

Abbott's Micro-Learning Series Raises Awareness, Reduces Crashes

Abbott Environmental Health and Safety

Best Advance in Compliance Training

November 2018



Company Background



Headquarters	Abbott Park, Illinois
Year Founded	Founded in 1888, Abbott is a broad-based healthcare company that discovers, develops, manufactures and markets products and services that span the continuum of care from prevention and diagnosis to treatment and cure. Abbott's principal businesses are global pharmaceuticals, nutritional and medical products and diagnostics and cardiovascular devices.
Revenue	\$21 billion
Employees	99,000
Global Scale (Regions that you operate in or provide services to)	Global: Abbott serves people in more than 150 countries.
Customers/Output, etc. (Key customers and services offered)	Abbott is a global healthcare company devoted to improving life through the development of products and technologies that span the breadth of healthcare with a portfolio of leading, science-based offerings in diagnostics, medical devices, nutritional and branded generic pharmaceuticals.
Industry	Pharmaceuticals
Stock Symbol	ABT
Website	www.abbott.com

Budget and Timeframe

Overall budget	\$40,000
Number of (HR, Learning, Talent) employees involved with the implementation?	Two for design and development and two for delivery.
Number of Operations or Subject Matter Expert employees involved with the implementation?	10-12
Number of contractors involved with implementation	Abbott outsourced the design and development to Judge Learning Solutions; most of the work was completed by a learning strategist and an instructional designer with support from graphic designers and additional resources as needed. For program implementation, local supervisors and people managers delivered the training sessions to employees in each location.
Timeframe to implement	November 2016 through Feb. 28, 2017.
Start date of the program	March 2017 and ongoing.

Business Conditions and Business Needs

Abbott Laboratories has operations and facilities in over 150 countries. Abbott takes environment, health and safety (EHS) seriously and at all locations, including manufacturing, it is critical to keep EHS objectives and goals in the forefront of every employee's mind.

Abbott's business leaders across the globe support the company's EHS efforts and initiatives completely. Traditionally they have invited Abbott's EHS professionals to their facilities and employee meetings, giving them a space on their agendas to present updated information, conduct trainings and provide renewed focus on EHS priorities. Given a limited number of EHS managers and global dispersion of Abbott's locations, however, reaching all locations was challenging, if not impossible. Also, Abbott wanted to change the dynamic of EHS training by involving local operations and facility leaders and having them taking ownership for delivery and driving better results. The leader-led training approach demonstrated local leadership's support for the program's goals and objectives and established their credibility as knowledgeable about various EHS topics.



The span of topics in environment, health, and safety is very broad. Abbott determined to start with an EHS area shared by almost all employees. Abbott determined that road safety could yield positive results more quickly than other topics. Whether a truck driver, a sales person or an office worker parking in a company lot, all employees need to be safer while operating vehicles on behalf of Abbott or at an Abbott facility.

By creating higher levels of driver safety awareness, Abbott believed it could increase employee engagement, decrease the number of accidents and crashes and, in turn, reduce the costs associated with such incidents.

Overview

The Abbott EHS team determined 12 topics within the driver safety banner to address through a leader-led, micro-learning format. These topics were:

Figure 1: 12 Topics to Address

Safe Following Distance	Distracted Driving
Eco-Driving	Speed
Fatigue	Seat Belts
Motorcyclist Safety	Pedestrian Safety
Parking/Backing	Escape Routes
Slips, Trips, and Falls	Incident Reporting

Source: Abbott Environmental Health and Safety

The Road Safety program was created to give the local leaders the ability to present the prioritized topics to their employees at point of need and in a short timeframe. Although the topics were not innovative or new as Abbott has been focused on these areas for years, what was innovative was the way the individual topics were packaged. They created simple, short and easy-to-use materials for leaders who had limited time to prepare on topics where the leader is not an expert. As Abbott leaders have a core responsibility to demonstrate their commitment to EHS, the Road Safety program gave them a valuable tool to present the critical information to their employees and engage in the safety conversation.

Design and Deployment of the Program

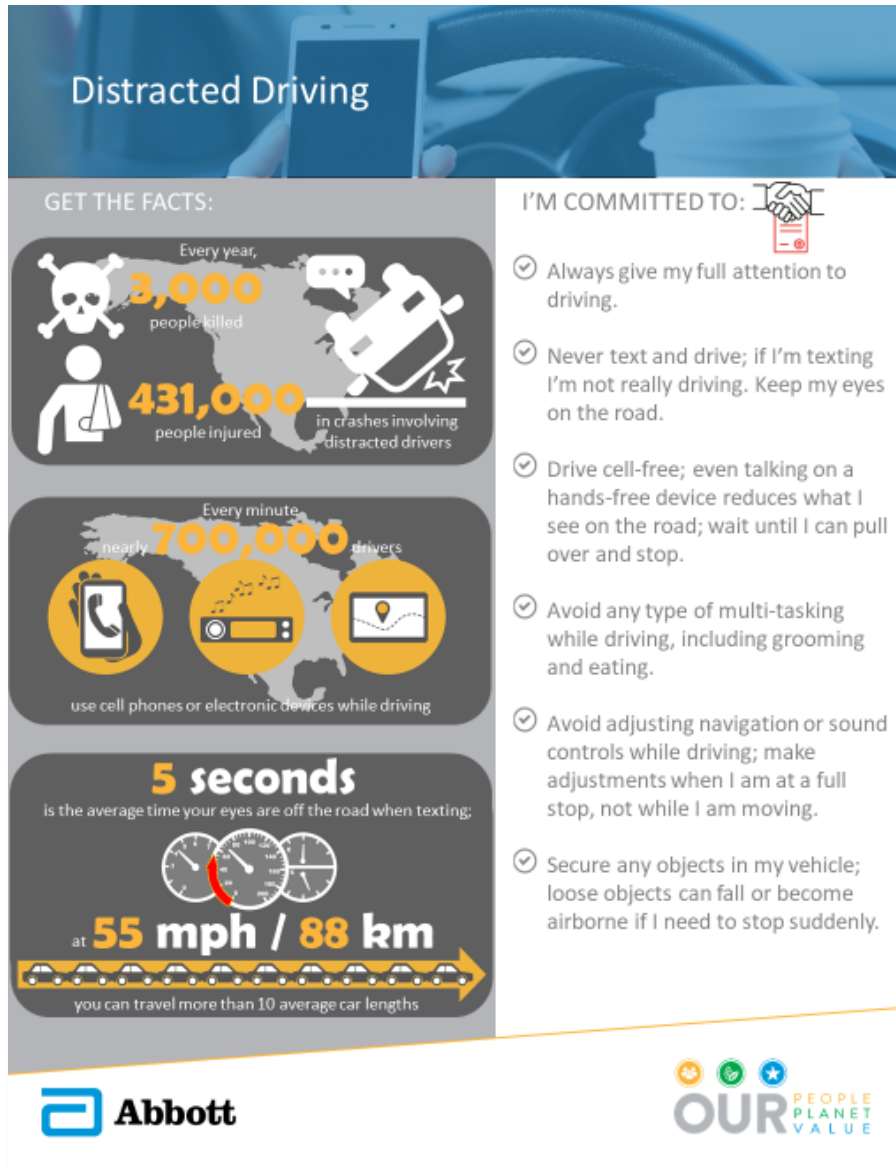
The program was designed to be easy to use by a leader with limited expertise on the topic. The Road Safety program was designed as instructor-led micro-learning to help reinforce the performance of simple tasks to increase safety across a variety of driving and vehicle related areas. One stipulation was that each topic must fit into the allotted time for the pre-shift or general employee meeting, which meant the training must be delivered in 15 minutes or less.

The Road Safety program was designed to be 12 individual sessions that provide a concentrated learning to help improve awareness and safety when driving, parking or exiting motor vehicles. The priority was for the sessions to stand alone but also complement one another when delivered as a fully implemented program.

Each session contains multiple components, including a presentation deck, facilitator script and reinforcing infographic used in handouts and bulletin board posters. The lessons are led by facility leaders, departmental heads and other designated facilitators during either their 10-15 minute pre-shift meetings or during regular staff meetings.

The materials for the topics are highly visual; they include reinforcement visuals to be placed on bulletin boards to keep the focus on the topic throughout the facility for a period of time. The image below is an example of the bulletin board reinforcement visuals.

Figure 2: Distracted Driving



Source: Abbott Environmental Health and Safety

The sessions are highly interactive. Facilitators share several scenarios during each session and ask learners to respond as if they are the depicted employee's supervisor.



Figure 3: Sample Scenario Slide from the Distracted Driving Topic



Source: Abbott Environmental Health and Safety

At the end of each topic session, there is “call to commitment” for taking more safe approaches. These are topic specific and are supported by the infographic handout and poster.

Figure 4: Facilitator Guide Excerpt

Commitment for Safety

Slides 14-22

- **Never text and drive**
If you’re texting, you’re not really driving. Keep your eyes on the road.
- **Drive cell-free**
Even talking on a hands-free device reduces what you see on the road. Wait until you can safely pull over and stop to make or receive phone calls.
- **Avoid adjusting navigation or sound controls while driving**
Make adjustments when you are at a full stop, not while you are moving.
- **Secure any objects in your vehicle**
Loose objects can fall or become airborne if you need to stop suddenly and can cause injuries if you have even a minor crash.

Drive safely! Someone is counting on it.

Source: Abbott Environmental Health and Safety

Change Management Efforts

Abbott experienced very little resistance to the Driver Safety program and how it is intended to be delivered. As in most organizations, leaders are good at speaking but also have a varying degree of comfort delivering training on topics in which they are not fully knowledgeable.

Abbott reconfirmed and reinforced the idea that leaders need to take ownership of this program and to drive the intended benefit from the program's delivery at the local level. That mandate coupled with the notion that Abbott EHS managers would not be allowed to travel to deliver this content directly led to an early adoption in most markets.

All objections were overcome once the leaders delivered the first topic and realized how user-friendly and clear the materials were to use. And since the topics were designed to be short and learner participative, they were delivered without the expectation that the person leading the training was the expert on safe driving.

Additionally, Abbott continues to push the various regions to ensure this program is fully delivered and continues to be reinforced. There has not been a mandate to have all locations complete all training topics within a specified timeframe.

Measurable Benefits

With any safety program, the intention is to improve measurable results related to that specific safety area. Abbott's Drive Safety program is intended to reduce the number of crashes and vehicle-related collisions. This metric is called APMM (total number of crashes).

At the time of this case study, Abbott has confirmed metrics from only the LATAM (Latin America) Region. In LATAM, Abbott has 3600 employees and approximately 20% of them have confirmed receiving training on one or more topics.

In the countries where the Driver Safety program has been delivered, Abbott's APMM has reduced on average 20%.

Employees who received this training from their leaders showed a higher level of engagement in the safety behaviors. In one affiliate, 80% of employees scored their management and leadership higher in "involvement" than before the program was implemented.



Abbott leaders provided feedback that after delivering Driver Safety they are more comfortable with starting safety conversations with their employees and reinforcing safety concepts. Additionally, they said the program gave them a pattern for organizing information that they have been unable to replicate easily with other topics.

Overall

Abbott's Driver Safety program works because it seamlessly fits into the day-to-day operations of Abbott's various locations and cultures. The topical sessions are short and very specific; the lessons include not just the formal training materials but also supporting materials such as posters and handouts. The training is spread out over time, focuses on specific identified driver and driving safety areas and is applicable to all types of employees.

Lessons learned include potentially including a post-session conversation form that an employee could use with their direct supervisor or direct employee. This would reinforce the safety concepts further while providing an opportunity to reinforce their importance to Abbott's current and future states.

Another area of opportunity would be to explore how to get all regions and all locations to deliver the Driver Safety program components at the same intervals or in the same timeframe. That would allow Abbott to more effectively compare the results across regions and against historical metrics.



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