Leadership Skills that Shape and Keep a World Class Safety Culture

Presented by
Joyce Schroeder, M.S.
Culture Change Consultants, Inc.

Critical Success Factor: Focus on Culture

Culture is Not an Add-on or a Substitution

It’s Foundational!
Leadership Skills that Shape and Keep a World Class Safety Culture

Culture is . . . . .
- Culture is our set of basic assumptions and beliefs about reality.
- They determine the way we make decisions, feel, think and act.

Are you working above or below the waterline?
- Policies, Procedures, Training
- Norms and Assumptions
Leadership Skills that Shape and Keep a World Class Safety Culture

Safety Program in a Positive Culture

- Incident Investigation
- Policies and Procedures
- Industrial Hygiene
- Job Hazards Analysis
- PPE
- Training
- Contractor Safety
- Monthly Safety Inspections

Safety Program in a Negative Culture

- Incident Investigation
- Policies and Procedures
- Industrial Hygiene
- Job Hazards Analysis
- PPE
- Training
- Contractor Safety
- Monthly Safety Inspections

Stew and Broth Exercise

- Choose a program element.
- Discuss what leadership actions you have taken or observed that enhance this program element.
- Discuss what leadership actions you have taken or observed that work against this program element.
Leadership Skills that Shape and Keep a World Class Safety Culture

Critical Success Factor: Leaders Looking in Mirror

The Engine that drives culture change is LEADERSHIP

What is Leadership?

- Sets direction.
- Convinces people that it’s the right direction.
- Inspires and motivates people to follow.
Leadership Skills that Shape and Keep a World Class Safety Culture

Who Can Be a Leader?

Leadership comes from all levels of the organization.

Management
- Deals with complexity
- Creates Plans and Budgets
- Organizes and Staffs
- Directs, Controls and Solves Problems
- Works through Hierarchy

Leadership
- Deals with Change
- Sets Direction and Priorities
- Develops Alignment
- Motivates and Inspires People
- Works through Networks

Adapted from John P. Kotter

Why Should Leadership Focus on Culture?

- When leaders understand culture, they can use it or surmount it.
- If leaders do not understand culture, it will manage them.
Leadership Skills that Shape and Keep a World Class Safety Culture

Transformational Leadership Means Embedding New Assumptions

Critical Success Factor
Culture Change is Owned by Operations

Sharp End of the Spear
Risk Influence
Source: Todd Conklin
Leadership Skills that Shape and Keep a World Class Safety Culture

“We all know that we are safe enough here until we are not safe.”

“We want to create a culture where people feel safe enough to talk about how they really work.”

The Culture Iceberg™

Visible Culture
Policies, Procedures, Symbols, Rituals, Behavior

10%
90%

Invisible Culture
Norms
Assumptions
Beliefs

Titanic
Leadership Skills that Shape and Keep a World Class Safety Culture

**Cycle of Mistrust™**

1. Negative Action Observed
2. Forms Negative Assumption
3. Takes Protective Action
4. Negative Action Observed
5. Forms Negative Assumption
6. Takes Protective Action

**Breaking Cycles of Mistrust**

- Challenge your assumptions
- Concern
  - Seek to understand the other person.
  - Show respect for opinions that differ from yours.
  - Listen, then paraphrase what you hear.
- Integrity
  - Keep your commitments.
  - Walk the talk
- Results
  - Fix problems, not fix blame.
  - Make it a priority to respond to every concern.

**Skill Development:**

O-A-A
Leadership Skills that Shape and Keep a World Class Safety Culture

O-A-A

Observation-Assumption-Action (OAA)

Supervisor walks past breakroom.

Someone doesn’t make a deadline.

People aren’t following safety protocols.

Not doing different things. It’s doing things differently.

You have a choice about how you show up.
Leadership Skills that Shape and Keep a World Class Safety Culture

**Turn and Talk**

Instructions:
Choose a partner.
What will you do differently to build a positive safety culture?

**Questions?**