**Operationalizing Safety and Lubrication Excellence to improve Productivity and Human Risk Management**

**Dallen Davenport**

Okay. Welcome, everybody. Thank you so much for joining our webinar today. It is already October. It's pretty crazy how fast this year has been flying by. Very excited today to have. Tom Schiff is our presenter, and I've had the privilege of knowing Tom for several years, now. Currently in his consultancy role as well previously he had led with his strong leadership in his global role over at ExxonMobil with the global engineering team and his expertise and not only instruction but. But also, you know, solution finding and driving, you know, a big driver in pushing technologies in the industry to, enhance equipment reliability overall and really, you know, the longevity of the customer's equipment. So just a wealth of knowledge. It's super, super excited to have you with That's Tom, and thank you for joining.

**Thomas Schiff**

Hey, Dallen. It's enough. Thank you guys for the opportunity, to talk, again on, asset management and in this session, something very passionate, which is around, safety and keeping people from getting hurt, and you know, the topic of operational, you know, operationalizing safety and lubrication excellence To improve productivity and human risk management, I I'm you know, my goal is if I can impact one person, that that either is on this call or views it later And it improves, their company or their own personal, safety performance. So I consider that a win. I you know, we'll take I prefer to take questions at the end, but if someone has a burning question that they really wanna answer or Make a comment while during the presentation, we can we can definitely stop it. Otherwise, we'll wait till the end to take questions.

**Thomas Schiff**

Just starting off, a little bit of background about myself. I was born and raised in Southern California. I'm now living in Blacksburg, Virginia. Very lucky. Have a fantastic family. Married for 35 years. I have 4 children. I See the you see my wife and my 3 boys and my daughter. So we have them off the payroll. The 3 boys are off the payroll now. So good news. My daughter's a graduate from Texas A&M, this year. So we're getting close to freedom. I have hobbies. I really enjoy weightlifting, backpacking or hiking, Horseback riding. I love football and wrestling. My formal education is, got my bachelors of science in mining Engineering from Colorado School of Mines.

**Thomas Schiff**

My work history over 35 years, mostly with mobile and TAR Mobile, in really, the field engineering, and role within the lubricants, organization. I've had, great opportunity to travel around the world and meet great people and interact and improve hopefully a lot of people's lives and including my own. I did spend 8 years in the paper industry as a reliability engineer and then reliability, manager. But, just in in one thing out of my background, I we're done we're gonna talk about safety. Just disclaimer. I've never been in a formal safety role, meaning I'm not a she professional, but I've always managed to become a safety champion. Within each of my roles within the business, and we'll talk about that during the session.

**Thomas Schiff**

But a very important belief that I have is It's about how important is you know, you can't capitulate safety to a safe just your safety organization and your company. But Someone has to take the leadership role to drive the culture behaviors of folks, and it's a role that I Aspire to take within each of the jobs that I've had. Little bit more on myself, because I think it's important, you know, why am I talking about this? Why do I sit here? You know, I'm just so passionate on this subject, and it and it does come from my background. I was probably, my mother's worst nightmare as far as accident prone.

**Thomas Schiff**

When I was, in 3rd grade, 9 years old, I was A pedestrian, a car ran a red light and hit me, later on, you know, couple years later, playing, on a trampoline. But, of course, this gets into my risk taking as a as a youth being, thinking I was invincible, and would the boys play on a trampoline? Will they play football, and if you remember Oklahoma drills, you know, basically a defender and a guy with a ball running across an in ground trampoline. Well, I went past my brother, but then he drove me into the springs and ripped my face open. If you look closer, I had 81 stitches in my face. Later on, I went to play football in high school.

**Thomas Schiff**

Sophomore year, had, someone, do a major, Job, had my get my one of my knees replaced. Of course, what did I do? Played football the next year. I also was fortunate to wrestle in high school, and then I was why can you get a scholarship and wrestle in college? Again, high risk taker, and I remember my senior year in college, having a leg on, and a guy grabbed my leg and tore my cartilage in my knee, and what did I do? Well, get back on the mat two weeks later. You know, so understanding that the risk's out there, but, you know, again, feeling at that age that I really was invincible. Really influenced me quite a bit.

**Thomas Schiff**

But then you could see the little kitten there, his eyes started opening up finally. The kitten's eyes, you know, after so long, starts So opening as I moved into my career working, getting mining engineer by degree. So I spent my summers in in mines Underground in Colorado, Montana, and South Africa. The picture on the bottom left is from South Africa. I worked at over under over 6,000 feet, and during that time I was there, had, 7 people die in the area that I worked, 5 from a roof fall. One fell down the shaft lubricating the, cable on the, cage, and one person fell down the shaft through a work car, and as I moved into my paper industry days, I also experienced, the middle picture there is just showing a press section of a paper machine.

**Thomas Schiff**

An individual friend of mine moved from a slower machine to this faster moving machine, which goes about the sheet the material going through these Press is about 30 miles an hour. On the slower machine, he could put his hand to feel defects on what's called the felt going through that roll, and when he moved to this fast machine, he put his hand doing the same thing, and his hand got sucked into the machine, and both arms got sucked into the press, and it the machine basically tore off all the skins down to his bone and he bled to death, and part of it I was part of the People that pulled them out, you know, and it was just something that I I just it was surreal.

**Thomas Schiff**

I couldn't believe it. A friend of mine That wasn't going home that that day. A year later, we had an individual operating overhead crane. There was a maintenance issue with the part that you lowered the crane into. The person continued to operate it even knowing it was incorrect, and placed himself between the role behind him and the role that they were managing, and as his placing the role into this defective part, the role bounced out of it, and he was crushed between the two roles. I was not one of the first responders, and like, looking at a person in their last. Breaths of life. I realized, you know, at this point that, you know, how much suffering goes on, and how it's all preventable, and that that we all play a role in preventing these mistakes that happen, and that's why I'm very passionate to Talk about this is that so I help others not have to go through and learn the way I went through my life, but to avoid that, to stay to stay hurt free.

**Thomas Schiff**

The objectives I have in this is to reinforce the importance, understanding the safety, To know that there are a lot of tools and processes out there to operationalize a culture of safety that's not just checking the box on a lot of activity, but How do you how do you create the behaviors that result in a culture that is around keeping people safe, and then I wanna tie in lubrication excellence and some specific things that people can do to improve the human risk performance and reduce the risk posed to humans by improving through lubrication excellence activities. Why is this important? I think a lot of people on this phone is are probably gonna nod their head up and down and know this, but safety is a core value.

**Thomas Schiff**

Notice I don't say it's a priority. Priorities change every day. Core value means that no matter what, every day I wake up, Safety is right there, and that it doesn't it doesn't waver, and that I have a goal that nobody gets hurt, not that I accept I don't accept anyone getting hurt, and I'm always gonna strive that no one that everyone comes to work, goes home the same way that they that they that they remain safe, and I'm gonna do that by creating a safe work environment. I mean, create, a culture of mitigating safety risks, in a practical manner and promote They're sharing the best practices all to make sure nobody gets hurt. Well, you know, and why do we get concerned about this?

**Thomas Schiff**

Well, Obviously, you know, you see their employee morale. It's the right thing to do, and it's intrinsic, I hope, to most people that, you know, they want they want people to stay safe, but it's also good business. A friend of mine, once told me a saying that, I can't if you have good safety, I can't guarantee that you're gonna have successful business. But I can guarantee you that if your safety program and culture It's not good. I guarantee you, you will have a poor business, and so safety is good business. It does because when these things happen, He when someone gets injured, it drives a huge amount of control, of cost. Not just the cost of someone recovery, the hurt, but also just that outage of machines, repairing equipment, it can really affect the efficiency, quality, and profitability of an organization, and so it's it really drives it's a part of business excellence.

**Thomas Schiff**

It's a license to drive, and it's the right thing to do, and I'm hopeful that we do it and this thing from XR Mobile, that we do it by actively caring, and that we approach others, and it's creating a culture where we do it because we care about others. But knowing that in the background, that it's important if you're gonna run a business and be profitable. I a couple of Eric apps I wanna share that kind of illustrate the point around how it ties to, you know, the way your business runs and reliability. This this, graph here is from an individual I have great respect. A guy named Ron Moore, the armed group, and he's Longtime expert in equipment reliability, and he helped motivate me to further talk and promote safety and reliability.

**Thomas Schiff**

This graph, which on the, y axis is injury rate, of an organization, large manufacturing company, and it's plotted on the other on the right axis, y axis, what is the overall equipment, Efficiency or and asset utilization, which means are you how well you make are you achieving Uptime, how are you how close are you to operating your machine at the rated speed, and how often are you making quality parts? Those make up your OEE, and we do this over the x axis over time, and you'll see the correlation. Between as you see the equipment reliability improving, you see the injury rate dropping, and you can look at the regression. The r squared is 0.64, which is it's pretty good, a pretty decent one.

**Thomas Schiff**

But you can look at the graph yourself and see that there's a correlation between reliability that the more reliably you are, the safer you are, the less accidents, and it makes sense too, because when things are running well, the operators aren't having to crawl around the machine trying to get the machine to work right, and also, if the machine is down, people are in a rush, They're trying to repair things. You're exposing them to more risks, so your injury rate goes up. So it makes sense from just a practical operation and maintenance perspective. This this graph these graphs here also just reinforce the same thing. Really, if you look at the again, these are two comparisons.

**Thomas Schiff**

Again, Ron had shared from a large chemical plant probably from my old, employer. I won't mention names, but, this this shows the group the relationship between injury rate and reactive work or corrective reactive work Versus what happens when you have more preventive maintenance, predictive maintenance work orders, and you can see the relationship. As you have more Reactive work orders, the amount of injuries go up as you get more p proactive maintenance or sorry. Preventative maintenance, predictive maintenance work orders Coming out, which are more planned, you see the injury rate going down. So you see a direct correlation, and again, look at the r squared, the regressions. The one on the left is decent.

**Thomas Schiff**

The one on the right is super good. So if your organization is working off of a, you know, a planned basis, your injury rate, and it's not just for the maintenance people, it's also the operations people, that that they're gonna be, a lot safer. So it just a correlation between the world of the way equipment reacts, and the way we run our operations, and safety. Now, important thing, and I and I won't have enough time in this presentation to totally Say here's how you operationalize a safety program. But I wanna call it a couple important elements that I think are critical to have. When developing that safety culture, the first is having a set of written.

**Thomas Schiff**

Managing system, and that managing system outlines what your standards and expectations are. This is an example from, very similar, ExxonMobil’s, where you have different elements, and from the state the this Managing system, the standards and expectations then turn into what are your programs? What are your processes? What are the actions people being gonna take to keep people safe, and it and it starts on the left side with leadership, and leadership drives this whole thing? Without it, the whole thing really doesn't work. But from leadership, you then have your operations designed and improved upon in different areas around Understanding risks, to designing and constructing equipment, to training and empowering people, to operating and maintaining assets, to how do you work with third parties, people that are interacting with your company?

**Thomas Schiff**

How do you manage train, change within? In your organization, how you respond to emergencies, how do you learn from incidents and you know, close calls, and all those elements then have standards behind them, expectations, then you have programs set up to execute the against those, and then off to the right, you have a system in place to assess, hey. How well are you doing against those standards and expectations? How well are you following your process? When you assess that, then you look for gaps and you look for opportunities, and that helps develop where do you need to focus and continue to develop, and also, it drives to recognize the good performance as well.

**Thomas Schiff**

Not just where are you bad, but where are you good, and help to drive continual improvement to the system. Having this managing system is critical, I think, to a good safety program. Otherwise, it becomes kind of a disorganized, overwhelming, you know, task to try to achieve, and this helps break it down into. Parts to operationalize each part that impacts the safety program. Key tools are very important. You know, obviously, you have to have good engineering, good guarding, good processes on you know, to keep people safe. But most cases, when you look at incidents, the human factor that humans are gonna make mistakes, that humans are gonna be the ones interacting with machines, that you need good tools in place to help drive the right behaviors of interacting with the equipment and the operations, and what I'm showing here is what ExxonMobil has used that I use a good part of my life, which is a loss prevention system.

**Thomas Schiff**

There are other great programs out there. This is just one. But it comprises of key tools like our Safe Performance Self-Assessment, the SPSA, where It's a last minute risk assessment that you empower people to use around assessing for risks, analyzing that risk, and then Determine how they need to mitigate that risk and act appropriately. Sometimes that act is you don't do the work that you're planning, you stop the job, and that you're empowered Stop that work to only do it safely. You also need to have, job safety analysis, practical ones, not done as a tabletop exercise, but engaging the people that do the work, and that you factor in, again, that human performance, and that you list what are the key risks that people need to understand about a job and what mitigate actions they need to take.

**Thomas Schiff**

You combine that with observations where you have people observing each other, peer to peer, supervisor to peer, peer to supervisor, to help check, hey. Are people following the job safety analysis? Are they following the steps that they should take to stay safe, and also intervening when they see that something needs to be done just to keep people safe? When things do happen, you wanna have a close call program where you report and encourage close calls to reward people for, Hey. Recognizing something almost happened so that you can understand and develop the root causes of those and help putting mitigating actions and share that wealth of knowledge with others, and that very much goes into investigations when someone actually does get hurt, that you have a revolt, robust investigation that doesn't go out and Punish the people that got injured, and it's not about blame, but it's about understanding the root causes so that we can learn and get better, and in that in most cases, what I've found to my I've done hundreds of investigations, and most of the time, you look in the mirror as a As a managing, you find that it's among the managing systems, the way that we supervise, the way that we coach, not just train people, but also coach people to stay safe.

**Thomas Schiff**

But having these tools in place are critical and within a program that you operationalize and that you track, and reward to keep people safe and drive the behaviors that you want the organization to have to stay to practice safely. Another important aspect, and I spoke about briefly, is that you need to be able to, plan the work and work the plan, and where do you start? The first you start is assessing how well are you doing against your standards, and we on that other slide I had is the thing on the far right, assessing where you are, and you gotta look at what your standards are and you assess and typically assess against, well, how well are you doing in that standard?

**Thomas Schiff**

Are there policies in place? Standard? Are they clear? They need to understand. Is there training in place? Are there tools and programs to support it, and is there the right stewardship, the right leadership to learn, improve, and recognize good performance from that assessment, and you gotta have a good team of people that are gonna be non-biased. Look at that assessment and say, where do we have ways to improve, and that's where you build on your program. You alter it to what your programs. You have initiatives to continually improve it, and you can't do everything. Thanks. So this helps you select and prioritize what are the areas that you need to reinforce, what are some areas you need to experiment, where do you need to innovate, and then where do you need new things to keep yourself safe?

**Thomas Schiff**

To operationalize that, very important, remember, I'm not a safety professional. I'm a I'm a safety champion within the business, and to execute this safety program, you need to build AII feel a structure within In the business, to help the organization run the programs and to help track how well are you doing to help, you know, People through the actual program, and they're the ones that then interface with the she professionals, the safety professionals, As well as the upper leadership teams to make sure we've got the right support, the right expertise to make the program work, and the final part is honestly having a good tools and programs in place to operationalize that safety program, to make it easy And efficient, and that people can learn from.

**Thomas Schiff**

I want to shift gears in my presentation now, and I'm hoping that I give a little background on things to help build a safety program? I want to tie that into Lubrication Excellence and how does that help you reach your safety goals, and the greatest thing I want to that I think we have an opportunity within Lubrication. Excellence is reducing the human machine interface risks, and that we think about when we're when we're thinking about continuous improvement and around reliability, not just to focus on, hey, we're gonna have better, you know, bearing life or better, you know, gear life or you know, improved mechanical seal life. But we're also gonna improve. The fact that we're gonna reduce the time humans have to spend with machines, and that whether it's in production or maintenance, and keeping people from having to repair equipment, reducing the frequency of re lubricating equipment or changing oil or adding oil, and you know, you could look at certain industries.

**Thomas Schiff**

You got like a wind turbine having to climb up and changing oil or lubricating or managing, you know, some sort of direct, equipment defect exposes a huge amount of risk. So if we can if we can use Lubrication Excellence, we can help reduce that interface risk. I'm gonna go through a couple of a few areas that I think are very straightforward. You should make sure that you have in place within your lubrication program these elements to help you reduce that that human, machine risk. 1st is smart application of high performance products. I put here synthetic pro products. They're not for every application, but they could definitely be used to maximize drain interview intervals and improve equipment and reduce wear rates, which do two things.

**Thomas Schiff**

One is. We it increases the time to repair increases the time that you have to repair the equipment or replace equipment, and it also extends the time that you need to change oil. This actually came to light to me when about 20 years ago, I was working with an offshore plot platform, and we were looking at using synthetic products to extend their drain interval and improve the reliability of their Some gear drives, and we were talking all about the, you know, Hey, this is great for reducing your oil costs and your, you know, your machinery reliability, and they said, no. No. That's not why we're doing this. We're doing this so we don't have to send people out to change the oil or to repair the equipment.

**Thomas Schiff**

That's the biggest thing that's important to us, and the light bulb went off. I'm like, wow. You know, that makes a lot of lot of sense. So. Smartly, application of high performance products can really help you with that machine human interface. Another area is keeping lubricants where they belong, and having leakage control studies in place, Obviously, you have to prioritize your equipment where are the, you know, to determine where you want to focus. Obviously, if you reduce leakage, less chance your people are gonna slip. That's an obvious safety risk. But a big one is, if you're reducing leakage, that means Humans don't have to go and add more oil to equipment, which if anyone's been in industrial situations, adding oil to different pieces of equipment sometimes can be Very, very risky, jobs to do.

**Thomas Schiff**

Other areas, having a great lubricant analysis program to help you do things like avoiding equipment shutdowns by understanding how the equipment is running and understanding the condition, Understand the lubricant maximizing that drain interval, and that graph is just showing you, what we use to determine, hey. Can we safely extend Drain intervals, by looking at different lubricant parameters? But using lubricant analysis doesn't just extend your oil life and extend your equipment life, it also reduces by achieving those two things, you reduce the need for humans to interact with that equipment. Another area, which is kind of a general it's I put under lubrication excellence, but it's around equipment reliability studies, which would be include on that lubrication.

**Thomas Schiff**

When so when if there is a failure, if there is something that has to be changed prematurely, To understand the root causes of that, to un to determine how you can take the right corrective actions to prevent it in the future, to Improve the meantime between failure or repair. Some of that could be a reliability study to improve the way the lubrication is applied to a piece of equipment. Potentially using something like essential lubrication versus manual lubrication, just as an example. But these kind of studies are very important, not just to improve the equipment reliability, not just to reduce how much lubricant or optimize how much lubricant is used, but by optimizing preventive maintenance frequency and again, achieving those reduces that human.

**Thomas Schiff**

Machine interface. Another area is having a dedicated equipment inspection program. Some of these are very easy to put in place. But by understanding and actually working using your condition monitoring, but also combine that with equipment inspections on a regular basis, the right ones, can help you reduce that mean time to protect between failure and again, reduce that, human machine interface. The last area I think it needs to be in a in a program is a good lubrication reclamation program. Instead of just changing oil or how or equipment becoming damaged because of the condition of the oil, having a very good lubrication Reclamation program in place is key. Now you have human interface to run this equipment to set it up to purify the oil.

**Thomas Schiff**

But by doing this, you avoid a much greater exposure than if you have to change the oil in a large system or if Something goes with a long time with poor lubricant condition that it leads to equipment failure. You definitely increase the human, exposure to the machine risks. So those are just as you know, some areas to think about and make sure that How do you how do you do these things not just thinking about the equipment, but think about the humans and reducing that risk? Important ways to make this work is you need to just like I showed on the safety side, on the lubrication side, having these standards in place, these programs in place, and using internal and external assessments is key to saying how well are you doing against these, especially around the safety aspect and reducing that exposure.

**Thomas Schiff**

It takes mutual planning within all the departments, your suppliers, to agree upon, hey, what's your plan each year to achieve these lubrication excellent goals, working cooperatively to execute it, Documenting the success, documenting the completion of them, and stewarding that and rewarding people to for the for the great work that they're doing. You also need to have good tools to plan the work and work your plan, and just recognize The Redlist system is an excellent tool that I've used for many years now that helps you operationalize. Lubrication excellent steps, whether that's scheduling PMs, whether that's scheduling your lubrication, whether that's scheduling inspections, Outstanding. It also has modules on actual safety management and hey.

**Thomas Schiff**

Are people being trained in safety? Do you have the right certification? So there's a lot within Redlist that I love to help operationalize it. But you can't just have a good tool. You have to have the leadership, you have to have the framework, and you have to plan that work and work that plan and the buy in of the organization to operationalize that. I just wanna conclude, and hopefully, it's been, you know, not too fast, but wanted to put in these ideas to get people to think about it, and I and I hope just planting the seed about safety, reinforcing that it's a core value and key to keeping people safe and a key to business success and that sharing some key ways to operationalize safety, and that Lubrication Excellence and some steps that I shared there can definitely help you towards your safety goals by minimizing that Human machine interface risk and help overcome the human factor that people the more you put them in front of them, mistakes are gonna happen.

**Thomas Schiff**

People are human. The more you help reduce that risk, the better off everyone's gonna be, and that no one that we can achieve nobody getting hurt. So I covered a lot. I hope I got some people to think about it. If anyone ever wanted someone to help them look at their either the lubrication program, equipment Liability program, their safety program. I'm always happy to help, you know, with people to help them do that. But for right now, I'll just open it up and just, take any questions people may.

**Dallen Davenport**

Yeah. Thank you so much, Tom. Let's, let's definitely open it up, and feel free to drop a question either in the q and a section or in the chat mode. We'll be watching for both of those right now. And I do have a question here, Tom. Just in general, talking about executing your core values, achieving business excellence, Just the question in general is, what do you see people typically having to sacrifice in order to really Implement and achieve that level of excellence in in their core value of safety, knowing that you are a collegiate athlete. Right? Knowing that in order to perform at the top level, there are sacrifices that have to be made in order to get to that level. Just kind of curious what you've seen.

**Thomas Schiff**

Yeah. It's interesting word sacrifice. I guess when I look at it, I don't look at about a sacrifice maybe more as a prioritization. I guess if you consider sacrifices, being passionate about something, being committed to, you know, I wake up in the morning that I that I'm gonna sacrifice my hard work and my passion, to focus on keeping people safe and equipment reliability. I think that's a sacrifice. That's a leadership you have. You so it does it does mean you have to you have to be good at prioritizing. You have to get the organization inspired to, you know, focus on the right things. I guess sacrifice. So I have a hard time saying that I would sacrifice.

**Thomas Schiff**

It does mean though that you have it's not free. You know? It's It means that you have to invest in it. You have to invest in the people. You have to convince management to invest in it. But if you show people these type of correlations, and with the, I think, you know, the hope that people care for each other, that that they'll be inspired to make sure that they're organizing their safety programs, their reliability, lubrication programs to help achieve that that nobody gets hurt.

**Dallen Davenport**

Awesome. Yeah. I really appreciate that. I also do, to your point at the very beginning of what you presented, you talked about how this can be preventable. Right, and I really agree. I think that your stories of sharing those experiences of seeing Even close friends or coworkers, having those, you know, those really tragic experiences, like, I really do think that, like you said, having that leadership to prioritize, to help the team buy in, and really caring enough for each other to achieve, you know, those goals of strengthening the core value of safety, I think it's something that I like the word preventable. Right? I think we would all hope that we can Prevent rather than, maybe experience the Yeah. Post traumatic. So.

**Thomas Schiff**

Absolutely. I it's a hard way to learn, and you know, when people talk about sacrifice, if you don't sacrifice, the you're gonna see a bigger sacrifice by people's Agony, their hurt, and not just for the individual. Think of their families, their friends. It's crushing that the guy that went through the press section. Married, had a, you know, wife, two daughters, you know, young, never gonna see him again. From a cost standpoint, the machine shut down at least 24 hours while the federal do their investigation. It it's just incredible cost. So. The sacrifice is definitely worth it, and the goal I have is, boy, I if people don't have to get to the point where they're looking at someone in the eyes to figure out why you're doing this. If you can prevent everything all of this is preventable, but taking those steps, ahead of time is. Much better than actually experiencing the tragedy.

**Dallen Davenport**

Yeah. Yeah. It hit home too because, I used to be a forklift operator for a couple of years at an operation, and those forklifts weren't the best, and it forced me to have to hop out frequently, and Sometimes, you know, maybe I shouldn't have hopped out while it was still rolling. Right? Those are things that. I probably fell in that Category of being invincible. Right? Feeling invincible, where also I realized based on what you shared, I was touching that machine Multiple times more than I needed to fix something or adjust something, and so I guess maybe another question here is, what might be your message to, to those who do feel like they're invincible, maybe they are starting out, in a role where they're doing that.

**Thomas Schiff**

Well, I it can happen to you. I mean, no one's invincible. I'd you know, I, again, it took me a while to figure that to figure it out, and you know, I as people accept deviation, it's a slippery slope. You're you know, the stars will line up, and it won't line up in the way where you win the lottery. It's gonna line up where someone either you're gonna get seriously injured, or someone else is gonna get seriously injured. It will happen. It's just a matter of time, and all of us have to You know, we've all I guess, say, all of us have sinned in our lives, you know, and all of us have done things.

**Thomas Schiff**

Boy, is that risky? Do I still take risk? Probably I do stupid thing. We're human. But we have to be dedicated to how do you work that methodically into your work processes to keep people from doing that, to motivate them not to do that, to give them the tools and steps and recognition, encouragement, rewards to do the right thing and to make sure that they understand no one's invincible. No one gets out of this alive. You just don't wanna go, you know, you don't wanna die this way. You don't wanna get hurt this way because it's all preventable.

**Dallen Davenport**

Yeah. Definitely. You're doing it for Not just the person at work, but you're doing it for all the people who are counting on them to come home.

**Thomas Schiff**

Absolutely. Absolutely. Absolutely critical.

**Dallen Davenport**

Yeah. No. This was extremely powerful. What if there are any other questions or chats, I, this has been excellent, Tom. I I think that this topic Really is always relevant and ever so more relevant the more, we, you know, we we're entering a phase where I think that technology increases, and we have we have huge opportunities to not just rely on technology, right, but to leverage that Coupled with the leadership that you described, I thought it very, very well taught and extremely valuable. I think many people are gonna Benefit from this message and hope that hope that really each of us can take home something from here that can change how we operate on a day to day.

**Thomas Schiff**

Personally and professionally, and so, you. Yeah. No. Thanks a lot. I you know, and it that question about sacrifice, you know, now resonating More with me, and it's you know, I just wanna reiterate. If this doesn't happen overnight. It does take commitment. It and it takes a lot of, a planning and work to do it to do it right. You know, I could talk for a long time on different parts of this presentation, both war stories and also success stories and ways to implement it.

**Thomas Schiff**

It takes a lot of focus to put that the right the right programs together and the right managing system to operationalize it and to sustain it because of what I have seen where you put something in place, and if the people change, that sometimes can change really quickly. So you have to figure out how are you gonna hardwire this and make it become not just yours or department's, but it's got would be within the entire culture of the company that you're working for, which, by the way, it also carries over to your family life. So you gotta believe, my kids all knew how to do root cause investigations, and when someone got hurt at home, you know, they, you we've used the same techniques.

**Thomas Schiff**

I know it sounds pretty geeky, but, you know, what was interesting is when my kids came in, the root cause was dad. You know, when they looked in that the managing system that dad had set up, that he didn't lead by example and that the kids were doing something mainly because they saw me do something. That really hit home. One is it made me feel good that the kids are actually, you know, recognizing the value of doing that, and then also, hey. You know what? You do you're what you do as a leader, whether in your family or at home, it does matter. You know, people are watching, and they're reacting to it. So It doesn't just carry at work, but it carries at home as.

**Dallen Davenport**

Well. This has been excellent. Thank you so much, Tom, again, for joining us. Thank you for all who are here today live and also those who are going to watch this later, really, really excited about everything that we've learned today. I feel I feel Like, I wanna be more safe in everything I do, as well, and but really, yes, thank you for sharing that wealth of experience, knowledge, and helping us take home some good thoughts for us to make sure we can implement moving forward.

**Thomas Schiff**

No doubt. Thanks a lot for the opportunity to Redlist, to giving me the opportunity to share. So thanks a lot.

**Dallen Davenport**

Okay. Thank you, everybody.