

Effective Safety Leadership



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LEADERS

LEADERS ARE LIKE EAGLES. WE DON'T HAVE EITHER OF THEM HERE.

What is Leadership?



Leadership is not:

- Power
- Status
- Authority
- Management
- Common sense

What is Leadership?



The process of persuasion or example by which an individual induces another person or group to pursue objectives held by the leader and shared by his/her followers.

What is Leadership?



“You do not lead by hitting people over the head ...that’s assault, not leadership.”

- Dwight D. Eisenhower

Core Leadership Qualities



- Confidence and Authority
- Empathy and Understanding
- Motivation and Commitment
- Openness and Clarity

Confidence and Authority



- **Instill respect & command authority**
- Lead by example
- Draw on knowledge and experience
- Remain calm in a crises

Instill Respect & Command Authority



- Demonstrate knowledge & competence
- Exercise the power vested in your position
- Act confidently and decisively
- Admit mistakes
- Demonstrate respect for others
- *Earn* respect through your actions

Instill Respect & Command Authority



Pitfalls to Avoid:

- Demanding respect
- Using power as a threat
- Refusing to listen when challenged
- Acting tough without justification
- Blaming others

Confidence and Authority



- Instill respect and command authority
- **Lead by example**
- Draw on knowledge and experience
- Remain calm in a crises

Lead by Example



- Be professional in everything you do
- Follow safety rules
- Play an active role
- Help out when needed

Confidence and Authority



- Instill respect and command authority
- Lead by example
- **Draw on knowledge and experience**
- Remain calm in a crises

Draw on Knowledge & Experience



- Knowledge of safety hazards, standards, etc.
- Practical experience
- Recognize what you don't know (and where to find it)
- Develop people skills to complement technical knowledge

Confidence and Authority



- Instill respect and command authority
- Lead by example
- Draw on knowledge and experience
- **Remain calm in a crises**

Remain Calm in a Crises



- Others will follow your example
- Be prepared:
 - Identify critical needs in advance
 - Develop emergency plans and procedures
 - Practice

Empathy and Understanding



- **Practice “tough empathy”**
- Be sensitive to different cultures
- Recognize limitations

Practice “Tough Empathy”



- Listening & encouraging feedback
- Giving people what they need, not just what they want
- Treating others the way you would like to be treated

Practice “Tough Empathy”



- Pitfalls to avoid:
 - Encouraging feedback and then ignoring it
 - Trying to please everyone at the expense of decision-making

Empathy and Understanding



- Practice “tough empathy”
- **Be sensitive to different cultures**
- Recognize limitations

Be Sensitive to Different Cultures



- Racial, ethnic, gender
- Regional differences
- Work environment
 - Inside vs. outside
 - “How things are done here”
- Personality types

Empathy and Understanding



- Practice “tough empathy”
- Be sensitive to different cultures
- **Recognize limitations**

Recognize Limitations



- Budgetary constraints
- Limited resources, i.e. staff, time, etc.
- Practical considerations
 - Will it work, fit on the truck, etc.?
 - Will employees use it?

Motivation and Commitment



- Create a sense of teamwork
- Encourage involvement at all levels
- Emphasize positive messages
- Reinforce positive behavior

Openness and Clarity



- Honesty and integrity
- Communicate and listen clearly

Communicate and Listen Clearly



- Made your expectations clear
- Make yourself available in the workplace
- Continuously seek to improve speaking, writing, & listening skills
- Remove barriers to reporting safety problems or incidents
- Provide positive feedback & follow up

What is Safety Leadership?



- Making organizational safety expectations clear
- Securing resources to support safety
- Being present when key safety issues are decided
- Supporting others safety efforts
- Creating & insisting on a safe company culture

How Important is Safety Leadership?



- A key ingredient in an organization's safety success
- Determines the extent to which safety rules & procedures are followed
- Creates & maintains the safety culture

What is Safety Culture?



- How an organization thinks & acts towards safety:
 - Beliefs, attitudes, & values towards safety
 - Structure, practices, controls, & policies designed to enhance safety
- It is a key predictor of safety performance

Qualities of a Strong Safety Culture



- Workers have a role in safety matters that affect them
- Trust between management and workers
- Open communications
- Positive recognition

Obstacles to Effective Safety Leadership



- Safety is only used as discipline
- Safety is delegated to lower levels, leaders are “hands-off”
- Safety is deferred to outside entities, e.g. insurance co., regulatory agencies
- Lack of participation by those affected

Obstacles to Effective Safety Leadership



- Poor communication
- Lack of accountability
- Lack of enforcement
- Lack of clarity
- “Us vs. Them” attitude
- All talk and no action

Leadership



Great leaders can inspire others . . .



AMBITION

THE JOURNEY OF A THOUSAND MILES SOMETIMES ENDS VERY, VERY BADLY.



BLAME

THE SECRET TO SUCCESS IS KNOWING WHO TO BLAME FOR YOUR FAILURES.



CHANGE

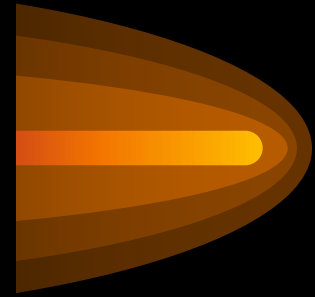
IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO
BEING TAKEN AWAY BY THE LINGERS OF DEFEAT



DARE TO SLACK

WHEN BIRDS FLY IN THE RIGHT FORMATION, THEY NEED ONLY EXERT HALF THE EFFORT

By the way, this is a metaphor for leadership.



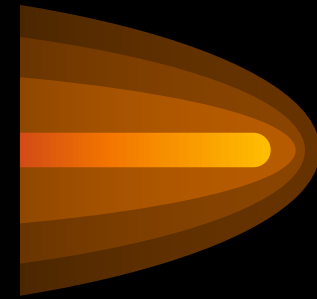
DEFEAT

FOR EVERY WINNER, THERE ARE DOZENS OF LOSERS.
ODDS ARE YOU'RE ONE OF THEM.



DESPAIR

IT'S ALWAYS DARKEST JUST BEFORE IT GOES PITCH BLACK.



FAILURE

When Your Best Just Isn't Good Enough



GET TO WORK

YOU AREN'T BEING PAID TO BELIEVE IN THE POWER OF YOUR DREAMS.



HUMILIATION

THE HARDER YOU TRY, THE DUMBER YOU LOOK.



IRRESPONSIBILITY

NO SINGLE RAINDROP BELIEVES IT IS TO BLAME FOR THE FLOOD.



LAZINESS

SUCCESS IS A JOURNEY, NOT A DESTINATION.

By [illegible]



LOSING

IF AT FIRST YOU DON'T SUCCEED,
FAILURE MAY BE YOUR STYLE



MEETINGS

NONE OF US IS AS DUMB AS ALL OF US.



MISTAKES

IT COULD BE THAT THE PURPOSE OF YOUR LIFE IS
ONLY TO SERVE AS A WARNING TO OTHERS.



POTENTIAL

NOT EVERYONE GETS TO BE AN ASTRONAUT WHEN THEY GROW U



RETIREMENT

BECAUSE YOU'VE GIVEN SO MUCH OF YOURSELF TO THE COMPANY THAT



To summarize ...



MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU,
YOU'RE NOT MOTIVATED - YOU'RE DELUSIONAL. THE ONLY REASON WHY WE DON'T GO

Leadership



In other words, actions speak louder.

Leaders are judged by what they do,
not what they say.



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Safety Leadership Challenges



- Commit to supporting ideas long enough to impact the safety culture
- Keep the safety momentum going
- Think proactive and long-term
- Emphasize vision, values, & motivation
- Seek to continuously improve

Thank You

