

NTI HELPS TRANSITION A GENERATIONAL BUSINESS.

Featuring NTI's MPE Risk Engineer

Every business has its challenges, but the biggest issue facing one of NTI's large recycling customers was nothing to do with technology or energy supply or material inputs. It was a human question that many businesses have faced: succession management.

"The second generation of this family business is now starting to take over, and they've got a really different approach to the first generation," said NTI's Mobile Plant & Equipment (MPE) Risk Engineer.

While the previous generation had built the business from scratch, the second generation was striving for excellence in day-to-day operations, safety and risk management.

Hayden saw one way to help facilitate this was to refine the existing incident reporting and investigation process and change the attitude towards reporting.

"It was just about building a framework of whether an incident was due to cost or injury or downtime - things like that. And then giving recommendations on the incidents they should be tracking, and putting in a register to look for trends," they said.

"But it was also about building a culture where incident reporting is a positive thing. It's not blaming people; it's trying to understand what the drivers of these events are and what some of the contributing factors are, and just trying to eliminate them."

However, with existing approaches and staff all in place, broad, sweeping changes to the business were not the answer.

"We were able to identify opportunities for improvement, but they're iterative. They're bigger-picture things, like

implementing verification of competency," NTI's MPE Risk Engineer said.

"You want to be confident that your people are managing the equipment well, and you're also trying to upskill and remove bad habits because they do creep in."

Perhaps the critical insight NTI was able to provide was that 'the way it's always been done' does not equate to 'the best way.'

"Because the second generation was basically fostered within this business, they didn't really have a broader experience of what is normal, and what are some of the potential changes. We were able to make recommendations and instil them with confidence that these were worthwhile changes to make.

"With a lot of the engagements we have, the richness is really in the discussion - in trying to convey that we understand them but have a different way of looking at things.

"No industry is perfect, but they've all got little things they do that are beneficial to share. Whether it's mining, agriculture, civil construction or recycling, they all do things differently. And some of the knowledge that we can take and share across the client base are really helpful.

"Most people have got blinkers on, only focusing on what competitors are doing. But it's so beneficial to have that ability to go, 'Well, I wonder what they're doing in forestry, how do they manage this?'"

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on our Risk Engineers,
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