



TÜV SÜD 5th CCPS Global Summit on Process Safety

High Performance Culture in
Process Safety: a Balanced
Leadership Approach



**Mehr Wert.
Mehr Vertrauen.**

**Add value.
Inspire trust.**

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Introduction



150+
YEARS OF
QUALITY, SAFETY
& SUSTAINABILITY



1,000+
LOCATIONS
WORLDWIDE



€2.4
BILLION
IN ANNUAL
REVENUE



24,000+
EMPLOYEES*



42%
OF REVENUE
OUTSIDE GERMANY[^]



574,000
CERTIFICATES



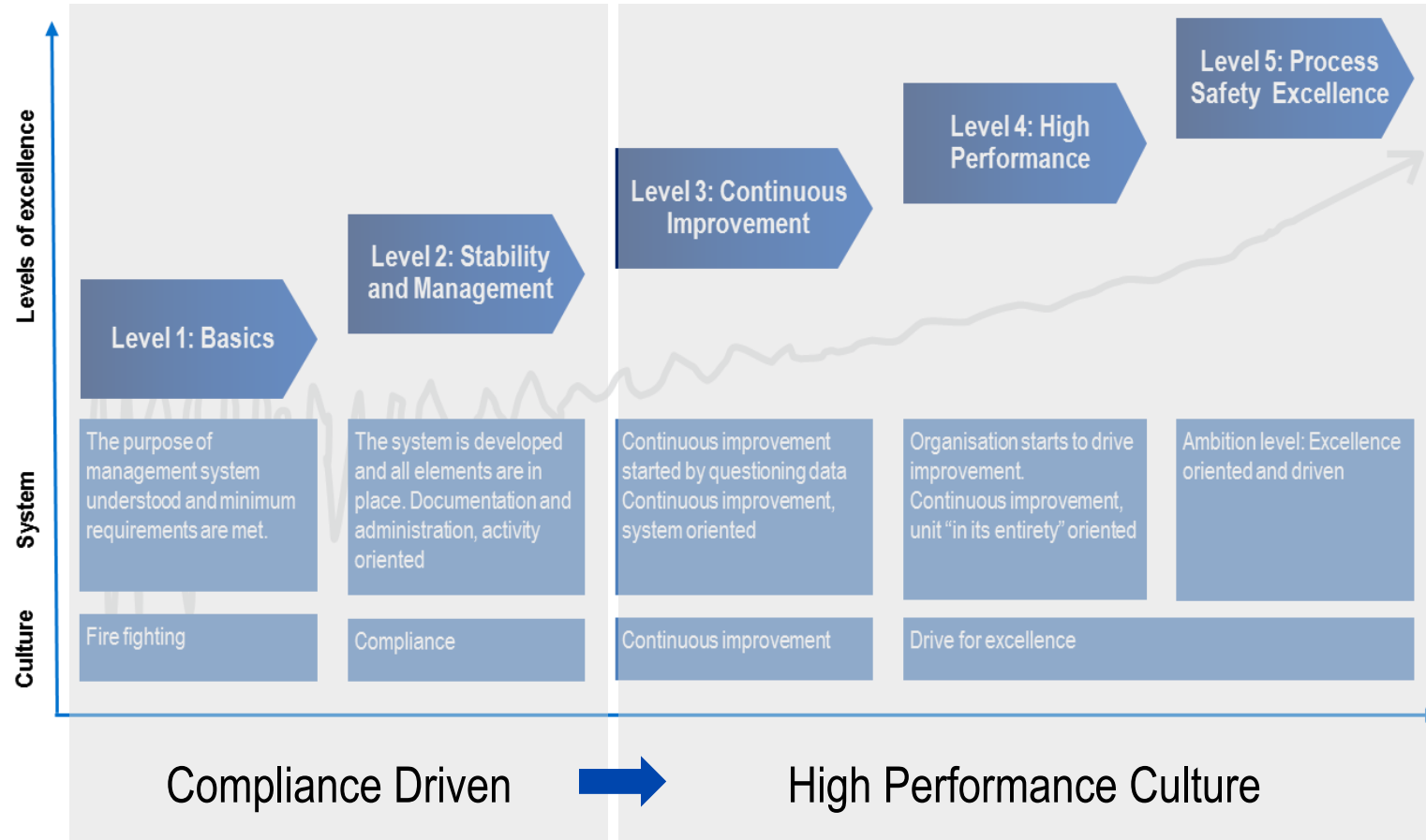
100%
INDEPENDENT
& IMPARTIAL



1-STOP
SOLUTIONS
PROVIDER

*As of 2017-12-31
[^]Based on clients' locations
Note: Figures have been rounded off.

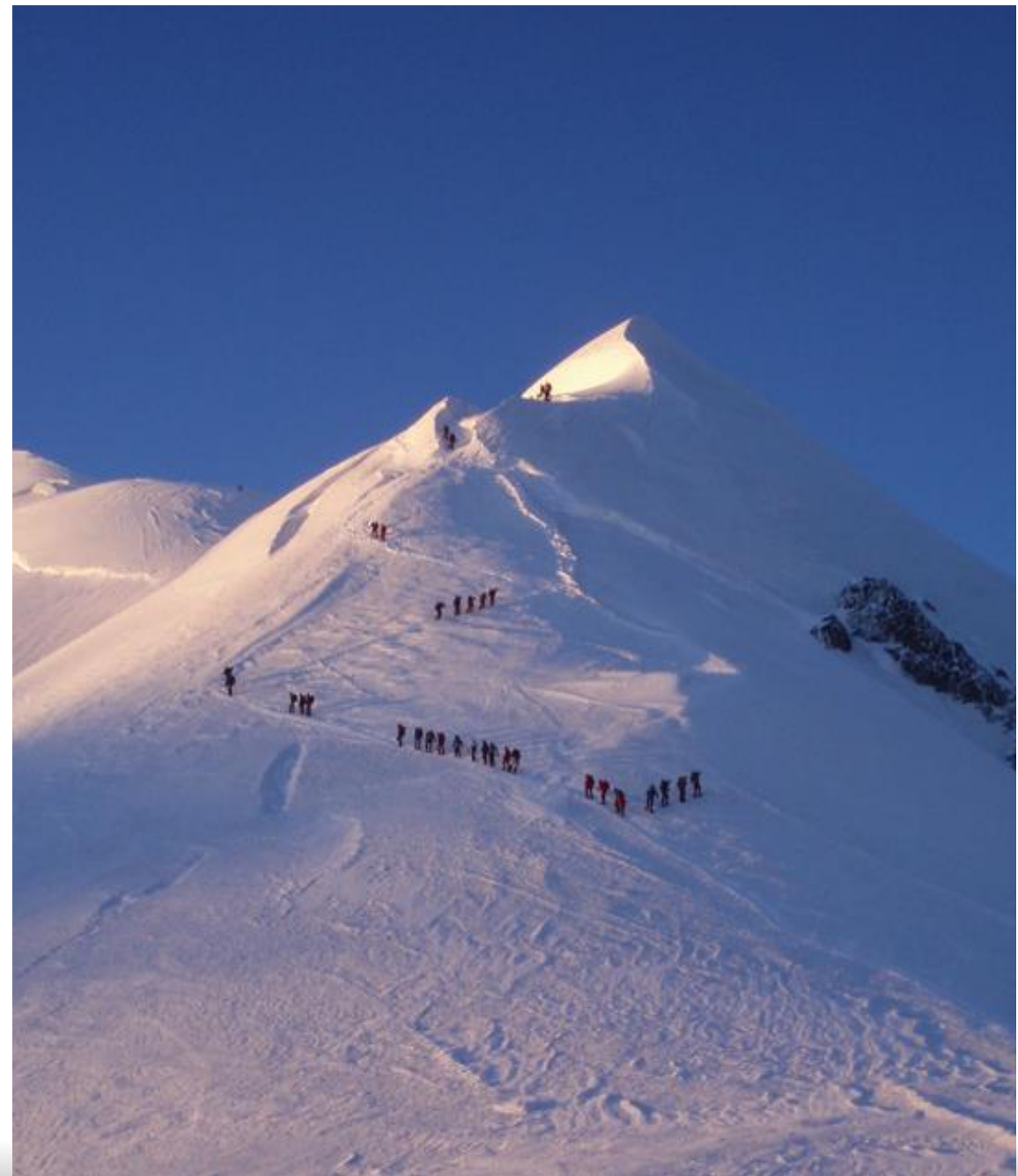
Going beyond compliance by managing risks



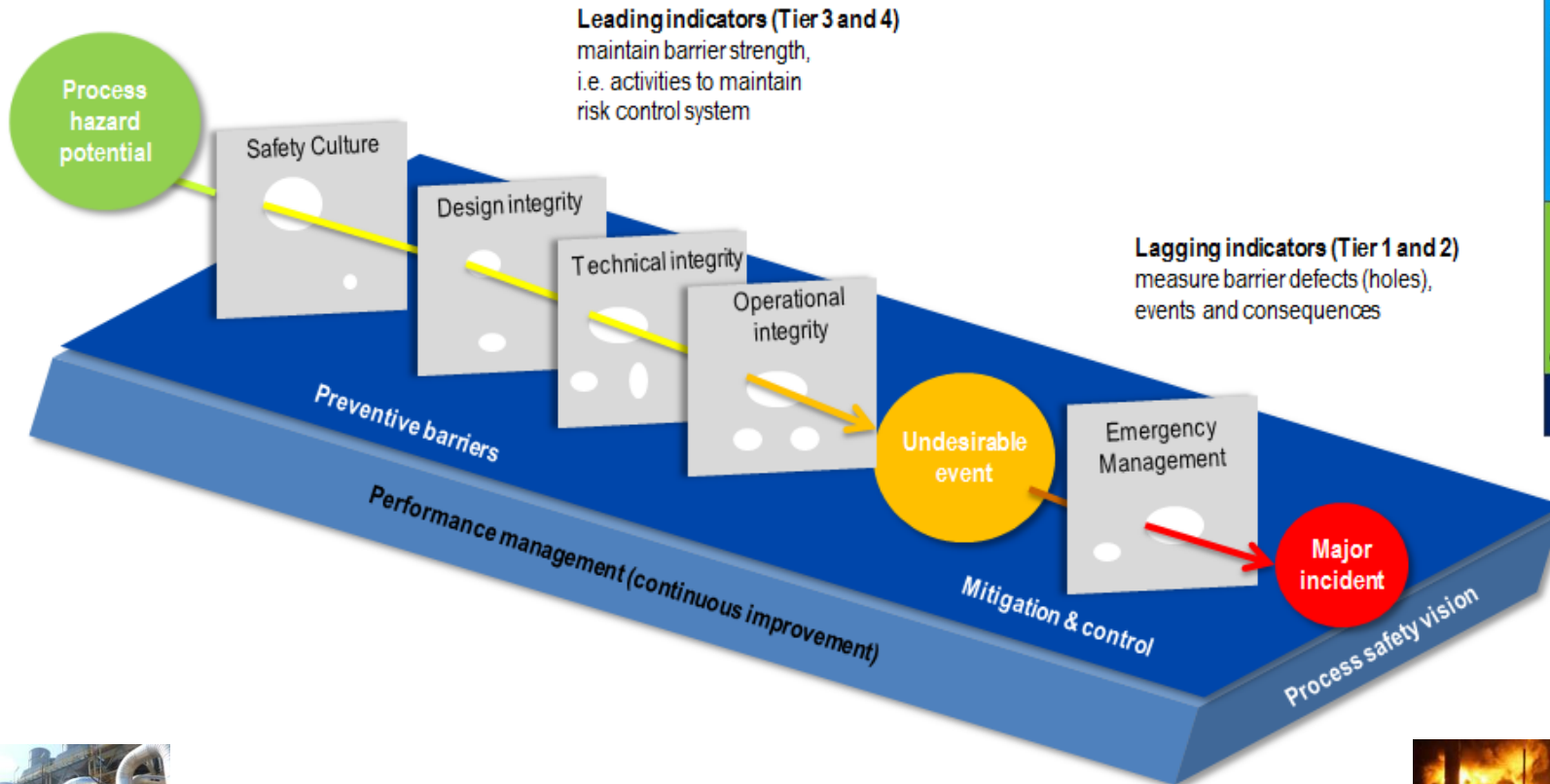
Risk appetite in private life

You are taking risk while you are:

- ... crossing the street
- ... driving to work
- ... eating in your favourite restaurant
- ... investing in the stock market
- ... operating a refinery and/or chemical plant
- ... climbing Mont Blanc



Preventing major incidents in strengthening the barriers by continuously managing risks



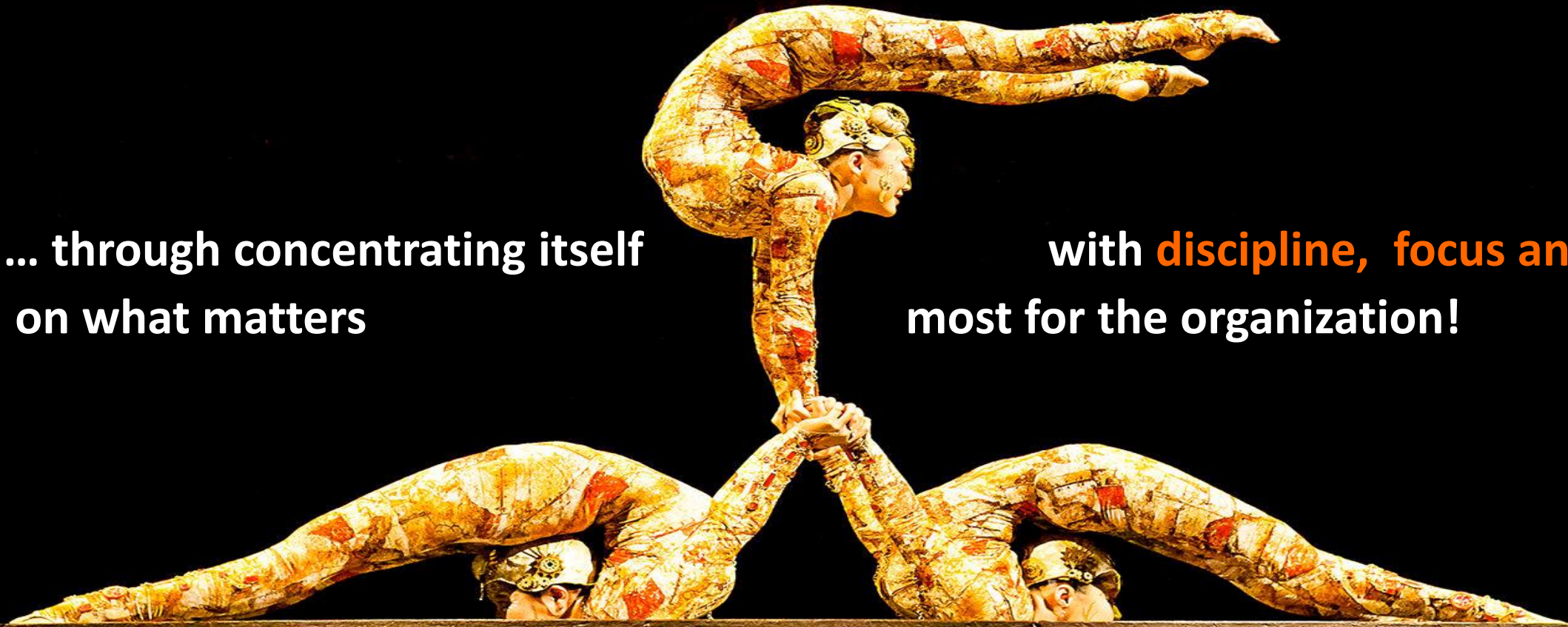
The success of such a system is depending on the people who use it



A High Performance Organization (HPO) is an organization that realizes **significant better results** that **similar organizations**, over a period of at least **5 year** ...

... through concentrating itself
on what matters

with **discipline, focus and rhythm**
most for the organization!



The 5 success factors that creates a high performance culture and having a positive impact on the risks

- Open and action driven culture
- Long term focus for the organization
- Continuous improvement as the base for the organization
- Quality of the employee's
- Quality of Management/ Leadership

- Dr. Andre de Waal (HPO center)





LEADERSHIP

idea

success

experience

innovation

strategy

goal

research

innovation

education

development

research

planning

strategy

idea

goal

success

creativity

strategy

support

planning

innovation

development

experience

education

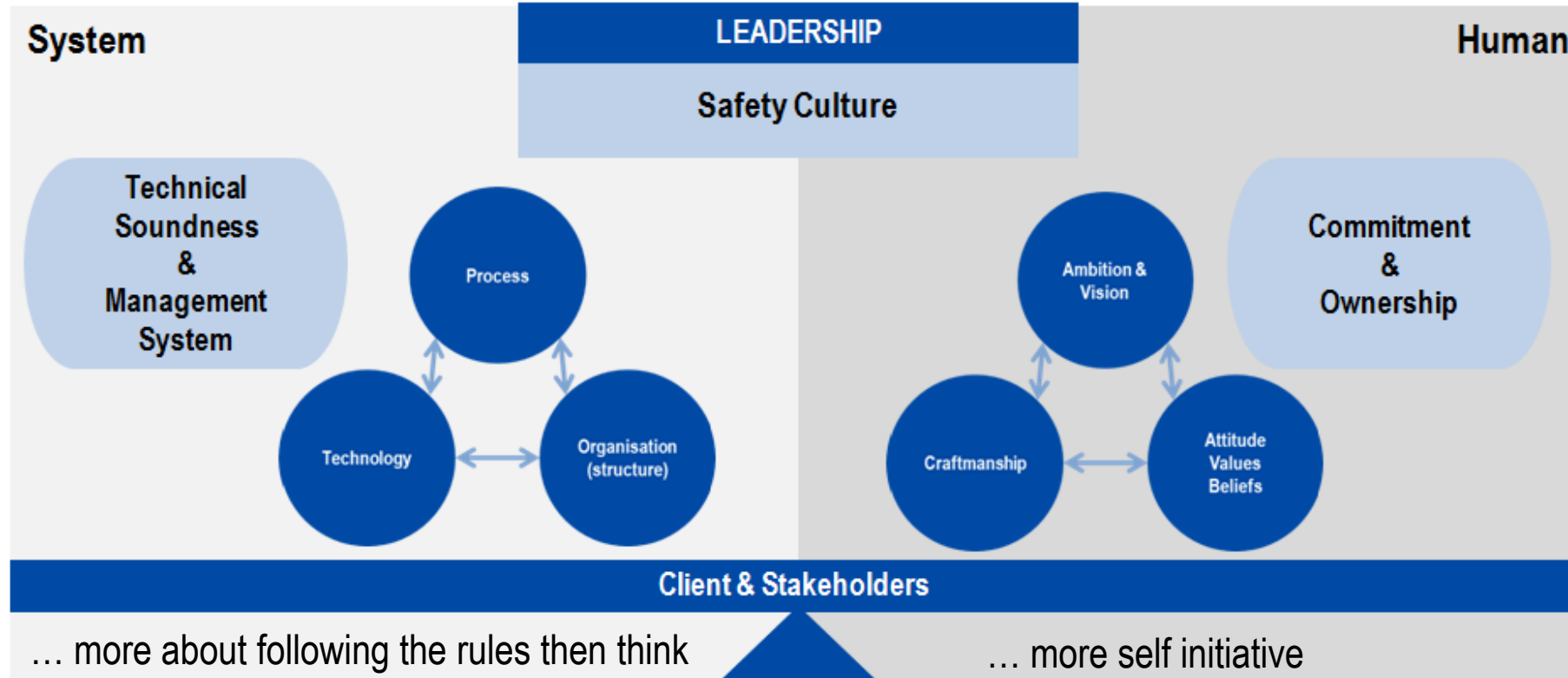
research

Is process safety something for leadership?

“Process Safety is not something for the leader... and the safety expert to know; everybody in the workforce has to become more and more knowledgeable about understanding what the risks are, helping us to identify risks, and making sure that they understand and execute all of our procedures properly and consistently to avoid those risk”

Stephen Pryor, ExxonMobil (quote from Vision 2020)

Leadership has a key role in realizing high performance culture in safety – the balanced approach



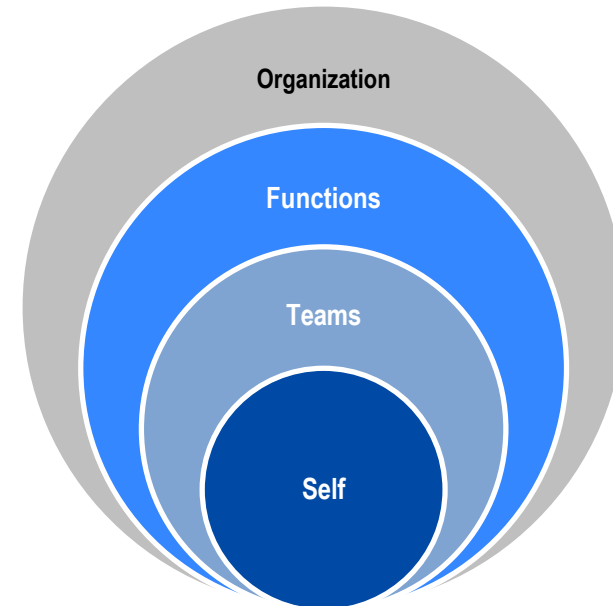
If one fails, the other might not be able to compensate. Leadership has to ensure the right balance.

Leadership creates and maintains a high performance safety culture by leading the way

Leading the way

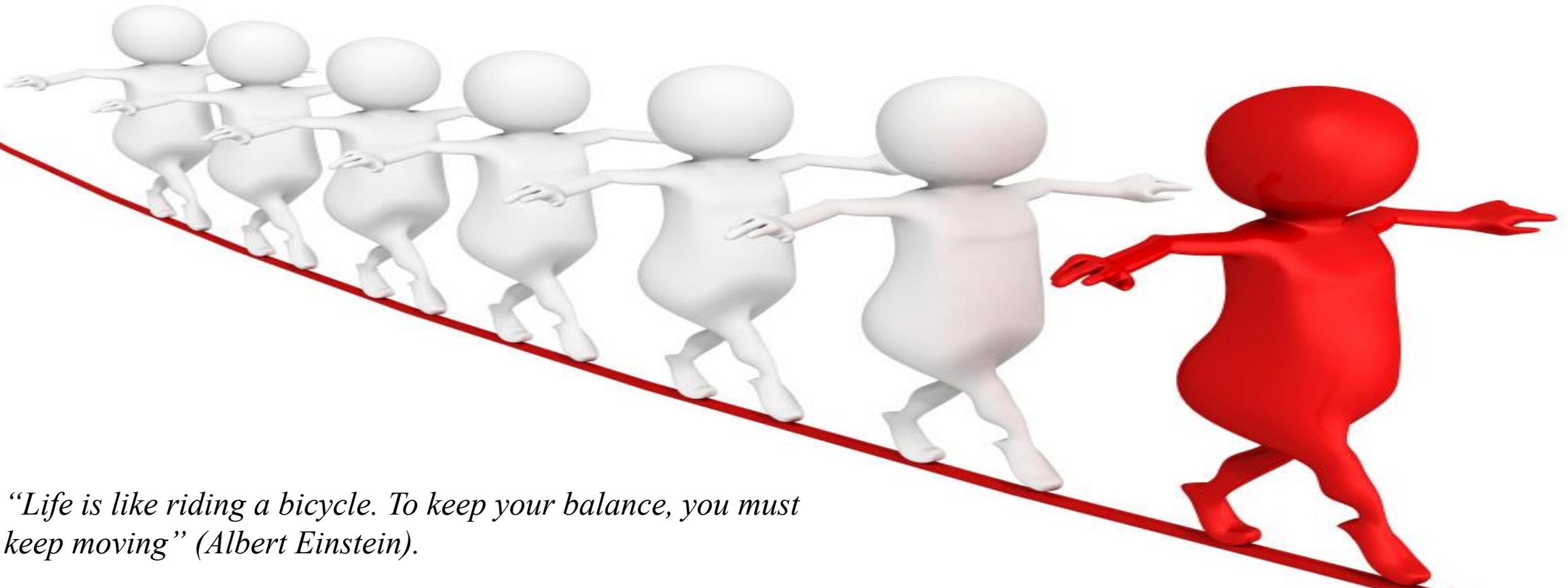
- » **Focus** - creating a shared ambition level
- » **Rhythm** - Establishing clear but not too narrow boundary conditions
- » **Discipline** - clear expectation management and in operational execution
- » **Craftsmanship** – adequate mix of (technical) competencies
- » **Visible managing risks** – knowing your risk and asking questions
- » **Sustainable value creation** – entrepreneurial long term results

Leadership at all levels of the organization



“If the leader is a good role model, others will follow”

Balanced approach is about continuous challenging the status quo



“Life is like riding a bicycle. To keep your balance, you must keep moving” (Albert Einstein).

High performance journey needs a common, shared and aligned vision

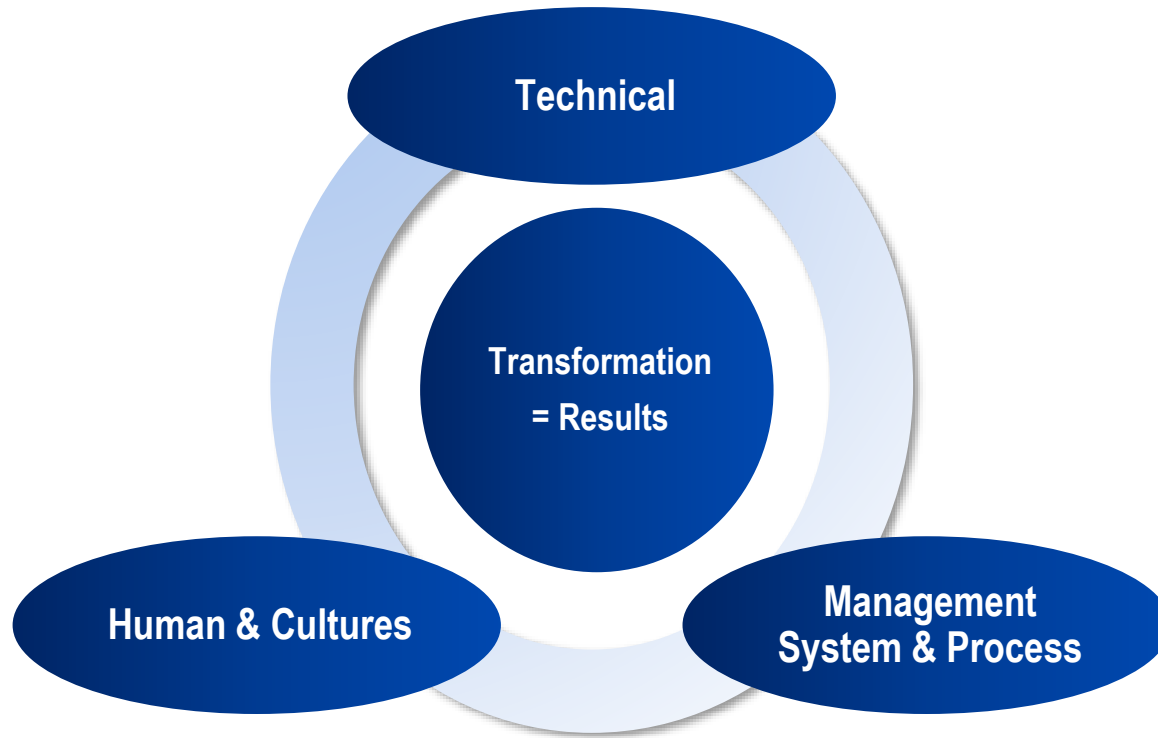
» **Clear vision/ policy**

- » *Same understanding about the direction*
- » *Inspiring for the organisation*
- » *Communicated and known*
- » *Improvement focused*
- » *Adding value for the stakeholders*
- » *Focussed and tangible*



Clear Vision (Goals) + Discipline (Routine) = Success

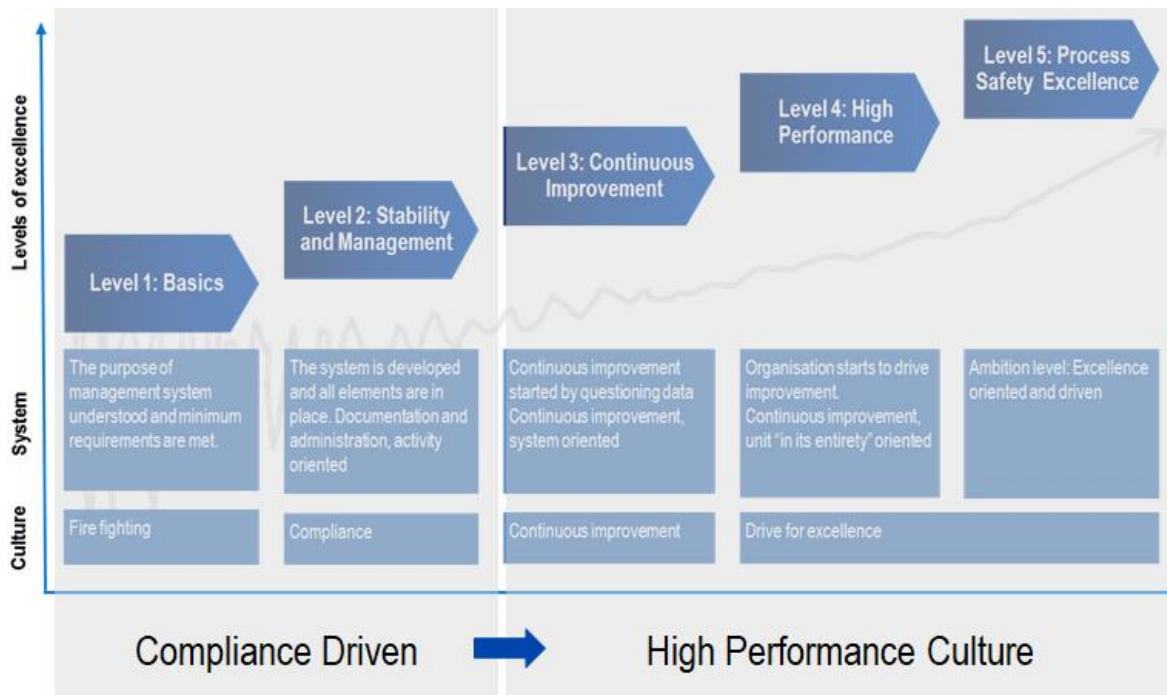
Safety Transformation – continuous adding value



- » Reliable implementation and **results** through In-depth knowledge of installations, safety standards, and technical standards
- » Transformation goals well embedded in the **DNA** of the company
- » Long lasting relationship with the clients for the service
- » A **reliable set of combined tools**, enable a sustainable implementation and business case
- » **Make it happen!**

“EXPERIENCE DRIVEN TRANSFORMATION JOURNEY TO REALIZE SUSTAINABLE PERFORMANCE IMPROVEMENT”

In summary going beyond compliance realizing high performance culture – leadership balanced approach



- » It is a journey with aiming for excellence
- » Balanced leadership
 - » Rhythm, focus, discipline
 - » Consistency
 - » Craftsmanship
- » Risk management embedded in all aspects of the organization
- » Performance management – risk based continuous improvement

“TO SUSTAIN IT ULTIMATELY IT NEEDS TO COME FROM WITHIN – IMPACT ON THE DNA”

Questions



Inspiring trust in a
changing world

Solutions that ensure quality, safety
and sustainability for future
generations



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Mehr Vertrauen.
Add value.
Inspire trust.

TÜV SÜD AG | CORPORATE PRESENTATION

18-08-01

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