



Risk and Safety Management Solutions

A Cultural Approach to Risk and Safety Management

Overview

For a combination of ethical, operational and legal reasons, not to mention fallout from some high-profile events, risk and safety management are rising ever higher on the organisational agenda. However many approaches are predicated almost solely on regulation, process and compliance – control is a common feature. The means become the end; activity triumphs over outcome.

Mission Excellence consultants bring extensive personal experience of operations in high-risk environments, where ambiguity and imperfect information are common. They have first-hand knowledge of the procedures, systems, behaviours and leadership attributes required to adopt a more holistic approach to managing risk and safety in demanding operational environments.

Philosophy

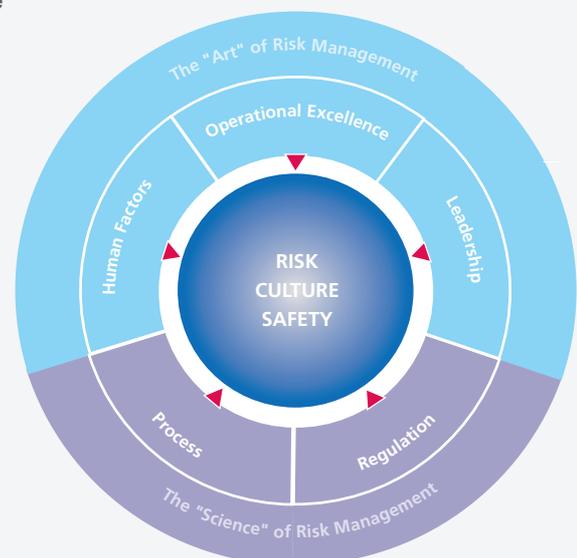
Most, if not all, tasks or projects carry risks to quality, budget, time or personal safety. Where all the factors which might affect the task are more or less known and under control, then one can be **predictive**; it is largely possible to systemise the risk out of the operation. This is the 'science' of risk management – the application of regulation and process to mitigate risk. In fact, these factors form the essential building blocks to any risk management system or culture.

However if I am doing open-heart surgery, flying a fighter jet, drilling for oil, or investing in stock markets, I start with a plan, but the execution of the task is highly **reactive** to external events and the environment. And given the number of risk factors, many of which may not have been identified at the



outset, few of which are discrete, and almost all of which might be correlated in ways which are not immediately obvious, it is clearly impossible to model all the risks or to 'systemise the risk out'. It is still vital and important to put the necessary systems and processes in place, but that alone will be insufficient. In this case the solution is to take a holistic perspective and to employ processes and models as just one part of **a culture of safety**. This is the 'art' of risk management.

The Mission Excellence Risk Management Model:



“ The Mission Excellence programme provided great connectivity with our business objectives - a huge success ”
BP



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The Mission Excellence approach has evolved from deep experience of military fast-jet aviation. In that world, it's not possible to provide all the solutions, so the aim is to equip fighter pilots with the ability to reach safe solutions themselves. For fighter pilots, safety or risk management is not simply an exercise in compliance, or something which is outsourced to a separate department; it's owned by the operators; it is a natural by-product of the strive for operational excellence. Ownership at the source of the risk is a fundamental part of a successfully embedded risk culture.

Mission Excellence Risk and Safety Management

Mission Excellence is an organisational performance consultancy specialising in execution. We help clients to deliver operational change through embedded personnel, development programmes and consultancy. We have 2 key areas of focus: Operational Excellence and Risk and Safety Management.



Mission Excellence provides Director and Board-level solutions to risk and safety issues. Local interventions are also available including risk/safety audit, implementation of safety management systems, scenario modelling, stress testing, safety leadership and behavioural safety programmes, risk/safety seminars and keynote presentations.



We work with some of the world's most successful organisations throughout Europe, the Middle and Far East and Africa including global corporations (e.g. 3M, Accenture, BP, Procter & Gamble), professional sport (e.g. F1, British Cycling), not-for-profit (e.g. NHS and County Councils) and on academic programmes (e.g. 'Masters in Major Programme Management' at Oxford University and 'Executing Strategy for Results' at London Business School).