the heart of health and safety
Leadership in Health and Safety

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About IOSH

- Formed 1945; Royal Charter 2003; Individual Charter 2005
- International NGO status (ILO) in 2006
- World’s largest health and safety professional body
- Over 44,244 members in more than 85 countries
- Independent, not-for-profit organisation
- Sets professional standards and provides OSH guidance
- Member of ENSHPO, INSHPO and APOSHO
Agenda

> What makes a good leader?
> The importance of communication
> Different types of leadership
> Culture and improving performance
Some words to live by

> Seek first to understand then be understood
> Begin with the end in mind
> Covey S (1987)

> The mark of a man is not how he falls, but how he picks himself up
> Mandela (No date)
Attributes of Safety Leadership Includes

- Equality
- Enthusiasm
- Empowering
- Engagement
- Expertise
- Education
What’s the most important thing a leader can do?

Answer the question WHY?
Lead by example
Encourage the managers

- Managers need to focus on their workers
- Treat them as individuals
- Coach them and offer them opportunities to progress
- This is not the same as being a popular companion on a works outing!
Employee voice

> A good leader remembers that employees are central to any solution.

> They will be implementing and carrying out the policy.

> Encourage those on the front line to come forward with alternative (better) solutions to problems.

> LISTEN to what they have to say.
Organisational integrity

> Values are reflected in everyday behaviours

> There is no “say – do “gap

> Engage for success
Leadership

Gillian Stamp’s leadership tripod

Stamp 2001
Getting the OSH professional voice heard

> Making functional alliances
> Make contact with those who can ‘make things happen’
> Be clear about your vision
> Simplify complex messages
> Being realistic about the level of engagement achievable
Successful influencing requires:

- Planning
- Enthusiasm
- Sincerity
- Energy
- Resilience
Style of leadership

> the quality of leadership is a key factor in the success of any safety initiative (Hidley 1998)

> Leadership Style Leadership Models are all very good but are too rigid if followed to the letter
Transactional leadership

- Giving instructions
- Determining the rewards and penalties
- Monitoring and taking corrective action
- Promoting safety compliance
- But need to move beyond functional competence.
Transformational leadership

> Idealized influence
> Inspirational motivation
> Intellectual stimulation
> Individualised consideration

(Bass et al 2003)
Safety culture is the key to better performance

Definitions:

> ‘The way we do things round here’

> ‘what the organization does when no one is looking’

> Cultural and behavioural approaches are most effective when the technical and system aspects are performing adequately
Continuous Improvement: working towards excellence

> A clear strategic framework:
  > clearly incorporated into the organisation’s strategic agenda and communicated widely

> An underlying supportive culture:
  > recognition of the importance of the process and acceptance that everyone has something to contribute to it

> An enabling infrastructure:
  > adoption of structures which promote efficient two-way communication and decentralised decision making
Continuous Improvement: working towards excellence

> Needs to be managed strategically:
  > well planned, include regular targets and milestones (short and long term) and well communicated progress reports

> Needs to be managed as a process:
  > adoption of learning or problem solving processes
Case study example

- IOSH part funded research looked at lessons learned from the 2012 Games construction project.

- Key factors in the high standard of health and safety achieved were:
  - Effective communication
  - Leadership
  - Worker involvement
  - Development of a climate of trust
Good things can happen!
Good things can happen!

*Inspire a generation*
Communication

Communication was multi directional and included formal networks.

‘Holdpoints’ allowed regular review of work done.

Other methods included: project safety leadership team meetings, safety forum meetings, risk assessment briefings, workforce representative meetings, safety circle meetings, co-ordination meetings and one to one interviews between supervisors and workers.

Use of specialist software packages.
Communication

> Workers were told why they needed to follow procedures not just what they needed to do.

> Posters showing the right and wrong way to do things helped overcome language barriers.

> Key messages were delivered to workers by site supervisors, who could add further detail of site specific issues.

> Notice boards and newsletters were also used.
Leadership

> There was a clear vision, priorities and a strategy for health and safety.

> A leadership model was established.

> Joint problem solving was encouraged.

> Each main contractor submitted a monthly HS&E scorecard report relating to leadership activities.

> A safety climate survey was carried out annually.
Worker involvement

> Health and safety campaigns

> Reward and recognition schemes, verbal, money, scratch cards, T shirts, fleeces, trophies and other perks.

> Success of reward schemes involved:
  > Effective communication on how to achieve that reward
  > Reassurance that all groups could achieve them.
Developing a climate of trust

> Trust was developed by emphasising fairness and valuing workers.
>
> Clear expectations regarding worker behaviour were communicated from the start.
>
> Positive peer group attitudes led to awareness of the need to work safely.
>
> Workers were encouraged to challenge their co-workers using SSPS observations.
>
> Daily toolbox talks and activity briefings helped workers to speak about any concerns.
>
> ‘Don’t walk by’ cards helped involve them in near miss reporting.
Safety needs to be a value not just a priority

> An effective safety culture
  • Good leadership
  • Visible Management commitment
  • Active employee participation in safety
  • Good communications between all levels of employee
  • Training and competence
So to summarise -

> A good leader inspires, mediates, motivates and directs change.

> They persuade others by presenting logical arguments using factual evidence not only using a rational argument but framing it in ways that appeal to diverse groups of people – not only to say what they should do but why.
Further links for information

> http://www.engageforsuccess.org/about/the-four-enablers-of-engagement/

> http://www.windsorleadershiptrust.org.uk/media/images/four_journeys_718.pdf


Any Questions?