



#### SAFETY LEADERSHIP PERFORMANCE: CULTURAL CHANGE — LEARNINGS FROM MACONDO AND MONTARA

Andrew Hopkins, Professor of Sociology at the Australian National University

Professor Andrew Hopkins of the Australian National University is an internationally renowned presenter, author and consultant in the field of industrial safety and accident analysis. In 2008, he received the European Process Safety Centre prize for extraordinary contribution to process safety in Europe - the first time the prize was awarded to someone outside of Europe. He was also Consultant to the US Chemical Board investigation of the BP Texas City accident. Hopkins has written numerous articles and books on safety-related topics, and conducted numerous presentations at government, union and industry conferences internationally.

#### ABSTRACT

Many companies understand that good management requires that senior managers spend time with front line workers. Some companies build into performance agreements for senior managers a requirement that they conduct a certain number of such site visits each year. The challenge is to make productive use of these visits. Safety is often a focus for visiting VIPs, but too often safety is understood to be a matter of 'slips, trips and falls', rather than the major hazards that can blow the plant or the rig apart.

This presentation will examine a VIP visit made to the Deepwater Horizon rig, just hours before the explosion, by senior managers from BP and from the rig owner, Transocean. It will argue that, despite their best of intentions, these managers fell into the trap identified above. The paper looks at things that senior managers can do to focus attention on the most significant hazards.

PESA News No. 111 (2011)

Copyright © 2017 by Petroleum Exploration Society of Australia (PESA)

\*Depicts presenter if not lead author.

Program (correct as of 4 March 2011) is subject to change: for information and updates visit [www.appeaconference.com.au](http://www.appeaconference.com.au)