

Safety Leadership 101



Brian K. Dunaway, OSHA 500 and CHST
Health and Safety Consultant / Trainer
Sheakley Workforce Management
Brian.Dunaway@Sheakley.com



It's all about... INFLUENCE

SAFETY LEADERSHIP is more than overseeing the general day-to-day of your organization's safety program. Leading is about **influencing** employees and colleagues to **meet the goals of your organization** and safely **fulfill** their roles.

Safety is sometimes overlooked or not taken seriously enough and can lead to disastrous effects. It is even more important in high-risk industries such as mining, construction, and oil & gas to have strong safety leadership as the jobs are inherently more dangerous.

Demonstrating the following characteristics as a safety leader will help you stand out and keep your team members safe.

What genuine influence IS NOT..

- Intimidation
- Automatic by Title
- Fear Driven
- Heavy Handed
- Bird-Doggin'

Influence by simple definition is...

The capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

1. LEAD BY EXAMPLE and BE VISIBLE

- Expectations are CLEARLY Defined
- ALWAYS demonstrate safe behavior
- GET OUT FROM BEHIND YOUR DESK

Few things will undermine a safety program quicker than a management team who operates under the premise of,

“Do as I say...not as I do.”



As a safety leader, can you sincerely tell others in your company to watch you if they wish to see safety in action?

2. ACCOUNTABILITY IS KEY

- Taking the INITIATIVE TO DELIVER on your Safety Goals
- Actions have Consequences
- Accountability applies to all employees
- Safety Guide-lines vs. Safety ‘Control-lines’
- Lateral Expectations vs. Heavy-Handed Oversight (scolding)



3. CREATE LEADERS AT EVERY LEVEL

- Safety “Leadership” is not only for senior or executive levels
- “SAFETY PROFILING” or “SAFETY HEAD-HUNTING”
 - Be on the lookout for potential safety leaders
 - Demonstrate Safety
 - Reliable / Take Ownership / People-Person
 - INFLUENTIAL with a Good Reputation for Safety
 - Create an Environment of **INCLUSION** not EXCLUSION
 - Goal Setting
 - Realistic Incentivizing

4. CONTINUOUS LEARNING

- ALWAYS looking for continuous improvement
- Up-to-Speed on current technologies
- **Aware of Safety Regulations (OSHA; ANSI; etc.)** Staying well-informed on new safety regulations, procedures, or incident trends in your industry will help you be an effective and safe leader for your team. Communicate insights to your team and find innovative ways to apply the knowledge within your organization.
- **PDCA Culture: Plan Do Check Act**
- **Constantly Monitoring Performance: Leading and Lagging Indicators**

Great safety leaders know that leadership and development are continuous, and learning is crucial to ongoing success.

4. CONTINUOUS LEARNING cont.



7 Tips to Support **Continuous Learning**

1. Reduce cognitive load.
2. Incorporate microlearning.
3. Include training reinforcement.
4. Utilize mobile learning.
5. Promote training.
6. Support a true learning culture.
7. Allow self-directed learning.



An HSI Company

5. P M A—POSITIVE MENTAL ATTITUDE

- One of the greatest disciplines when it comes to being a great leader...in ANY arena.
- When adversity strikes
- Keep Criticism Construction!
- PMA empowers instead of rendering one powerless
- PMA is CONTAGIOUS



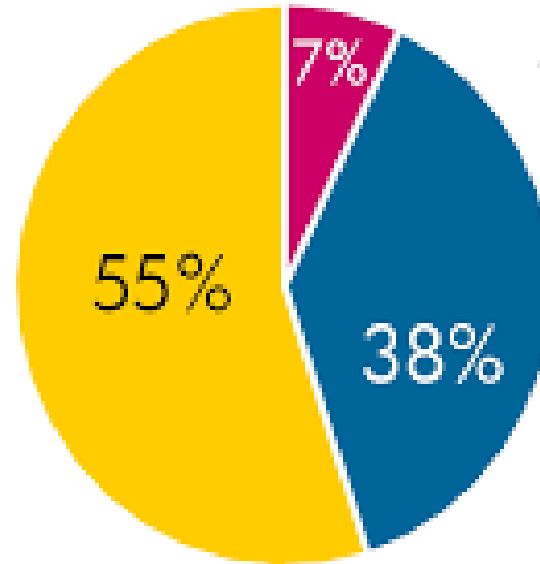
If leaders are negative about safety rules or practices, it can create a general feeling and attitude towards them by other employees. As a leader, it is your job to influence people in the right direction and put a positive spin on all conversations around safety.

6. RESPOND TO FEEDBACK QUICKLY

- The Good Ol' Suggestion Box
- Treat All Safety Issues with the Same Sense of Importance
- **DO NOT SIT ON ACTION THAT REQUIRES SWIFT AND DECISIVE ACTION:**
 - Incident Related
 - OSHA Related
 - Corrective Action relating to High-Level Hazards
- Include employees in your feedback (*Every company has their SME...and it's usually not an upper-level manager*)
- Feedback should remain within the scope of the business safety strategy—don't make something up for appeasement.

7. STRONG COMMUNICATION SKILLS

- The 7-38-55 Rule
- Know your Audience
- APPROACH IS EVERYTHING
- Exercise Discretion with your Information
- The Number One Skill for Good Communication is being...**A GOOD LISTENER**



Dr. Albert Mehrabian's 7-38-55% Rule

Elements of Personal Communication

- 7% spoken words
- 38% voice, tone
- 55% body language

8. TAKE RESPONSIBILITY / OWNERSHIP

- STEP UP...NEVER SHRINK BACK
- Admit Failures but NEVER IDENTIFY WITH THEM
- Never Shift the Blame
- Here's where you can exercise your Power for Positive Thinking—**TAKE POSITIVE AND PROACTIVE MEASURES**
- **INTEGRITY MATTERS!**



Thank you...😊