

Safety First and Second

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Dan Petersen's *Challenge of Change*, video and disks, 1999, 80 min. (5 tapes). Core Media: 800.537.8352, fax 503.223.9654, www.cmts.com. Purchase single tape

US\$495, series \$1,995. Other material: implementation manual, software.



S.T.A.R.T., video and print, 1999, 75 min. (4 tapes). CoreMedia: 800.537.8352, fax 503.223.9654, www.cmts.com. Purchase single tape US\$495, series

\$1,875. Other material: leader guide, participant manuals (10 per tape).

Challenge of Change

Pros

- Production values
- Actionable advice
- Excellent software

Cons

- Price

S.T.A.R.T.

Pros

- Persuasive

Cons

- Lack of diversity
- Not actionable
- Price

You've reached the point in your organization at which the basics of a safety program are in place. You have posters up and the paperwork out. You conduct all of the required training (at least all that you're aware of), and you even have periodic self-inspections.

But one thing hasn't changed: the numbers. Your accident rates and costs are about the same as they were last year. You're looking for a way to take your safety program to a higher level.

That's the target of these two safety videos. Although both focus on changing your safety system into a comprehensive safety culture, they come at it from different perspectives. *S.T.A.R.T.* aims to train managers and supervisors to regard

RATINGS KEY

★★★★	Outstanding
★★★1/2	Very good
★★★	Good
★★★1/2	Above average
★★★	Average
★★1/2	Below average
★	Poor



safety as their primary responsibility and to clarify the economic relationship between safety and profitability. *Challenge of Change* looks to create a new safety culture through employee participation, involvement, and empowerment. The different approaches of the two programs both have merit, and both are effective in their presentation, to varying degrees.

S.T.A.R.T. is a four-video set with an accompanying participant workbook and leader guide. The program is designed for four one-hour sessions. The videos support the workbook activities and group discussion; the leader guide has sample discussion questions. The videos have good production values, but the content is dated and sorely lacking in diversity—all but one of the main characters are white males. Some scenes meant to provide examples of a good safety culture are repeated several times. Particularly disturbing was a scene dramatizing first aid for an unconscious worker, in which no gloves or other protection was used.

The overall program and the first video in particular do a good job of making a compelling economic case for a safety culture, but they're missing practical, hands-on techniques. The narrator is a fictitious company's financial analyst, and the gist of the message is that it makes economic sense to have a good safety culture. The analyst pillories the heads of two company divisions for their poor safety records and the effect of accidents on the bottom line. A third company division has an exemplary safety record and good profitability.

The videos were produced by a workers-compensation insurance firm,

and that could explain the reason for the strong financial angle. The economic case makes great sense in the boardroom as to why a safety culture is important. Frontline managers and supervisors, however, need ideas they can apply to create a safety culture. That's taken up by *Dan Petersen's Challenge of Change*.

Petersen, a 40-year veteran of safety management, was one of the founders of the behavioral approach to safety. In addition, his Ph.D. is in organizational behavior, which gives him a unique perspective on organizational change. In a nutshell, this guy knows his stuff.

The essential goal of this program is to help guide an organization through the change process toward an improved safety culture. The videos aren't about how to improve safety programs, how to conduct a better accident investigation, or how to conduct safety meetings. They're about how to change your current safety approach and create a safety culture that will meet the unique needs of your workplace. The main element used to achieve that end is a "perception survey" of the entire organization that diagnoses the current health of your safety culture. The survey is conducted via computer or manual, or through employee interviews. From there, 21 safety categories are used to identify gaps between management, supervisory, and employee perceptions.

The final step is to create a realistic and workable plan for change. This systems approach to safety requires strong support from upper management and full commitment from middle management. But final results depend on the personal involvement of line supervisors and a high level of participation from workers.

This five-part, video-based program includes a participant workbook, a thorough implementation guide, and a software package to help the company complete, tabulate, and print the results of the perception survey. The software is solid, an invaluable tool, and the cost of the entire program would be justified for that one piece. My only complaint is that the program comes on four floppy disks; a single CD-ROM would have been better.

The videos are excellent. They use

up-to-date, creative graphics and quality production techniques. Most of the first three videos are interviews with Petersen who, while not a natural onscreen personality, is genuine and conveys his knowledge of the subject matter nicely. I like the way the interviews stay away from the talking-head approach. The other two videos dramatize a team of workers using several analysis tools, from start to finish. It teaches the use of the tools effectively, while accommodating other statistical

process control tools that may be more familiar or widely used in your organization. Overall, the program fulfills its objective of how to meet the challenge of change.

Recommendation

Both programs are expensive, and only *Challenge of Change* is really worth the cost. Nevertheless, if upper management needs convincing that safety is important not only because of regulatory concerns and people, but also because of financial implications, then *S.T.A.R.T.* may be a valuable investment. I suggest getting the first video, sold separately for \$495, and spending some time evaluating your company's cost of safety and accidents. For overall impact, *Challenge of Change* is my choice. It's complete, with practical advice from an expert consultant, and actionable for almost any organization.

Challenge of Change (video)

★★★★	Holds viewer interest
★★★★	Acting/Presenting
★★★★1/2	Diversity
★★★★★	Production Quality
★★★★	Value of content
★★★★1/2	Instructional value
★★★★1/2	Value for the money
★★★★1/2	Overall rating

Challenge of Change (disks)

NA	Presentation
★★★★	Ease of use
★	Installation
NA	Production quality
★★★★	Documentation
★★★★★	Value of purpose
★★★★★	Value for the money
★★★★★	Overall rating

S.T.A.R.T.

★★	Holds viewer interest
★★	Acting/Presenting
★	Diversity
★★	Production Quality
★★	Value of content
★★★★	Instructional value
NA	Value for the money
★★	Overall rating

Learn to Lead

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Essentials of Leadership for Industrial Supervisors, *CD or video (8 modules)*, 1999. PRIMEDIA Workplace Learning: 800.568.8788, fax 972.309.5432, www.workplacetraining.com. Purchase CD \$2,995, video \$1,995. Other material: instructor guide, trainee handbook.



This program builds awareness in critical leadership areas for new supervisors or team leaders. Though it's designed for manufacturing leadership, the lessons are universal. Topics include team

or work-group management, decision making, interpersonal communication, discipline, problem solving, and self-management. Interestingly, it's available on CD or as a series of eight half-hour videos.

The *Managing a Work Group* video features Joe, an eager, newly appointed supervisor of three people in a spotless chemical processing facility. Joe's challenge is dealing with his overnight promotion to team leader. That's typical of many real-world situations, in which the strongest subject matter expert is declared leader of the pack.

Joe has to deal with entirely new work scenarios that present themselves now that he's no longer "one of the guys." The scenarios include managing the performance of former colleagues, developing team and individual goals, and communicating and resolving concerns. Joe is fortunate to have some basic leadership skills and the assistance of his new manager, who takes the time to show Joe the ropes.

The video version is a textbook lecture. The narrative moves easily through the topic, pausing briefly for role plays and bullet-point displays. The bulleted lists outline the topic areas and key points effectively. The narrator provides a logical background and highlights general topics, along with some specific information including "the 10 deadly sins" of leadership, such as fraternizing with staff and not being a role model.

Joe's work environment is moderately unrealistic—a relatively static production environment in which the leaders have plenty of time to plan and coordinate activities. The characters are uncomplicated, unlike in the real world. We see few situations in which a new leader has to deal with dissenting opinions, uncooperative behaviors, and personal conflicts.

The CD version, *The Team Advantage*, is a different experience. This was my first time using a training CD on my new laptop, and the results were impressive. I managed to load, work my way through, and unload without any technical support.

In *Team Advantage*, Paula is given a directive to create a team to optimize a work process prior to expansion. Paula has her hands full with this team. Clear graphics and brief video clips work well together, creating a much stronger deliv-

Essentials of Leadership

Pros

- Thorough
- Challenging (CD)
- Engaging (CD)

Cons

- Lack of realism
- Price

ery than the videos. The learner navigates by using VCR-type controls (forward, reverse, stop), with a small screen in the middle for video and text.

Each CD module has pre- and post-tests that combine video and text, a refreshing change from the text-only tests found in most multimedia training. And unlike many programs, this one teaches more than well-known ideas and common sense. The evidence: My test score improved by 11 points after I worked through the modules.

Recommendation

Although the video and multimedia versions of the program have the same basic content, the CD delivers it more effectively. If you can't afford the CD, you may be better off looking elsewhere for leadership training. But remember that the CD might not require the same level of live facilitation as a video product.

***Essentials of Leadership
(CD)***

- ★★★★ Ease of installation
- ★★★★1/2 Holds user interest
- ★★★★ Production quality
- ★★★★1/2 Degree of interactivity
- ★★★★ Quality of interactivity
- ★★★★1/2 Value of content
- ★★★★1/2 Instructional value
- ★★★ Value for the money
- ★★★ Documentation
- ★★★★1/2 Overall rating

***Essentials of Leadership
(video)***

- ★★1/2 Holds viewer interest
- ★★ Acting/Presenting
- ★★★ Diversity
- ★★★★ Production Quality
- ★★★★ Value of content
- ★★★★ Instructional value
- ★★1/2 Value for the money
- ★★1/2 Overall rating