



Health and  
safety  
leadership

# We often hear...

*“The accident happened because a poor safety culture was permitted to continue by higher leadership within the company”*

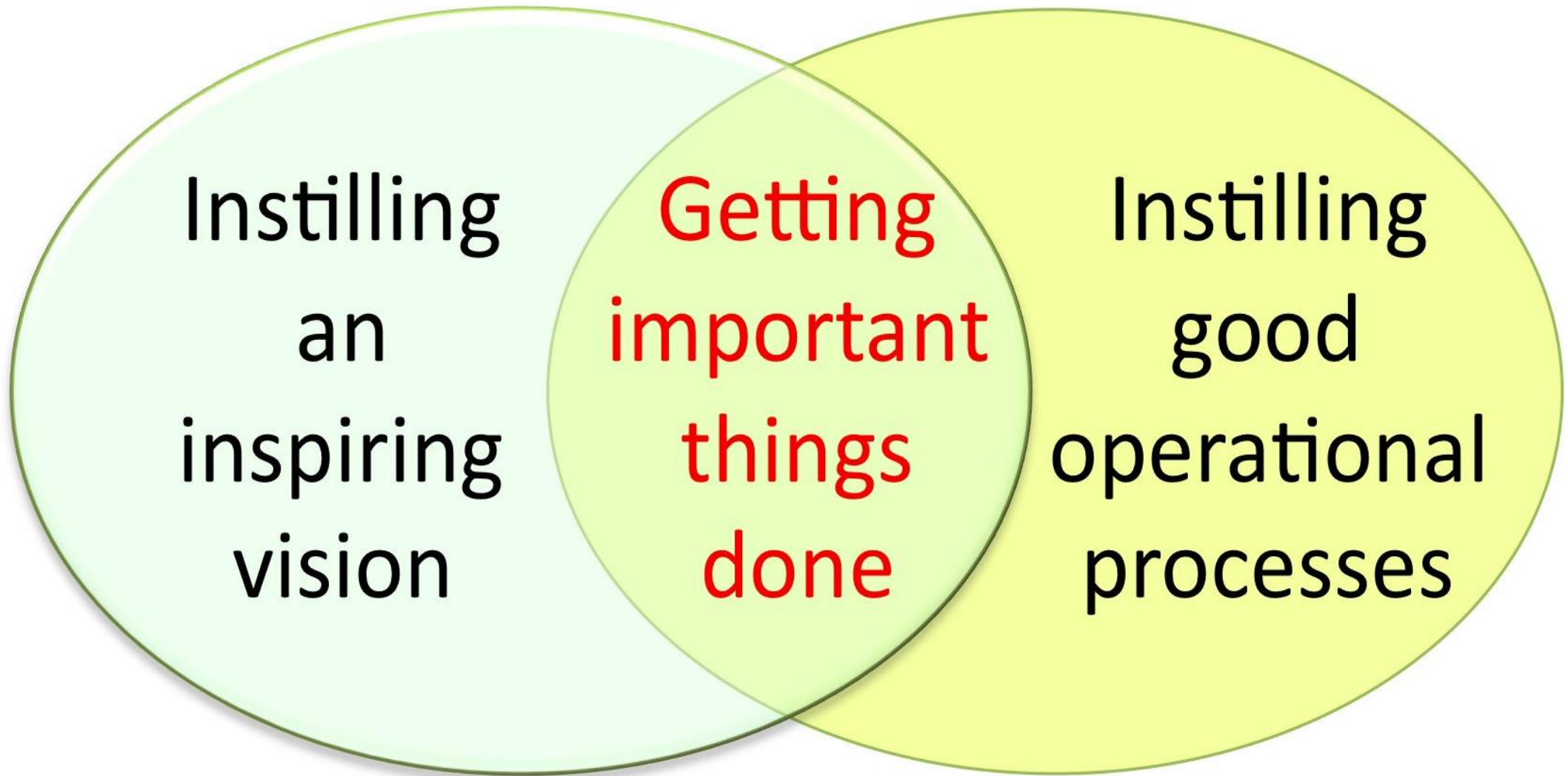
*Andrew Sharman – Mind Your Own Business*



*“Recent studies reveal that clear, supportive leadership; good management; effective worker engagement; and systems thinking at all levels are core components for building a culture where the health and safety of workers is valued, protected, and in many cases, even enhanced”*

*Andrew Sharman – Mind Your Own Business*

# Leadership & Management



# What is management?

## Simple definition

*“Management is the **good stewardship of resources**”*

## More comprehensive definition

*“Management is a **set of activities** (incl. planning and decision making, organising, leading and controlling)”*

# Leadership...

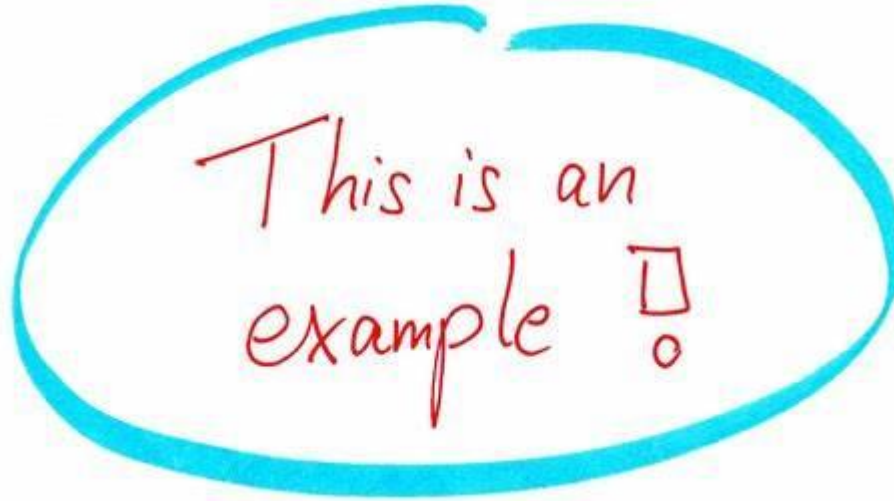
- Deals with **Change, Inspiration, motivation and influence**
- Is **intuitive**
- Elicits or gains **cooperation** and **teamwork**
- Has good **communication** skills
- Involves having a **vision** of what can be achieved



# What type of leadership works?



# Two examples









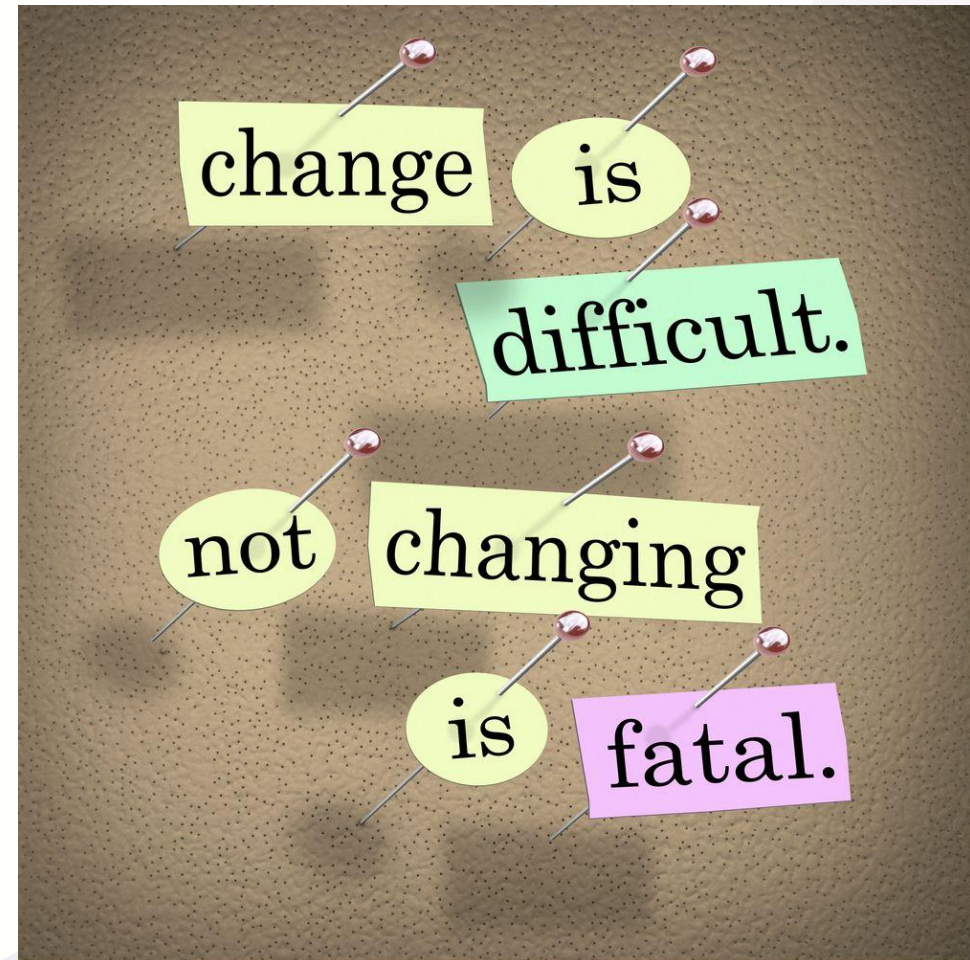
# What he found

*“Level of **acceptance** of  
**unsafe work practices**  
and **behaviours** so high  
there were  
**inefficiencies**”*



# What he did

- Worked at the centre
- Identified important stuff
- Independent risk review
- Tailored training
- Re-did inductions
- Empowered people
- Coaching managers
- Provided support



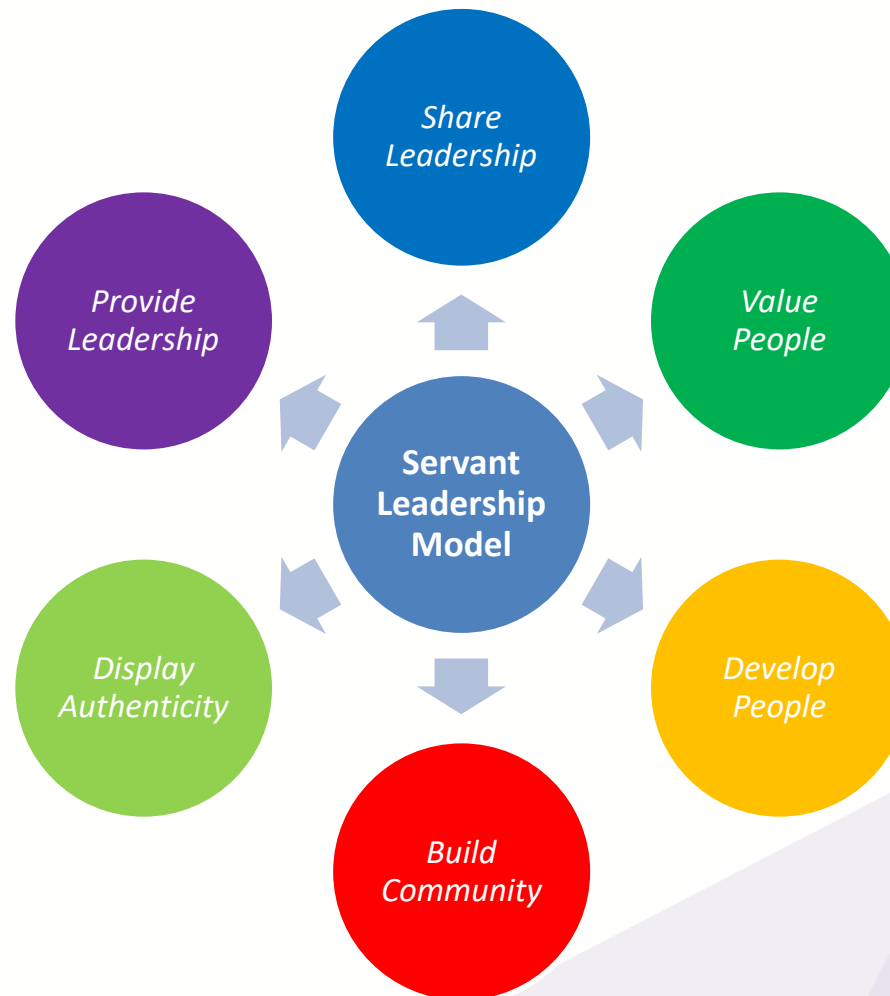
QuotesBlog.net

# Today

- Risks identified
- People engaged/involved
- Training/induction tailored
- Efficiencies discovered
- Level of risk reduced
- Ownership/empowerment



# Servant Leadership Model







# What she found

- *Committed* leadership
- One person *owned* it
- Lack of *empowerment*
- Lack of *knowledge* and *awareness*
- Complicated by *paperwork*
- *Barriers*





# What she did

- Independent **assessment**
- Developed a **plan**
- **Empowered** Committee, Managers, Team Leaders
- **Training/coaching** for both groups
- **Removed barriers**



# Today

- People engaged
  - Committee
  - Team Leaders
- Vision
- 'Ah ha' moment
- Risks identified
- Level of risk reduced
- Ownership/empowerment



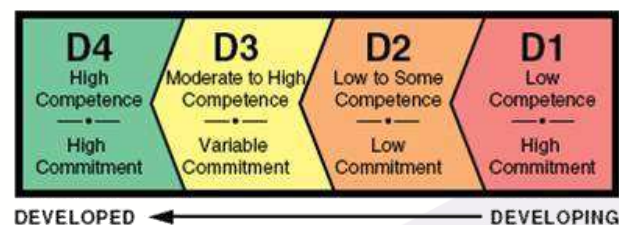
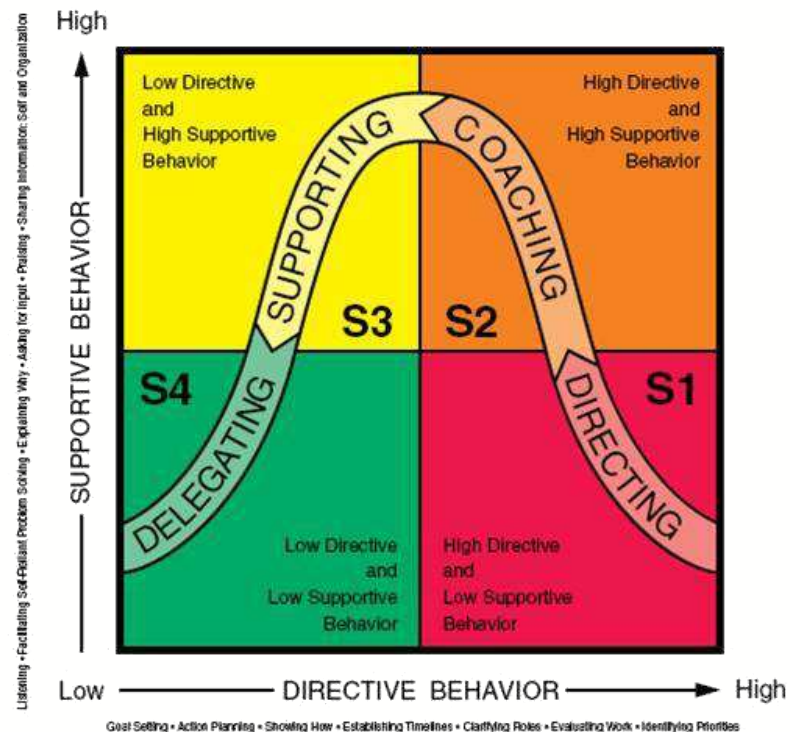
# Situational Leadership

**S3** Asking/listening  
Reassuring  
Facilitating self-reliant  
problem solving  
Collaborating  
Encouraging feedback  
Appreciating

**S4** Allowing/trusting  
Confirming  
Empowering  
Affirming  
Acknowledging  
Challenging

**S2** Exploring/asking  
Explaining/clarifying  
Redirecting  
Sharing feedback  
Encouraging  
Praising

**S1** Defining  
Planning/prioritizing  
Orienting  
Teaching/showing and  
telling how  
Checking/monitoring  
Giving feedback



Development Level of the Individual

# Who owns what?

*“It’s the responsibility of senior leaders to create a culture of safety. Technical managers are supposed to build safe systems, whilst middle managers are in charge of promoting safe behaviour.”*

# Type of leadership

*“Identifying and cultivating a safety leadership style which is right for you and for the business you are leading”*

# What does good look like?

*“You need to ensure that everyone in your organization is clear about what you are trying to achieve collectively. That means setting a clear and understandable vision and, crucially, telling everyone what it is.”*

# True engagement

*“Good leaders listen. It’s not just about telling them what you want, it’s equally important that you hear what your workforce has to say and that you give them regular feedback on these things.”*



# Ask yourself some questions

- Do I really know what the most significant health and safety risks are in this business?
- Has anyone asked me for my views on health and safety matters?
- Has anyone told me what I should be doing or saying as a leader when it comes to workplace safety?

# Ask yourself some more questions

- What is the worst type of incident that could happen here?
- What do we do to make sure that doesn't happen?
- Would I know what to do if the worst were to happen?

# Principles of Success

- Leadership requires involvement and competence at the very top
- Good management does not happen by chance and requires constant active engagement
- Board level visibility and promotion of leadership is essential to set a positive culture throughout the organization

# Principles of Success

- Engagement of the workforce is needed in the promotion and achievement of good management
- Monitoring performance based on both leading and lagging indicators ensures business risks are being effectively managed
- Publication of performance information provides important assurance about the management of risks

# Leadership

A leadership

is a process of  
ability to motivate a group  
organizing a group of  
achieve a common goal  
intentional influence

# Recommended reading

