



WOLFCREEK

SAFETY SOLUTIONS



CASE STUDIES

JANUARY 2018



CLIENT

Large Pipeline Owner/Operator
\$2.5B Pipeline Construction Project in Midwest

PROJECT

Creating a High-Performance Safety Culture – Workshops

INDUSTRY / SECTOR

Interstate Pipeline Construction

PROJECT OVERVIEW

Wolfcreek Safety Solutions was retained to develop and facilitate multiple workshops to establish core expectations and set a firm foundation for high performance safety during all phases of the project. These multi-session, highly interactive workshops, were designed to create a common set of safety culture beliefs and behaviors between the Pipeline Owner and several different pipeline construction contractors & subcontractors. Using advanced adult learning and team building exercises, the workshops culminated in an agreement by all to “own” and “operate” within the common cultural framework.

Subsequent sessions were held to reinforce and drive the understanding and personal ownership of these cultural beliefs and behaviors further down to the line level leadership of each company. With over 300 participants in the half to full day sessions, the objective of aligning the various safety cultures and risk reduction processes into a common “one team” commitment was met. With a solid foundation now set, further actions planned for this project will be designed, developed and deployed to build upon this foundation to further enhance cultural alignment, risk reduction and overall project effectiveness.





THE PROBLEM

The scope and scale of this multi-billion dollar pipeline construction project required the use of several different contractors and subcontractors. While each contractor or subcontractor was rigorously screened independently to ensure they were “safety capable” to perform their respect work, each also brought their own unique safety cultures and safety systems. The challenge was in how to unify the different cultures and safety systems into a singular “team” oriented culture and common performance expectations, while acknowledging the need to maintain the individuality of each company. Recreating each culture and trying a one-size fits all approach was not going to work.

OUR SOLUTION

The first workshop brought together the leadership of both the owner company and the prime contractors. Through an engaging and interactive workshop, the participants were led through a series of exercises to develop a common set of Safety Culture Beliefs and Behaviors that all agreed they could collectively engage in during the project. Multiple work groups were set up to ensure all participants had a say in the output and thus had “buy-in” on the commitment to live out these beliefs and behaviors. The subsequent workshops built upon these core Cultural Beliefs and Behaviors, with a focus on making them personal to each level of leadership among the participants and gaining their public commitment to engage in what these would look like in practice during real project scenarios.

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