

# 8 COMPETENCIES OF SAFETY LEADER EXCELLENCE

*A Model for Strong Safety Leadership*

A man in a plaid shirt and jeans is smiling and holding a young girl in a yellow dress and a young boy in a blue shirt and jeans. They are standing in a doorway, looking out towards a bright, green outdoor area. A dotted line in shades of blue and green arches from the left side of the image towards the family.

**To change the lives  
of individuals and  
organisations for the  
better, every day.**

# Your Presenter

**Thibault Vincent, Principal Consultant**

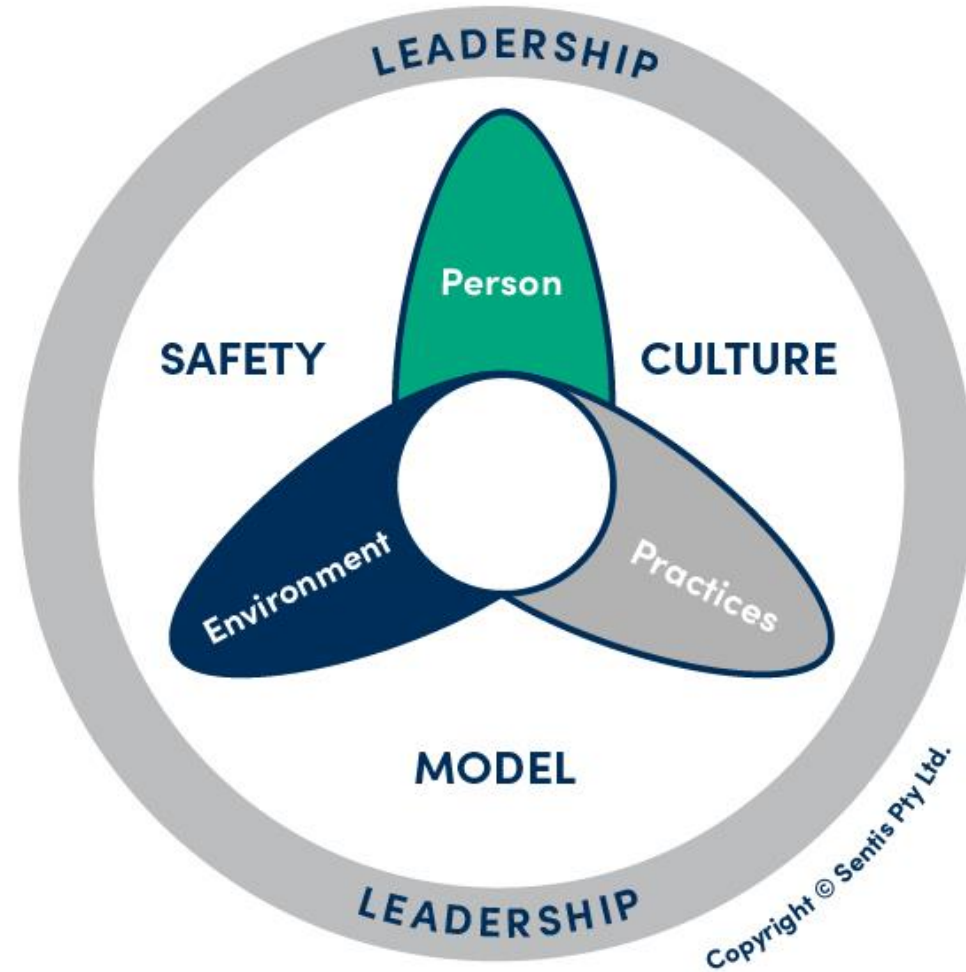


# AGENDA

- 1 THE SAFETY LEADERSHIP LINK
- 2 A MODEL FOR EFFECTIVE SAFETY LEADERSHIP
- 3 SAFETY LEADERSHIP COMPETENCIES IN PRACTICE
- 4 NEXT STEPS

# THE SAFETY LEADERSHIP LINK





# RESEARCH SAMPLE



11,468  
participants

representing all employee and leader levels



7  
industries



Agriculture



Oil & Gas



Manufacturing



Mining



Utilities



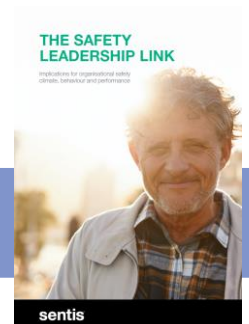
Education



Industrial  
Services



Access the research at [sentis.com.au/insights](https://sentis.com.au/insights)



# KEY FINDINGS



Safety climate is indicative of safety leadership ability



Increased production pressure and poor safety/production balance is indicative of poor leadership



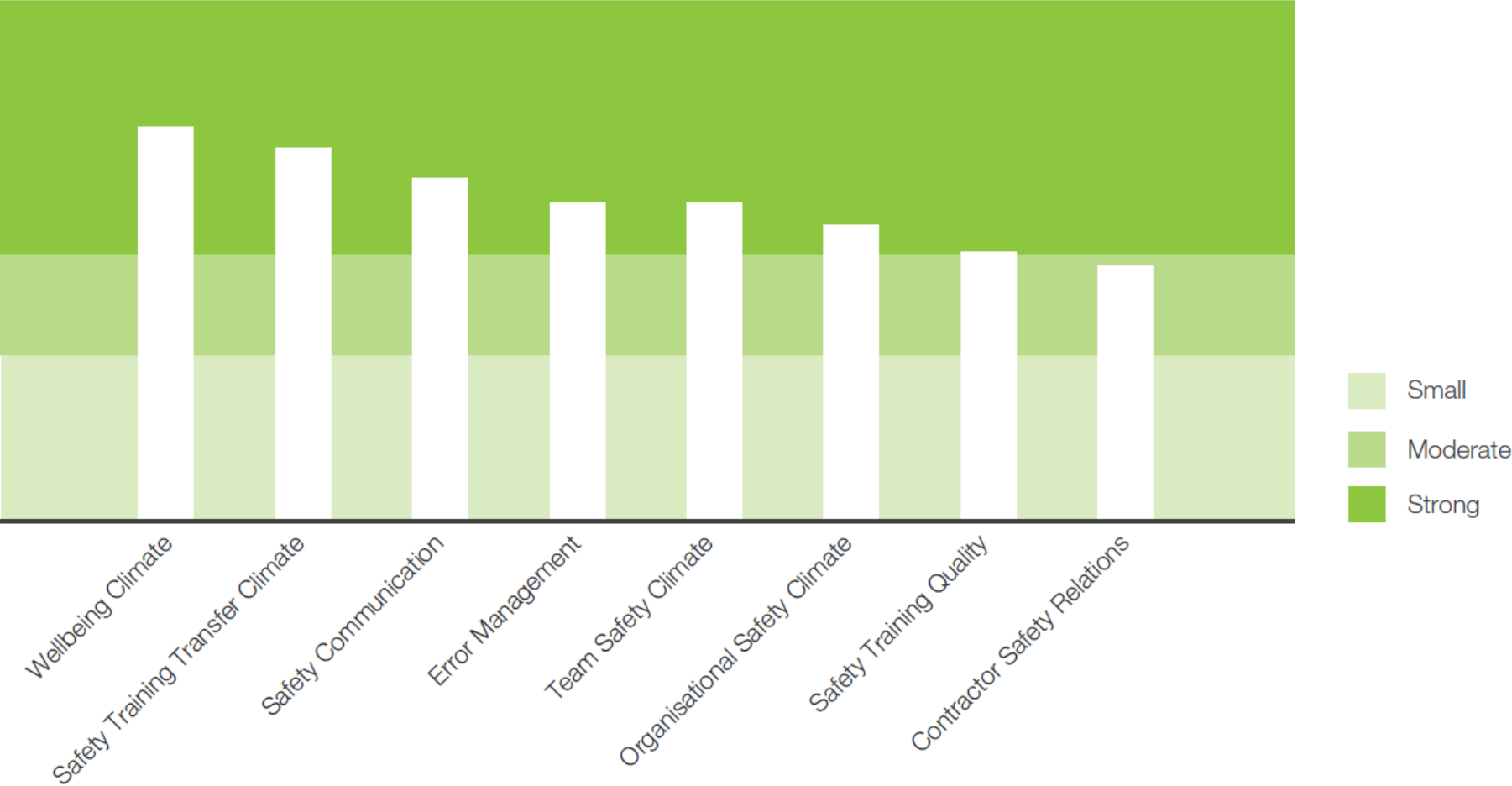
Improved safety leadership leads to improved team safety behaviour and performance



There is a strong opportunity to address wellbeing climate through safety leadership



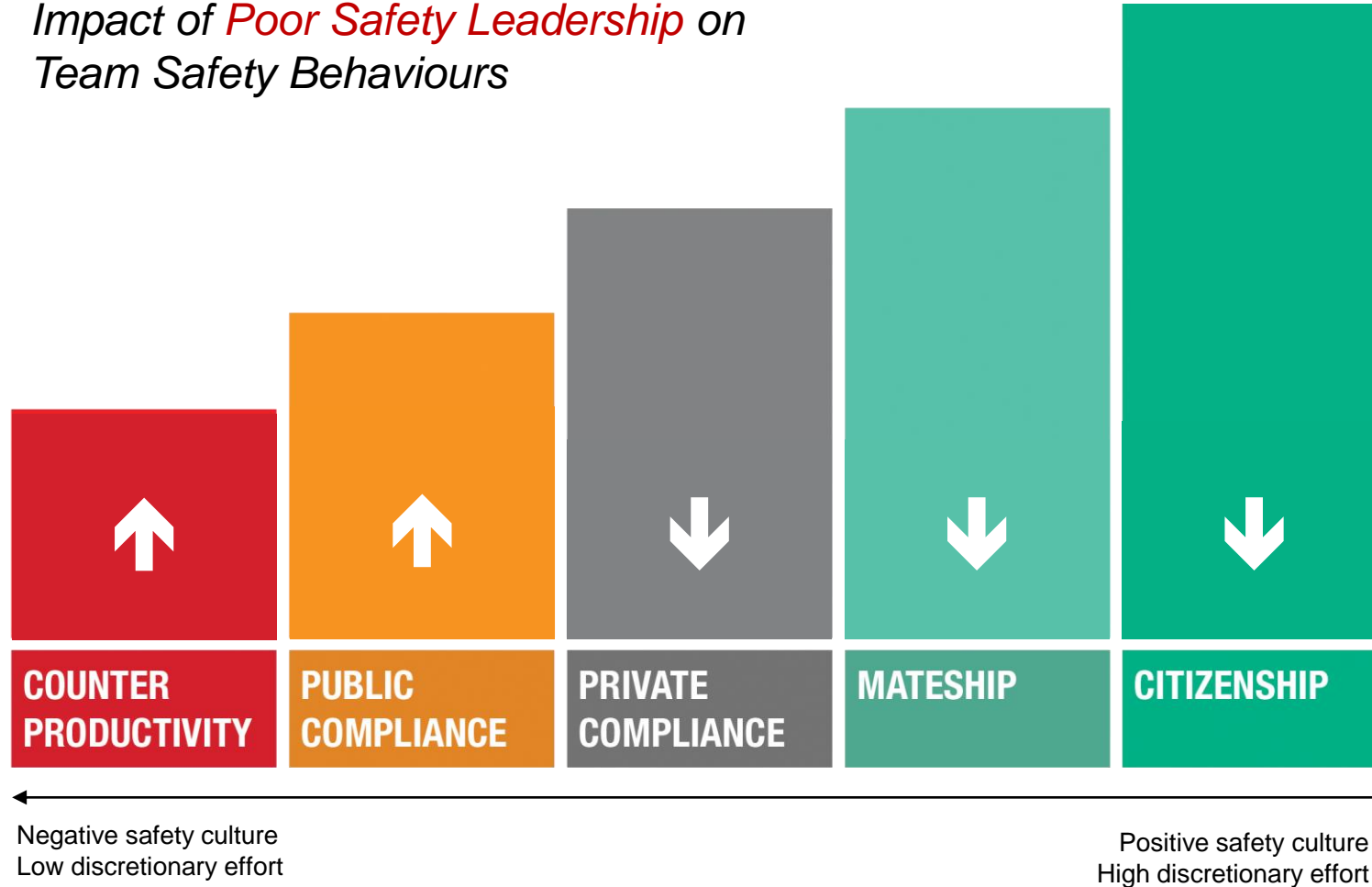
# Strength of relationship between safety leadership and safety climate indicators





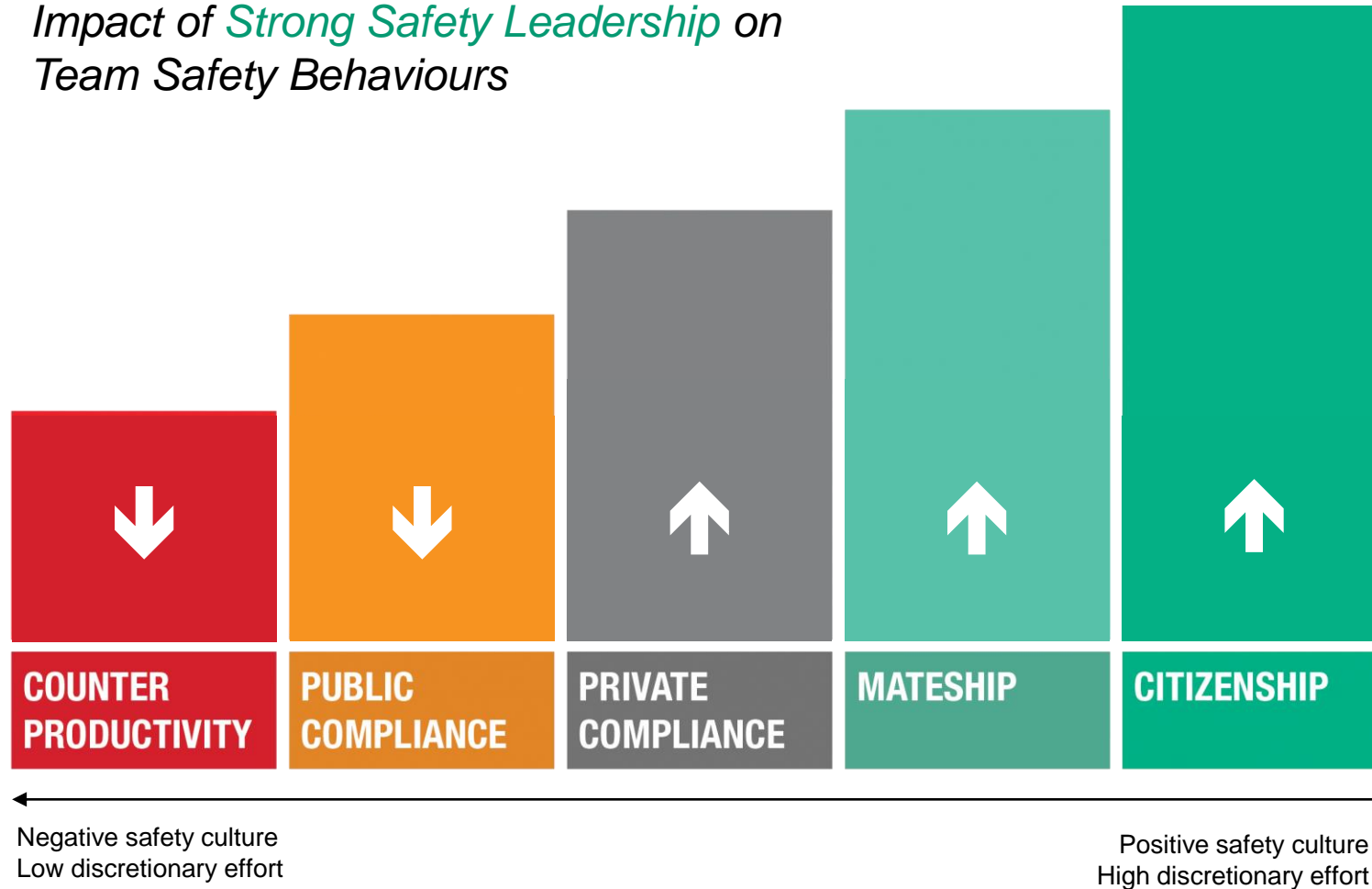
# THE LEADERSHIP LINK

Impact of *Poor Safety Leadership* on  
Team Safety Behaviours



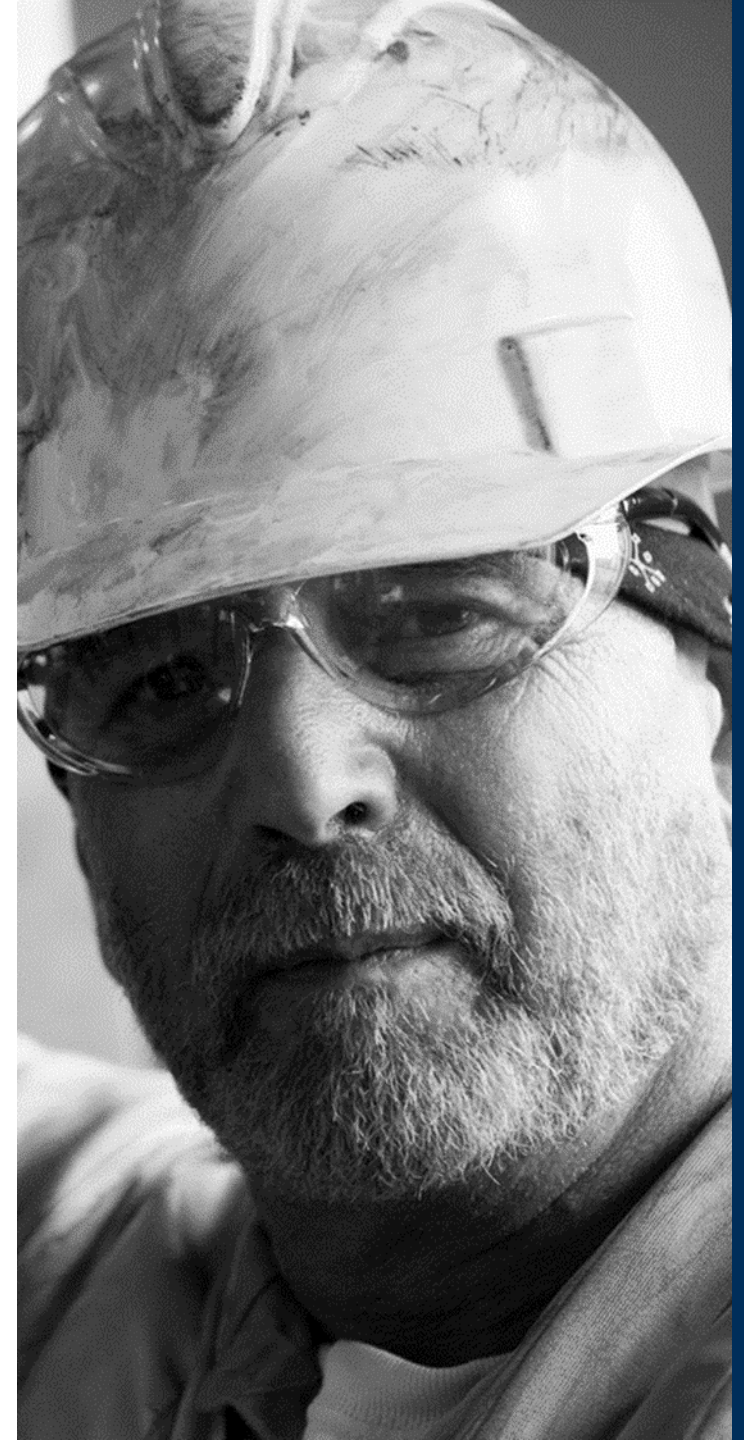
# THE LEADERSHIP LINK

*Impact of Strong Safety Leadership on Team Safety Behaviours*



# SYMPTOMS OF POOR SAFETY LEADERSHIP

- There's little transfer of skills acquired in training to on-the-job activities
- Communication is inconsistent across teams
- Neither positive nor poor safety performance is recognised or rewarded consistently
- Limited feedback from frontline workers about safety concerns or suggestions for improvement
- Errors or incidents are kept hidden, or the seriousness of events is downplayed
- Safety violations are dealt with inconsistently
- Safety briefings and meetings consist of unengaging, one-way communication
- Leaders shift the blame for poor safety performance to their teams or other external factors
- Senior management isn't visible to frontline workers and spends little time onsite engaging with employees
- Workers are reluctant to engage with wellbeing systems and policies



# A MODEL FOR EFFECTIVE SAFETY LEADERSHIP



# EFFECTIVE SAFETY LEADERSHIP



Sharing a **Vision** of the team's safety goals and communicating the 'roadmap' to achieve them.

**Inspiring** the team towards their vision with motivational and encouraging communications.

**Actively Caring** for the health, safety and general wellbeing of individuals within the team.

**Role Modelling** of safety-compliant behaviours, thereby setting the benchmark that is expected.

**Supporting** team members through active monitoring of team members' performance and compliance with safety standards.

**Recognising** and rewarding team members based on the achievement of high safety performance.

**Challenging** people to think about safety challenges and scenarios in ways that they might not have considered before.

**Collaborating** with the team on safety issues and decisions through a consultative process.

Transactional  
Leadership

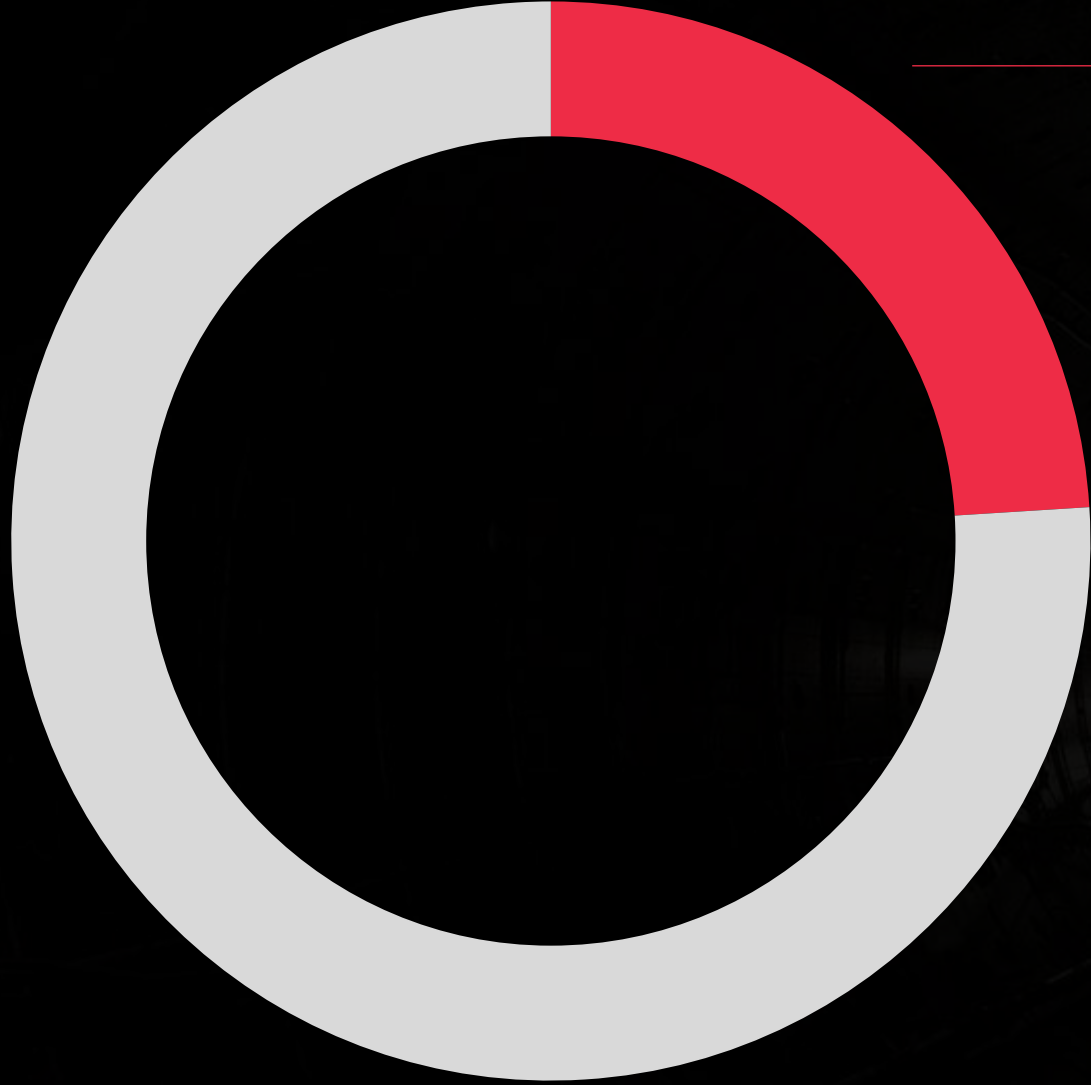


Transformational  
Leadership



**Let's take a quick poll...**





ONLY **24%** OF  
LEADERS DEMONSTRATE  
STRONG SAFETY LEADERSHIP

# RESEARCH SAMPLE



Access the research at [sentis.com.au/insights](https://sentis.com.au/insights)



## UPWARDS PERCEPTIONS OF SAFETY LEADERSHIP



**8212**  
participants

“How do I view my direct leader’s ability?”

## SELF-PERCEPTIONS OF SAFETY LEADERSHIP



**535**  
leaders

“How do I view my own ability?”



**9**  
industries



Agriculture



Oil & Gas



Manufacturing



Mining



Utilities



Aviation



Nuclear



Transport



Industrial Services



**5**  
locations

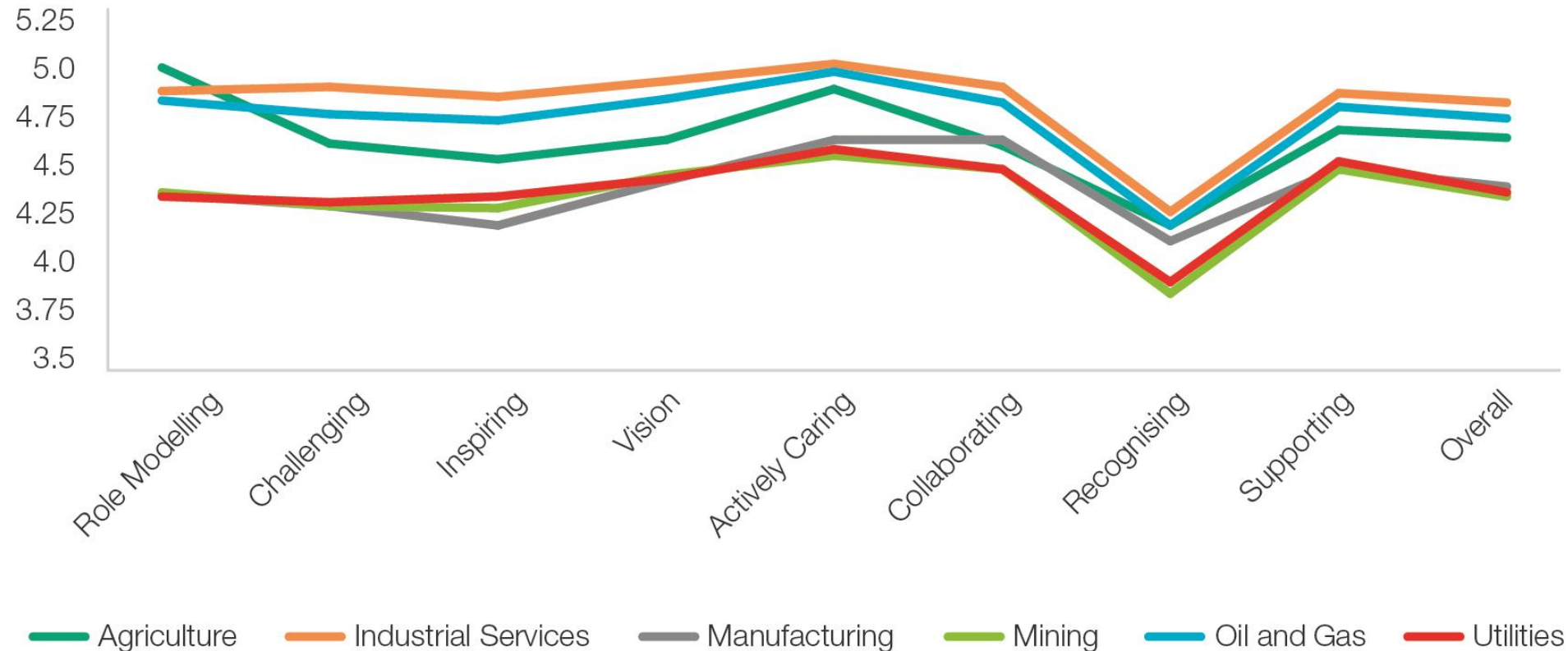
(Africa, Australia, NZ, USA, Global\*)

*\*clients who operate across multiple locations*

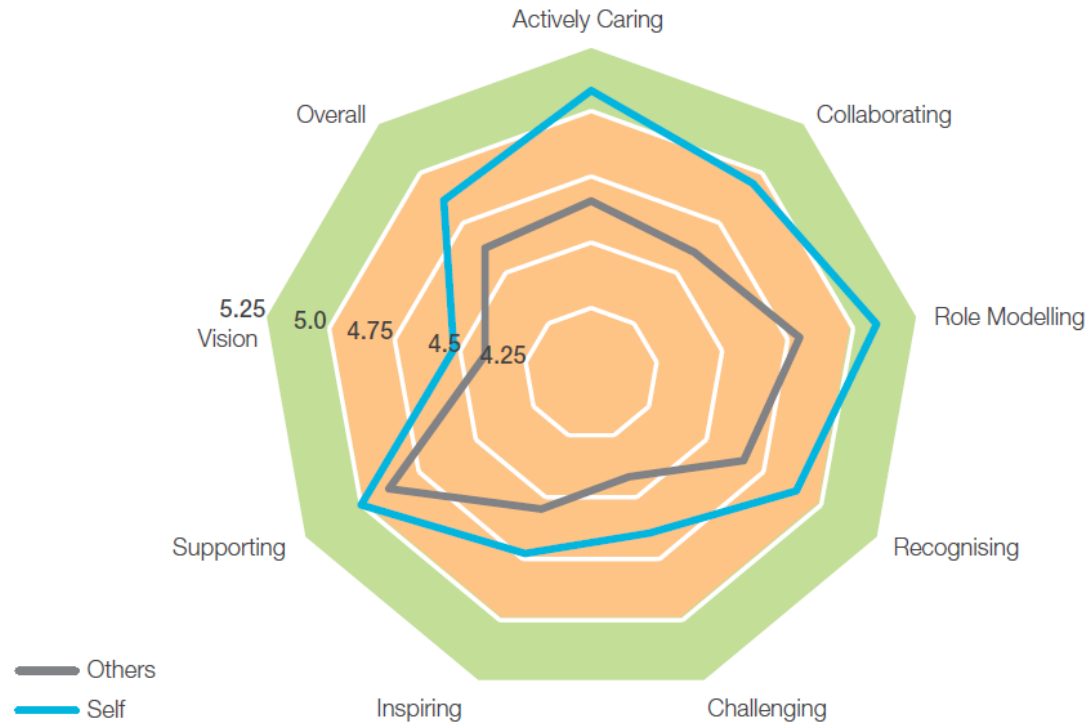
# INDUSTRY BREAKDOWN

Average upwards perception ratings of safety leadership

negative perception (<4)   fair perception (4-5)   positive perception (>5)



## Comparison of Self- and Others Ratings of Safety Leadership Ability at a Competency Level



*Note: Data used is a select sample (n=110) of participants who completed the survey as part of a 360° SLA, where team responses (while deidentified) are linked to a specific leader. The average leader to team ratio for this data set is approximately 1:4. Despite the smaller sample size, findings are significant and indicative of a trend.*

■ negative perception (<4)    
 ■ fair perception (4-5)    
 ■ positive perception (>5)

# STRONG SAFETY LEADERSHIP

- Creating and maintaining a work culture based on trust
- Inspiring teams to go above and beyond because they **want to**, not because they **have to**
- Challenging teams to think differently about safety and contributing to an improvement culture



# SAFETY LEADERSHIP COMPETENCIES IN PRACTICE



# PULLING THE RIGHT LEVERS AT THE RIGHT TIME



## The four strategies of a safety leader:

- The Leader as the **'Guide'**
- The Leader as the **'Coach'**
- The Leader as the **'Empowerer'**
- The Leader as the **'Advocate'**



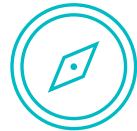
THE 'ADVOCATE'



CHALLENGE,  
COLLABORATE  
& DELEGATE  
(THE 'EMPOWERER')



MONITOR, COACH  
& INFLUENCE  
(THE 'COACH')



DIRECT, INSPIRE  
& MOTIVATE  
(THE 'GUIDE')

TRUST &  
WILL

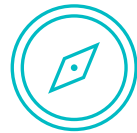
TIME & SKILL





**Let's take a quick poll...**

# THE FOUR STRATEGIES OF A SAFETY LEADER



The Leader as the **'Guide'**



The Leader as the **'Coach'**



The Leader as the **'Empowerer'**



The Leader as the **'Advocate'**



# THE LEADER AS THE 'GUIDE'

## Effective Skills:

- ✓ Outlines a clear safety vision and how to achieve it
- ✓ Role models expected behaviour
- ✓ Supports team with skills development and resources to do the job
- ✓ Recognises good safety outcomes and corrects gaps observed
- ✓ Actively listens and seeks to understand
- ✓ Promotes self-initiated reflection for safety investment
- ✓ Addresses challenges and find solutions in the moment



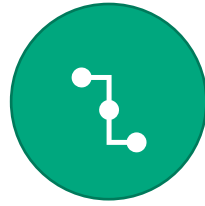


# THE LEADER AS THE 'GUIDE'

How:



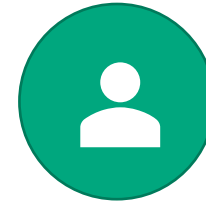
Find the time



Join the dots



Give people 'just  
enough rope'



Hold people to  
account





# THE LEADER AS THE 'COACH'

## Effective Skills:

- ✓ Challenges people to think differently about safety
- ✓ Encourages workers to discuss and resolve safety issues
- ✓ Suggests sources of inspiration to solve the safety challenge
- ✓ Provides ongoing feedback about safety decisions onsite
- ✓ Uses a combination of tangible and intangible rewards (e.g. verbal praise) to acknowledge safety success





# THE LEADER AS THE 'COACH'

How:



Become a master of questions



Apply appreciative inquiry skills



Know what inspires your people



Hold your ground and help people to resolve their own challenges



# THE LEADER AS THE 'EMPOWERER'

## Effective Skills:

- ✓ Tailors the safety vision to target specific growth areas within the team
- ✓ Strategically shares information about safety onsite to increase individuals' sense of personal responsibility
- ✓ Provides opportunities for the crew to take more personal responsibility for their safety
- ✓ Encourages workers to recognise and reward each other for high safety performance





# THE LEADER AS THE 'EMPOWERER'

How:



Become a master  
of effective  
recognition



Learn to foster  
collaboration



Give over the  
keys to the car





# THE LEADER AS THE 'ADVOCATE'

## Effective Skills:

- ✓ Actively cares for the health and wellbeing of their people
- ✓ Actively listens to teams needs
- ✓ Role models organisational expectations
- ✓ Supports organisational goals by promoting them to team
- ✓ Recognises and promotes team effectiveness to senior leadership
- ✓ Addresses challenges up and down the line to find best solutions for team and organisation



# THE LEADER AS THE 'ADVOCATE'

How:



Ramp up your  
emotional  
intelligence



Ramp up your  
diplomacy skills



Know the safety  
vision well and  
find your 'pitch'



Become a 'poster  
child' for  
psychological  
safety



# NEXT STEPS



# EQUIPPING LEADERS



Help your leaders understand the organisational context



Assessment against Safety Leadership Competencies



Targeted training to influence positive team safety attitudes and behaviours



Coaching sessions to develop individual opportunity areas

# Q&A

Over to you




DISCOVER MORE

# Safety Leadership Development

Support your leaders to enact safety culture change



Would you like more information on Sentis' safety leadership development process (assessment, coaching and skills-based training programs)?

 Express your interest

EXCLUSIVE WEBINAR OFFER

# ZIP Essentials: The Psychology of Safety

## Complementary Trial



Access the first three modules of **ZIP Essentials: The Psychology of Safety** free of charge for 30 days\*

1. Introduction to ZIP Essentials
2. Understanding Safety Citizenship
3. Attitudes Behaviour Results (ABR): A Model for Life



Express your interest

# Get in touch

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