



IRSC 2022

INTERNATIONAL RAILWAY
SAFETY COUNCIL

SEVILLA, OCTOBER 16-21, 2022



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ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS



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CHAPTER 1

LEADERSHIP IN A SAFETY CULTURE

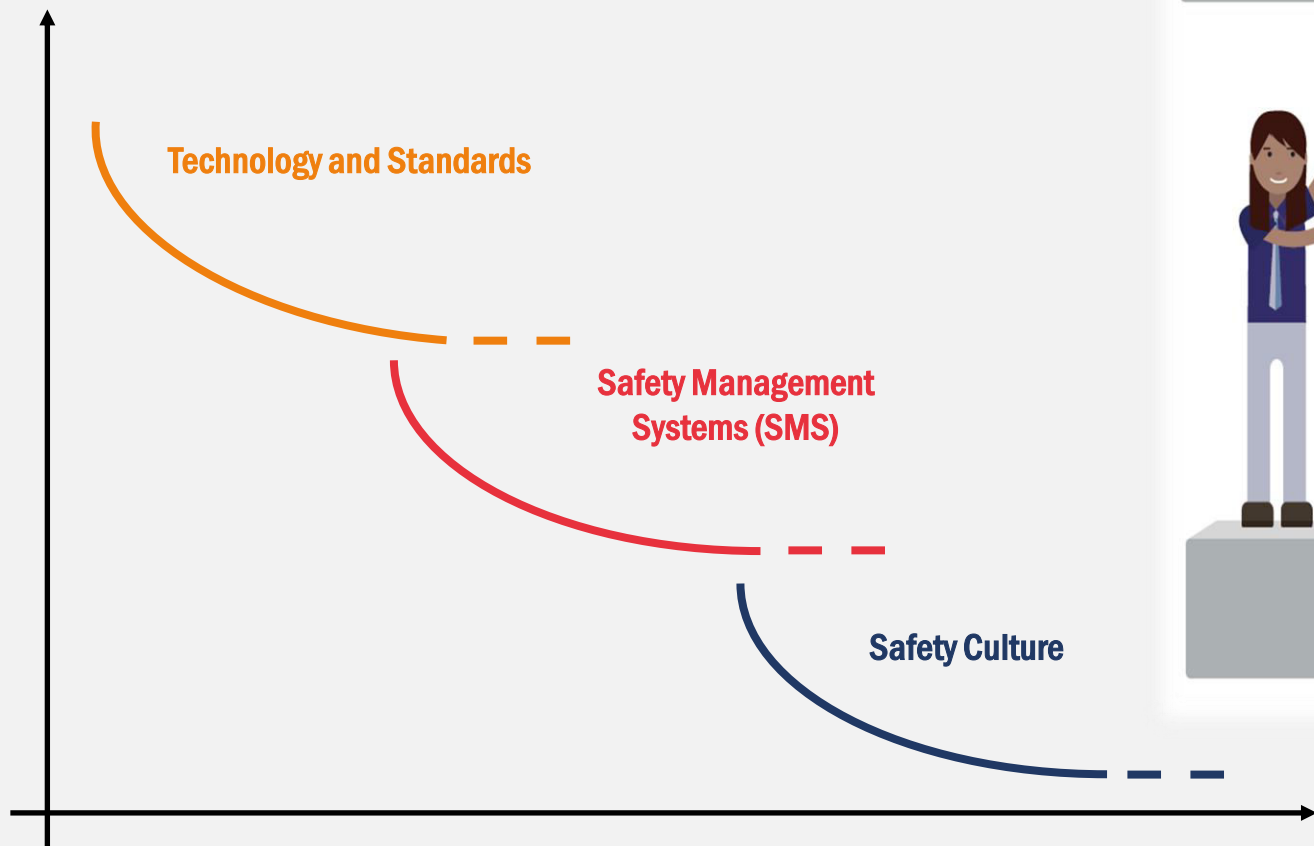


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OVERALL CONTEXT (I)

Evolution of safety



OVERALL CONTEXT (II)

Safety Culture

Set of:

VALUES

BELIEFS

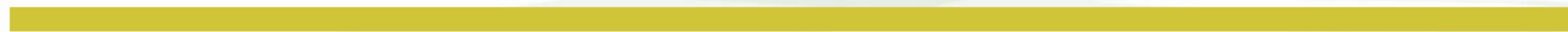
WAYS OF THINKING

that define

THE MODES OF ACTION

and

MANAGEMENT OF RISKS



In essence:

“How things are done in terms of safety in an organization”

LEADERSHIP IN A SAFETY CULTURE

MIND TRAPS TO AVOID (I)

Mind traps are patterns of thought and behavior that we unconsciously repeat in our daily lives. Do not bring us any usefulness, but also keep us away from our objectives.

There are seven different mind traps:

COMPLACENCY

EVASION

CRITICISM

SHORT-TERMISM

VICTIMIZE

CONTROL

LEADERSHIP IN A SAFETY CULTURE

MIND TRAPS TO AVOID (II)

COMPLACENCY

Considering it almost impossible to improve something already

“ We have been working on this for a long time and we have made a lot of progress, so it is difficult to go any further”.

EVASION

Safety is not one´s own responsibility but that of others

“ Safety is not my responsibility, it is the responsibility of others (the safety area, operations, etc.)”.

CRITICISM

Do not act as an excuse for the poor performance of others

“ How do you expect me to set an example if my managers don´t?”

LEADERSHIP IN A SAFETY CULTURE

MIND TRAPS TO AVOID (III)

SHORT-TERMISM

Prioritizing production by putting safety on the back burner

“My responsibility and that of my team is to meet the business objectives proposed by the company and safety takes a second place.”

VICTIMIZE

Believe that nothing can be changed no matter what is done

“No matter what I do, things will remain the same”. “My team and I do not have enough leverage to impact on safety”.

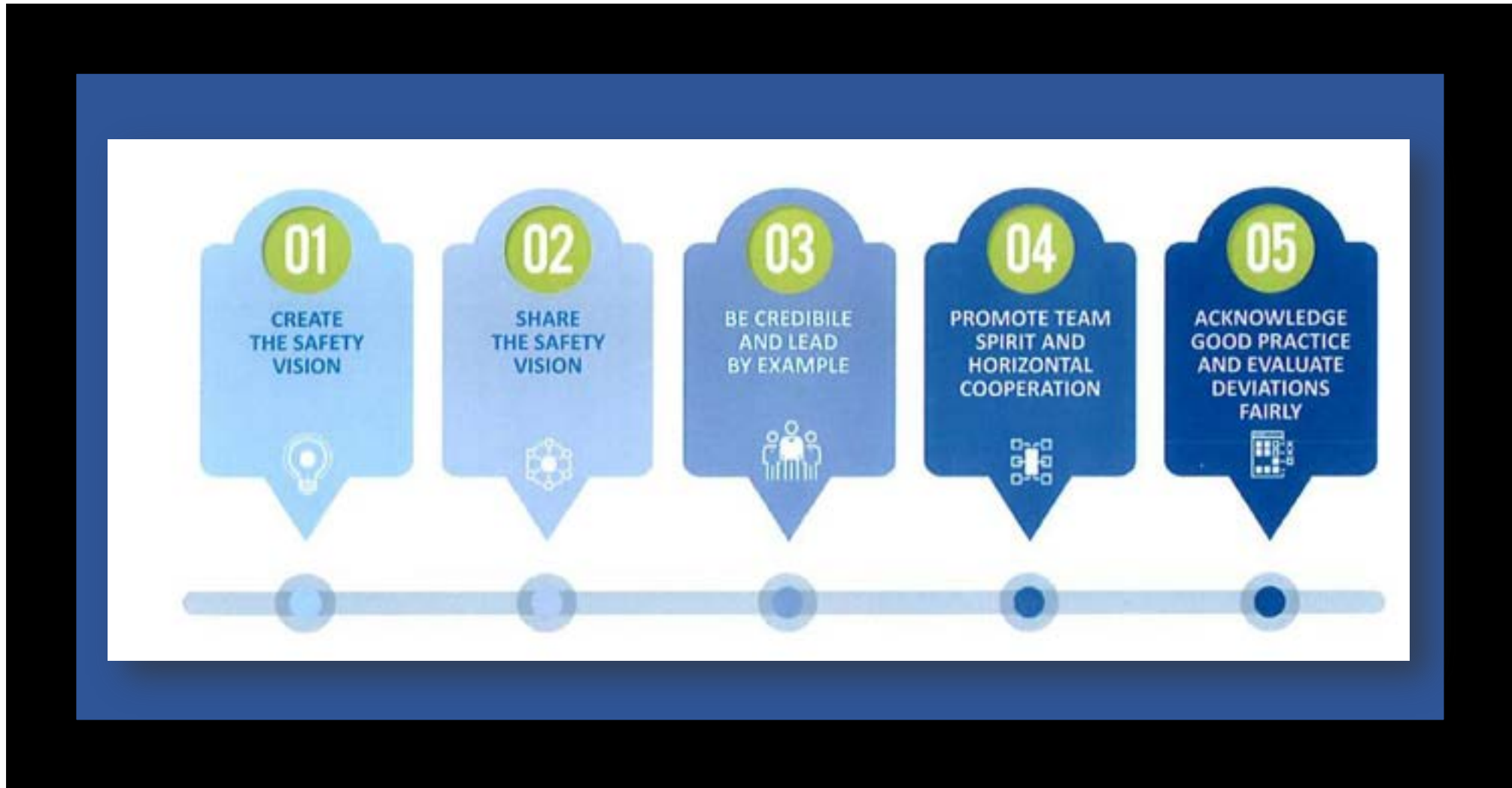
CONTROL

Safety is supervision & control

“Safety is, above all, a consequence of supervision and control”.

For a business to achieve results sustainably, safety must be integrated into the organization’s culture and ways of working. And for this to happen, one important step is to build the right safety mindset.

ERA SAFETY LEADERSHIP PRINCIPLES



CHAPTER 2

ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS



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ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS



ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS



Always
integrate
safety in
decision
making

- Integrate safety in all business activities
- Make sure everybody knows and personally analyzes the safety potential risks in their areas of responsibility.
- Never compromise safety to achieve other business outcomes.

Have
orientation to
safety results

- Improve safety performance by accepting and applying learnings and best practices from other safety events.
- Be proactive to identify unsafe situations and seek safety improvements.
- Communicate and demonstrate the conviction that safety depends on us.

Promote
dialogue on
safety

- Communicate safety events and learnings to other areas without hiding information, so that they can also learn.
- Overcome the resistance to share mistakes and safety events and protect the individuals that share mistakes or raise their hand about safety.

ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS

Develop people to act as safety leaders	<ul style="list-style-type: none">• Be aware that people are the solution, not the problem.• Motivate and encourage our peers and teams not to relax and to always look for continuous improvement.• Empower our teams
Lead by visible example	<ul style="list-style-type: none">• Feel oneself empowered• Lead by example, being consistent between what we do and what we tell people.• Have the same behavior when we are seen and when we are not seen.
Build trust and commitment	<ul style="list-style-type: none">• Create a psychological safe environment where people speak without fear. Listen to learn, not to respond.• Be close and committed to our colleagues because we all belong to the same team.• Listen to learn, not to respond.



ADIF SAFETY LEADERSHIP MODEL BASED ON BEHAVIORS

Safety Leadership Program: PURPOSE

Adif will work for two years with 1.500 employees whose performance has a major impact on SAFETY operations. The objective is to train and develop them to become excellent SAFETY leaders.

This trip will achieve three objectives:

01 **Align everyone** around where we are in terms of safety culture and what's the evolution we want to achieve.

02 **Dive into the concept of mind traps** and explore how they affect our decisions and prevent us from moving forward.

03 **Communicate and Train** some of the critical behaviors that all leaders should demonstrate to achieve an integrated safety culture (Safety Leadership Behaviors Model) and learn tools to apply those behaviors in a daily basis.

TEAM DYNAMICS OF SAFETY LEADERSHIP



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TEAM DYNAMICS OF SAFETY CULTURE

Moment 1 - Anna has an Idea

Anna is a highly ambitious junior employee and new to your team. She brings a lot of fresh thinking and new ideas to the table. Sometimes too many. Anna comes to you excitedly with a revolutionary idea to improve safety in the operations that you know from past experience won't work. She is about two minutes into her description of the idea itself when you realize this.

What should you do in this moment?

Option 1

A) You share your experience with transparency

Thank Anna for her enthusiasm. Be authentic and share a story about the experience you had on a similar theme in the past and the lessons it taught you about why this idea won't work. Encourage Anna to advance her knowledge of current business trends, and to continue searching for new ways to improve the business with no loss of enthusiasm.

Option 2

B) Defy her conclusions

Rather than talk Anna out of her idea, ask her questions about the "who, what, and why" of the idea: Who is the idea for? What is the problem or functional need this idea fulfills? Why is that relevant for our business or operations? What insights did Anna gather that led her to this idea to begin with? If at any point Anna doesn't have an answer, encourage her to do further research.

**“In SAFETY we do not compete,
we collaborate”**



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