



How
Komatsu Cummins
Transformed Their Culture With the Support of
DEKRA's Proven Approach

Case Study

Komatsu Cummins Chile is a strategic alliance that incorporates experience, technology, support and innovation into the Chilean market. Formed in 1999 between Komatsu Limited, a world leader in heavy machinery, and Cummins Inc, a leader in power solutions, engines, generators and field service.

In relation to the industries where Komatsu Cummins operates, their safety outcomes were good and showed an improving trend. However, the company's leadership knew that they could improve them even more and take them to a new level, in line with their corporate philosophy.

“To address safety, we saw the need to move from the preventive model we had at that time, which had a very strong tactical component, to a more strategic and cultural one, which meant strengthening the commitment from all levels of the organization, including all senior corporate executives, team leaders, and corporate and business unit managers,” said Darko Lout, CEO of Komatsu Cummins.

“We wanted to implement a ‘zero harm’ approach to safety that was directed toward promoting values and behavior,” he said.

That required improvement in Komatsu Cummins safety culture. But in order to implement the right strategy, that aligns leadership at all levels, it first needed to know the state of its current culture and its impact on safety.

To do that, the support of DEKRA's partner ACHS was an important factor.

Measuring what matters with Organizational Culture Diagnostic Instrument (OCDI)

Komatsu Cummins needed an assessment tool that was the industry standard, with references from large international companies, to measure cultural aspects related to safety performance. Another requirement was that the tool had to include a quantitative assessment that created a baseline for both future assessments and comparisons with the best industry sectors around the world.

The tool they chose was DEKRA's OCDI Assessment.

DEKRA's OCDI helps companies measure a specific set of factors predictive of safety performance using survey data gathered through web-based and/or hardcopy surveys as well as data from leadership, staff interviews and focus groups. This methodology yields a comprehensive overview of the company's safety performance and helps articulate the link between culture and the behavior of individuals and workgroups. Ultimately, this transformational approach allows companies to reduce exposure and injuries while improving performance in the process.

The OCDI provides organizations with the following:

- An impartial profile of their culture and safety climate.
- Improved safety performance that capitalizes on cultural strengths and addresses challenges.
- Noticeable gains across the nine cultural factors targeted in the assessment.

More than 2,200 sites around the world have administered the OCDI. An organization's diagnostic results are measured against a database to establish a percentile comparison. In addition to benchmarking the current culture, organizations typically re-administer the OCDI at intervals of 18-24 months to track progress over time.

Working with the OCDI

For Komatsu Cummins, a high level of support was needed throughout the process. Komatsu Cummins is divided into several business units, with more than 40 sites scattered throughout Chile. That was why the OCDI had to be successful in addressing both a large number of people and a complex configuration.

Execution of the OCDI, first implemented between December 2016 and January 2017, involved several stages: awareness, communication, survey, field visits to conduct interviews and focus groups, information analysis, development of findings and recommendations, strategy development, and reporting with senior leadership.

“To create the most complete roadmap possible, we needed a comprehensive vision of the entire organization as well as each individual business unit,” said Erick Kaempfer, HSE Manager for the KCC Group.



The process was designed top-down, starting with a stage of awareness of senior leaders and the generation of a high-level governance team, which was led by the CEO and involved all companies. There was also strong communication outreach using all available channels (internal TV, mailing, cascade meetings, visits to regional managers), all with the aim of reaching as many sites as possible.

The OCDI ultimately achieved a participation of 90 percent of the endowment. Initiatives were designed and translated into a local action plan by each company in the group. Among the methodologies implemented were:

- DEKRA's Behavior Based Safety (BBS) System®, a flexible, systematic, and comprehensive method for improving workplace safety, was implemented.
- Infield Coaching to senior executives and Leadership Diagnostic Instrument
- Infield coaching to operational leaders
- Senior leaders also formed a safety governance team, which was key in communicating organizational aspirations about safety to leaders in different levels in the group.

Komatsu Cummins already had safety installed as a central element in its management; however, there was an opportunity to strengthen everyone's commitment by moving away from a state in which safety was very important to where safety was perceived as a value.

In 2019, two years after its first application, the OCDI was re-executed and action plan renewed. The plan included the definition of essential cultural transversal axes. Business units defined their own actions by means of these axes, and received support from BAPP, the development programs, as well as the implementation of measures to prevent serious injuries and fatalities (SIF). A DEKRA SIF assessment initiative will start in late 2021.

Creating an Improved Safety Culture

DEKRA's OCDI benefited Komatsu Cummins in several ways:

- It improved the perception of the company's commitment to occupational health and safety issues.
- There are now more collaborative and less competitive relationships between business units.
- There are advances in executive leadership. Senior leaders are now perceived as close, loyal, respectful, and concerned with the work and personal needs of their workers.
- It improved the dynamics of the different EHS areas of the business units.
- Safety not only remains a priority issue in operations, but it is also a value, recognized by all.
- There is a greater focus on people.
- Safety has transcended from work and operational sites to offices and other administrative areas of the company.
- There is an extensive use of preventive tools and the ability to stop a job if it is risky.

Komatsu Cummins has made significant improvement in its corporate environment and how leaders demonstrate safety as a value. The company continues to measure the safety culture by implementing new technologies and methods to further improve worker perception as well as occupational safety and health outcomes.

“With DEKRA's and ACHS's support, we were able to align the efforts of the entire organization to enhance our safety culture,” said Fabio Magrin, General Manager at one of the companies under the Komatsu Cummins Chile Group. “This process gave us a path forward. We now know how to articulate safety as a value company-wide and what we need to do to grow our safety culture in every level of the company, from the front-line workers to senior management, applying safety in everything they do.”



Ready to measure what matters and transform your culture?



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