

LEADERSHIP'S EFFECT ON SAFETY CULTURE



H_a - The type of leadership practices and styles in an organization, directly determine the safety culture, safety program participation and safety outcomes that can be expected within the organization.

H_0 - Leadership practices and styles in an organization present no correlated contribution to the safety culture, safety program participation or safety outcomes that can be expected within an organization.

Leaderships Effect on Safety Culture

- ❑ Even with regulation, without effectively engaged leadership, the guidance provided by regulation goes unnoticed, making leadership the most critical element towards keeping pace with the changing occupational environment and promoting positive safety culture.
- ❑ Leaders, as described at a 1999 American Society of Safety Engineers symposium, are people who “inspire people to want to do something,” (Kraus, as cited by Geller, 2000, p. 38)
- ❑ Good leaders are those that invigorate the flow of interpersonal communication and orchestrate others to achieve synergy within the group (Nance, as cited by Geller, 2000).

Background - Culture



- ❑ Culture - “the set of shared attitudes, values, goals, and practices that characterizes an institution or organization” (“Culture,” n.d., para. 1).
- ❑ Safety Culture - “that assembly of characteristics and attitudes in organizations and individuals which establish that, as an overriding priority, safety issues receive the attention warranted by their significance” (McFadden, Henagan & Gowen, 2009, p. 392).

Background – Leadership and Culture

- ❑ DeJoy describes culture change or culture management as the divergent top-down approach coming from leadership, management and organizational behavior that provides the alternate focus on understanding and changing the fundamental values and beliefs of the organization through policy and executive guidance.
- ❑ Changing the behavior of management to support a positive safety culture without behavior-based safety management occurring in tandem will only provide trivial success. Without the input provided by the crew in a bottom-up behavior-based safety environment, an ill-informed top-down approach can lead to faulty policies that lack focus on the standard safety issues experienced by frontline workers.

SAFETY CULTURE- UNITED STATES NAVY 7th FLEET INCIDENTS



USS John S. McCain

Collided with motor vessel Alnic MC on August 21, 2017, Disregard for regulation and standard instruction and failure of leadership to provide the appropriate amount of supervision in constructing and managing watch teams. (United States Navy Fleet Forces Command, 2017).

USS Fitzgerald

Collided with motor vessel ACX Crystal on June 17, 2017, unsatisfactory level of knowledge, failed to operate at a safe speed, leadership failed to maintain or adjust the radar systems on board and failed to provide training to the watch team . (United States Navy Fleet Forces Command, 2017).

USS Lake Champlain

Collision with Korean fishing vessel Nam Yang 502 on May 9, 2017. Lacking training resulted in incorrect radar operations, improper lookout communications and delays in maneuvering by the Officer of the Deck (OOD) (United States Navy Fleet Forces Command, 2017).

USS Antietam

Grounding on 31 January 2017, where findings show that poor seamanship and failure to follow safe navigational practices led to their grounding incident (United States Navy Fleet Forces Command, 2017).

C-2A Greyhound (Aircraft)

Nov 22, 2017 – C-2A Greyhound crashed in the Philippine Sea 15 miles from the ship, about 500 nautical miles southeast of Okinawa, Japan. 1 pilot and 2 junior sailors

SAFETY CULTURE FAILURES IN 7th FLEET

Incidents

USS John McCain and the USS Fitzgerald fatal collisions, the USS Lake Champlain's collision, the USS Antietam run aground in Tokyo Bay and a C-2A Greyhound crash into the Philippine sea. Resulting in the total overall loss of 20 sailors.

“Can Do”

In a comprehensive evaluation of all maritime incidents, it was determined by United States Navy Fleet Forces Command (2017) that at the highest levels of command and planning, there was an engrained culture of the “can do” attitude and negligence to recognize the accumulation of risks, along with leadership’s deficiency in the ability to identify, mitigate, and responsibly accept risks.

Failure to follow regulation, lack of training & knowledge

Failures of leadership to follow established standing orders and instructions, significant gaps in training, qualification and lack of a basic level of seamanship and navigation knowledge (United States Navy Fleet Forces Command, 2017).

Gradual degradation of safety culture

Gradual degradation of safety culture lead to an intentional neglect for identifying the encroaching risks, increasing demand and pressure on the 7th fleet forces, combined with limited time led to an insufficient focus on seeking out and solving problems in planning, training, drilling and execution of their duties (United States Navy Fleet Forces Command, 2017).

Accumulated acceptance led to safety culture degradation

Accumulation of acceptance for inadequate planning, missed training, lack of drilling, inspection, and the increasing practice of taking shortcuts to meet mission tasking became normalized and accepted (United States Navy Fleet Forces Command, 2017).



PSYCHOSOCIAL BEHAVIOR AND TOXIC LEADERSHIP



Bully leaders

Leadership that consistently displays negative behaviors, intimidation, manipulation, arrogance, or abusive and unethical behaviors can degrade the culture. (Webster, Brough & Daly, 2014).

Toxic Leadership

Many choose to lead by fear rather than by respect. Machiavelli as quoted by Grint (2014 p. 7) "it is far better to be feared than loved if you cannot be both."



Leadership Presents

The presence of strong management, leadership and organizational support, employees will have a better ability to deal with workplace bullying, and will report it.



Long term harm

Psychosocial issues evolving from toxic and bully leaders can lead to helplessness, chronic health issues, and long term psychological harm (Webster, Brough & Daly, 2014).



PSYCHOSOCIAL SAFETY CULTURE (PSC)



Psychosocial Safety Climate

- Policies
- Procedures
- Employee Protection

Emphasizes the importance of proactive leadership in defending employee rights.



Employee Interaction

- Employee psychological health
- Employee Reporting

Importance of open reporting and protection from retribution.



Management engagement

- Employee concerns addressed
- Organizational communication

Constant communication with employees by leadership and management

LEADERSHIP STYLES AND SAFETY CULTURE



Management by exception

Places as the lowest acceptable form of leadership for the promotion of positive safety culture



Transactional Leadership

A close second in best forms of leadership for positive effect on safety culture. Although has passive forms and presents risk to reward programs decreasing reporting.



Transformational Leadership

Scores as the most effective form of leadership for positive effect to safety culture.



LAISSEZ-FAIR

Scores last in effective safety culture leadership.

LEADERSHIP STYLES AND SAFETY CULTURE



- Management By Exception
- Democratic
- Autocratic – The outlier
- Laissez-Faire – Negative impact

TRANSFORMATION & TRANSACTIONAL

Transformational leadership was the style of choice, but Transactional leadership has its benefits as well, both are effective on maintaining a positive safety culture.



Yes

Transformational Leadership - A leader that displays idealized influence, the use of inspirational motivation techniques, provides intellectual stimulation, and takes time for individualized consideration to their subordinates (Barling, Loughlin and Kelloway, 2002)



Yes

Transactional Leadership – Known for setting clear objectives, monitoring objectives and achievements, imposing sanctions for failure to maintain standards, and by engaging employees in social and economic exchanges (Delegach, Kark, Katz-Navon & Van Dijk, 2017).

THREE LAYERS OF SAFETY



01

CULTURE

Basic assumptions held by the organization identified as culture being the foundation with human behavior of employees, relationships and any assumptions held by the organization (Yang et al., 2009)

02

CLIMATE

Identified by looking at the explicit values and attitudes held towards safety, policies set by management, training, set procedures, and formal communication of leadership (Yang et al., 2009).

03

ARTIFACTS

Includes the accidents and incidents that occur, the voluntary use of personal protective equipment, and any other safety related behavior not included in culture or climate (Yang et al., 2009).

FOUR PATHS OF SAFETY

UNSAFE SUPERVISION

The report on incidents in 7th fleet in 2017 explains the “can-do” culture in the Navy as being pivotal in its past victories, although throughout the report this same “can-do” culture is identified as a contributing factor in all incidents in 7th fleet in 2017 (United States Navy Fleet Forces Command, 2017).

UNSAFE ACTS

The Commanding Officer disregarding regulation and standard instruction by failing to set the standard “sea and anchor detail”, followed by the failure of leadership to provide the appropriate amount of supervision in constructing and managing watch teams (United States Fleet Forces Command, 2017)

HEALTH & SAFETY POLICY

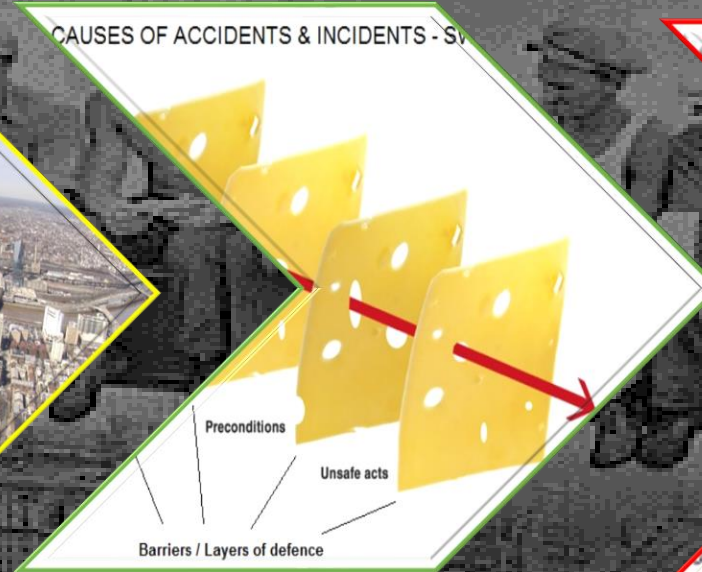


“The Navy needs innovative and bold male and female leaders to lead, think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness” (United States Department of the Navy, 2017 p. A-4)

ORGANIZATIONAL POLICY



CAUSES OF ACCIDENTS & INCIDENTS - SYSTEMS



Workplace bullying degrades safety culture and increases risk factors such as excessive pressure on employees, employee haste, and increased workload per employee (Kwan et al., 2014.)

PRE-CONDITIONS FOR UNSAFE ACTS



OCCUPATIONAL SAFETY AND HEALTH PROBLEM



Problem

Leaderships ignorance of safety culture

The occupational safety and health problem that exists is the failure of leadership to understand, support and drive organizational safety culture through engaged support of professional guidance and standards provided by the Occupational Safety and Health Administration.



Solution

Active Transformational / Transactional

Active transformational and transactional leadership styles that engage and challenge their followers to maintain strict compliance to safety, and promote safety among their peers, will create and maintain positive safety culture and reduce or eliminate injury and illness within their organization.

Result

Leaderships' effect on safety culture

Positive and engaged leadership that understands safety culture and maintains that culture within their organization, will positively impact occupational safety and health, develop improvements in OSH, and make progress unknown today.



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ANY QUESTIONS

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