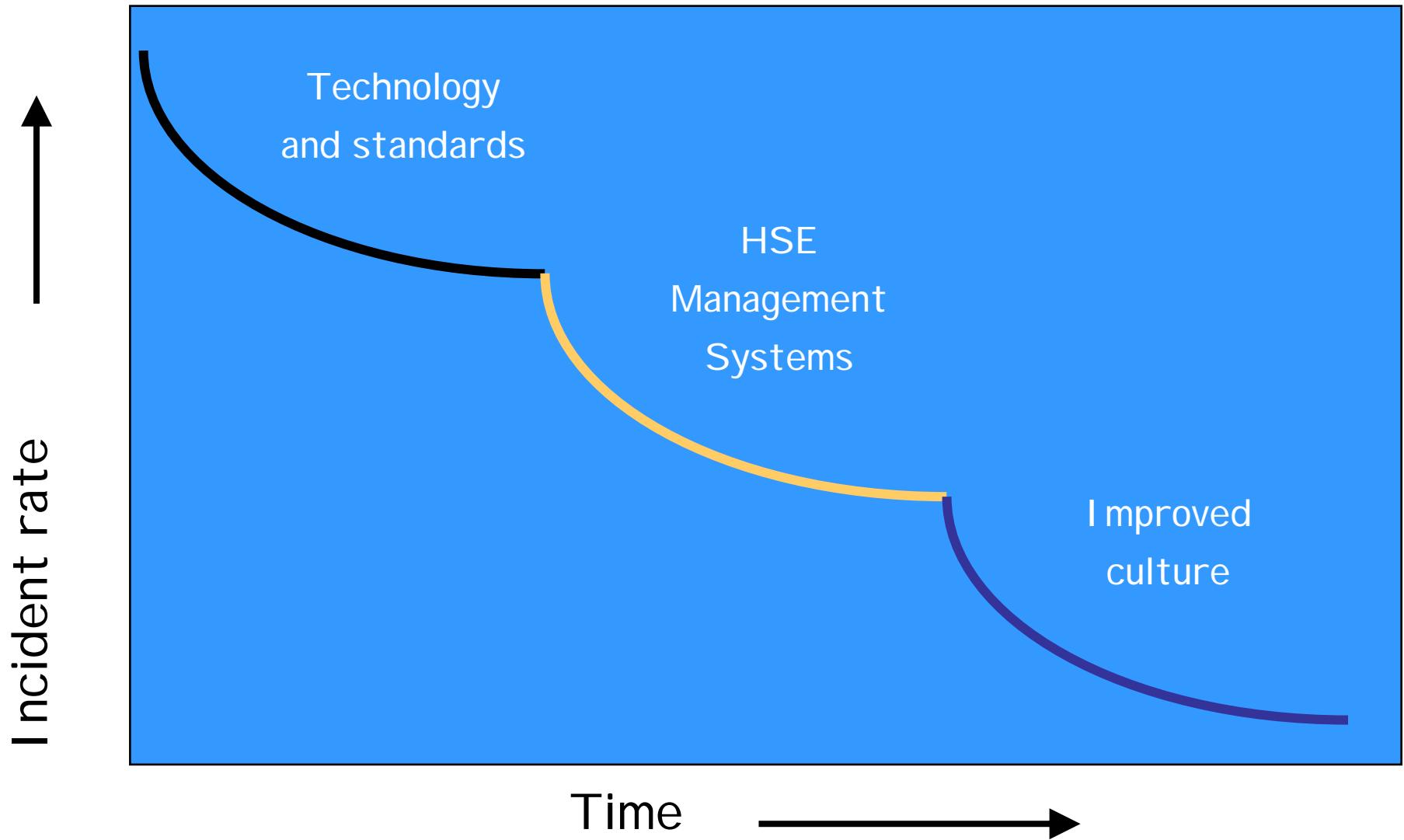


# The Shell Hearts and Minds approach to safety improvement

Professor Dianne Parker  
University of Manchester

# HSE Performance over time



# 1999: Recognising the problem

	Root causes identified		Actions generated
Structures	2	14	Technical fixes
Processes	6	13	Training
Attitudes/ behaviour	16	2	Culture change

# Lessons

- A formal Safety Management System (SMS) provides the essential basis for safety improvements
- However, even a well implemented SMS does not guarantee outstanding safety performance
- A mature safety culture involving personal responsibility is required for the formal elements of SMS to flourish

# Objectives of H&M tools

A workforce that is intrinsically motivated  
for HSE

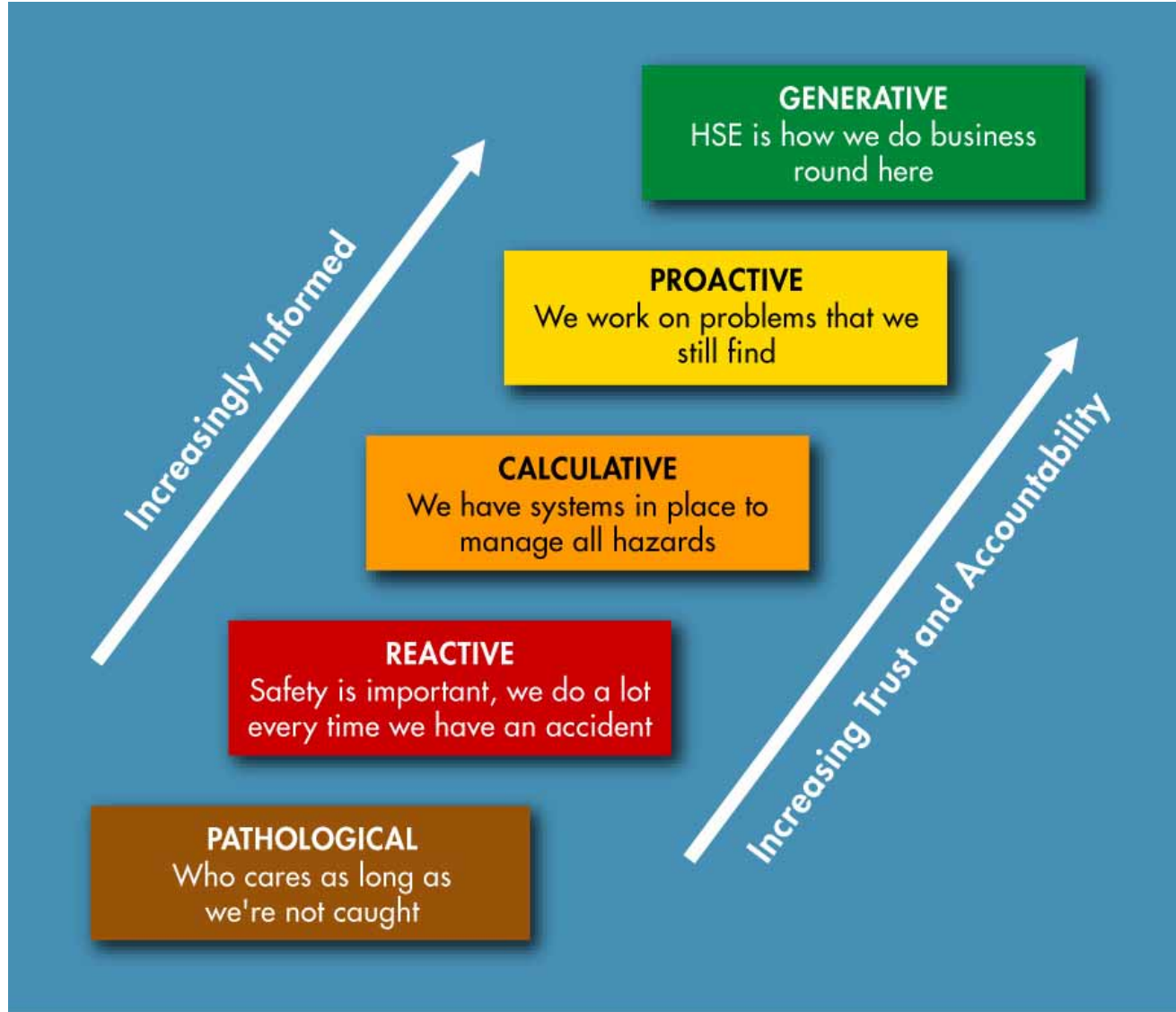
People doing the right things naturally  
rather than forcing them

Lasting Change

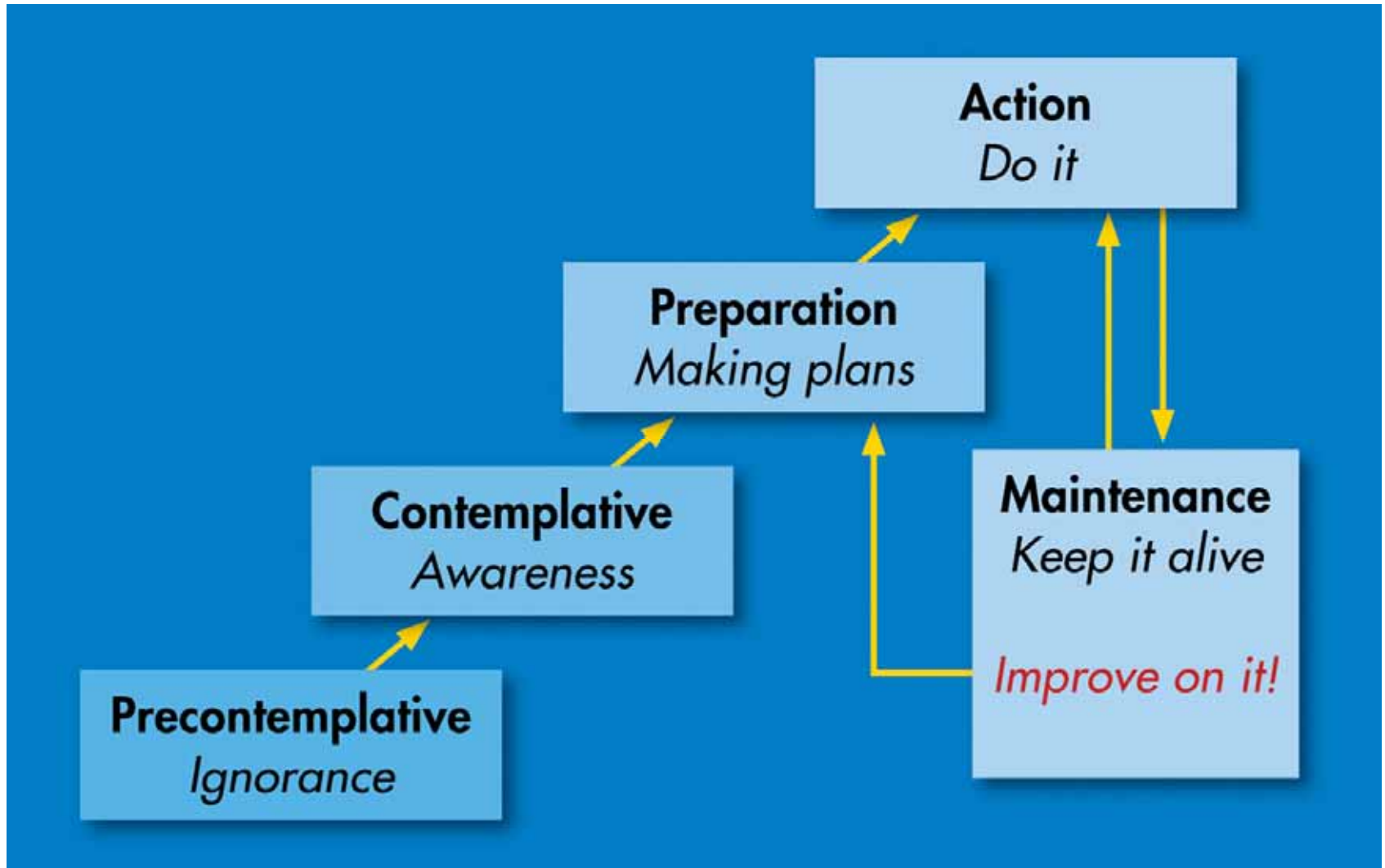
# The H&M tools



# Safety Culture Ladder



# Making change last: the process





# Hearts and Minds tools

- Are grounded in academic theories: accessible science
- Are tailored to local and national work culture
- Are NOT just another major management initiative
- Build on methods that people know and that work
- Do not need outside facilitation, are for use in-house
- Help small groups to find ways to solve their problems
- Are about creating change, not just diagnosis

# Thank you

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