

Improving safety through belief - based safety leadership



Client profile

A major US transport enterprise Schneider National operates trucks and logistics across the USA, Mexico, Puerto Rico, Canada and China. The company hauls some 1.4 billion loaded kilometers annually – approximately one-twelfth of Australia's total. Keen to improve its safety record while enhancing productivity, Schneider wanted to instill a culture that viewed safety measures as something the management and staff 'wanted to do', rather than 'had to do'.

The issues

The major focus was on building a culture of retention and improving the driver safety record. The company felt strongly about helping its drivers better balance work and home commitments. It needed to move away from a behaviour-based safety management and build a belief-based safety leadership approach by recognising the barriers that existed from individual and collective beliefs, attitudes and values.

Belief-based Safety Leadership

Under the leadership of Don Osterberg, Senior Vice President (Safety Security and Driver Training), Schneider National provided break-through innovation in its approach to safety, productivity and employee attraction and retention.

Through the adoption of core The Pacific Institute teachings on how beliefs and attitudes drive the behaviours that produce both positive and negative outcomes, Don Osterberg and the leadership team:

- identified the link between organisational leadership and the company's culture which in turn drove employee perceptions of safety and ultimately their performance.
- worked in partnership with The Pacific Institute to look at ways in which senior management could make a positive impact on the culture across the organisation, so that an enhanced constructive culture could help drive safety outcomes.
- made make safety 'personal', i.e. starting with individual beliefs and look at ways to get greater engagement and accountability from employees regarding safety, productivity, employee engagement and retention and work-life balance outcomes.

What improvements did Schneider National leadership in partnership with The Pacific Institute deliver over 3 years?

- ✓ Reduced fatal crashes by 59%
- ✓ Reduced fatigue - related accidents by 27%
- ✓ Reduced preventable accidents by more than 12% year over year
- ✓ \$24m in productivity savings
- ✓ Daily customer contacts up by 600%
- ✓ Loads per day up by 27%
- ✓ Experienced driver hires up from 38% to 100% year over year
- ✓ Reduced fleet CO2 emissions by 1.2billion pounds (544 310.844 mts)

Through organisational culture and leadership impact surveys and The Pacific Institute curriculum, Don Osterberg focused on leadership and personal excellence. Gaining positive momentum, Schneider rolled out the approach to all staff, including 14 000 truck drivers and contractors with the aim of driver training and re-education to change beliefs and mind-sets affecting real achievement.

Delivering measurable benefits:

25 customer recognition awards over 3 years.

- The **Safety & Leadership Award** awarded to Dan Osterburg Awarded by USA Truck Safety Coalition, June 2010. *"Through his leadership, there is now absolute, hard, solid proof that safety need not be sacrificed to promote productivity."*
- **Enhanced social and community responsibility** through an improved safety record and a **positive, constructive culture** with **sustainable results**.