



# Leading With Safety

## Operating Safely in a Low Cost Environment



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# The Mayo Clinic Stress Test

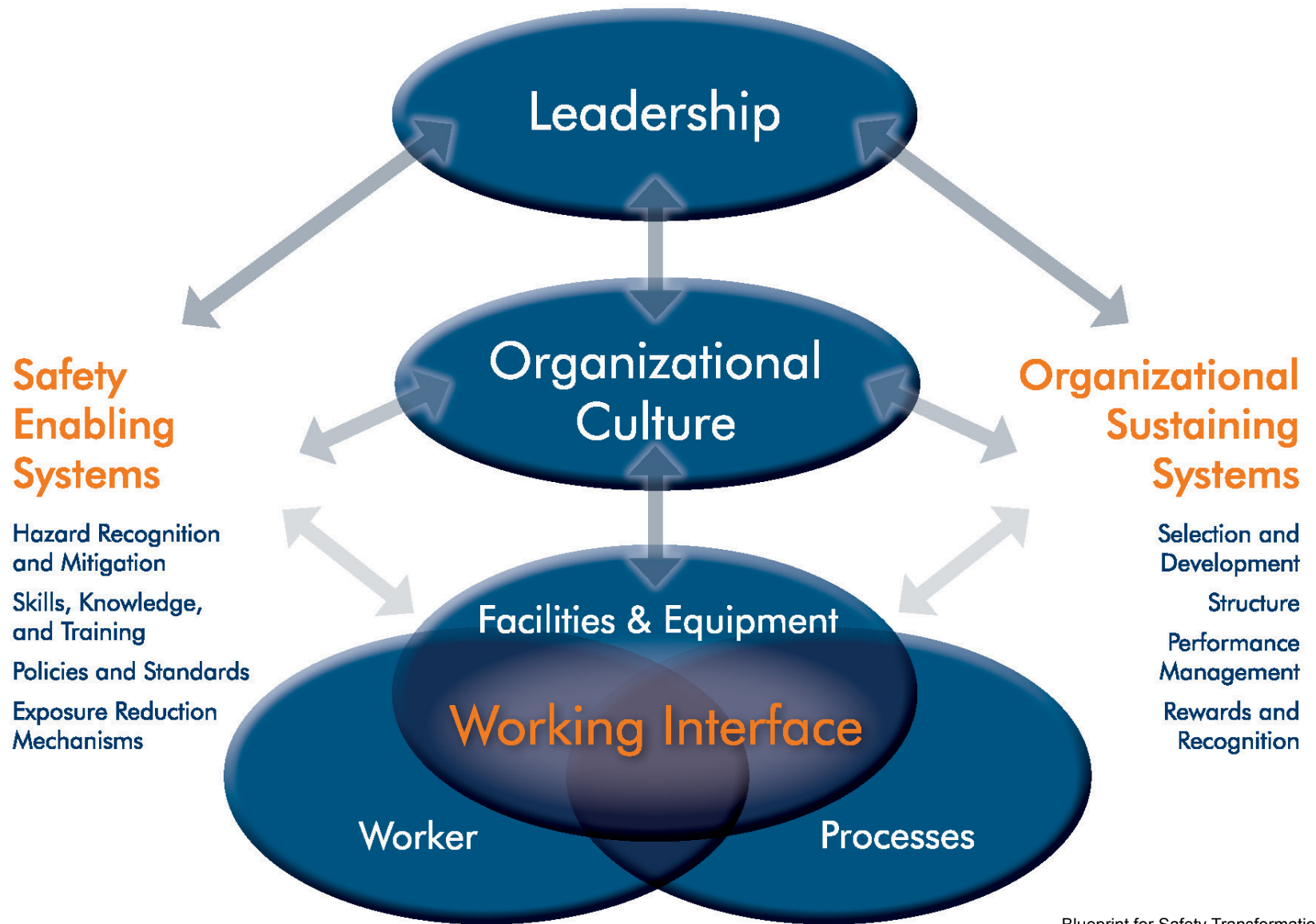
A scientifically validated assessment of stress level in the individual.

Based on the perception of motion. Two identical dolphins will be shown jumping out of the ocean.

Relaxed people see them as they are, identical, but for an unknown reason people under high-stress conditions tend to see small differences.

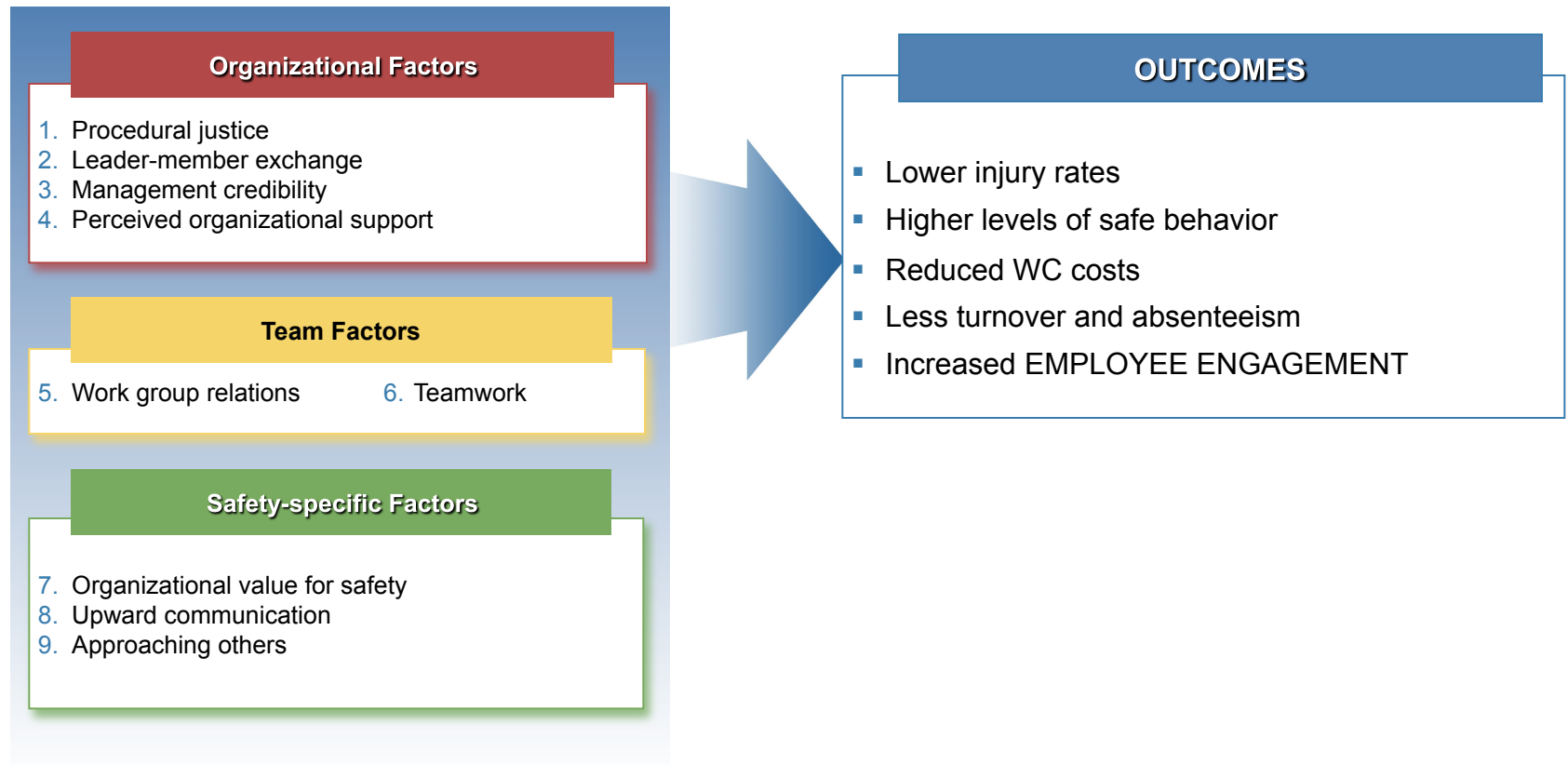


# Blueprint for Safety Transformation™



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# Organizational Functioning



**Procedural Justice** – How fair is supervisors' decision-making process.

**Leader Member Exchange** – Relationship between employee and supervisor; “goes to bat” for me; has my best interests at heart.

**Management Credibility** – What management says is consistent with things management does.

**Perceived Organizational Support** – Employees receive support needed to accomplish organizational objectives; organization errs on employees' side.

**Workgroup Relations** – How well I get along with people I work with.

**Teamwork** – Extent to which I perceive working with my team members is effective way to get things done.

**Organizational Value for Safety** – Organization values safety performance improvement.

**Upward Communication** – Extent to which communication flows freely upward through organization.

**Approaching Others** – Extent to which employees feel free to speak to one another about safety concerns.

# 1. Open up, be honest and forthcoming

- Strong safety message is critical
- Ensure your actions are consistent with your message
- Consistently reinforce that the organization cares
- Enlist employee support to keep the business and safety on track
- Frequent communication is key

## 2. Consider the impact on culture

- Consider the safety implications of a reduction in force
- Ensure decisions pass the fairness test
- Treat employees with dignity and respect, especially those losing their jobs
- Remaining employees need honest communication

***Remember, what is important is not what you say you value, but what you actually value***

# 3. Refine your strategy

- Ideal time to look at and refine your strategy for safety
- Are systems and procedures working?
- Are you poised for a goal of zero?
- What leadership actions and behaviors will need to change to further reduce exposure and safety incidents?

## 4. Work the fundamentals

- Care and concern for life-altering injuries and fatalities
- Protect employee engagement
- Continue progress in moving from a culture of compliance to commitment
- Give serious consideration to how you will sustain and support activities

# 5. Demonstrate Transformational leadership

- Promote original thinking
- Encourage others to take initiative
- Coach and counsel others
- Help others achieve new level of performance
- Express optimism about goal attainment
- Sacrifice self-gain for the gain of others

***2009 is truly the year of the leader***

# Leadership Moment



*Oops!*



# Looking Forward

- Leading safety will require adapting activities to new economic realities
- Stay focused on the principals of safety performance, rethinking the “whats” and “whys” of safety functioning
- Keep your employees involved and continue to convey your value for safety excellence



# Thank You