

The background of the slide is a photograph of two construction workers. They are wearing yellow hard hats and high-visibility orange and white safety vests over dark work clothes. One worker is in the foreground, gesturing with his right hand towards the left. The other worker is slightly behind him, looking in the same direction. They are standing in front of a large, complex industrial or construction structure with many pipes and beams. The image has a blue tint overlay.

Selling Safety for Success

Berkshire Hathaway Homestate Companies

Loss Control Department

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Why do we use the word "Selling"?

Ask yourself: What is my time worth?

"One way to encourage people to perform better is to let them take the lead in setting their own goals, rather than dictating the terms and manner of their development."

-Jonathan Farrington

"Great salespeople are not born, they are made. They are continually coached to flex their smarts and inquisitive nature. Training should encourage them to be hungry and to have the confidence to show their true colors."

- Ed Calnan

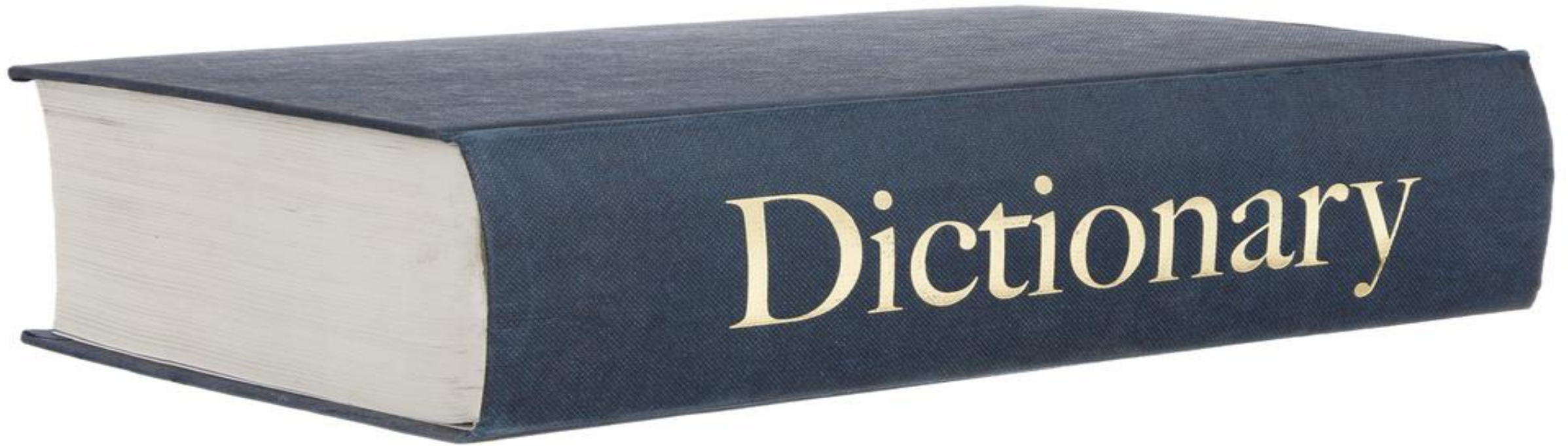
"Think you can or think you can't. Either way, you are right."

- Henry Ford

AGENDA

What will we discuss?

1. Selling Safety
 - A. Who does it, Why do we do it, What are we selling...
 - B. Elements of effective “selling”
2. Examples of safety sales methods
3. The importance of tracking results
4. Changing it up



Selling....

to cause to be accepted, especially generally or widely: to sell an idea to the public.

From www.dictionary.com

Who sells safety at your organization?



Must start at the top!

- Selling can also occur from the bottom up.
- This is a skill set that must be taught, however.
- Consider aspects of an employee's ability to sell safety during the hiring process, promotion, and during annual evaluations.



Owners, Foremen, Supervisors, Middle Managers, Safety Managers, Account Managers, Human Resources Teams, Senior Staff Members...

- These are the folks that make it happen every day.
- Safety is a daily task.

Why do we sell safety?



Changing mindset from one way communication to collaboration.



Improving participation at all levels. Opportunity for injury reduction increases.



Enhancing the understanding of business costs and the impact of negative safety practices.



Increased regulatory compliance. High participation is more likely to be compliant.

We are seeking to create a sense of ownership in the program elements.

What are we selling?

Opportunity

Safety is the employees' chance to participate in the success of a business in a meaningful, impactful way.

Knowledge

True understanding of the risk potential for injuries daily reduces the chance for injuries.

Hope

Employees who actively participate in all aspects of the business are more likely to feel valued, increasing tenure and reducing turnover.

Accountability

Consistency is key to accountability. Employers who effectively increase buy-in enhance this consistency.

Responsibility

The likelihood of success grows when all members of the team understand their responsibilities.

Sense of Accomplishment

"If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time." -Lencioni

Determine Your Audience

These are the Buyers- Each Group is Very Different

Primary
Groups

- Front Line Employees
- Middle Managers
- Senior Management

Sub
Groups

- New Employees
- Experienced Employees
- Others

Elements of Effective Selling – MUSTS

Credibility

- Model positive behaviors
- Be visible, Be believable

Effectively Communicated

- Understandable at all levels

Interactive and Engaging

- Speak with, not to, employees

Follow Through is Formal and Consistent

- Continually communicate after the initial contact

Evaluation and Corrective Measures are in Place

- Know the next steps and work towards those

The process must be documented and open



Elements of Effective Selling - MUSTS

- Find common ground
 - Understand the audience
- Ask for input
 - “I need your help...”
 - Active Listening
- Justify and Explain
 - Tell stories that have meaning
- Offer Criticism, but Be positive

Elements of Effective Selling - MUSTS



Role Playing/Work Groups

Not right for everyone but can be effective



Prepare and Present – assign a task

Put the player in the driver's seat



Movies/Videos

Have their place but should not be primary tool



Model good behavior - demonstrations

Combinations of Kinesthetic Learning, Auditory, Visual, and Reading/Writing are most effective

Set Goals-Be S.M.A.R.T.

S

M

A

R

T

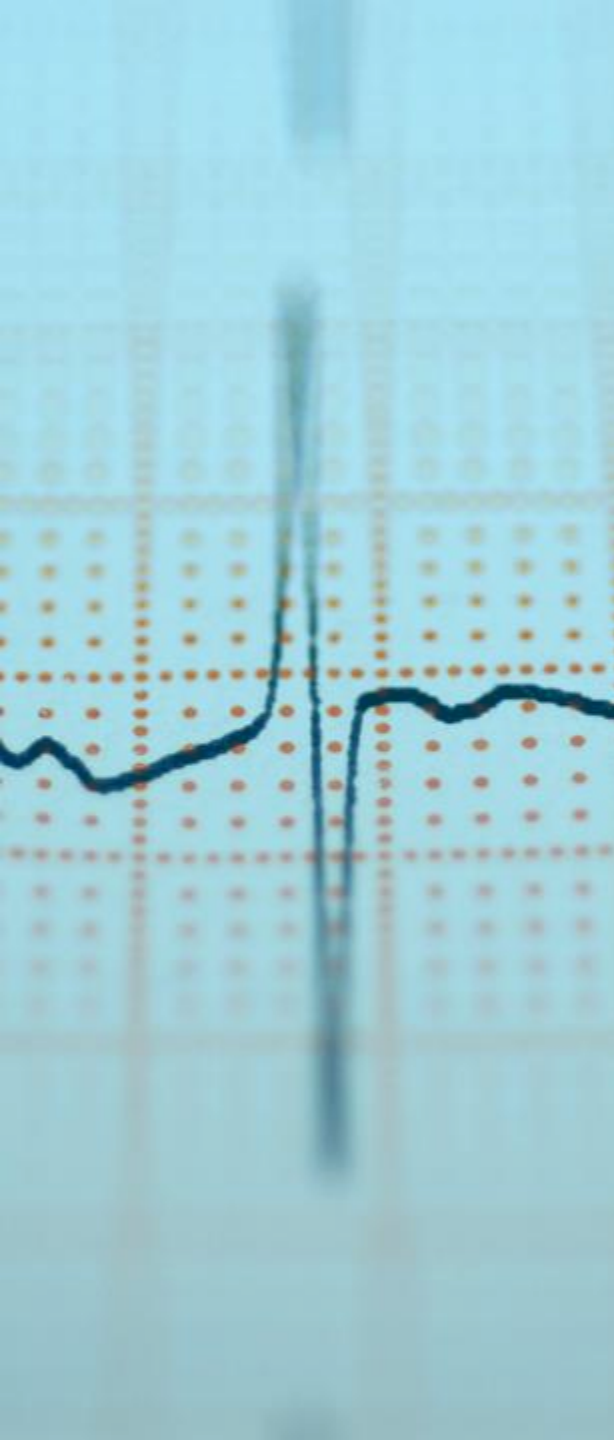
Specific

Measurable

Actionable /
Achievable

Relevant

Timely



Use the Correct Data when Selling Safety

Reactive vs. Proactive or Lagging vs. Leading indicators

- Lagging Indicators
 - Injury frequency and severity
 - OSHA recordable injuries
 - Lost Workdays
 - Work Comp Costs
 - Experience Modification Factor
- Leading Indicators
 - Safety Audits
 - Safety Training
 - Employee Perception Surveys
 - Identified Risk Factors

Selling Safety

Once you set goals, identify a path and create a plan to make it happen, commit to the path and move forward.

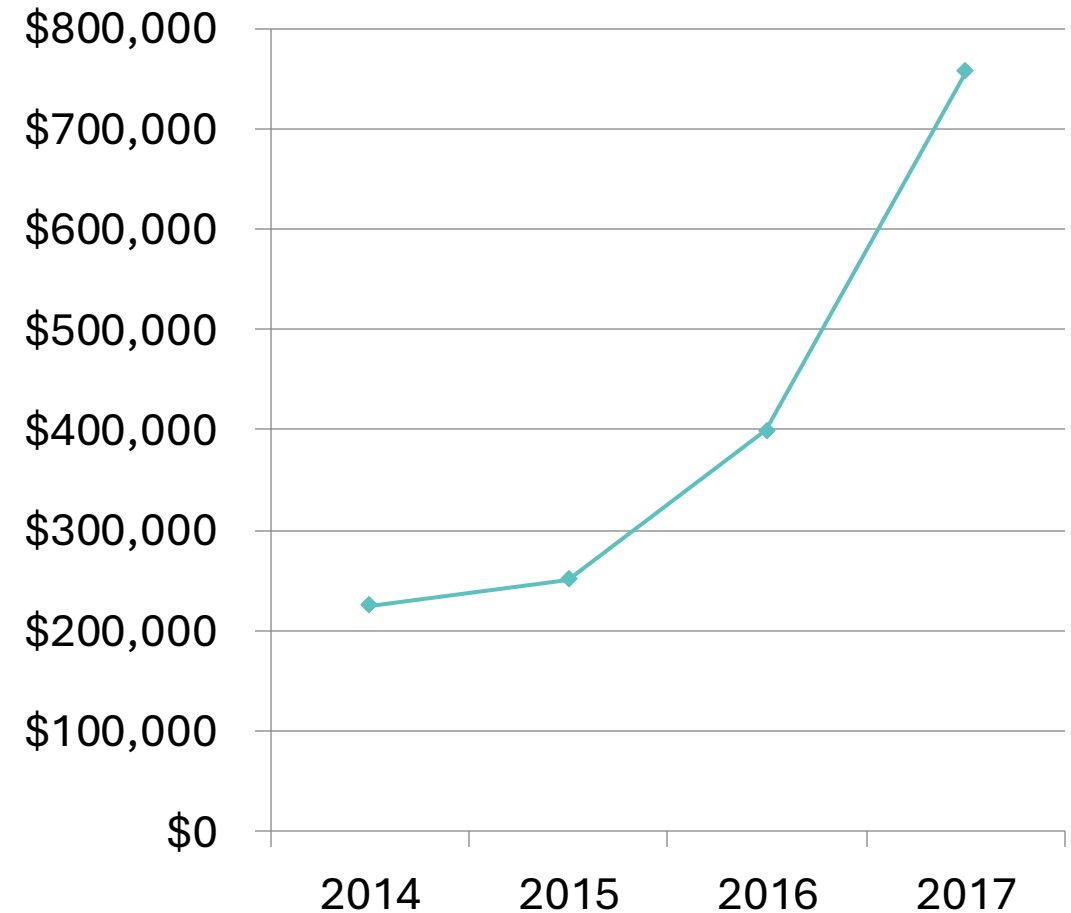
Examples

Story

Landscape company has increasing costs associated with broken windows. The crews have not changed anything. The plan is to use new guards on the machines but the crews feel like the guards slow them down. How do I sell the idea of using the guards?

Traditional Thinking vs Selling Safety

Shrink Costs



Examples

Problem

I have three new employees who need to complete safety training before job placement. They all came from a large manufacturing plant where production was the most important aspect of their job.

Sell them on the need for safe behaviors.

Demonstrate the proper method.

Allow them to show you what you have taught them.

Ask them why it is important to know what you have just explained.

Examples of Selling Safety-Accountability

Story

Owner is fully committed to safety, but the foremen/field managers tend to focus more on production.

How can I sell them on the idea of accountability?

Carrot and stick choices.

Guided discussion in a formal manner and allow them to set the goals.

One-on-one meetings to see if individual issues are preventing the problem.

Include the Direct Supervisor in meetings.

Examples of Selling Safety Improving Employee Buy-In

The Challenge

Employees make more money when they work quickly. This is problematic because injuries are piling up. How do I make "safety" a priority without impacting their productivity and affecting their wallets?

Solutions

Ask the employees/Listen to suggestions

Increase visibility/Model good behavior

Improve employee involvement

Make it meaningful

Example Job Hazard Analysis Form

Job Location: Metal Shop	Analyst: Joe Safety	Date:
Task Description: Worker reaches into metal box to the right of the machine, grasps a 15-pound casting and carries it to grinding wheel. Worker grinds 20 to 30 castings per hour.		
Hazard Description: Picking up a casting, the employee could drop it onto his foot. The casting's weight and height could seriously injure the worker's foot or toes.		
Hazard Controls: 1. Remove castings from the box and place them on a table next to the grinder. 2. Wear steel-toe shoes with arch protection. 3. Change protective gloves that allow a better grip. 4. Use a device to pick up castings.		

Selling Buy-In Through JHAs

Example

- Explain the process of a JHA to the employees. Select a highly visible, problematic task. Distribute the form. Provide guidance to supervisors and foremen as the employees work through the process. Gather the data and implement the suggestions.
- Inspire ownership for positive behaviors. Empower the employees and support their efforts.

Examples of Selling Safety-Employee to Management

Story

I'm an employee in HR. Production employees have come to me to say that the equipment we use is outdated. You know the owner is against purchasing new equipment. What is the next step?

Provide a cost benefit analysis to the owner

Identify process changes that might help reduce risk potential

Ensure employees are properly trained

Cite regulations- Not ideal but may be necessary

Examples of Selling Safety – Other Resources

Statistics	ROI Analysis	Comparisons
Onsite Resources	OSHA	Insurance Carriers
Insurance Agents	Consultants	Employers in the same industry
Trade Groups	Safety Organizations	

Examples



Selling Safety - Using Recognition Systems



Rewards for positive behaviors



Designated uniforms for safety team members



Improved buy-in

- Reinforcement rather than punishment
- Identification of Leadership, Great for New Hires
- Employees want to be safe

How do we decide the best
method of selling?

Ask!

After the sales job is complete...

Task	Effective: Yes or No	Improvements?
Commitment to Safety at all levels of the organization?		
Have I met my SMART goals? Why or Why not?		
Has Buy-In for the safety effort improved?		
Did I have challenges? What are they?		

Remain Flexible- All Safety Programs get Stale

- All programs need constant reviews and revisions. Nothing lasts forever.
- Efforts to sell safety need to be nimble and flexible.
- Listen more than you speak. Much of selling is about listening.
- Teach those who sell safety how to effectively sell. This is more of a learned behavior than an innate skill set.





Summary and Questions

Contact us at Losscontrol@bhhc.com if you have more questions.



Find the audience and the topic



Teach the sellers how to sell



Check, track and correct as you go