

# 21<sup>st</sup> Century Leadership



**What Makes a Leader Transformational?** Published by *Leadership Excellence Essentials* May 2016, Shawn M. Galloway  
**Are Your Supervisors Cops or Coaches?** Published by *BIC* October 2015, Shawn M. Galloway

# Session Objectives

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- ◆ Define terms with actions prior to unwanted event – Group Exercise
  - Safety
  - Safety Leadership
  - Safety Coaching
  - Post incident questions
- ◆ Safety Leaders Questions and Communications
- ◆ Describe how to complete the four steps of an investigation of unwanted event:
- ◆ Hierarchy of Controls

# Change is difficult

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# Group Exercise

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Team #1's – What is safety? Slogan?

Team #2's – What is safety leadership?

Team #3's – What is a safety coaching?

Team #4's – What is the most important questions after an injury?

# Pessimism –vs- Optimism

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*The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty.*

*Winston Churchill*

*The pessimist sees failure in every accident. The optimist sees opportunity to analyze, learn and prevent recurrence in every accident.*

*The only time a accident is totally negative is when we do not learn from it.*

*Dale Janes*

# Safety Leadership

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- Make the commitment to safety
- Demonstrate commitment - “Walk the talk”
- Be accountable for safety performance
- Encourage others to accept responsibility for safety
- Create a culture that values safety

# Respectful Communication Guidelines

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- R: take **RESPONSIBILITY** for what you say and feel, and speak words with words other can understand
- E: use **EMPATHETIC** listening, not just words but also feelings being expressed, non-verbal language including silence
- S: be **SENSITIVE** to differences in communication styles
- P: **PONDER** on what you hear and feel before you speak
- E: **EXAMINE** your own assumptions and perceptions
- C: keep **CONFIDENTIALITY**
- T: **TRUST** the process because we are not here to debate who

<https://youtu.be/1cx04tk2JUA?t=2s>

# 5 Key Coaching Tips - Coaching for Safety Success

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- **Safety it's a mindset.**
- **All good coaching starts by communicating the good and the goal.**
- **Coach as Encourager: Reinforce safe behaviors**
- **Coach as Mentor: Ask solution-focused questions**
- **Coach as Re-director: Redirect unsafe behavior by using the WIN formula.**
  - ✓ **Remind them of the good and the goal.**
  - ✓ **Tell what you Witnessed**
  - ✓ **Share the Impact of their behavior. (Ask some solution-focused questions.)**
  - ✓ **Tell what you Need from them, and get their commitment.**



# Why do you want to know why an unwanted event occurs?

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- ◆ Prevent further incidents
- ◆ Protect employees
- ◆ Save company money / protect jobs

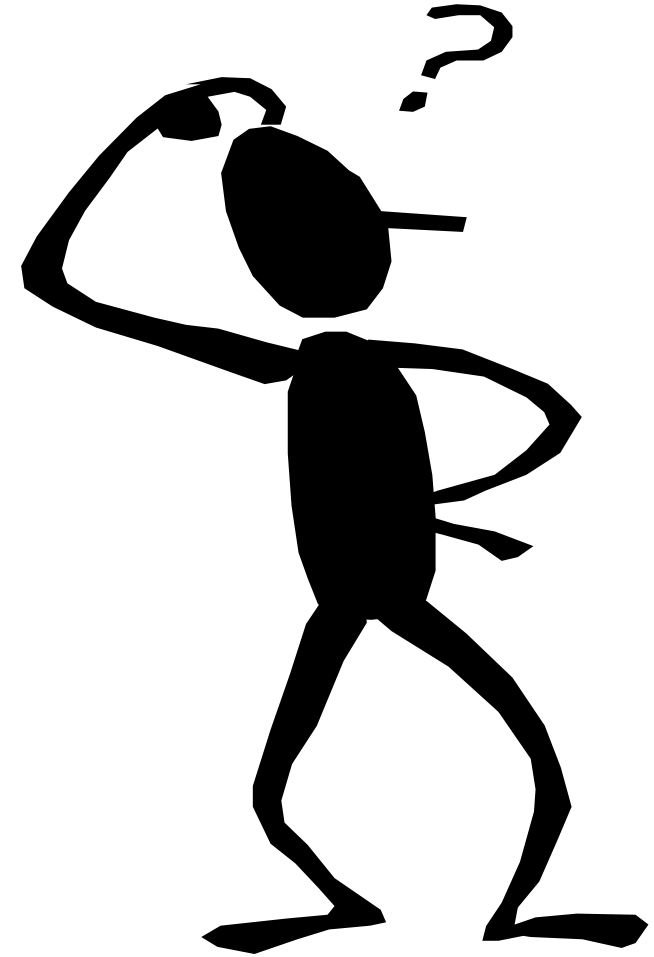


# A QUIZ!

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TO BE SURE YOU ARE COMFORTABLE WITH  
THESE FACT WRITING IDEAS .....

LETS TAKE A QUIZ



# TIMED QUIZ

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YOU WILL BE GIVEN A QUIZ

YOU WILL HAVE TO ANSWER THE QUESTIONS  
THAT F



**READ THE FOLLOWING STORY.  
THEN COMPLETE THE QUIZ.**

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**On a bright sunny day, a contractor arrived at a construction site. An accident had occurred.**

**A worker, wearing safety glasses, hard hat and safety harness, was shouting, in Italian, at a co-worker standing nearby. The other worker was wearing no safety equipment.**

**It seems a beam had fallen and ruined a day's work.**

**Watching the discussion were two other workers. One, a young bearded worker, was chatting with another worker who had long hair and wore jeans.**

# 60 SECONDS -----

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1. There are 5 people at the site. T F ?
2. It is spring or summer. T F ?
3. A steel beam has fallen. T F ?
4. The contractor saw a worker shouting. T F ?
5. The worker was shouting to tell his friend the boss was coming. T F ?
6. One worker is Italian. T F ?
7. The worker wearing the safety equipment did not cause the accident T F ?
8. The worker not wearing safety equipment caused the accident. T F ?

## 60 SECONDS -----

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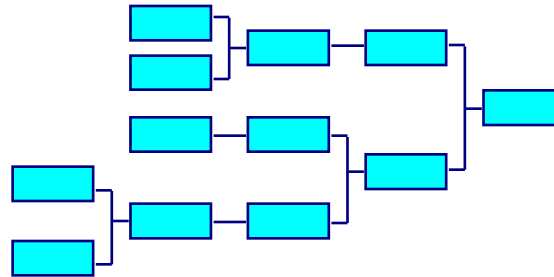
9. The worker not wearing safety equipment is not safety conscious. T F ?
10. Management is only concerned about meeting the work schedule. T F ?
11. The two workers chatting are wasting time. T F ?
12. The bearded worker is chatting with a woman. T F ?
13. If the long haired person in jeans is a man, is it possible that the bearded man loves him? T F ?
14. This is a good time to have a safety meeting. T F ?
15. Did you identify any mental models that might allow you to jump to unfounded conclusions? T F ?
16. Did answering these questions change your first impression  
of the scene? T F ?
17. No one was injured so the accident is no big deal. T F ?



# Basic Principles

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- ◆ An accident results from a combination of several causes.



- ◆ The solution to each accident can be found in a detailed analysis of the accident itself.

# Overview of the method

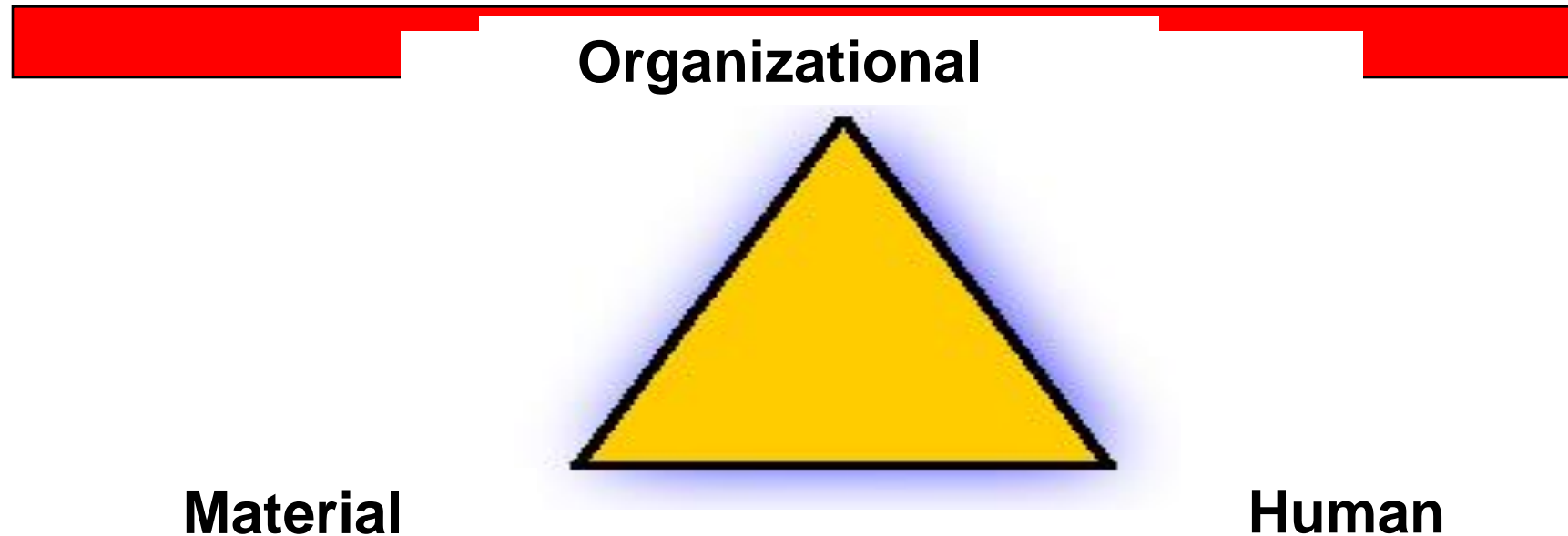
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1. ASSEMBLE A TEAM
2. DEVELOP A LIST OF FACTS
3. CONSTRUCT A FACT DIAGRAM
4. IDENTIFY TARGET FACTS AND SELECT CORRECTIVE ACTIONS



# Basic Principle of Identifying Causes

## Accident - Triangle



All three together = danger

Two or less = reduced or eliminated danger

The balance of the components determines the effectiveness of the interactions

# Organizational Solutions

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- ◆ Clarify Assignments
- ◆ Upgrade training
- ◆ Establish Operating Controls
- ◆ Revise Procedure
- ◆ Increase Audit Effort
- ◆ Improve Work Planning
- ◆ Use a checklist
- ◆ Improve Supervisory Example
- ◆ Improve Hazard Assessment
- ◆ Improve Training Assessment
- ◆ Resolve Conflict in Priorities

# Material Solutions

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- ◆ Modify Equipment Design (Materials of Construction, Size, Pressure and Temperature Constraints, etc.)
- ◆ Add Guarding
- ◆ Instrumentation and Controls
- ◆ Management of Change
- ◆ Modify Preventative Maintenance
- ◆ Reduce Noise
- ◆ Increase Lighting
- ◆ Change Specifications
- ◆ Communicate Limitations

# Human Solutions

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- ◆ Improve Hazard Recognition
- ◆ Improve Procedure Use
- ◆ Increase Knowledge
- ◆ Re-Train on Procedure
- ◆ Improve Clarity of Directions
- ◆ Resolve Conflicting Demands
- ◆ Address Physical Limitations
- ◆ Address Mental Limitations
- ◆ Address Fatigue
- ◆ Address Drug / Alcohol Issues
- ◆ Address Conduct or Behaviour Problem

# Investigation Method

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## 1. ASSEMBLE A TEAM

(Consider: Injured, observers, safety professional, person experienced in the method, safety committee member, decision maker, supervisor.)

## 2. DEVELOP A LIST OF FACTS

### Rules:

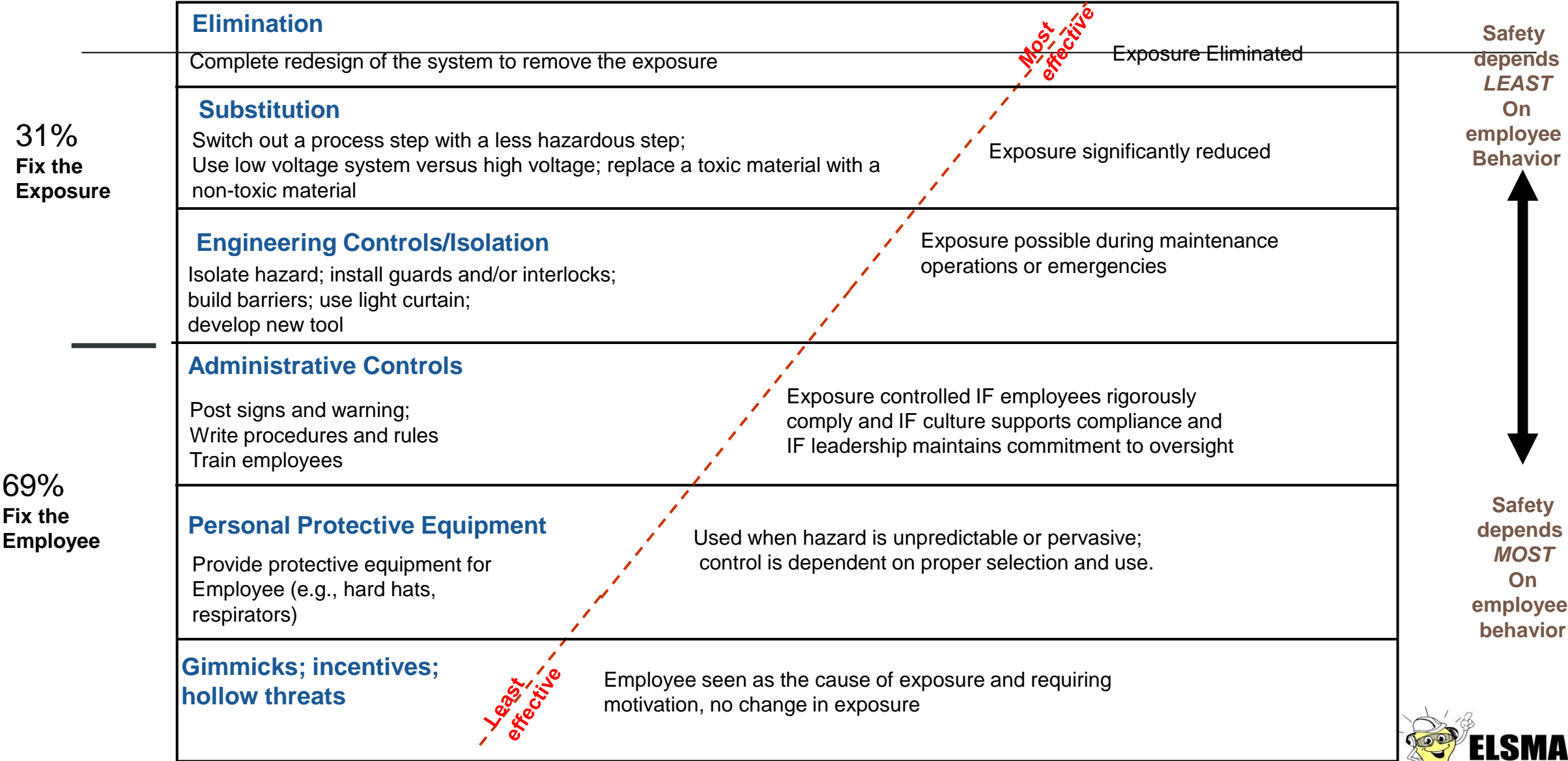
- a. One fact at a time.
- b. No value judgments
- c. No interpretations

## 3. CONSTRUCT A DIAGRAM

- a. Find the end result
- b. Identify the fact(s) that directly caused it to occur
- c. Check your logic
  - i. Was it necessary?
  - ii. Is/are the fact(s) sufficient?
    - a. If not, what else directly caused it?
    - b. If the fact(s) are both necessary and sufficient, start again with a new result.

## 4. IDENTIFY TARGET FACTS AND SELECT CORRECTIVE ACTIONS

# Hierarchy of Controls



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# Giving is the best communication

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