00 – 5:00 PM (CEST)	Presentations on Behavior Based Safety and Performance Management topics <ul style="list-style-type: none">• John Austin (14:00 – 15:00 PM): Getting Results: Behaviors that Deliver Improvements• Timothy Ludwig (15:10 – 16:05 PM): Align for the Front Line: Real Learning from BBS Observations• Matthew Laske (16:10 – 17:00 PM): Facilitating Top-Tier Conversations: Maximizing Discussion, Engagement, and Root Cause Assessment in the Field
5:00 – 6:00 PM (CEST)	Symposium: the experience of italian companies that implemented the BBS protocol
6:00 PM (CEST)	Work closure



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Howard Lees

Howard Lees spent four decades working in Civil Engineering and Project Management, latterly as an Executive for the Bechtel Corporation where he was responsible for major projects in Europe and had an impressive record for delivering projects and also for implementing major cultural changes. He is a chartered civil engineer and Fellow of the Institute of Civil Engineers (FICE). He founded Hollin Ltd in 2004, where he and his team delivers Executive coaching, training courses and surveys to clients on four continents. He is the author of fourteen books on the application of behavioural management techniques to improve performance at work and life at home. Howard wrote the best selling book 'Safety Leadership' (From virtual safety to real safety). Howard is the UK's leading practitioner of Behavioural Management Techniques (BMT). His track record and expertise on behavioural techniques is recognised globally. Howard is an entertaining and experienced public speaker, delivering presentations at conferences and events around the world.

Safety Leadership - From virtual safety to real safety

The main focus of this presentation is the creation of safe places for people to work within the frameworks provided by the law and each organisations corporate governance.

First, I discuss the emergence and expansion in numbers of safety professionals, and those of other new professions taking responsibility away from roles traditionally held by organisational leaders e.g., in procurement, finance, commercial, legal, HR etc. I examine the impact of these shifts in power and how they have contributed to the emergence of what I call 'virtual safety.' Next, we look at the starting point for any project: a client writing a proposal for a contract. Contracts are commonly written by procurement specialists and it's usually at this point that safety takes a step in the wrong direction. Contracts full of threats for non-performance don't produce safe

working environments or efficient production. The early phases of projects affect the eventual safety performance. Some clients make it very difficult for bidders to deliver key safety feedback in a potentially risky environment during tendering. Freedom to speak up is a big-ticket item on safety.

I include some practical examples of varying degrees of safety excellence and also failures in safety leadership and strategy. I hope that participants will relate to the real-life examples and scenarios and use that empathy to understand what's happening with their own safety strategies and cultures. My intention is that this presentation may spark or at least assist the badly needed change in safety performance.



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Bruce Faulkner

Bruce Faulkner is a chemical engineer who spent 14 years working on large projects for the Bechtel corporation. For the last 25 years he's been integrating behavioural science into organisation's ways of working and practices, focusing on decision-making across operations, projects, and strategy.

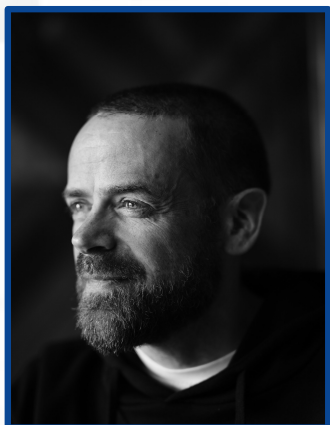
He specialises in improving effectiveness, efficiency and safety. And has worked across various industries, including utilities, construction, energy, transportation, and finance. Bruce has also worked in the public sector with local government, policing, and the fire service. He helps leaders craft practical strategies that transform organisations, making him a respected figure in driving sustainable change and innovation.

The science and data behind the stories.

Bruce Faulkner will share both the science and data that sits behind the Howard Lees presentation. He'll share with you results from their 25 years of applying behavioural science to improve safety performance. Bruce will also highlight the behavioural principles that were used to design each of their interventions.



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Bob Cummins

Bob Cummins is the CEO and Founder of SODAK Limited, whose goal is to challenge and improve much of the current entrenched thinking about how we live, work, lead and manage. Bob has been studying and applying behavioural science since 2007, Learning directly from some of the leading professors in Behavioural Science in the US.

Bob started his career in construction in the UK in 1989. Moving through engineering, site management, health and safety and several executive roles before leaving 'normal' work in 2011 in pursuit of making a difference to other organisations by helping them apply the principles of behavioural science.

Bob founded Sodak limited, a behavioural design agency based in Edinburgh, Scotland. Sodak's aim is to help people in business make safer, happier, less wasteful workplaces through behavioural design.

Bob is also the author of Behavioural Science for Business Health and Self, Behavioural Incident Analysis and has developed a number of tools to help people change theirs and others behaviours. Sodak work with businesses in Europe, Canada and the US.

It's not you, it's me – Collective responsibility

That old saying, "It's not you, it's me," might be better phrased as "it's both of us." We often emphasize personal responsibility, especially in health and safety. The reality suggests a deeper connection and more of a collective responsibility. Our actions are not just our own but are influenced by and influence others around us. What I do affects you, often more than it affects me, highlighting our interconnectedness.

Thus, it's not enough to consider our behaviour in isolation. We are responsible not only for ourselves but for each other, given our mutual impact. This shift from personal to collective responsibility recognizes our role in a larger system, where our actions contribute to the group's overall behaviour.

Collective responsibility, therefore, is not just a duty but a necessity, carrying greater influence and potential than personal responsibility alone.

Takeaway's

- Behaviour never happens in isolation the context is always driving the behaviour.
- Holding individuals accountable or responsible for their behaviour, without examine the causal elements from the context and environment will lead you to the wrong conclusion and ineffective control measures to prevent reoccurrence.
- Use collective responsibility to help create teams that look out for each other and self-improve.



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John Austin

Dr. John Austin is an internationally recognized expert in human performance and author of #1 Amazon bestselling book, “Results: The science approach to better productivity, profitability, and safety”. He is CEO of Reaching Results, where he teaches leaders to create more effective work environments. Dr. Austin was also a professor of psychology at Western Michigan University. He has consulted with organizations for thirty years to improve productivity and safety. John and his teams have been instrumental in delivering over 10,000 work improvement, quality, and safety projects that have generated millions of dollars in improvements to businesses. They have coached over 350 senior leaders from many companies and nineteen countries to help them improve business performance. In the area of improving work performance John is the most published author between 1977-2019 in the Journal of Organizational Behavior Management. Overall, he has published nearly 100 articles and chapters, delivered hundreds of presentations at regional, national, and international conferences and business meetings. John coaches leaders, teaches courses on behavioral leadership, difficult conversations, and safety leadership, and is an event speaker on these topics.

Getting Results: Behaviors that Deliver Improvements

Leaders today are under pressure to deliver results, but as you know, pressure alone does not make it happen. How can leaders or coworkers like you deliver better results? Dr. John Austin will discuss evidence-based strategies for producing measurable improvements in a wide variety of industries. Backed up by years of scientific research, large-scale practical applications, and his nearly 100 scholarly articles in behavioral science, he will share a series of behaviors and mindsets that any leader, supervisor, or coworker can engage in to deliver rapid and lasting change. These practices also improve relationships, improve retention, and increase psychological safety on your teams. Dr. Austin will deliver this message through stories and examples, in an entertaining and accessible way, and participants will leave with ideas for effective strategies they can immediately apply.

Learning Objectives

1. Describe what drives behavior and the most reliable way to change it (it's not what you think it is).
2. Describe what drives results in your organization.
3. Describe 5 things any leader can do to improve results.



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Tim Ludwig

Timothy Ludwig earned his Ph.D. at Virginia Tech researching the benefits of employee-driven behavioral safety programs under E. Scott Geller continuing his post-doctoral work in industrial engineering studying applications of W. Edwards Deming to quality and safety improvement. His popular website Safety-Doc.com is a content-rich resource of safety culture stories, blogs, research, videos, and services. Dr. Ludwig was cited in Industrial Safety and Hygiene News (ISHN) “50 Leaders for Today and Tomorrow”. Dr. Ludwig serves on the Cambridge Center for Behavioral Studies’ Behavioral Safety Accreditation Commission that reviews best-in-industry safety practices and offers objective feedback on safety programs. Dr. Ludwig is a Distinguished Graduate Professor at Appalachian State University where he teaches in the nationally recognized Industrial/Organizational Psychology and Human Resources Management Masters program. Dr. Ludwig’s teaching has been recognized with the North Carolina University Board of Governors’ Excellence award. Dr. Ludwig served as editor of the Journal of Organizational Behavior Management and is the past President of the Organizational Behavior Management Network. Dr. Ludwig is the author of dozens of scholarly research articles that empirically document the successes of methods to improve safety and quality in industry through behavior-based solutions. His books include Intervening to Improve the Safety of Occupational Driving which reviewed 10 years of behavior-based safety in the product delivery industry, Behavioral Systems: Understanding Complexity in Organizations which presented contributions from 15 top scholars and practitioners in the field of Behavior Systems Analysis, Sources of Behavioral Variance in Process Safety: Analysis and Intervention which seeks to translate research in behavioral science to efficacious applications for Process Safety Management, and Dysfunctional Practices that Kill your Safety Culture (and What to Do about it) which draws on his experience working internationally with safety programs seeing the good, the bad, and the ugly. His newest book The Science and Practice of Behavioral Safety empirically documents the best in practice behavioral safety programs in the world. Dr. Ludwig has over 35 years experience in research and practice in behavioral safety where he integrates empirical findings into his safety consulting. Within his consulting practice Dr. Ludwig has helped assess, design, and implement safety and quality improvement programs in over 50 companies.

Align for the Front Line: Real Learning from BBS Observations

By the time workers find themselves in a position to take risks, we have already lost. There were a whole host of behaviors, done by a host of other people, unaware they have participated in perfectly creating the conditions for workers to take risks. If we blame workers we severely limit our understanding of the incident. However, if we see workers’ at-risk behavior as an opportunity to learn, then we just may uncover the interlocking behaviors from others that may have taken place earlier in the day or a long time ago in a galaxy far, far away. We will discover that the variance in behaviors=are the result of variance being pushed to the front line by support roles when they ‘hand off’ workflow across people, workgroups and functions. Front line supervision and workers are champions when they take all this ‘churn’ and successfully produce and do it safely. But when variance is forced on the front line by upstream processes we also find pencil whipping and serious risks to safe operation.



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Matthew Laske

Dr. Matthew Laske is an incoming Assistant Professor at the University of North Texas. Matthew obtained his Ph.D. in Behavioral Psychology at the University of Kansas under the advisement of Dr. Florence DiGennaro Reed. He obtained his M.A. in Industrial-Organizational Psychology and Human Resource Management at Appalachian State University with Dr. Tim Ludwig. He is recognized by the Cambridge Center for Behavioral Studies (CCBS) as a Distinguished Scholar, where he assists the CCBS's Commission on Behavioral Safety in documenting the best behavioral safety programs in the world over the last 15 years. Matthew co-authored the book *The Science and Best Practices of Behavioral Safety*, which describes one of the most mature and impactful applications of behavioral science. He has designed, implemented, and assessed behavioral safety programs. His research and expertise include behavioral safety public speaking/communication. He has presented at over 50 conferences, workshops, and other trainings on workplace behavior.

Facilitating Top-Tier Conversations: Maximizing Discussion, Engagement, and Root Cause Assessment in the Field

There are many approaches to field discussions about safety. One approach, the Enforcer, is always fishing for faults or “auditing” their front line to ensure compliance with safety. You have likely experienced the Enforcer (or even been them) and the experience is often negative.

In another approach, the Lecturer, tells the front line about hazards, what they need to do to be safe, and expectations with rules (I need to teach them about safety!). Those who have experienced the Lecturer often feel talked down to or that their intelligence is questioned. The last approach is when the conversation flows naturally, and everyone feels valued, heard, and potential root causes are identified BEFORE the incident occurs.

This style is the Facilitator. It seems rare, doesn't it? This begs the question: what is it that contributes to a top-tier conversation? How do you shift the purpose of field discussions from lecturing on and enforcing rules to facilitating understanding? The current presentation will describe an empirical analysis conducted to determine the key features of a top-tier field conversation. These key features will be shared to clarify what it takes to have top-tier discussions and provide recommendations for management systems and metrics to ensure engagement.