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The Lytx[®] Total Value Realization

Safety, trust, and the benefits of organizational efficiency

By Jeff Martin

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There are a million and more words written about how field service providers can attain organizational efficiency, but the only one that matters is “safety.” This may sound obvious, but stay with me, and I will demonstrate how operational excellence starts with safety, leads to trust, and results in efficiencies and improvements throughout your field service organization. I’ll point to a real-world example of how a company has protected lives, saved money, boosted field technician retention, and more – just by starting with safety.

By “safety,” I mean the effort to safeguard the life, health and well-being of the people in your organization – the protocols and policies intended to protect life and limb in the process of getting the job done.

ESTABLISHING TRUST IS KEY TO SUCCESS

In my 20-plus-year career in professional safety, I have found that trust is the foundation of a well-run organization. When employees trust their leaders, they are willing to take a leap of faith, think outside the box, lean into their roles, and share some pretty great practical ideas and improvements – all because they believe their leaders have their backs. Historically, high-trust organizations are operationally more efficient, effective, innovative, and agile. Organizational trust begins with emphasizing safety.

Let’s say your organization decides to go all-in on a safety program. That means you deploy robust protocols, implement guardrails, communicate goals, and establish compliance norms. Most importantly, your safety program leverages facts and data, and provides tools to improve.

Once your front-line employees—field service technicians, transportation and utilities professionals, security workers, and fleet drivers—understand that their wellbeing is your

number-one priority, they are more apt to place their trust in the organization and their leaders. Leaning in, wholeheartedly, to safety tells employees they are seen, cared-for, and respected.

This powerful message propels a slew of changes and improvements because your skilled workforce and field technicians feel valued and empowered. Statistically, they experience higher morale, job satisfaction, and engagement. This positive work atmosphere translates into increased safety, productivity, teamwork, and dedication to achieving organizational goals.

THE ORGANIZATION-WIDE EFFECTS OF SAFETY AS A CORE VALUE

This is what I have come to call the **Lytx Total Value Realization**: Safety touches everything and the process by which you improve safety in your company can be used in every department to effect positive change and better realize the full potential of your team. Safety is the first domino that kicks into effect a line of organizational improvements that are perennial and ongoing.

Let’s take a look at an example of the Total Value Realization in action. Smart Care Equipment Solutions is the nation’s largest commercial kitchen equipment maintenance and repair company. More than 500 technicians make more than 30,000 monthly service calls.

Several years ago, senior management identified safety as a priority in response to costly collisions, high insurance rates, and rising workers’ compensation claims.

Smart Care decided on a pilot of the Lytx Driver Safety Program across six markets.



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Knowing that committing to a stronger culture of safety would require prioritizing a regular coaching cadence, the company implemented a coaching program that catered to technicians working out of remote hubs. They leveraged remote coaching with video to regularly consult on incidents and opportunities, being mindful that technicians needed to be spending time servicing customers as well as improving their safe driving. Their renewed emphasis on regular coaching demonstrated that they knew that safety and efficiency worked together to benefit the organization overall.

With a coaching protocol dialed in, technicians were able to significantly curb the number of risky events. Collisions fell 74 percent in one quarter after implementing the Driver Safety Program.

Although safety was a strong impetus for the pilot, efficiency and profitability were key in the decision to roll out the program to the rest of the company.



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COMMITTING TO SAFETY THROUGH BETTER COACHING PROTOCOLS

With improved technician engagement through improved coaching protocols, Smart Care saw transformative change.

By emphasizing safety and prioritizing coaching, Smart Care significantly reduced collisions, and saved time and money across the whole organization. That's the Total Value Realization in action!

SMART CARE RESULTS



- **Lower** insurance and collision-related costs
- **32%** decrease in frequency and severity of risky driving events
- **45%** reduction in distracted driving

CONTINUOUS EFFORT MEANS CONTINUOUS IMPROVEMENT

So, if operational excellence starts with safety and leads to trust, what comes next? When will you reach the finish line? That's a trick question; there is no finish line in a successful safety culture! There is only ongoing, consistent, continuous effort every single day. The great news is that continuous effort means continuous improvement. Leading your organization to overall improved efficiency means putting safety at the front of every effort, every day and at every level. The Total Value Realization will follow.

Bottom line: Making safety a core value leads to ongoing improvements and greater organizational efficiency.



About the Author

Jeff Martin is Vice President of Global Sales Strategy at Lytx. Jeff has decades of operational experience in architecting, directing, and continuously improving operations and safety programs. Jeff started at Waste Management in 1996 and held several positions, including Corporate Director of Operations and Director of Safety Operations. In his most recent post as the Vice President of Waste Management Safety Services LLC, Jeff was instrumental in the creation and success of the Mission to Zero (M2Z) program at WM, the nation's largest waste and environmental services company.