Objectives

- Identify the leader’s role
- Identify the 7 best practices for leaders
- How to embrace the zero injury mentality
- Identify common pitfalls leaders face

The Leader’s Role
The Leaders Role cont’d

To lead!

Safety Leadership
Safety Leadership cont’d

Safety Leadership is defined as:

"The process of defining the desired state, setting up the team to succeed, and engaging in the discretionary efforts that drive the safety value," which broadly boils down to "engaging in and maintaining behaviors that help others achieve our safety goals".

Safety Leadership cont’d

Value Alignment: Encouraging people to take personal responsibility for safety by setting expectations for each layer (Senior, Middle, Front-line management, and employees) linked to clear goals. The CEO outlines his/her vision and senior managers determine how to translate that into concrete actions.
Safety Leadership cont’d

**Systems & Monitoring:** Putting a robust Risk or Safety Management System in place encompassing (but not limited to) Preventive Maintenance; Operation Procedures; Inspections; Permit-to-Work systems; Safety talks; Safety Committees; Risk Assessments; Near-miss reporting and Training.

Safety Leadership cont’d

**Education & Awareness:** Providing safety leadership training so that safety leadership becomes a corporate value. Effectiveness assessment of the training strategy revolves around employees visibly observing the leadership commitment to a safe workplace, and leaders in the organization being more knowledgeable on safety with line management accepting their safety responsibilities.
Safety Leadership cont’d

**Exhibiting Visible Leadership:** Encouraging the management team (from the most senior down) to exhibit visible leadership commitment to a safe workplace.

7 Best Practices for Leaders

(as it relates to safety)
7 Best Practices for Leaders

Leaders, while limited in their ability to enact the particulars of day-to-day work, make decisions about resources and organizational direction - and impact the culture and climate in which safety activities must occur.

7 Best Practices for Leaders cont’d

**Vision** - The effective leader is able to "see" what safety excellence would look like and conveys that vision in a compelling way throughout the organization. This leader acts in a way that communicates high personal standards in safety, helps others question and rethink their assumptions about safety, and describes a compelling picture of what the future can be.
7 Best Practices for Leaders cont’d

**Credibility** - The effective leader fosters a high level of trust in his or her peers and reports. This leader is willing to admit mistakes with others, advocate for direct reports and the interests of the group, and giving honest information about safety even if is not well received.

7 Best Practices for Leaders cont’d

**Collaboration** - The effective leader works well with other people, promotes cooperation and collaboration in safety, actively seeks input from people on issues that affect them, and encourages others to implement their decisions and solutions for improving safety.
7 Best Practices for Leaders cont’d

Communication - The effective leader is a great communicator. He or she encourages people to give honest and complete information about safety even if the information is unfavorable. This leader keeps people informed about the big picture in safety, and communicates frequently and effectively up, down, and across the organization.

7 Best Practices for Leaders cont’d

Action-Orientation - The effective leader is proactive rather than reactive in addressing safety issues. This leader gives timely, considered responses for safety concerns, demonstrates a sense of personal urgency and energy to achieve safety results, and demonstrates a performance-driven focus by delivering results with speed and excellence.
Feedback & Recognition - The effective leader is good at providing feedback and recognizing people for their accomplishments. This person publicly recognizes the contributions of others, uses praise more often than criticism, gives positive feedback and recognition for good performance, and finds ways to celebrate accomplishments in safety.

Accountability - He or she gives people a fair appraisal of the efforts and results in safety, clearly communicates people's roles in the safety effort, and fosters the sense that every person is responsible for the level of safety in their organizational unit.
The Zero Injury Mentality

A zero injury culture instills a true belief that injuries and fatalities are not acceptable, should not be condoned, and cannot only be reduced, but actually prevented. This culture shift is necessary at the project, company and industry levels, as well as in the thoughts and actions of each employee.
The Zero Injury Mentality cont’d

What is required to make this philosophy a reality?:

*Leadership resolve to change the prevailing attitude that rationalizes fatalities and injuries as an unfortunate aspect of the construction industry and a cost of doing business.*

The Zero Injury Mentality cont’d

A zero injury culture directly influences safety attitudes and behaviors, including whether employees wear PPE, ignore training instructions and/or take safety shortcuts to finish work faster.
The Zero Injury Mentality cont’d

Culture questionnaire:

• Does your company’s senior management team operationalize safety commitment and demonstrate involvement in managing the process by addressing safety as a core strategic discipline that positively impacts the execution of company and project performance?

The Zero Injury Mentality cont’d

• Do your company’s supervisors and employees fundamentally believe that all accidents and injuries are preventable or do they believe that accidents and injuries are part of working in the construction industry?

• Is your company known for having a robust safety program with rigorous attention to safety or is safety known to take a backseat to production pressures?
The Zero Injury Mentality cont’d

• Does your company’s prevailing attitude towards safety regard it as a necessary evil that decreases productivity or as a vital process that positively impacts productivity and profitability by maintaining a healthy workforce?

• Is safety performance viewed as the responsibility of a corporate safety officer or is adhering to safe work practices the responsibility of every employee?

The Zero Injury Mentality cont’d

• Does your company have a culture that condones or eliminates safety shortcuts?
• Does your company engage all employees in safety processes, including conducting safety observations to identify and correct unsafe conditions and “at-risk” behaviors?
• What is your company’s reputation for safety among peer group companies?
The Zero Injury Mentality cont’d

• Is safety an important aspect of your company’s brand image and reputation?
• Is your senior management team willing to go “all-in” for the safety and welfare of its employees by making it a core value of the company?

The Zero Injury Mentality cont’d

What can I do?
• Demonstrate a commitment
• Staffing for safety
• Planning (pre-job or pre-task)
• Support and make time for training
• Encourage worker involvement
• Evaluate, then recognize/reward
• Participate in accident/incident investigations
• Ensure a drug/alcohol-free workplace
Common Pitfalls

• Discipline
  – Inconsistency
  – Mixed messages
  – Attribution bias
  – Using discipline as a deterrent
  – Superficial understanding
Common Pitfalls cont’d

• Revert back to old ways due to:
  – Scheduling pressure
  – Costs
  – It’s easier

• Loss of momentum
• Staying motivated

True Success Story
True Success Story cont’d

True Success Story cont’d
True Success Story cont’d
True Success Story cont’d

2012 RIR = 5.16
True Success Story cont’d

I did an evaluation and this is what I found:

- Lack of Leadership
- Lack of a “Safety-first” culture
- Lack of Accountability
- Lack of Formal Policies & Procedures
- Lack of Training
- “This is the way we’ve always done it” attitude

True Success Story cont’d

• Hired a highly qualified Safety Director.
• Notified leadership that they had to lead. Changes were made to the team.
• Made safety the number one item during meetings, training sessions, etc.
• Implemented DynaQ.
• Developed a Safety Action Plan.
• Created an Argos Safety Manual.
• A never-ending top to bottom evaluation of our program.
• Held personnel accountable.
• The status quo is not good enough.
True Success Story cont’d

2013 RIR = 1.54
2014 RIR = 1.19

Summary
Summary cont’d

• A leader’s role is to lead the safety effort
• Remember the 7 practices:
  1. Vision
  2. Credibility
  3. Collaboration
  4. Communication
  5. Action-orientation
  6. Feedback & recognition
  7. Accountability

Summary cont’d

• Embrace the idea of a Zero Injury culture
• Avoid the leadership pitfalls
• Become the next success story