

IT'S A LONG STEADY ROAD TO IMPROVE SAFETY

EXPERTS SAID THE “NEWMAN BAR” PLAYED A HUGE FACTOR IN SAVING HIS OWN LIFE IN THIS WRECK BY PROVIDING SUFFICIENT STRENGTH TO KEEP THE COCKPIT INTACT WHEN DIRECTLY STRUCK BY ANOTHER CAR AT HIGH SPEED.

DESPITE THIS BEING SO EFFECTIVE, NEWMAN HAD FACED AN UPHILL BATTLE FOR YEARS TO GET THE IMPROVEMENT IMPLEMENTED.

HE'S ALSO BEEN FINED AT TIMES FOR POST-RACE COMMENTS CRITICAL OF SAFETY IN THE SPORT.

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WHY WERE SOME OF THESE SAFETY IMPROVEMENTS HARD TO WIN?

STAKEHOLDERS FOUGHT BACK AGAINST SOME KEY IMPROVEMENTS:

- **1988 RESTRICTOR PLATES ARE STILL CONTROVERSIAL, WITH SOME DRIVERS SAYING IT CAUSES THE CARS TO BE BUNCHED TOGETHER AT 190MPH RATHER THAN SPREAD OUT, GIVING LESS TIME TO REACT**
- **2001'S HANS DEVICES AND SUBSEQUENT SEAT AND RESTRAINT MODIFICATIONS WEREN'T LIKED BY MANY DRIVERS AS IT LIMITED MOBILITY AND THEIR VISION**
- **2002 SAFER BARRIERS WERE ONLY PARTIALLY DEPLOYED AT MANY TRACKS DUE TO TRACK OWNERS' CONCERNS ABOUT COST**

PEOPLE RESIST CHANGE, SOMETIMES EVEN THOSE WHO STAND TO BENEFIT THE MOST FROM THE CHANGE.

IT'S A LONG STEADY ROAD TO IMPROVE SAFETY

ARE SAFETY IMPROVEMENTS HARD TO IMPLEMENT ON YOUR PROJECT OR IN YOUR WORKPLACE? WHY?

- **COST TO IMPLEMENT**
- **LOST PRODUCTIVITY (OR PERCEIVED)**
- **TRADE-OFF WITH OTHER RISKS**
- **CLIENT WON'T BUY INTO IT**
- **HARD TO OBTAIN FULL BUY-IN AND COMPLIANCE**
- **CUMBERSOME TO TRAIN EVERYONE**
- **PEOPLE JUST DON'T LIKE CHANGE**
- **WORKERS MAY NOT PERCEIVE THE RISK AS SIGNIFICANT OR HAVE NORMALIZED IT**
- **NOBODY CHAMPIONS THE CHANGE**
- **LEADERSHIP DOESN'T FULLY SUPPORT**
- **NOBODY AVAILABLE TO DO THE HARD WORK OF IMPLEMENTATION**
- **TECHNOLOGY MAY NOT YET BE AVAILABLE**
- **NOT THE RIGHT SOLUTION TO FIX THE PROBLEM**

MAKING EFFECTIVE SAFETY CHANGES

SO GIVEN THESE REASONS, HOW DO YOU MAKE AN EFFECTIVE CHANGE THAT IMPROVES SAFETY FOR THE LONG HAUL?

1) ENSURE YOU'VE GOT THE RIGHT SOLUTION TO THE RIGHT PROBLEM

THIS INVOLVES DOING A PROPER, IMPARTIAL, IN-DEPTH INVESTIGATION OF AN INCIDENT OR ANALYSIS OF DATA. TOO OFTEN WE JUMP TO A QUICK CONCLUSION OR A PREFERRED SOLUTION, OR TOO OFTEN WE FIND SOME POOR PERSON TO BLAME AND STOP THERE. SOLUTIONS SHOULD BE AS HIGH AS POSSIBLE ON THE HIERARCHY OF CONTROLS.

MAKING EFFECTIVE SAFETY CHANGES

NASCAR HAS A RESEARCH & DEVELOPMENT CENTER IN CHARLOTTE, NC THAT HAS A TEAM DEDICATED TO ANALYZING EVERY CRASH THAT OCCURS IN THE SPORT.

- **INCIDENT DATA RECORDERS, PHOTOS, VIDEOS ALL ANALYZED**
- **CAR CAN BE SHIPPED TO THE R&D CENTER FOR FURTHER ANALYSIS**

“NO WRECK IS CATEGORIZED AS MINOR OR MAJOR”, NASCAR’S SAFETY MANAGER DAVID GREEN SAID. “THEY’RE ALL SIGNIFICANT”.

Q - DOES YOUR PROJECT OR ORGANIZATION HAVE A SIMILAR MINDSET THAT ALL INCIDENTS ARE SIGNIFICANT?

MAKING EFFECTIVE SAFETY CHANGES

- 1) RIGHT SOLUTION TO THE RIGHT PROBLEM
- 2) **ASK FOR INPUT AND BUY-IN FROM THOSE WHO WILL BE IMPACTED** BY THE SOLUTION

CLEARLY OUTLINE THE “WHY” OF THE CHANGE OTHER OPTIONS CONSIDERED. TRULY LISTEN TO AND CONSIDER INPUT FROM OTHERS. FIND PEOPLE AT THE FIELD LEVEL WHO WILL SUPPORT AND BE ADVOCATES FOR THE CHANGE.

MAKING EFFECTIVE SAFETY CHANGES

NASCAR HAD IMPLEMENTED A “DRIVERS COUNCIL” THAT GREATLY HELPED IMPROVE COMMUNICATIONS ABOUT SAFETY ISSUES AND PENDING CHANGES. HOWEVER, DUE TO A LACK OF BASIC ORGANIZATION, THIS GROUP CEASED TO EXIST AS OF THE 2019 SEASON AND HAS YET TO BE RESTORED.

IS THIS COMPLACENCY CREEPING IN? WILL THIS NEGATIVELY IMPACT THEIR SAFETY AT SOME POINT?

Q - DO YOU HAVE A STRUCTURED, ORGANIZED, ROUTINE, AND EFFECTIVE METHOD FOR TWO-WAY COMMUNICATIONS REGARDING SAFETY ISSUES AND CHANGES IN YOUR PROJECT OR ORGANIZATION?

MAKING EFFECTIVE SAFETY CHANGES

- 1) RIGHT SOLUTION TO THE RIGHT PROBLEM
- 2) ASK FOR INPUT AND BUY-IN
- 3) **FIND A CHAMPION FOR THE CHANGE**, BOTH AT THE FIELD LEVEL AND AT THE LEADERSHIP LEVEL

YOUR CHAMPION WILL BE CREDIBLE, PUSH THROUGH HURDLES, DELIVER GREAT TRAINING, COMMIT TO AN IMPLEMENTATION DATE, THINK CRITICALLY ABOUT THE CHANGE AND LISTEN TO FEEDBACK OBJECTIVELY.

MAKING EFFECTIVE SAFETY CHANGES

RYAN NEWMAN HAS CERTAINLY BEEN A CHAMPION OF SAFETY IMPROVEMENTS. HE HAD CREDIBILITY – A DRIVER INVOLVED IN MULTIPLE BIG WRECKS, A MECHANICAL ENGINEER, AND YEARS OF RACING EXPERIENCE. HE SOUGHT INPUT FROM FELLOW DRIVERS, AND PERSISTENTLY PUSHED THROUGH HURDLES.

Q – ARE YOU, OR IS THERE SOMEONE IN YOUR ORGANIZATION, WHO SUCCESSFULLY CHAMPIONS SAFETY CHANGES? WHO IN YOUR LEADERSHIP RANKS WILL YOU NEED TO SUPPORT YOUR CHANGES FINANCIALLY, POLITICALLY?

MAKING EFFECTIVE SAFETY CHANGES

- 1) RIGHT SOLUTION TO THE RIGHT PROBLEM
- 2) ASK FOR INPUT AND BUY-IN
- 3) CHAMPION FOR THE CHANGE
- 4) PROVIDE **EFFECTIVE TRAINING** TO THOSE IMPACTED BY YOUR CHANGE

ENSURE IT'S A FORMAT WHERE QUESTIONS CAN BE ASKED AND CLARITY AND UNDERSTANDING GAINED. ALLOW CONCERNS TO BE EXPRESSED. CONSIDER FOLLOW-UP TRAINING – SOME CHANGES NEED TIME TO BE TRIED IN THE FIELD BEFORE GAINING FULL UNDERSTANDING. EFFECTIVE TRAINING OFTEN TAKES MORE TIME AND RESOURCE THAN ANTICIPATED OR PROVIDED.

MAKING EFFECTIVE SAFETY CHANGES

NASCAR IS IMPLEMENTING A “NEXT GENERATION” CAR FOR THE 2022 SEASON WITH EVEN MORE SAFETY IMPROVEMENTS. AS PART OF THE TESTING SINCE 2019, THEY HAVE UTILIZED 15 FULL-TIME NASCAR DRIVERS TO CONDUCT TESTS ON 12 OF THE RACE TRACKS. OTHER DRIVERS WILL HAVE OPPORTUNITIES TO DRIVE THE CAR IN THE UPCOMING OFFSEASON PRIOR TO THE FIRST RACE OF 2022.

Q – WHAT QUALITY OF TRAINING DOES YOUR ORGANIZATION PROVIDE FOR SAFETY CHANGES? DOES IT REALLY PROMOTE THOROUGH UNDERSTANDING OR IS IT TOO OFTEN A “CHECK THE BOX” EXERCISE?

MAKING EFFECTIVE SAFETY CHANGES

- 1) RIGHT SOLUTION TO THE RIGHT PROBLEM
- 2) ASK FOR INPUT AND BUY-IN
- 3) CHAMPION FOR THE CHANGE
- 4) EFFECTIVE TRAINING
- 5) **CIRCLE BACK FOR FEEDBACK** ON THE IMPLEMENTED CHANGE

DETERMINE IF ADJUSTMENTS OR REFINEMENTS ARE NEEDED, AND SEE IF THE PROBLEM TRULY HAS BEEN MITIGATED TO THE EXTENT DESIRED.

MAKING EFFECTIVE SAFETY CHANGES

BY TREATING ALL WRECKS AS SIGNIFICANT AND CONDUCTING THEIR ANALYSIS, NASCAR'S R&D CENTER AND SAFETY GROUP CONTINUOUSLY OBTAINS FEEDBACK ON THE EFFECTIVENESS OF SAFETY CHANGES. ADAPTATIONS ARE MADE IF WEAKNESSES ARE DISCOVERED.

Q – WHEN AND HOW DO YOU CIRCLE BACK TO VERIFY THAT THE CHANGES YOU MADE WERE EFFECTIVE?

MAKING EFFECTIVE SAFETY CHANGES

SO GIVEN THE CHALLENGES WE ARE FACED WITH IMPLEMENTING SAFETY IMPROVEMENTS, MAKING EFFECTIVE CHANGES INVOLVES GETTING “**RACE-C**”:

- 1) **R**IGHT SOLUTION TO THE RIGHT PROBLEM
- 2) **A**SK FOR INPUT AND BUY-IN
- 3) **C**HAMPION FOR THE CHANGE
- 4) **E**FFECTIVE TRAINING
- 5) **C**IRCLE BACK

WHAT CAN WE LEARN?

NASCAR

**PERSISTENCE IN MAKING
EFFECTIVE SAFETY
IMPROVEMENTS WILL YIELD
OUTSTANDING SAFETY
PERFORMANCE**

RYAN NEWMAN

**THE CHANGE YOU CHAMPION
MIGHT BE THE ONE
THAT SAVES YOUR OWN LIFE!**

youtube.com/watch?v=gRCXLIfTqek

