



## Individuals who have influenced Jim Burns' Development

I am at that stage in life when I begin to reflect on the people who influenced my development over my many years. Obviously, I could not have achieved anything without the help of Claire, my wife and business partner. However, I would also like to thank the following individuals...some of whom I did not have a chance to thank when they were alive.

I have divided this into four broad areas:

Education; Work Experience; Consulting Pre and Post PASS.

### Education

#### Tertiary

Bishop Grandin High School, Calgary, AB

#### Undergraduate

University of Calgary, AB

- Research Assistant for Psychology Department

University of Victoria, BC: BA Psychology

- Research Assistant for Psychology Department
- Ran the Psychology Animal Lab (rats only) for 2 years
- Teaching Assistant for Psychology Department
- Internship at Eric Martin of Psychiatry

#### Post Graduate Studies

University of Victoria: Counselling Psychology

# Educational Influences



BISHOP GRANDIN



Mr. B. McDowell

**Mr. B McDowell (Australian)**

**Bishop Grandin High School (Calgary AB)**

**Taught me English and Social Studies (years 1968 and 1969)**

**Introduced me to the concept of Learned Helplessness by having his classes read essays on the German (Nazi) Death Camps**

**Dr. Nelson Cauthen Ph.D.**

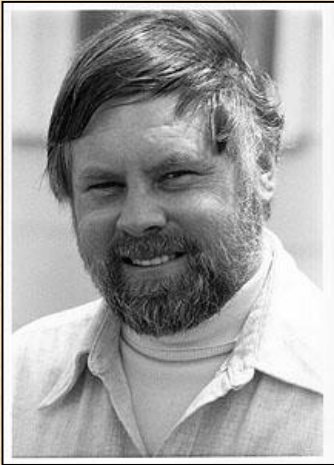
**University of Calgary**

**Taught me Psychology - Personality**

**Nelson was my first real mentor and encouraged me to pursue a career in Psychology. The first professor that made me believe I had some intellectual potential. He was demanding and had high expectations regarding course assignments. He allowed me to be his Research Assistant (operating a polygraph for desensitization experiments regarding small animal phobias) while attending U of C.**



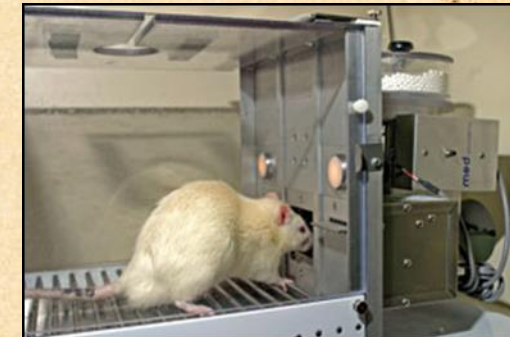
**We kept in touch for many years after I left UofC and he stills maintains a private practice at the River Oaks Counselling Center in Mississippi.**



## Dr. Les Wright Ph.D

Was the second Mentor in my life and he was very difficult at times. However, once he got to know you he was a great ally and eventually allowed me call him “Les.” He was known as the toughest Professor in the Psychology Department and was in charge of the animal lab. He was personal friends with BF Skinner who visited him frequently in Victoria. However, he never offered to introduce me to him.

I worked as his assistant for two years running the Rat Lab (Skinner Boxes and Delta Maze); I was responsible for the Rat Colony care and maintenance; conducted and/or assisted with numerous rat experiments; and Les supervised me and provided resources for my year-long Rat Experiment on De-Conditioning of Learned Helplessness in Rats.



Taught me a graduate course in ‘Conflict’ as an Independent Studies Course while I was still an undergraduate student and he wrote: Understanding Statistics: An Informal Introduction for the Behavioural Sciences.

In 1979, at the age of 47, Les died of complications from Diabetes and I wished I could have thanked him for sharing his wisdom and experience with me. Also for the paid position in the Psychology Department which was greatly needed while I was attending university.

## University of Victoria (Undergraduate)

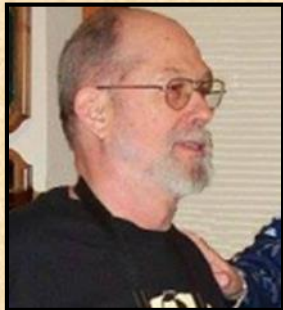


### **Bram Goldwater. Ph.D.**

**Taught at UVic from 1970 to June 200 . He specialized in applied behavioural Psychology (Positive reinforcement).**

**Taught me Behavioural Psychology**

**I was his Teaching Assistant for Behavioural Psychology courses**



### **Dr. Edward Tryk Ph.D.**

**Clinical Psychologist and Professor**

**Taught me Clinical Psychology**

**Supervised my internship at the Eric Martin Institute of Psychiatry as an independent studies course**

**He has retired to Eugene, Oregon and paints water colours**

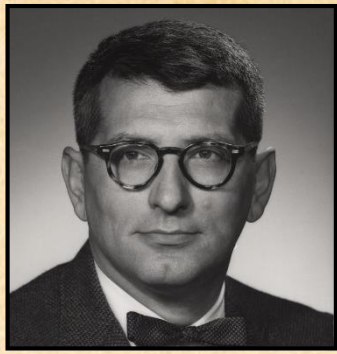


### **William Henry "Bill" Gaddes**

**Bill was a founding member of the Psychology Department at UVic and taught from 1946 to 1978. Bill loved teaching and it was one of his chief enjoyments in life.**

**William Gaddes, was a noted Canadian psychologist and one of the first specialists in Learning Disorders in BC.**

**He diagnosed me as Dyslexic in my sixth year of university and recommended 'Sand Therapy'**



### **Alex Bavelas Ph.D.**

**Born in 1913 and received his Ph.D. in Psychology in 1948 from MIT**

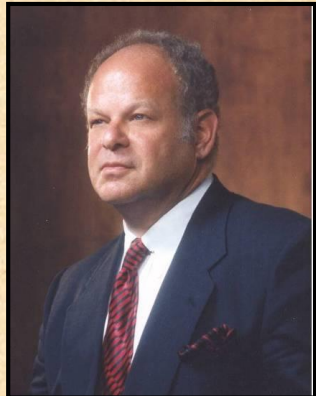
**He taught me Social Psychology; in that class I met Claire (we married in 1975) and I played chess with him weekly.**

**Alex studied under “Kurt Lewin” (considered the Father of Social Psychology); he was one of Lewin’s brightest student and was a great supporter of Lewin.**



**Alex with Kurt Lewin (1947)**

**Appointed a Professor of Psychology at MIT in 1945 (even before he had his PhD) and taught there until 1956. He then taught at Stanford University 1958-70, then at the University of Victoria until he retired.**



### **Martin Seligman, Ph.D.**

**Creator of the school of study called, Learned Helplessness**

**He assisted me (through personal correspondence) with my research and my De-Conditioning of Learned Helplessness in Rats experiments and encouraged me to further my studies in the area of Learned Helplessness.**

**He received a BA from the University of Princeton (1964) and a PhD. in Psychology from the University of Pennsylvania (1967). In 1996, Dr. Seligman was elected President of the American Psychological Association, by the largest vote in modern history.**

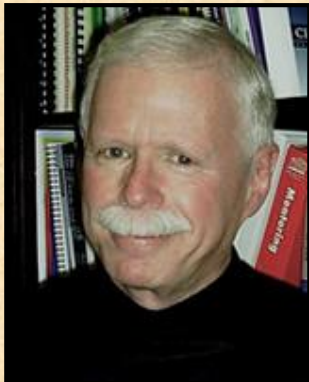
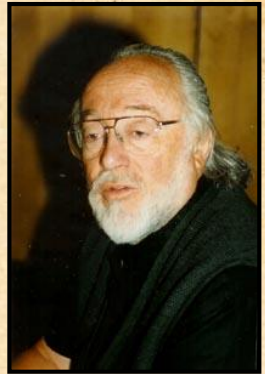


**R. Vance Peavy**

Was considered a leading voice in the profession of counselling and taught me advance Counselling Courses. He was a forerunner in the area of “Solution Focused Therapy.”

SocioDynamic Counselling was created by Vance Peavy, Professor Emeritus of the University of Victoria, former editor-in-chief of the Canadian Journal of Counselling.

Vance Peavy was one of the most influential contributors to the counselling profession and he received numerous prestigious awards such as, the Distinguished Senior Contributor Award from the Counselling Psychology Division of the American Psychological Association.



**Dr. Rey Carr**

Professor in the Department of Psychological Foundations (Counselling) and taught me advanced Psychology Courses and Counselling Techniques and we played Squash together twice a week.

He is one of the world's experts on Peer Assistance, mentoring and coaching and has written and published extensively in these areas.

While at Uvic, he created and taught graduate courses in counselling; supervised MA and PhD research, evaluation projects and practicums; conducted research studies; co-designed, taught in, and supervised Canada's first off-campus program for counselling practitioners.

## Work

### **Prior to commencing my Consulting career:**

**City of Calgary: Park's Department (four years): Green's Keeper; Ice Rink Attendant (Zamboni Operator); and Zoo Keeper**

### **Corrections:**

- **BC Corrections: Probation and Parole Officer; and Family Court Counsellor**
- **Canadian Corrections: Living Unit Officer (Kent Super-Max)**

**Hudson's Bay Wholesale: Personnel Manager (Western Canada) and then Productivity Manager**

**Suncor Oil Sands: Organizational Improvement Manager (Productivity Manager)**

**Kepner-Tregoe (K-T): Consultant and Accounts Manager for all Natural Resource Business in Eastern Canada and all K-T business in Saskatchewan and Manitoba**

## City of Calgary (four summers)



*Gord Vejprava* was my first ‘real’ supervisor. He supervised me when I worked for the City of Calgary for four summers while attending University. He was truly a great role model. Gord learned his supervision style (coaching) from playing hockey, as he was a famous hockey player.

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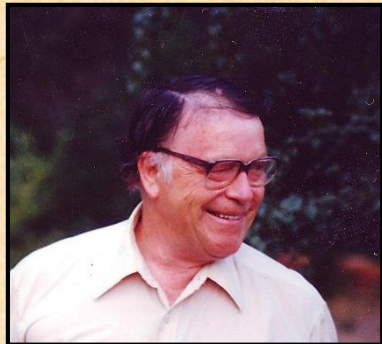
## Corrections Probation and Parole Officer (Vancouver)

Chuck Cresswell was my Training Officer in Vancouver and taught me that Probation was about establishing ‘Results Based’ relationships and not just writing reports on and about people. His guidance and insights into Corrections was really beneficial for me and ultimately my clients.



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## South Okanagan District Probation Officer



*Virgil Brown* was the Mental Health Psychologist who I had the privilege to work with while I was doing Probation/Parole. He was a very caring person, aided me greatly in my professional and personal development and improved the lives of the many people who came into contact with him. Virgil was an excellent “coach for the coaches” and taught me how to tolerant government politics.



Provincial Court  
of British Columbia

## BC Provincial Court

*Lorne Pearce* was a Judge who taught me so much about life and myself. He would deliberately pull me into the court arena and this taught me public speaking. He showed me humanity and wisdom in the courts and the balance between justice and fairness. He understood power and never abused it and had a great sense of humour. Was a good friend and ally and is greatly missed.

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## Hudson's Bay Wholesale

*Tom Olsen* was an excellent Boss and I reported directly to him (Director of Personnel). He developed me in the fields of Human Resources; Industrial Relations and Administrative Systems. He generously shared his experience and knowledge with me and we are still friends today. Tom is retired and lives in the Toronto area.



## Kepner-Tregoe



*Jim Celkis* hired me and instructed me on the real life applications of 'Process Consulting.' No matter what the problem or issue was, he would lead me to the solution by just asking questions. He was grossly underappreciated by K-T and unfortunately died a few years after I left K-T. Truly the best example of the a 'process consultant' that I have ever known.



# Consulting

## Pre the Creation of the Intellectual Property known as PASS

- Sullivan Mine
- Peak Gold Mines

**Ralph Hargrave**



**Kimberley Operations - Sullivan Mine (Cominco)**

**My First  
Consulting Client**



**Ralph Hargrave, was the first person to engage Jim Burns' consulting services. He somehow saw and understood the potential in my proposed Safety System and had faith in my abilities to deliver results at the Sullivan Mine.**

**Ralph was very Great Leader and he always put the safety of his people first. He was an excellent judge of character and assembled a superb management team. I was able to play a small role in this team at both the Sullivan Mine and later at the Red Dog Mine (Alaska).**

**Ralph instilled in me the value of what Safety is all about and that it goes beyond the work site...**



***“It is not worth producing one tonne of Red Dog Ore,  
if in the process, a worker is injured.” Ralph***



***“This applies, not only, on the job, but off the Job and at home.” Ralph***

**Without Ralph's faith in and support of me, the Positive Attitude Safety System would never have been created. We are happy to say that over 90,000 workers' families have benefited as a result of his insight in to this Proactive and Positive Approach to Safety. Enjoy your retirement Vancouver Island and,**

**“Thank You Ralph!”**

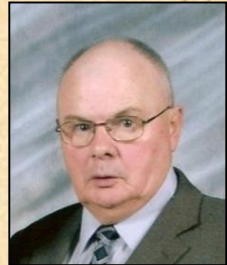
Four Key Leaders at the Sullivan Mine who influenced me and assisted me in the development of the consulting and Safety concepts, which later evolved into the PASS, were:



*Jim Greenhalgh* was the best Mine Manager and “Leader of Men” I have ever had the privilege to work with. We worked together at the Sullivan Mine and at the Red Dog Mine. He was a friend and neighbour and was simply “outstanding.” Unfortunately and sadly, Jim died too young.

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*Harold Beebe* had terrific leadership abilities and he greatly influenced my development and ultimately the implementation approach of PASS known as the ‘Voluntary Cascading Approach.’ We are still friends and he is retired in Kamloops, BC.



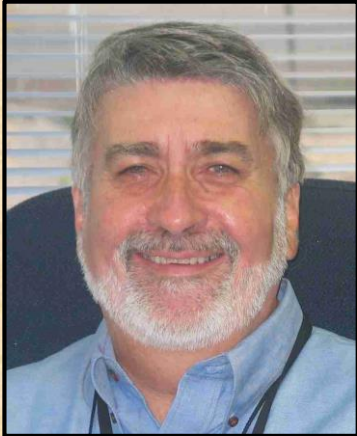
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*Tim Marlow* supported my approaches and philosophies and aided in their applications at the Mine. He assisted my overall approach to Staff Briefings and Crew Charting. He lives in Vancouver and is involved in the overseas development of Mining Operations.

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*David McMurdo* allowed Jim to observe his management style and I was influenced by his wisdom and long-term vision. His geological background and his international experience allowed Jim to see a rational approach to complex decisions. David is retired and lives in Vancouver.



**Ross Hannigan**

*Ross Hannigan* met me at the Sullivan Mine (1989) and immediately saw the potential in my Safety Approach. Ralph Hargrave may have been the first person to hire me as a consultant; however, it was *Ross Hannigan* who required me to put my ideas and concepts to pen and paper.

In 1991, Ross invited me come to the Peak Mine (Cobar, NSW) and implement my Safety approach as they were commissioning the Mine. Therefore, Ross personally instigated the formalization of my Safety Approach, which led to the creation of the Intellectually Property known as PASS.



**Team at Peak Gold Mines: Ross far left;  
Jim center and Greg Jackson far right.**

Also, Ross, named my Safety process the *Positive Attitude Safety System* (PASS). Ross's influence on both my personal and professional development cannot be overstated. He has been and continues to be a major supporter of PASS and a mentor of mine.

Ross utilized PASS and Jim Burns at all of his operations until his retirement in 2015. I owe him a debt of gratitude for sharing his Wisdom with me; having the Courage to support me and my unproven process; and, showing Patience in my Development. We are still close friends and he is enjoying his retirement in Noosa.

Three of Peak's Managers who provided important influence regarding the development of the Positive Attitude Safety System were:



*Len Moore* was the Manager of Organisations and provided Jim with guidance regarding not only PASS but also the Australian Mining culture. Len, Ross and I worked very closely together in the development of PASS and the modifications to the process while implementing and establishing PASS into Peak's culture.

**Len Moore**

As the Mine Manager, *Greg Jackson's* support and direction was critical to gaining the support of middle management (superintendents) and their role in providing positive reinforcement in the workplace and the Safety Huddles. I was also fortunate enough to work with Greg in Canada at the Diavik Diamond Mine.



**Greg Jackson**



**Enzo Arton**

*Enzo* was the Manager the Process Plant and helped me to develop a rigor to the PASS Process. He always had tough questions about the integration of the various PASS Components.

## **Consulting**

### **Post Development of the Intellectual Property known as PASS:**

**Howick Coal, Coal & Allied Mines (Hunter Valley) NSW, and KEM Indonesia**

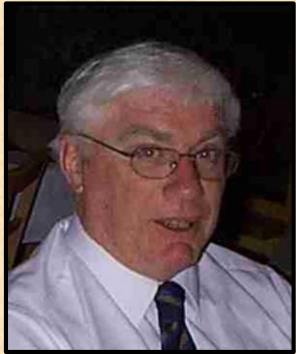
**Weipa Bauxite Mine, Gladstone Smelter Expansion and Century Zinc Mine**

**HISmelt Perth, WA Mines**

**Numerous Rio Tinto Construction Projects and Mines**

**New Zealand: BHP Transport, TranzLink and Carter Holt Harvey**

## John Lawson



**PASS Director and Associate and a Dear Friend**

**John Lawson and I first talked in 1990 and I met him at Peak Gold Mines in 1991. Since that time, we have been close associates and he became a very dear friend. He was truly a master at organizational matters and had an unbelievable network of associates and friends.**

**John assisted me in all areas of development and the expansion of my consulting business. His expertise was extensive and his personality without boundaries.**

**John was a director of my company until he passed away in February 2015 and was my friend for almost 25 years. Thank you, John, for all of your honest and valuable advice but more importantly for your great sense of humour. You are greatly missed!**

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## John Pegler



**Howick Coal, NSW; Coal & Allied Coal Mine, NSW; and KEM (Indonesia)**

***John Pegler* was one of the original supporters of PASS and its Philosophies (1992). He gave me total support and allowed me to implement PASS in a 'Voluntary Cascading' approach at both of his Hunter Valley Mines. He was extremely generous with his time and expertise and I was fortunate enough to work with him for many years in other operations. John still aids me greatly in my understanding of strategic and political matters .**

**He is one of the smartest individuals I have ever had the honour to work with. We are still good friends today and he continues to share his wisdom with me. He is semi-retired and lives in Brisbane.**

## Weipa, Gladstone and Century



**Barry Grant**

I had the privilege of working with Barry Grant for many years at: Weipa Mine in Northern Queensland, Gladstone Smelter Expansion and Century Zinc Mine.

Barry was instrumental in the development and the fine-turning of the Improvement Huddles. He provided much-needed guidance and direction on formalizing the PASS Components and their inter-relationship with the various components.

In addition to his support at work, Barry and his family welcomed me into their home. They were generous with their personal time and included me in their weekend activities. This was greatly appreciated as I was travelling extensively and was away from home for long periods of time.

Barry is retired in Brisbane and Barry and his family continue to be my close and dear friends.

**Peter Bates**



I had the opportunity of establishing PASS at HIs melt in Kwinana, WA (my **Barry Cusack** first Major Project) under the direction and guidance of Peter Bates, General Manager and Barry Cusack, Managing Director.

Both Peter and Barry were very supportive of PASS and assisted me by defending PASS when attacked by Traditional Safety gurus.

They exposed me to the politics of working with a Japanese partner and greatly aided my strategic development. They had a terrific partnership and exhibited excellent leadership to their entire organization. Unfortunately, Peter passed on many years ago but Barry is still very active in the mining industry.





**David Lamb**

Howick Coal (Hunter Valley), NSW

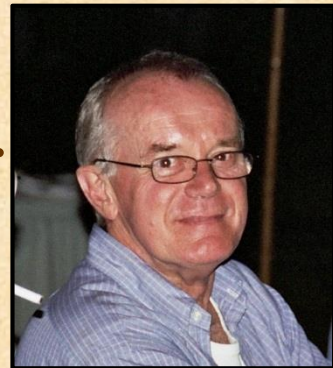
Howick Coal was my first opportunity to work with *Dave Lamb*, when he was the Maintenance Manager. Later, I worked with him at several Rio Tinto Projects and Operations. He has always been a great supporter of PASS and my consulting expertise.

Through his openness to share his experience and knowledge, I was able to successfully implement PASS in a construction environments. His excellent ability to communicate and provide clear objectives makes him one of the best leaders an organization could have. The test of a true leader is that people want to follow them and from my experience, his Management Team were happy to follow him and add value when ever possible.

**Dave now has his own consulting business in Brisbane and we are still very good friends.**

Also at Howick Mine, I had the privilege of meeting *Neville Sandon*, who is the smartest consultant I have ever known. He greatly influenced my professional development. He is simply brilliant and has a superior grasp of visual and organizational communication.

I was fortunate enough to work with Neville for numerous years and found him to be an excellent sounding board for ideas and approaches. We worked well together and achieved some excellent results regarding organizational initiatives.



**Neville Sandon**

Neville is an excellent example of the saying; “He is a gentleman and a scholar.”

## Sarah Lunam



BHP Transport, TranzLink and Carter Holt Harvey

New Zealand



*Sarah Lunam, Regional Manager, convinced me to come to New Zealand and implement PASS at BHP's five unionized ports. Reluctantly, I took on the challenge which led to my spending almost six years in New Zealand working with her at not only BHP, but at Tranzlink (Railroad) and later Carter Holt Harvey (Forestry).*

Sarah was an important influence in my professional development and provided excellent support for PASS within all of her organizations. She had outstanding Leadership Skills and was a tough Task Master and, I believe, was not properly appreciated for her accomplishments.

Sarah is the Corporate Services Manager of the Port of Tauranga and has her own Consulting Business.

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## Rich Nelson

TranzLink's 'The Shed' and CHH's Kinleith Log Yard



*I had the good fortune to work with Rich Nelson at TranzLink, as he was the Manager of the main train operation (known as the 'Shed') in Auckland. I continued to work with Rich when he moved on to the Kinleith Log Yard, until his retirement. During the five years plus that he managed the Log Yard, they never had a lost time accident. He and his team won numerous awards for safety.*

Jim considers him to be one of the best examples of "Positive Visible Leadership" and Rich truly believed and understood the concept of 'one day at a time.' Sadly he passed in 2014.



**Peter Adamson**

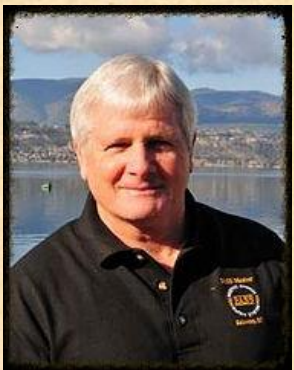
I meet *Peter Adamson* in 1992 and the synergy between our consulting approaches was excellent. Peter has always shared his expertise with me in both consulting and managing small consulting companies with international clientele. Our relationship was formalized when Peter became a director of PASS Consulting Services Australia Pty. Ltd.

I need to recognize the support and input of my friend and colleague, *Vic Seedwell* OAM (Order of Australia Medal), over the last 25+ years. Prior to joining PASS in 1995, as MD of PASS Australia, he was a client of PASS at the Weipa Mine. In 1997, he moved to Indonesia to operate the first of his many geographic licenses of PASS. He has been very instrumental in building the business and reputation of PASS.

Vic has been assisting clients to improve their Safety Culture and Leadership in a wide variety of ethnic cultures and has excellent experience in implementing and establishing the PASS Process in operations in difficult and remote locations.



**Vic Seedwell**



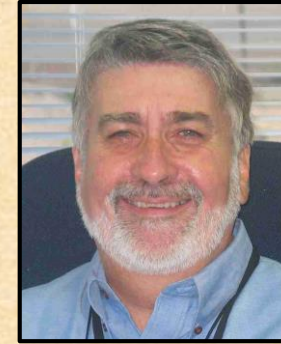
**Bob Marsh**

I have known *Bob Marsh* for over 40 years as we attended university together. He has been extremely helpful over the past 6 years as a Director and now as a Special Advisor regarding Strategic Matters. In addition, he has been assisting with the presentation of our PASS Master Courses, including our Brisbane Course, and has made invaluable contributions to the management and marketing of PASS.

**Ralph Hargrave**

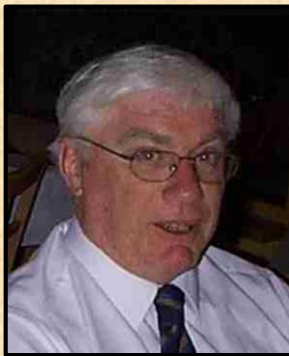


**Ross Hannigan**



## The Four Cornerstones in the Development of the Singer and the Song

**John Lawson**



**John Pegler**

