

Effective H&S Leadership

(A common sense approach)

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Disclaimer. The views expressed in this presentation are my own and do not necessarily reflect the views of others or any particular organisations unless specifically identified as such.



Lets get you warmed up!

Total honesty required.

- How many of you would like to enhance the profits or efficiency of your organisation?
- How many of you believe that the cost of petrol and diesel is too expensive?
- How many of you admit to having broken the speed limit whether in an urban area or motorway?
- Thank you, i will come back to these questions later in my presentation.

Effective H&S Leadership

- Statement.

Every HEALTH and safety incident i have investigated had as its route cause some aspect of human behaviour failing.

It is reasonable therefore to expect that human behaviour in the guise of effective, visible, moral, visionary, and inspirational leadership will address human behaviour issues in the fields of HEALTH and safety.

Effective Leadership

- What do we really mean by effective leadership. Some definitions of the word Effective. (Collins Dictionary)
- Having **power** to produce **effects**
- **Successful** in producing **desired** effects.
- Lets us view the **critical difference** in these statements from the human aspect!

Power to produce Effects (Dictators)



Power to produce Effects (Prima-Dona's)



(Successful in producing desired effects.)
Inspirational Leaders)



(Successful in producing **desired** effect.)

(Inspirational Leaders – “Failure is not an option”)



Eugene Kranz

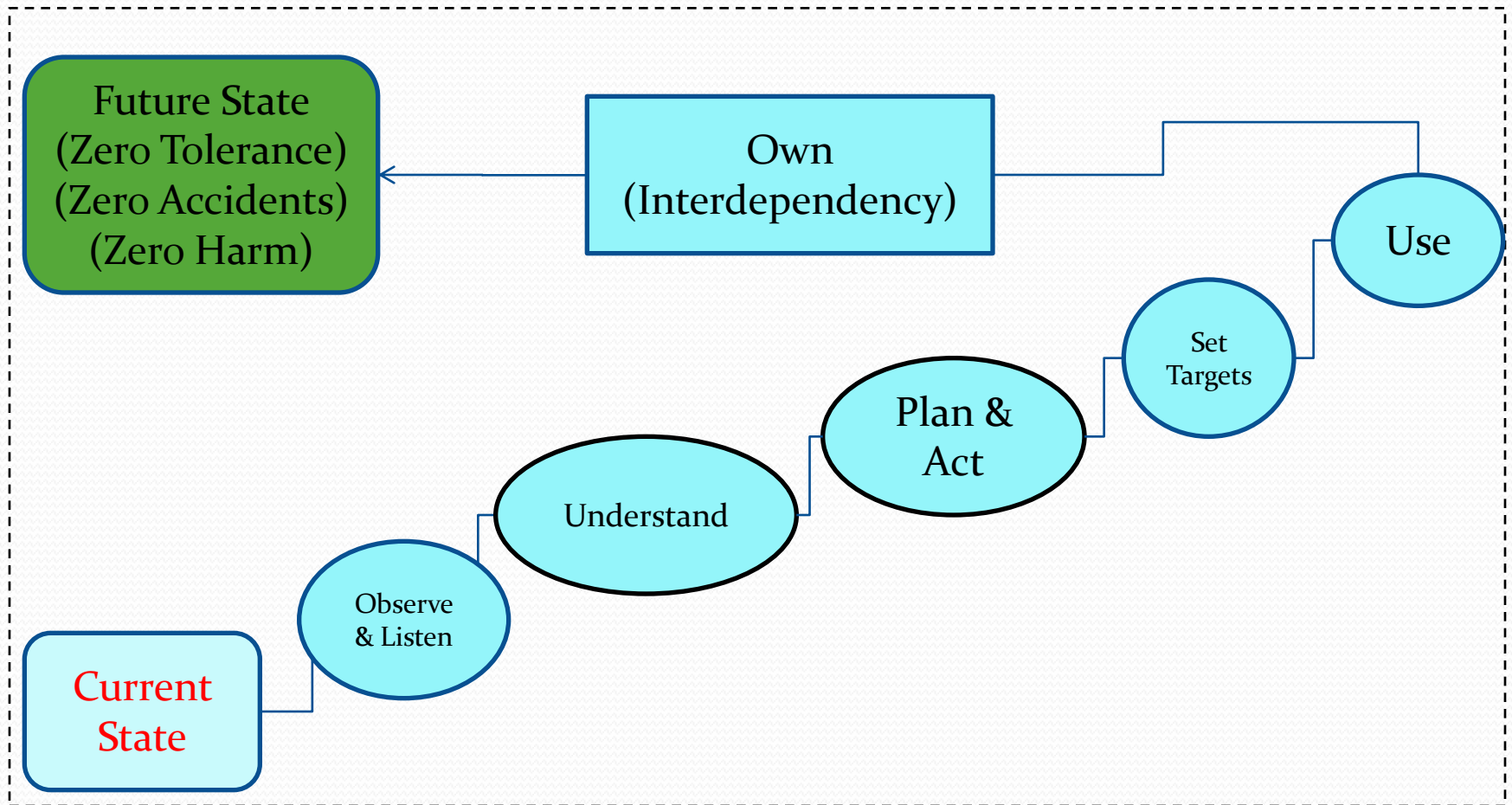
(Inspirational Leadership)

- Tough and competent.
- Responsive leadership.
- Disciplined.
- Challenging.
- Driving Optimism
- Passionate

The Challenge of Change

- A critical skill for any organisational leader is the ability to recognise opportunities and continually look to progress standards.
- The challenge is often to make progress through others and gain buy-in to new concepts/processes and ideas.
- Gaining buy-in requires a sustained effort and an understanding of how commitment to change is built and the approaches required to help people engage with the change.
- Lets us look at some crucial steps along the way.

Building Commitment



Key words in respect to Leadership

- **Visible. (to staff, customers, visitors)**
- Being seen in the workplace .
- The benefits.
- Good God, Its human ! – Putting a face to the name.
- Conveying common aspects – The boss actually knows a lot about my job. I don't feel an outsider anymore.
- Team building – I can contribute.
- Listening – The boss took time to talk to me.
- Delivering – I can't believe it ! i actually got my new seat for my loading shovel.
- Enhanced business performance.

Key words in respect to Leadership

- **Moral.**
- An obligation, indeed a Duty Of Care, to another human that you are responsible for and do everything in your power to keep them safe.
- You can achieve this by simply:
- Not burying your head in the sand or holding it in the clouds!
- By not walking by and ignoring an unsafe condition.
- AND
- You will feel the better for it and so will your people, organisation, and bank account.

Key words in respect to Leadership

- **Visionary.**
- Aiming for the exceptional.
- Setting targets.
- By working with other organisations.
- By sharing best practise.
- By challenging the status quo.
- By allowing others to develop themselves.

Key words in respect to Leadership

- **Inspirational.**
- Best achieved by setting personal standards.
- Recognising good standards and rewarding people accordingly. HEALTH and safety is not about always being negative.
- Going the extra mile – Are you able to demonstrate that you care – organise wellbeing courses, presentations by external bodies.
- Be an industry leader.

Finally, can i demonstrate that i am walking the talk. Well lets see!

Example
Setting.



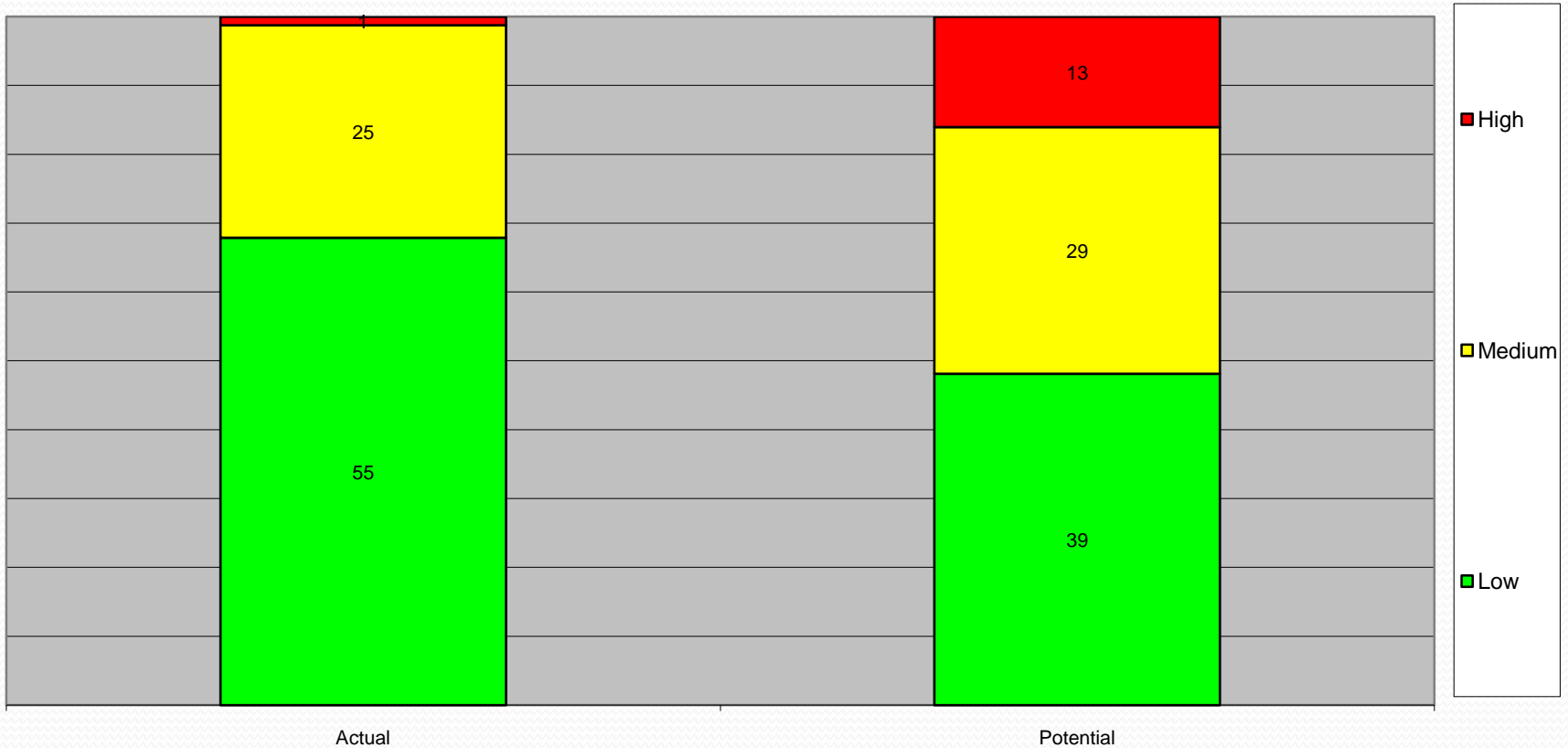
A Challenge to each one of you.

- **Will you agree here today to:**
- Carry out at least one site visit per month ensuring you talk to staff directly.
- Put HEALTH and safety at the top of your management meeting agendas and allow sufficient time for dealing with issues.
- Attend at least one safety committee meeting per quarter.
- Review at least one risk assessment per month.
- Act robustly to stamp out repetitive bad behaviour.
- Compliment and reward best practise and good performance.
- Support your trade association in enhancing industry standards by sharing best practise.
- Personally investigate all **Lost Time Incidents** to determine **Route Cause** and prevent repeats.
- Provide mechanisms for employee involvement.

LTI Severity 2008

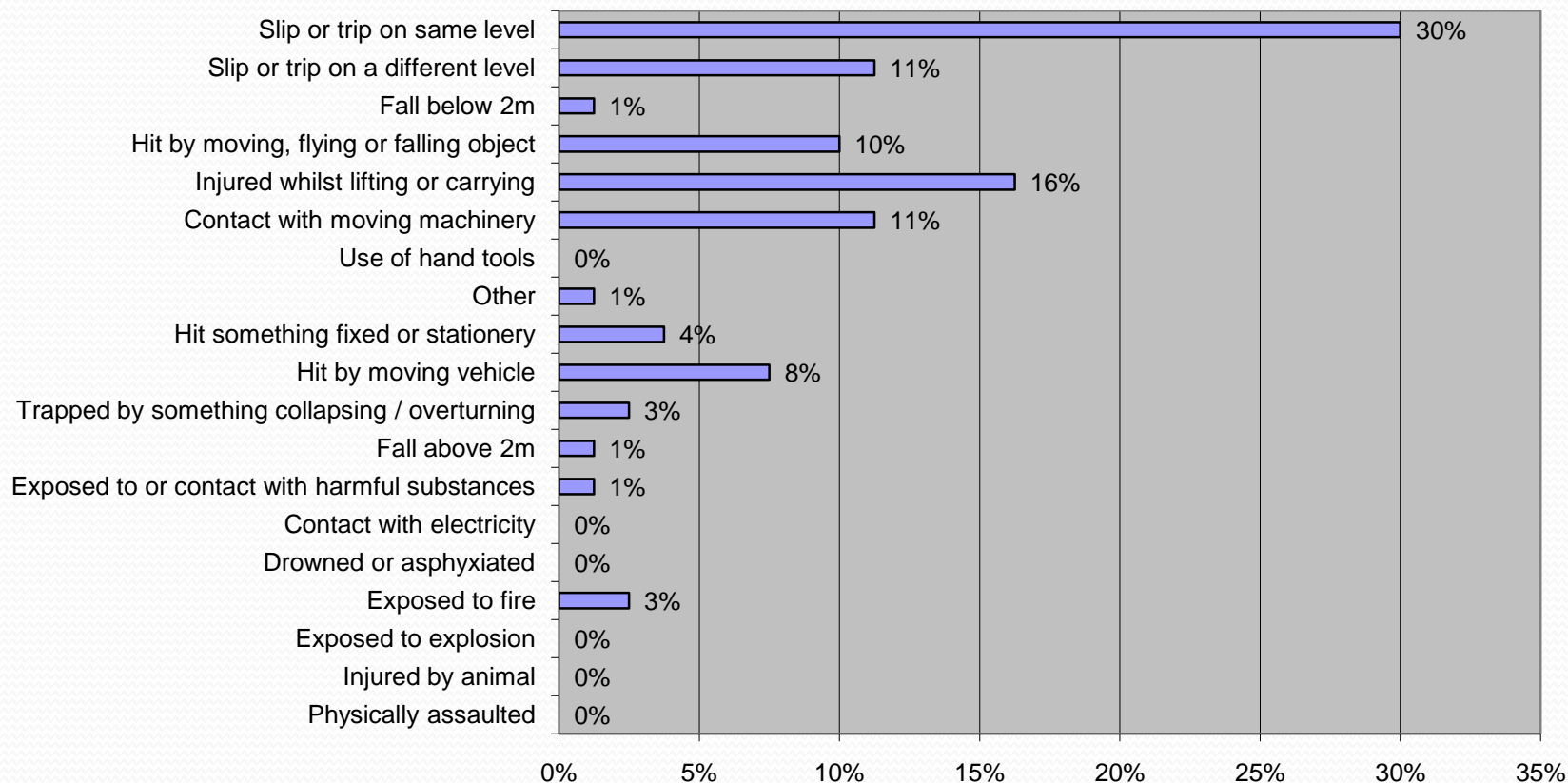
Actual vs. Potential

LTI Severity 2008
Actual vs. Potential



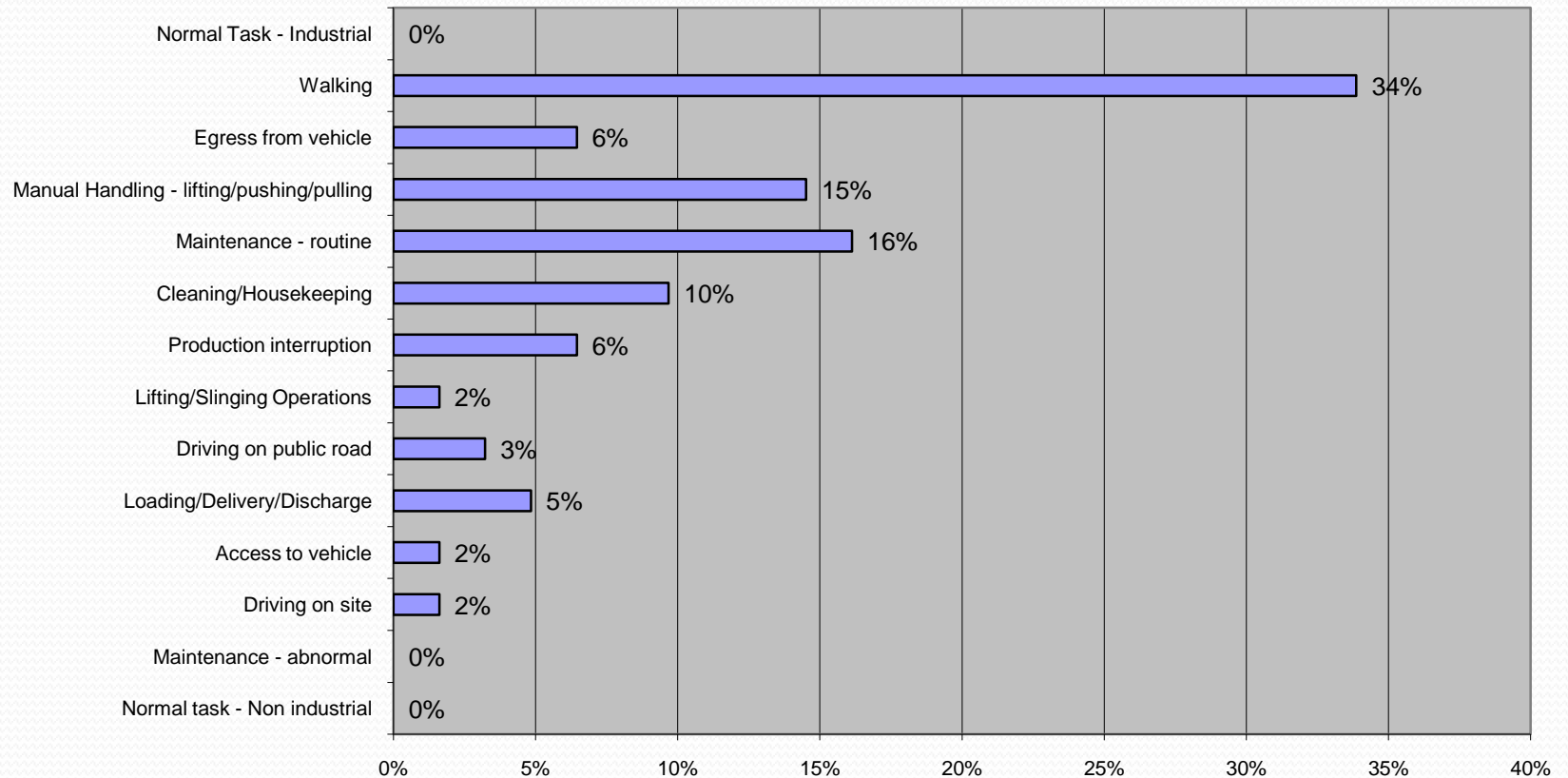
Injury Causation 2008

Injury Causation 2008



Activity at time of incident 2008

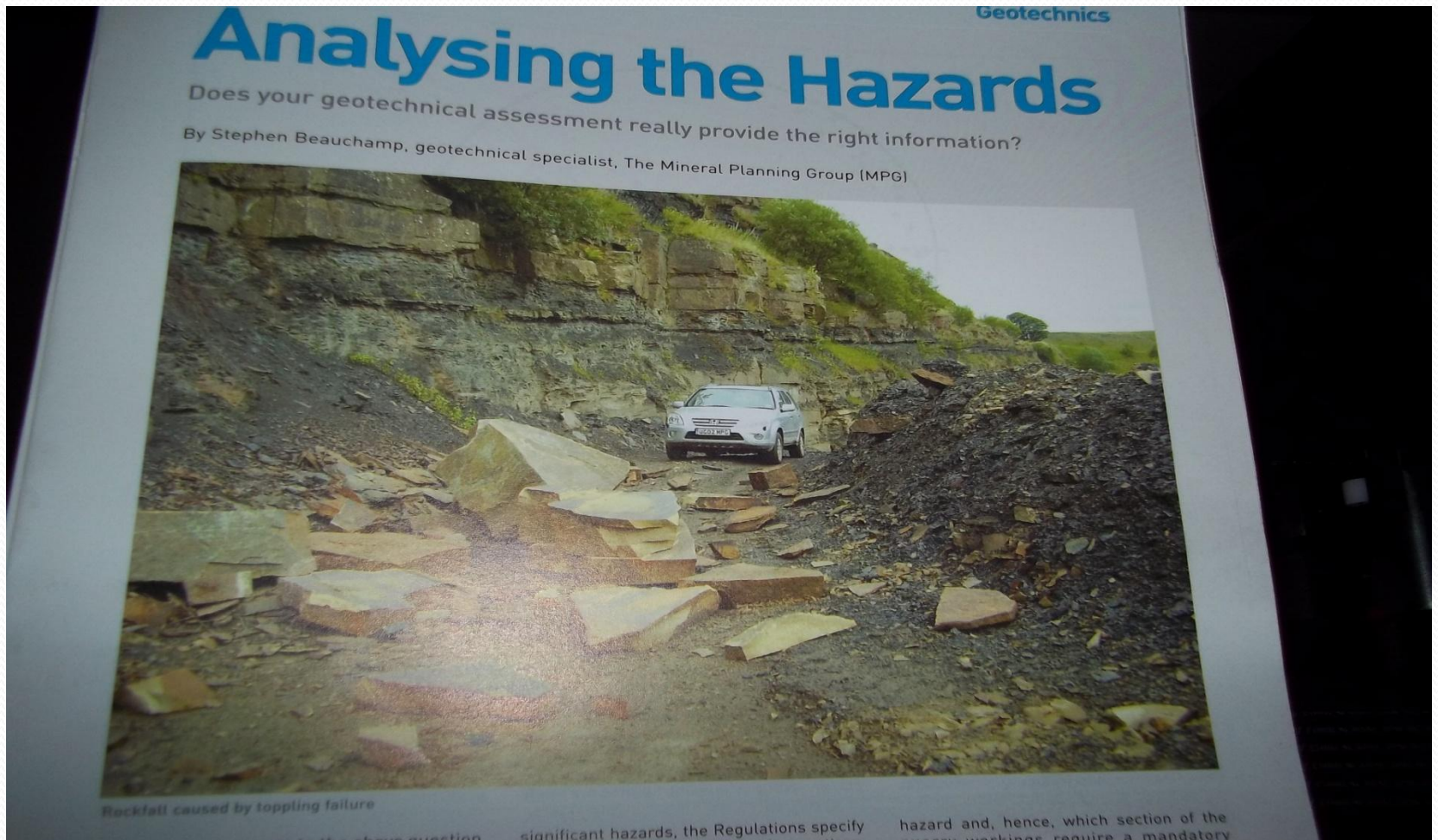
Activity at time of incident 2008



A unique risk assessment.

- It is my view that less than 85% of risk assessments are seen by those they are designed to protect.
- A risk assessment that has not seen daylight is a very powerful piece of damning evidence for the prosecution in the event of a major accident.
- A risk assessment that has been seen and understood by those it is designed to protect is a very powerful tool in preventing death, injury, or ill health.
- **Let's get this major issue sorted now!**

Common Sense!



Eugene Kranz

(Speaking to his team 20th. July 1969)

- “The risks are high ... that is the nature of our work. We worked long hours and had some tough times but we have mastered our work. Now we are going to make this work pay off. You are a hell of a good team. One that I feel privileged to lead. Whatever happens, I will stand behind every call that you will make.”
- Not much different to our industry!

Eugene Kranz.

(Speaking to his team after Apollo 1 fire in 1967.)

- “From this day forward, Flight Control will be known by two words: ‘Tough and Competent.’ Tough means we are forever accountable for what we do or what we fail to do. We will never again compromise our responsibilities. Every time we walk into Mission Control we will know what we stand for. Competent means we will never take anything for granted. We will never be found short in our knowledge and in our skills. Mission Control will be perfect.”



Thank You