

Zurich X-ray

Are management expectations understood throughout all levels of your company? Breakdowns in communication can lead to failure – increased risk, reduced quality, and reduction in profits.

Zurich X-ray is an interview-based assessment program that assists contractors in distinguishing areas of corporate culture, management and communication that affect their operations. The program measures the difference between management expectations and field perceptions and provides practical solutions with the ultimate goal of achieving operational excellence.

The challenge

Aligning management expectations with field execution is a challenge that is not unique to the construction industry. However, due to the high-pressure and high-risk nature of construction, these types of cultural and communication obstacles can have a significant impact on your organization's overall risk exposure.

Many studies, customer observations, and our own risk engineers' experience indicate that having a workforce that understands and effectively implements your operational procedures typically results in higher employee satisfaction and ultimately improved quality and productivity.

The solution

Zurich Services Corporation has developed a comprehensive program designed to evaluate how clearly operational expectations are communicated and understood throughout your organization. Much like a physical or

industrial X-ray, Zurich's X-ray program is designed to identify obstacles to operational efficiency that may go unnoticed.

Designed to measure and apply operational excellence best practices, Zurich X-ray establishes a corporate baseline through a series of management interviews. This approach is then applied to other levels of the organization to determine if gaps or conflicts exist that have the potential to generate loss or create unforeseen risk.

Upon completion of the interview process, Zurich's Risk Engineering team will compile and analyze the results, comparing your organization's corporate baseline to field input.

Using the results, we work with you to develop a detailed action plan designed to mitigate the issues. This action plan becomes the roadmap to create an environment that ultimately leads to improved operations and a safer workplace.

Program details

Zurich X-ray focuses on both safety and operational procedures, which provides a more comprehensive approach to understanding your organization's overall risk.

The program captures your corporate operational culture using the following best practice categories:

- Demographics
- Management
- Education and training
- Project considerations
- Estimating
- Quality Assurance/Quality Control (QA/QC)
- Corporate Culture
- Risk Hazard Analysis
- Planning
- Safety Management

The implementation process is comprised of the following steps:

- Meet with your organization's senior management to understand the needs and opportunities
- Develop a proposal that outlines scope, budget and implementation plan
- Conduct one-on-one interviews with a pre-determined number of both management and field staff
- Analyze and review key findings and then develop recommendations specific to your organization
- Meet with your staff to develop the overall Customer Service Plan and to obtain commitment and ensure resource availability for implementation
- Assist with implementation where needed
- Conduct an annual review to measure progress on the road to continuous improvement

Benefits

Zurich X-ray helps organizations understand their operational culture and identifies where communication breakdowns and perception gaps exist between management and the field.

The program aims to improve operations and reduce losses in the following ways:

- Allows management and field employees to provide honest and open opinions
- Gives senior management candid feedback from all levels of the organization
- Identifies areas where gaps exist, thereby allowing for the evolution of operational culture
- Develops cost-effective recommendations and solutions designed to address obstacles
- Serves as a leadership status report that reveals the effectiveness of corporate culture, management and communication

For more information

For more information on Zurich's X-ray program, please contact your risk engineering account coordinator.

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Zurich Services Corporation
Risk Engineering



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