



AMERICAN SOCIETY OF
SAFETY PROFESSIONALS

4 Safety Leadership Fundamentals: A Conversation With a Retired Naval Officer

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What Do You Know About Leadership

- What do your new employees know and do they really understand the concept?
- Have they been properly trained?
- Are you ready for your leadership role?
- Is your staff ready to assume the role?



The Organization

- Every organization has a safety culture of some level; your first step needs to be understanding it. In the EHS world, we often change organizational cultures from being obsessed with systems and data to focusing more on human interaction and behaviors. So, how do you introduce that sort of change?

It's Simple Really

- You focus on what the Du Pont corporation termed 'Felt Leadership'. It's not a new concept. In fact, it's been round for thousands of years. It simply means leading by example – 'walking the talk' – not because you must, but because you genuinely care about your people.



A Position of Leadership

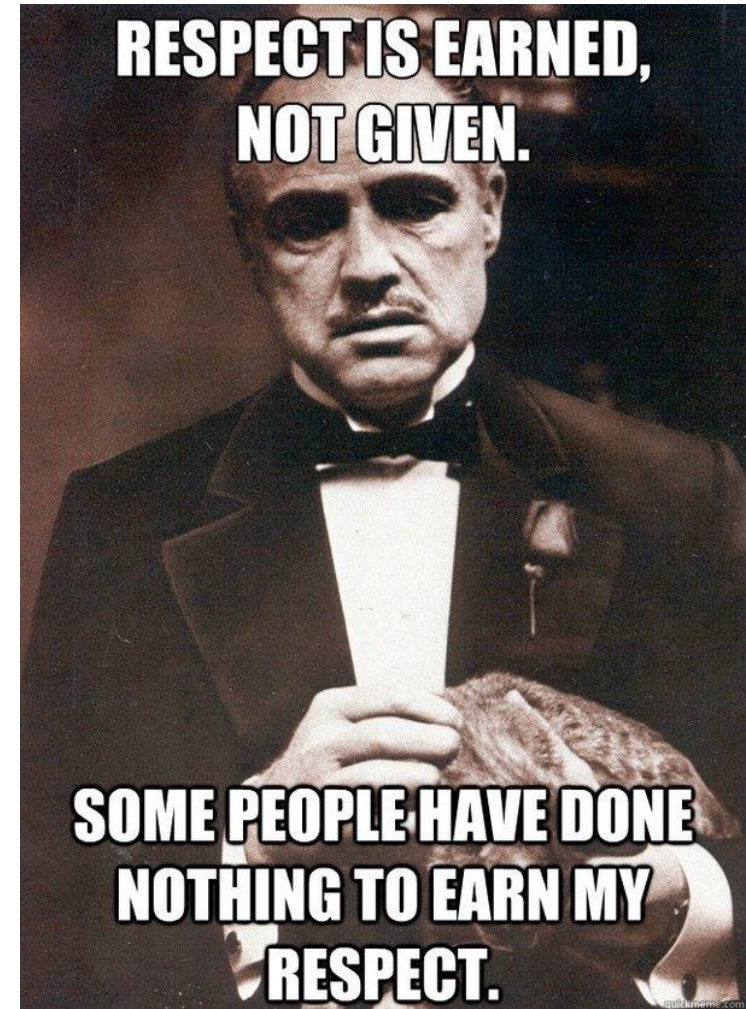
- Accountability- the quality or state of being accountable.
- Authority- the power to give orders or make decisions.
- Responsibility- the state of being the person who caused an action to happen.

You can delegate responsibility but not accountability



Respect

- Not Automatic
- Does not come with position or title
- Earned
- Goes both ways



Leaders

- Put people first.
- Communicate early, often and clearly.
- Set a clear vision for the future.
- Develop team leaders and members.



Be a Successful Leader

Successful safety leaders must motivate their workers, develop efficient strategies and a robust safety culture, and set a vision for the organization's future while maintaining core values.

Four Fundamentals every safety leader needs to understand to be effective.



Value Alignment

- Encouraging people to take personal responsibility for safety by setting expectations for each layer of management and employees that are linked to clear goals.



Systems & Monitoring

- Implementing a robust Risk or Safety Management System (SMS) that encompasses (but is not limited to) Preventive Maintenance, Operations, Inspections, Permitting Work Systems, Safety Meetings, Safety Committees, Risk Assessment Processes, Near-Miss reporting, and Training will assist leaders with both Leading and Lagging Indicators. This will allow more efficacy in systems and monitoring.



Education & Awareness

- Organizations should have safety leadership training so that safety leadership becomes an organizational core value. Effective assessment of the training strategy revolves around employees visibly observing the leadership commitment to a safe workplace, leaders in the organization being more knowledgeable on safety, and line management accepting their safety responsibilities. While the education addresses the need for supervisory skills, the organization will benefit greatly as organizational learning increases with its own awareness.



Exhibiting Visible Leadership

- Encouraging the management team (from most senior down) to exhibit visible leadership commitment to a safe workplace. This visible demonstration appears to take form of chairing safety meetings; ownership of the SMS (i.e. conducting risk assessments, investigating mishaps); involvement in quarterly reviews and training; two-way dialogue about safety with personnel; and site safety tours.



The Change

- Culture changes one person at a time. So says psychiatrist Leandro Herrero in his book *Viral Change* (2006). It is important to note that it doesn't mean it has to be slow either.
- Change is most effective when it spreads like a virus.



Safety Culture Change 4 Phases

- Phase 1: Enlist and educate leaders
 - Crucial here is taking it slow and providing a broad grounding in organizational and safety culture to a critical mass of the joint leadership.
- Phase 2: Assess the culture
 - No assessment is complete until you've spoken directly with enough individuals across the workforce to ensure that you've captured the unquantifiable, or the culture's history, narratives and underlying assumptions.

Steve Simon, Professional Safety, March 2012



Safety Culture Change 4 Phases

- Phase 3: Drive change from the grassroots
 - That entails setting up an infrastructure sturdy enough to empower frontline workers to exercise real leadership toward driving change, as opposed to just sitting on management committees.
- Phase 4: Design and implement culture-based projects
 - Managers and frontline employees alike must be equipped with the tools they'll need to target and develop projects that affect cultural norms, behaviors and beliefs.



You Must Understand

- **W**hat's
- **I**n it
- **F**or
- **M**e



Managing by Influence

- Your ability to make a positive impact on others (actions, decisions, or points of view). Peers, employees, and leaders respect and seek out influential professionals. The receiver determines your level of influence. Real influence comes from impact, not status.



Be An Effective Influencer



Five Styles

- 1. Asserting** – you insist that your ideas are heard, and you challenge the ideas of others
- 2. Convincing** – *you put forward your ideas and offer logical, rational reasons to convince others of your point of view*
- 3. Negotiating** – *you look for compromises and make concessions to reach outcomes that satisfy your greater interest*
- 4. Bridging** – *you build relationships and connect with others through listening, understanding and building coalitions*
- 5. Inspiring** – *you advocate your position and encourage others with a sense of shared purpose and exciting possibilities*



Which Style is Most Effective?

- 1. Asserting***
- 2. Convincing***
- 3. Negotiating***
- 4. Bridging***
- 5. Inspiring***

Which is yours and is it effective?



When Your Title Isn't Enough

- ***Personal influence is an essential leadership skill***
- 3 types of influencing tactics:
 - 1) ***Logical appeal*** – taps into people's reason and intellect. You present an argument for the best choice of action based on the organizational benefits, personal benefits, or both. (objective, logical, factual, and detailed evidence)
 - 2) ***Emotional appeal*** – connects your message, goal, or project to individuals' goals and/or values. Link your request to a clear and appealing vision the other person can fully support
 - 3) ***Cooperative appeal*** – builds a connection between you, the person you want to influence, and others to get support for your proposal. Working together to accomplish a mutually important goal.



What do these people have in common?



Madonna



Bill Gates



Mother Theresa

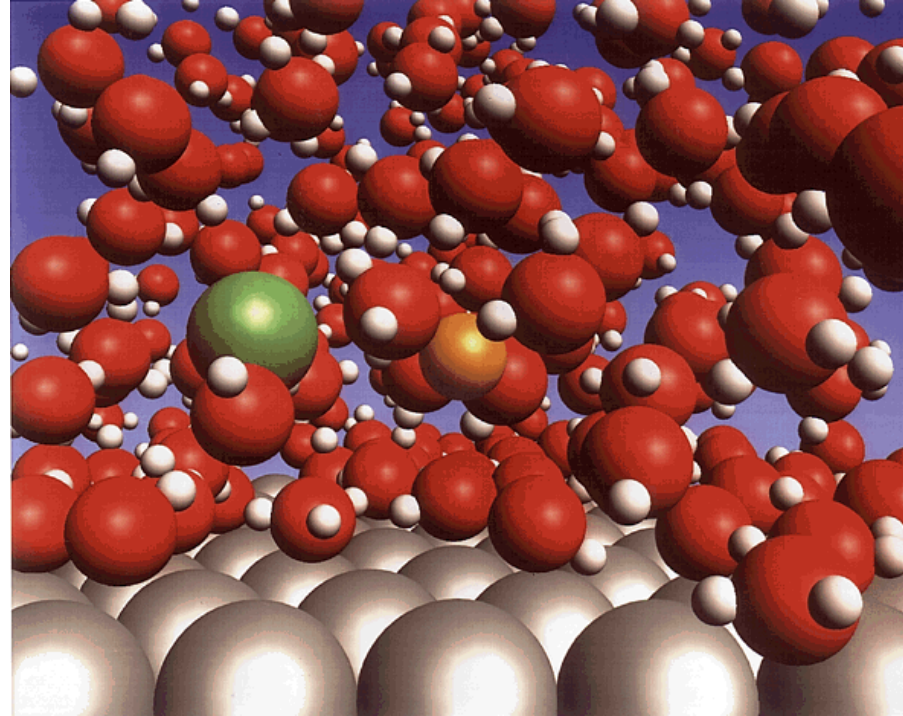


Pablo Picasso



Adolf Hitler

Everyone is a person of influence....



Even though we have an impact on nearly everyone around us, our level of influence is not the same with everyone



Bringing It All Together

- Consider a situation where you are trying to influence a situation/person
- What is your natural style?
- Validate which style should be used – understanding the audience and situation.
- Plan your approach—i.e. What are you trying to influence / what can you say or do to achieve your desired outcome?
- Pick a partner and role play – give feedback to each other.



Why do people make poor decisions?

First, let's remember there are GOOD and BAD decisions.....so why do we make poor choices?

What do you think



Employee Engagement Groups: US Working Population

- After trending up in recent years, employee engagement in the U.S. saw its first annual decline in a decade -- dropping from 36% engaged employees in 2020 to 34% in 2021. This pattern has continued into early 2022, as 32% of full- and part-time employees working for organizations are now engaged, while 17% are actively disengaged, an increase of one percentage point from last year.

<https://www.gallup.com/workplace/391922/employee-engagement-slump-continues.aspx>

