

Leading Through Change

BHHC Loss Control

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Bill Strong

Loss Control Technical Specialist



More than 30 years' experience in risk management



Advanced Behavior-Based Coaching / Applied Behavior Change



Trained in Lean Manufacturing

Leadership

"Management is doing things right; leadership is doing the right thing."

Peter F. Drucker

A Focus on Best Practices

With a hint of compliance

- Executive Leadership
- This program reveals proven approaches for introducing change, sustaining momentum, and engaging employees throughout the transition.
- Regulatory standards are *minimum* requirements.
- Every workplace is different; find the risk potential and address it proactively.



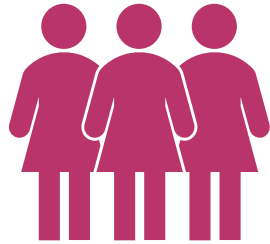
AGENDA

03/24/2026

1. Understanding Resistance to Safety Change
2. Proven Frameworks for Leading Change
3. Communication Strategies That Build Trust
4. Driving Compliance While Building Culture
5. Tools & Tactics for Lasting Adoption
6. Feedback and Discussion

Leading Through Safety Change

Changes empowers managers and executives to drive safety initiatives and overcome resistance. This program reveals proven approaches for introducing change, sustaining momentum, and engaging employees throughout the transition.



Leadership



Communication



Compliance

Three Key Takeaways

Master Leadership Skills for Driving Safety Change

Lead confidently through transitions, overcome resistance, and inspire commitment.

Communicate Effectively to Build Trust & Engagement

Practical techniques that clarify expectations, reduce uncertainty, and foster buy-in.

Ensure Compliance While Building Lasting Support

Align safety changes with regulatory requirements while creating a culture of continuous improvement.

Why Safety Change is Hard



70% of change initiatives fail due to employee resistance (McKinsey)



Only 12–15% improvement in safe behaviors from training alone without cultural reinforcement (Journal of Safety Research, 2019)



#1 barrier: Fear of the unknown and lack of trust in leadership



Key insight: 'People don't resist change — they resist being changed'

The solution starts with leadership

Why Employees Resist Safety Changes

Resistance is normal- your job is to understand

Common Root Causes

- Fear of the unknown
- Perceived loss of autonomy or control
- Past experiences with failed initiatives
- Lack of trust in leadership
- Unclear communication of 'why'
- Feeling excluded from the process

What Resistance Looks Like

- Passive non-compliance
- Vocal pushback in meetings
- Workarounds and shortcuts
- Disengagement and absenteeism
- Spreading negativity among peers

Resistance is information listen before you lead.

Proven Frameworks for Leading Safety Change

Choose the right model for your organization

Best practice: Combine frameworks - use Kotter for strategy, ADKAR for individuals.

Kotter's 8-Step Model

- Top-down organizational change
Urgency → Coalition → Vision → Communicate → Remove Barriers → Short Wins → Build on Change → Anchor in Culture

Adkar Model (Prosci)

- Individual-level change adoption A – Awareness | D – Desire | K – Knowledge | A – Ability | R – Reinforcement

Lewin's 3-Stage Model

- Simple, powerful framework
Unfreeze → Change → Refreeze

Applying Kotter's Model to Safety Initiatives

Step 1: Create Urgency — Share incident data, near-miss trends, regulatory risks

Step 2: Build a Coalition — Engage safety champions at every level

Step 3: Form a Vision — Define what 'safe' looks like in your organization

Step 4: Communicate the Vision — Use multiple channels, repeat consistently

Step 5: Remove Obstacles — Address systemic barriers to safe behavior

Step 6: Create Quick Wins — Celebrate early successes visibly

Step 7: Build on the Change — Expand programs, recognize leaders

Step 8: Anchor in Culture — Embed safety in performance reviews & values

Quick wins are critical — they prove change is possible.

The ADKAR Model: Driving Individual Change

A – AWARENESS

- Why does this safety change matter? Share the 'why' clearly.

D - DESIRE

- What's in it for them? Connect safety to personal well-being.

K - KNOWLEDGE

- Training, procedures, and clear expectations.

A - ABILITY

- Practice, coaching, and removing barriers to compliance.

R - REINFORCEMENT

- Recognition, accountability, and follow-through.

Communication Strategies That Build Trust

The right message, to the right people, at the right time

Communicating Safety Change Effectively

Clarity + Consistency + Compassion = Buy-In

Be Transparent

Share the why, the what, and the what's next.
Uncertainty breeds resistance.

Use Multiple Channels

Town halls, team meetings, digital platforms, one-on-ones. Meet people where they are.

Listen Actively

Create two-way dialogue. Feedback loops show employees their voice matters.

Tailor Your Message

Executives need strategy. Frontline workers need practical impact. Customize accordingly.

Communication is not a one-time event - it's an ongoing commitment.

The 4-Part Safety Change Message

Use this framework for every major communication

1. THE SITUATION

What is changing and why now? (Data, incidents, regulations)

2. THE VISION

What does success look like? Paint a clear picture.

3. THE IMPACT

How does this affect YOU specifically? (Role-based messaging)

4. THE ASK

What do we need from you? Clear, specific, actionable.

Pro Tip: Repeat key messages 7x across different channels for retention.

Earning Trust on the Front Lines

Trust is the foundation of safety culture

What Erodes Trust

- Saying one thing, doing another
- Ignoring employee feedback
- Punishing people for reporting hazards
- Changing rules without explanation
- Visible leadership disengagement

What Builds Trust

- Walking the floor and asking questions
- Acting on employee safety suggestions
- Celebrating near-miss reporting
- Being consistent and predictable
- Admitting mistakes and course-correcting

Psychological safety is the prerequisite for safety culture.

Compliance + Culture = Lasting Change

Moving beyond rules to genuine commitment

Beyond Compliance: Building a Safety Culture

compliance is the floor -culture is the ceiling

	COMPLIANCE MINDSET	CULTURE MINDSET
Motivation	Fear of penalty	Genuine care
Behavior	When watched	Always
Reporting	Avoided	Encouraged
Leadership	Enforces rules	Models values
Outcome	Minimum standard	Continuous improvement

Goal: Move your organization from 'we have to' → 'we want to'

Measuring & Monitoring Safety Adoption

What gets measured gets managed

Leading Indicators

Near-miss reports, safety observations, training completion rates, hazard identifications

Lagging Indicators

Incident rates, TRIR, DART rate, workers' comp costs

Engagement Metrics

Employee survey scores, participation in safety programs, suggestion submissions

Adoption Metrics

Procedure compliance audits, behavioral observations, corrective action closure rates

Example: Safety Change Done Right

From Resistance to Results

A mid-size manufacturing company rolled out a new lockout/tagout (LOTO) procedure. Initial resistance was high — workers felt the new process was slower and unnecessary.

Step 1: Leadership walked the floor and listened to concerns

Step 2: Workers were included in refining the procedure

Step 3: Champions were identified and trained first

Step 4: Early adopters were publicly recognized

Step 5: Results were shared zero incidents in 6 months

Result: 94% compliance within 90 days. Zero LOTO-related incidents in the following year.

Key lesson: Involvement drives ownership. Ownership drives compliance.

The Safety Leader's Playbook

Behaviors that make change stick

Model the Behavior

Be seen following every safety protocol -no exceptions.

☑ Communicate Consistently

Repeat the message. Then repeat it again.

Involve Your Team

Co-create solutions. People support what they help build.

Recognize Progress

Celebrate milestones, not just outcomes.

Stay Curious

Ask questions. Walk the floor. Listen more than you talk.

Hold the Line

Accountability is an act of respect - enforce standards consistently.

Your 30-60-90 Day Action Plan

30 DAYS

- Identify your top 3 resistance points
- Map stakeholders and champions
- Audit current communication channels
- Schedule listening sessions with frontline teams

60 DAYS

- Launch targeted communication campaign
- Deploy ADKAR assessment for your team
- Identify and celebrate early wins
- Establish feedback mechanisms

90 DAYS

- Review adoption metrics and adjust
- Recognize and reward champions
- Embed safety behaviors in performance reviews
- Plan next phase of rollout

Leave today with a clear path forward

Your Three Key Takeaways- Revisited

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Continue Your Journey

Resources to support your safety leadership

Frameworks Referenced

Kotter's 8-Step Model | Prosci ADKAR | Lewin's Change Model | Bridges Transition Model

Recommended Reading

'Leading Change' — John Kotter | 'Switch' — Chip & Dan Heath | 'The Safety Anarchist' — Sidney Dekker

Tools Available

30-60-90 Day Action Plan Template | ADKAR Assessment Tool | Safety Communication Checklist | Stakeholder Mapping Template

The background is a solid dark blue color. It features several semi-transparent, light blue speech bubbles of various sizes scattered across the page. Some of these bubbles contain a white question mark icon. The overall theme is communication and inquiry.

Questions?

Please email additional questions to losscontrol@bhhc.com