



# Safety Leadership

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# About Me

- 10+ years experience in Safety
  - 8 years as a consultant for insurance carriers and broker
  - 2 years as Safety Specialist of 1,600 employee municipality
  - Currently Director of Safety Services for Trinity Safety Group
- MBA student
- Hold several insurance and safety designations
- Married 7 years
- 3 dogs, 3 cats
- Diehard Lions fan!



# Overview

- Understand the benefits of effective safety leadership
- Define Leadership skills
- Discuss why many safety initiatives often fail to meet expectations
- Creating and sustaining a positive safety culture: Outlining a strategy



# Driving Philosophy

“Management is responsible for the behavior of its employees in the workplace. If an employee demonstrates an unsafe act or behavior, we have to accept the responsibility for that, because there’s something we’re doing or not doing that allows the employee to think such behavior is acceptable.”



What types of things do  
effective leaders do?

What types of things do  
ineffective leaders do?

# Safety Initiatives

## How safety initiatives often look:

- Reactive in Nature – “Well, Jim was seriously injured, so **now** we need to do something”.
- Top level rhetoric about the importance of safety in site value hierarchy (i.e. versus production, Safety is #1)
- Targeted training or “canned courses”
- Reward or incentive based
- System implementation:
  - Without attention to employee engagement
  - Not integral to job performance criteria

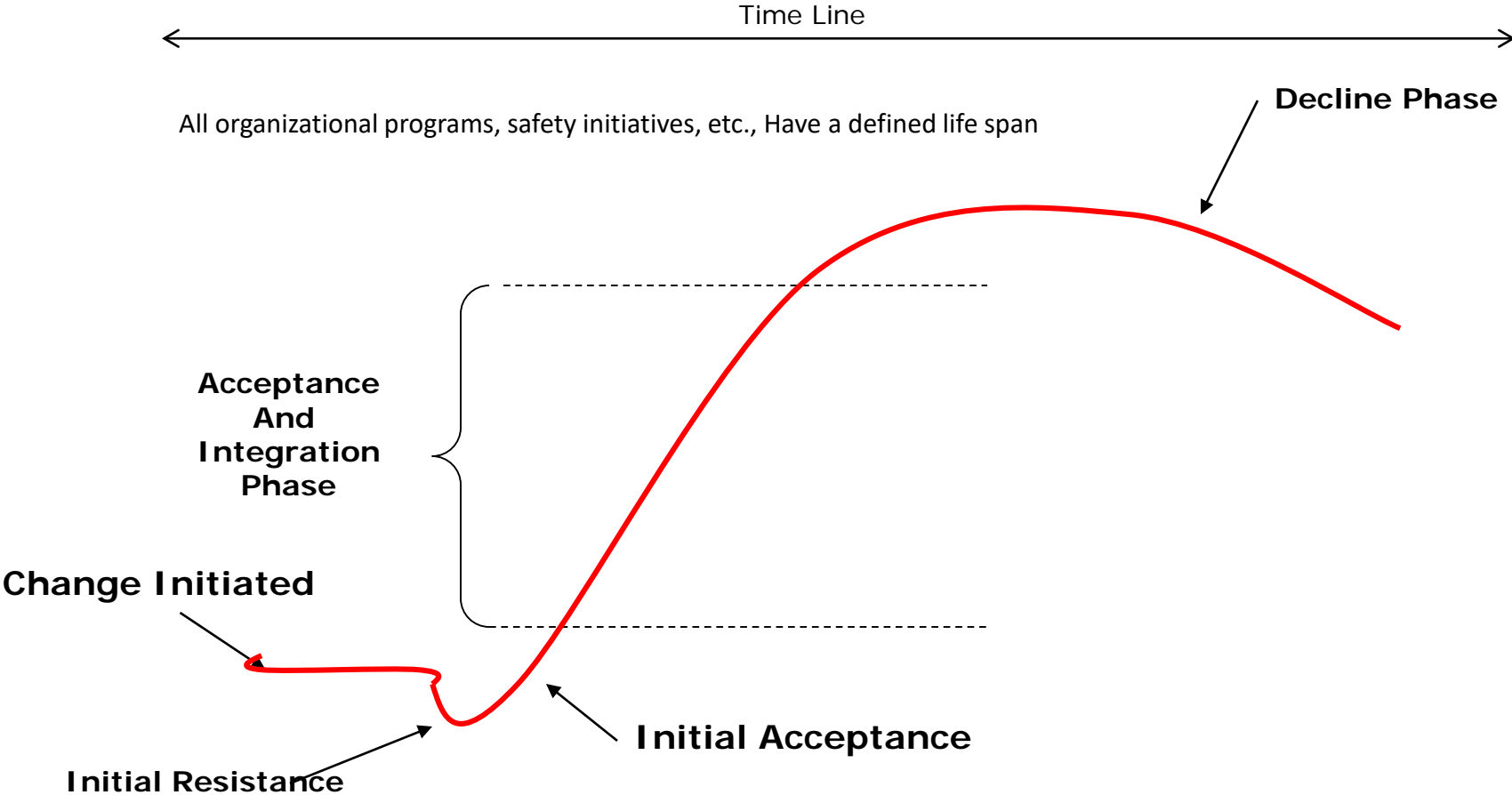
# So, what am I to do?

- Examining how organizations respond to change, initiatives and new programs requires understanding the dynamic curve of change....

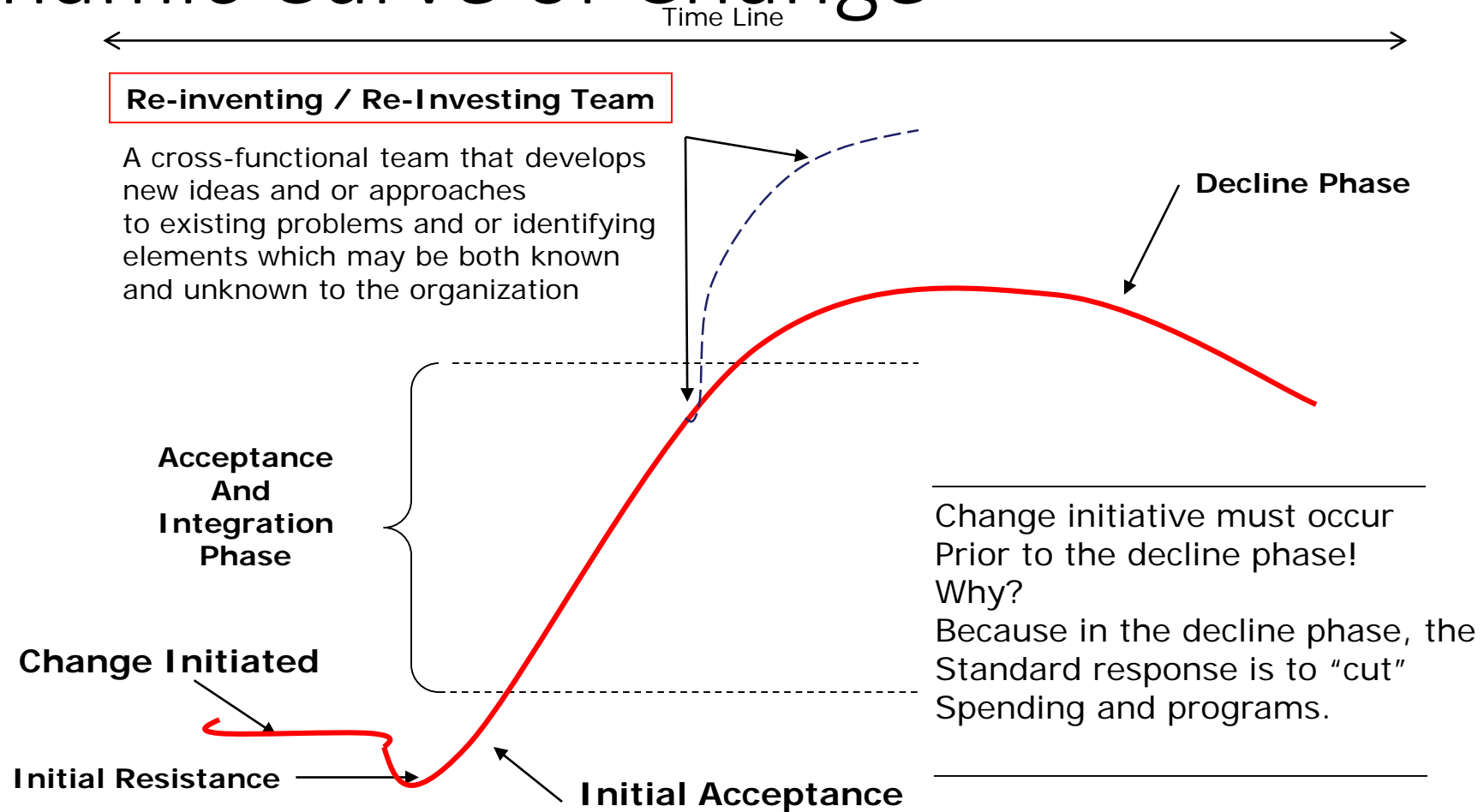




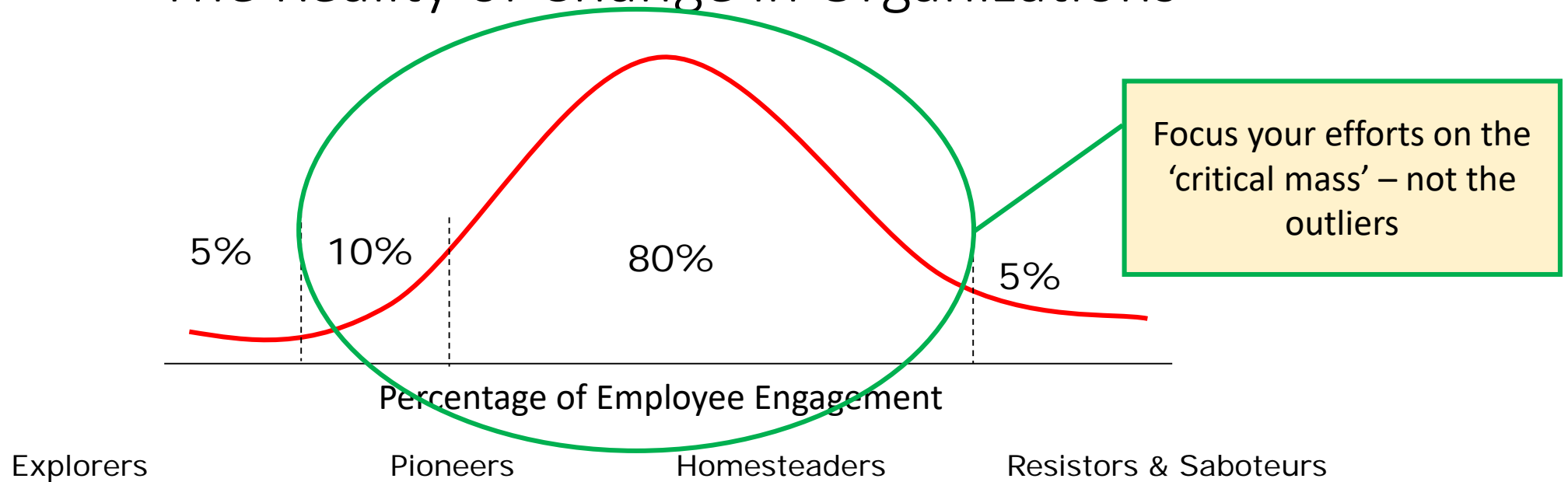
# The Dynamic Curve of Change



# The Dynamic Curve of Change



# The Reality of Change in Organizations



# The Champions for change

- Develop change and improvement momentum by building around the champions who are most likely to make the effort succeed.
- They will help to bring the others on board.
- They are also the ones you and everyone else can learn the most from.

# Resistance Strategies

- Don't automatically label resistance to change as negative and something to be overcome or beaten back.



# Resistance Strategies

- The real enemy of organizational change, is apathy.
- "Just tell me what you want done, boss, so I can get out of this place and on with my real life"
- It's the attitude that kills change.





# Resistance Strategies

- Resistors often have strong passion and high energy. They resist because they care. Understand the roots of their resistance and re-channel it.
- Get them inside the circle of wagons, shooting out.



# Overcoming Internal Resistance

## Leadership....

Has been defined in many ways, but the real definition is creating a vision others can see and realize.

Effective leadership is about influence and getting others to follow you willingly on the change journey.



# Overcoming Internal Resistance

- So, how do we manage that resistance?
  - WIIFM – What's in it for me?
  - Create a rally symbol (*Branding you Safety Initiative*)
  - Inclusion not exclusion
  - Open door management

*People don't care how much you know  
until they know how much you care!*



# Overcoming Internal Resistance

Give people something to believe in!

Give people someone to believe in!

Give people someone who believes in them!



# Of Shepherds and Herders



# Defining Organizational Culture

- Organizational learning, development and planned change cannot be understood without considering culture as the primary source of resistance to change.
- If **leaders** do not understand the cultures in which they are embedded, those cultures will manage them.



# Defining Organizational Culture

**Culture:** An organization's system of commonly held **values** and beliefs that influence the attitudes, choices, and behaviors of the individuals of the organization.

# Defining Organizational Culture

More simply stated, culture is:



"The way we do things around here"

# Safety Culture

How then to create an enduring, positive safety culture?

- Requires a “whole of system” approach
- Requires changes to individual behavior and also those factors that influence and sustain individual behavior

Requires total engagement of every manager and front-line supervisor!

# Basic Safety Culture

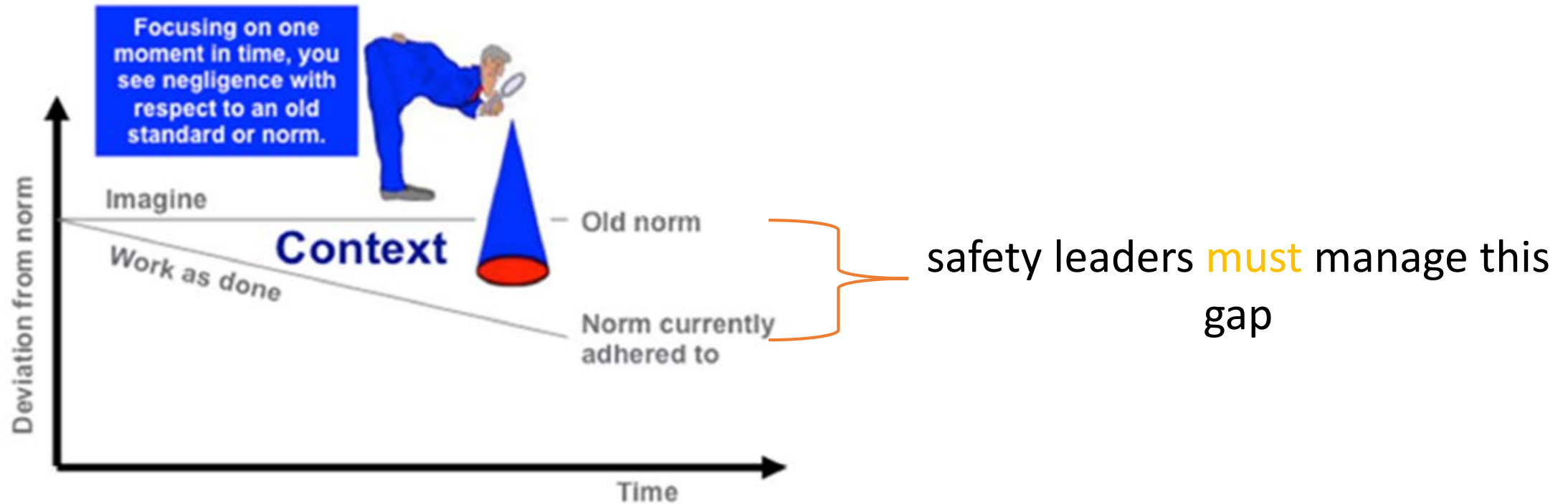
- Begins with hiring procedures
- Established through an engaging employee orientation program
- Style and effectiveness of safety meetings
- Style and effectiveness of safety training
- Quality and focus of inspections
- Rules and policies that are consistent and fair
- Quality of safety equipment
- Safety techniques and procedures

# Effective Leader

- Any individual who takes personal responsibility for his or her performance and the organization's performance and attempts to influence the improvement of organizational processes and values
- Leaders influence other through relationships characterized with respect, honesty, and fairness. When perceived as successful, they provide a positive peer pressure

# Safety Leaders Strengthen Safety Climate

How well a company's policies, procedures, and practices are actually implemented, monitored and enforced.





# Benefits of Effective Safety Leadership

Increased morale

Positive safety climate

Increased hazard awareness

Safer work practices

Fewer injuries

Better reputation

Increased productivity and better quality

Others?

# Safety leader is defined as...

A person who has the **courage** to demonstrate that s/he values safety by working and communicating with team members to identify and limit hazardous situations even in the presence of other job pressures such as production, scheduling and cost.



# 6 LEADERShip Skills

L Leads by example

E Engages and empowers team members

A Actively listens and practices three-way communication

D Develops team members through teaching, coaching, & feedback

E Energizes their team

R Recognizes team members for a job well done

# Lead by Example

Have a positive attitude about safety

Establish safety as a core value, not a priority

*(priorities change, values do not)*

Set high expectations for safety

*“If we aim for perfection, we may just land on excellence”*

Share the safety vision with the team - often

“Walk the talk”

Reinforce the idea that *everyone owns safety*

# Engage and Empower Team Members

Explain wh

Engage tea

Conduct d

Empower t

R

R

Hold people accountable

*"You can delegate authority, you cannot delegate responsibility"*

throughout the workday

Do your employees have the "Authority" to stop work if something is deemed unsafe?

# Actively listen and Practice 3-way Communication

Treat all employees with respect when they are speaking

Pay attention to non-verbal cues such as body language and eye contact

Listen to **hear** what is being said vs. to come up with a response

Ask clarifying questions



# Actively Listen and Practice 3-way Communication

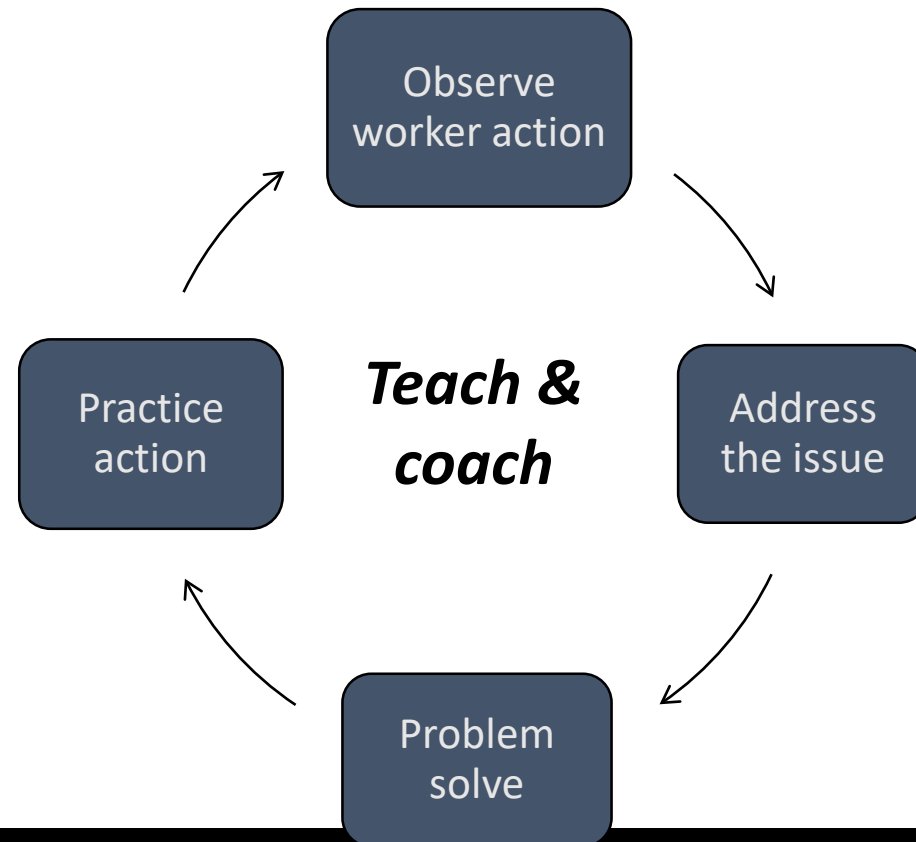
Make sure you have listener's attention

Be direct and concise

Tell them what they **need** to hear, not what you think they **want** to hear

Clarify any misunderstandings

# Develop team members through teaching, coaching, and feedback



Develop team members through teaching, coaching, and feedback

Use the **FIST** Principle:

Describe the **FACTS**

Explain the **IMPACT**

Provide **SUGGESTIONS**

Be **TIMELY**

# Energize Your Team

- Determine where your team energy level is
- Celebrate wins
- Honor special occasions
- Treat setbacks as learning experiences
- Personally model enthusiasm even when it's hard
- Spend time engaging with people
- Extend inclusion beyond your employees

# Recognize Team Members for a job well done

Give recognition separately from other types of feedback

Regularly give praise in private

Be specific about why you are praising the person

Give praise publically if the person is comfortable with it

# The Leadership Role

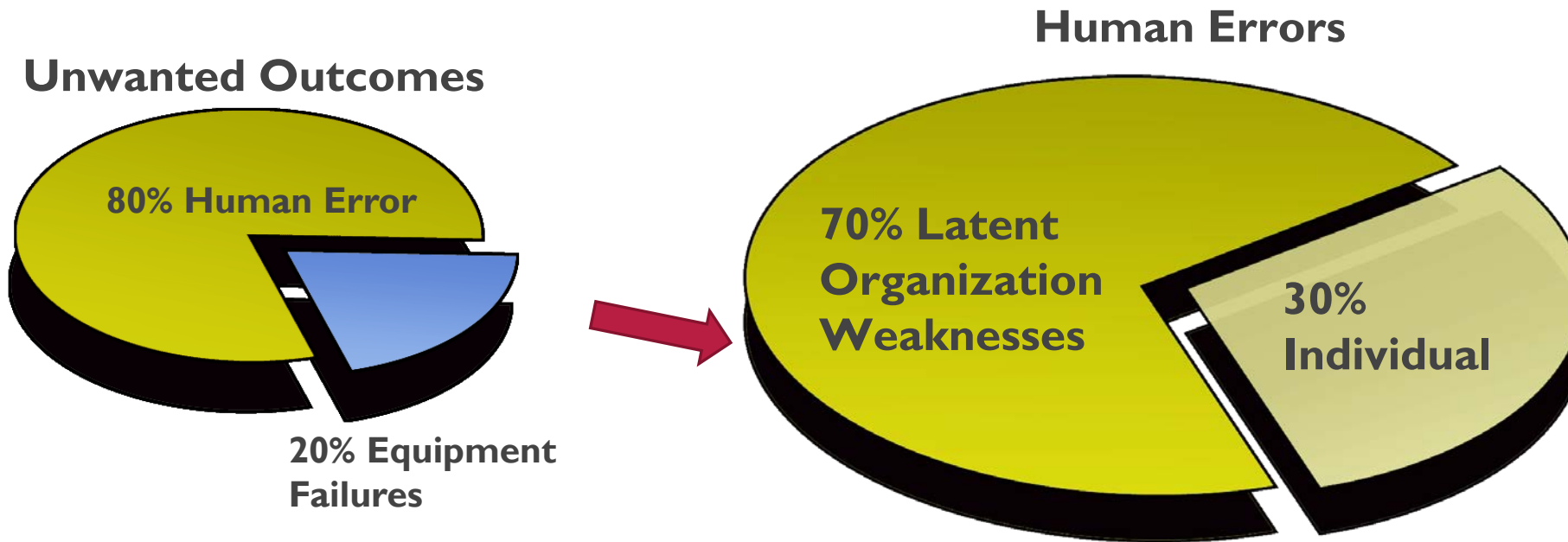
- Successful leaders are prepared to set out in new directions - to find new opportunities and different ways to take things forward.
- Successful leaders begin with their people. They build a shared vision, then together determine what destination "success" should mean.
- Successful leaders find the new and look to the future. They don't rest in the past.

# Leadership Strategies

- Define safety expectations in every job description
- Conduct Job Safety Analysis (JSA) and integrate them in the job
- Use safety as a measurable criteria in performance reviews
- Organize workplace safety audits and involve workers in the audit process
- Train first-line supervisors!
- Actively engage safety committees

# Leadership Strategies

- Investigate all accidents and near misses – conduct root cause analysis.
  - Share findings with workers and supervisors.





# So, what does this have to do with accident investigations?

70% of the time, an unwanted safety outcome is a result of a weakness or deficiency in the management control process or values (which LEADERS control).

Your “Root Causes” need to go deeper than “Blame the Employee”

Ask yourself, what is wrong with the management system that allowed this to happen?



# Safety Leadership

Taking **responsibility** for safety will make a difference in the workplace.

Although it may be easier to react negatively, challenge yourself to find the **positive opportunities** to improve workplace safety that lie within your department.

Your **energy and attitude** exhibited towards workplace safety will become contagious and will spread quickly throughout your department.

You will, without a doubt, be a **positive influence** to each and everyone of your employees when you **lead by example**.

# thank you!

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