

CREATING A COMPELLING SAFETY VISION

For Safe, Productive Work

Webinar Panel: How to use

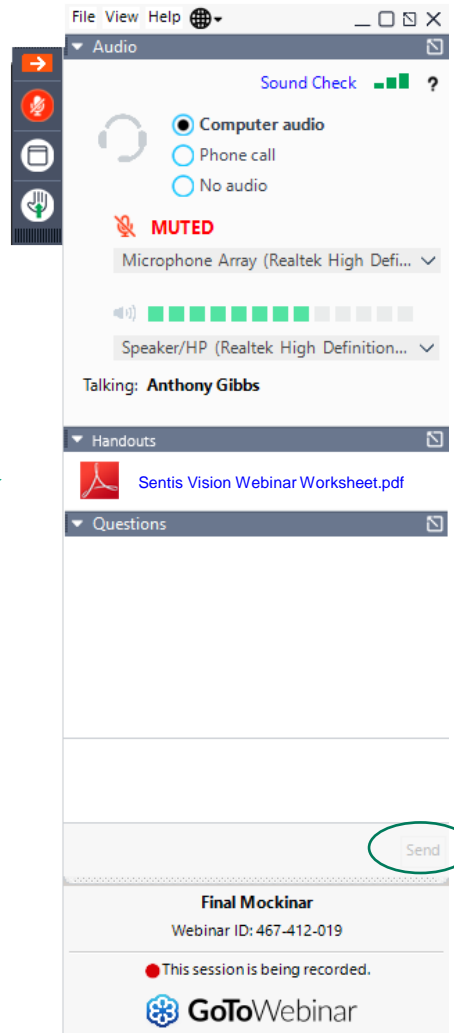
Open/close your control panel here

Participants are muted

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Today's webinar is being recorded



A photograph of a man with short grey hair and a beard, smiling broadly. He is holding a young girl with long blonde hair in a yellow dress and a young boy with blonde hair in a blue t-shirt and dark jeans. They are standing in a doorway, looking out at a bright, green outdoor scene. A decorative dotted line in shades of blue and green arches over the family from the left side of the frame.

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



Your Presenter

Anthony Gibbs, CEO

Today's handout



Insight-led.
Interactive.
Outcome-driven.

Creating a Compelling Safety Vision for Safe, Productive Work

The ability to create, promote and maintain a clear vision for safe, productive work is a core safety leadership competency. Yet, in a recent study of 535 leaders representing four high-risk industries, only 12% rated themselves as highly effective at sharing a safety vision, while almost one in four rated themselves as ineffective. Leaders who can communicate a safety vision will assist their team to see how the vision can practically be implemented through their day-to-day operations. They encourage employees to continuously embrace the vision and, as a result, see improved engagement and safe work performance from the team.

ONLY 1 IN 4 LEADERS DEMONSTRATE STRONG SAFETY LEADERSHIP

8,747 surveys completed
8,212 respondents' perceptions of safety leadership
535 self-perceptions of safety leadership
9 industries
5 locations

Creating a Compelling Vision for Safe, Productive Work

Why Vision?

The ability to create, share and reinforce a compelling safety vision is a leadership skill that motivates and provides guidance and direction. A safety vision sets the standard of excellence and gives individuals a goal to work towards. It creates meaning in the day-to-day safety activities that teams undertake.

When a team is inspired and engaged by a vision, they know where they are going and what they need to do to get there. Importantly, they continue to work towards shared goals associated with the vision, even when their leader is not physically present.

Strong safety leaders understand what it will really take to achieve the vision, are able to clearly articulate the vision to their teams in inspiring and engaging ways, and role-model the attitudes and behaviours required to achieve the vision on a constant basis.

SAFETY

VISION AS A CORE COMPETENCY

In our recent study of 535 safety leaders, results indicated that leaders rate themselves lowest for Vision, a core safety leadership competency.

CREATING A COMPELLING SAFETY VISION



Adapted from Simon Sinek's Golden Circle

MY LEADERSHIP REFLECTION

STRENGTHS	OPPORTUNITIES

Effective Safety Leadership

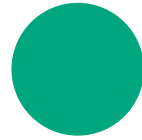
Eight critical behaviours define effective safety leadership performance. Scientifically-validated, the Senti's Safety Leadership Model below details these eight competencies:



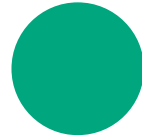
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- **Supporting** team members through active monitoring of team members' performance and compliance with safety standards.
- **Recognising** and rewarding team members based on the achievement of high safety performance.
- **Actively Caring** for the health, safety and general wellbeing of individuals within the team.
- **Collaborating** with the team on safety issues and decisions through a consultative process.
- **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.
- **Role Modelling** of safety-compliant behaviours, thereby setting the benchmark that is expected.
- **Challenging** people to think about safety challenges and scenarios in ways that they might not have considered before.

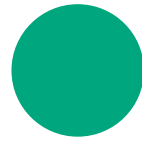
AGENDA



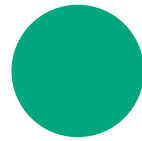
EFFECTIVE SAFETY LEADERSHIP



THE CURRENT INSIGHTS—WHY VISION?



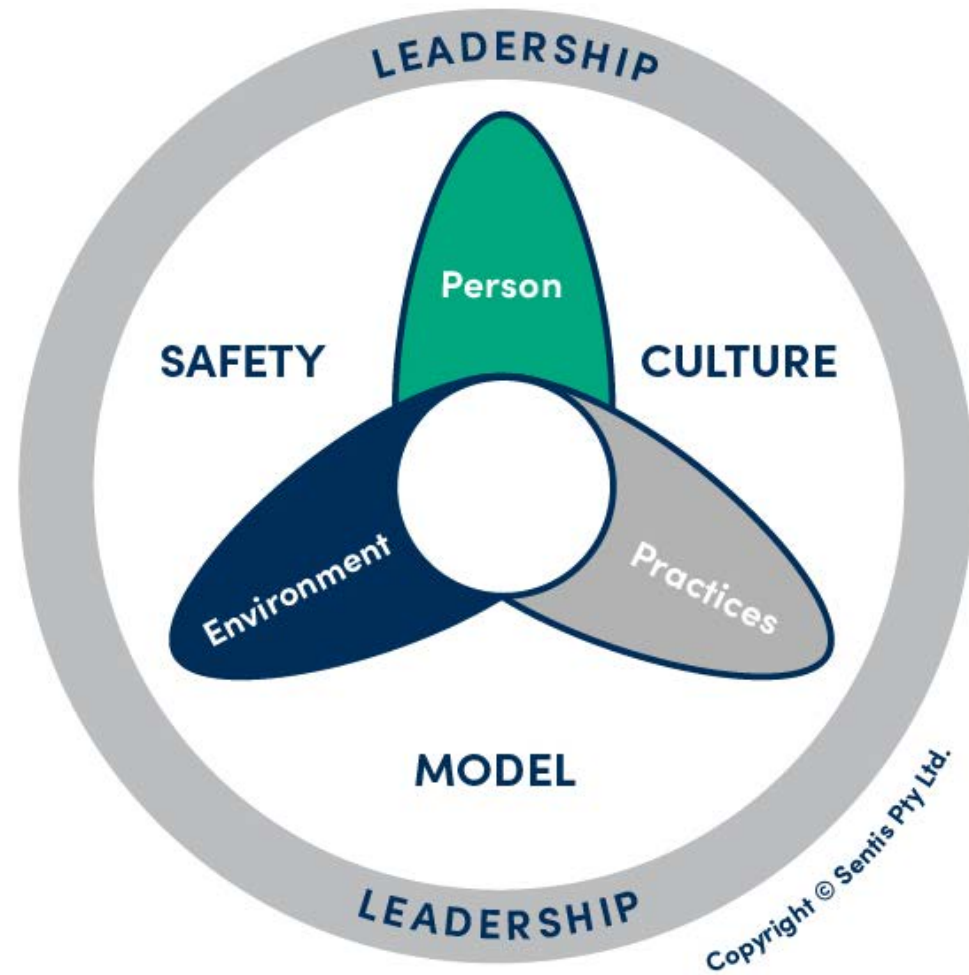
THE BRAIN & CHANGE



WHAT GOOD LOOKS LIKE

EFFECTIVE SAFETY LEADERSHIP





EFFECTIVE SAFETY LEADERSHIP



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.

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

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

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.

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

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



Let's take a quick poll...

THE CURRENT STATE OF SAFETY LEADERSHIP



RESEARCH SAMPLE

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

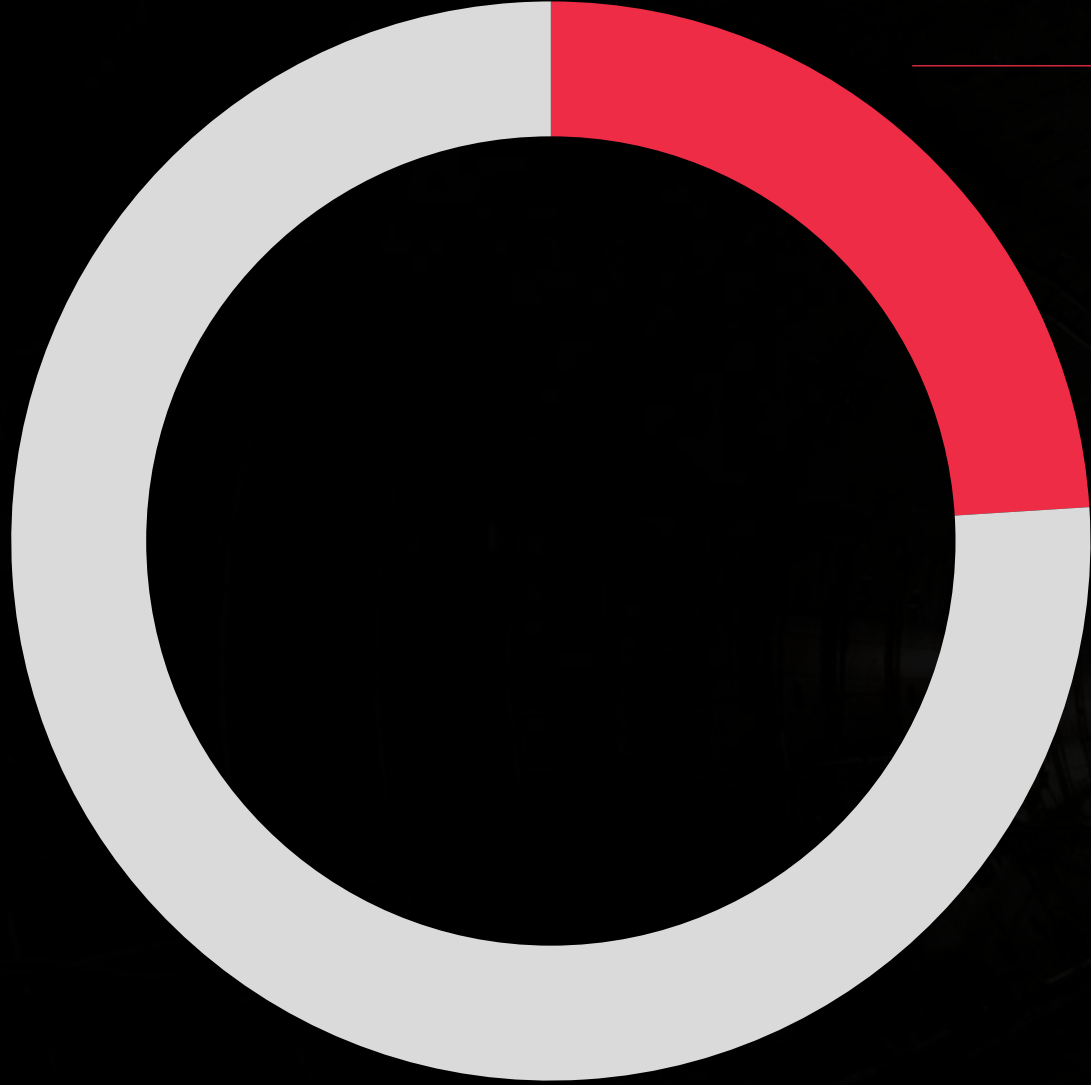


5

locations

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

**clients who operate across multiple locations*



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



Let's take a quick poll...

99

**Few, if any, forces
in human affairs
are as powerful as
a shared vision.**

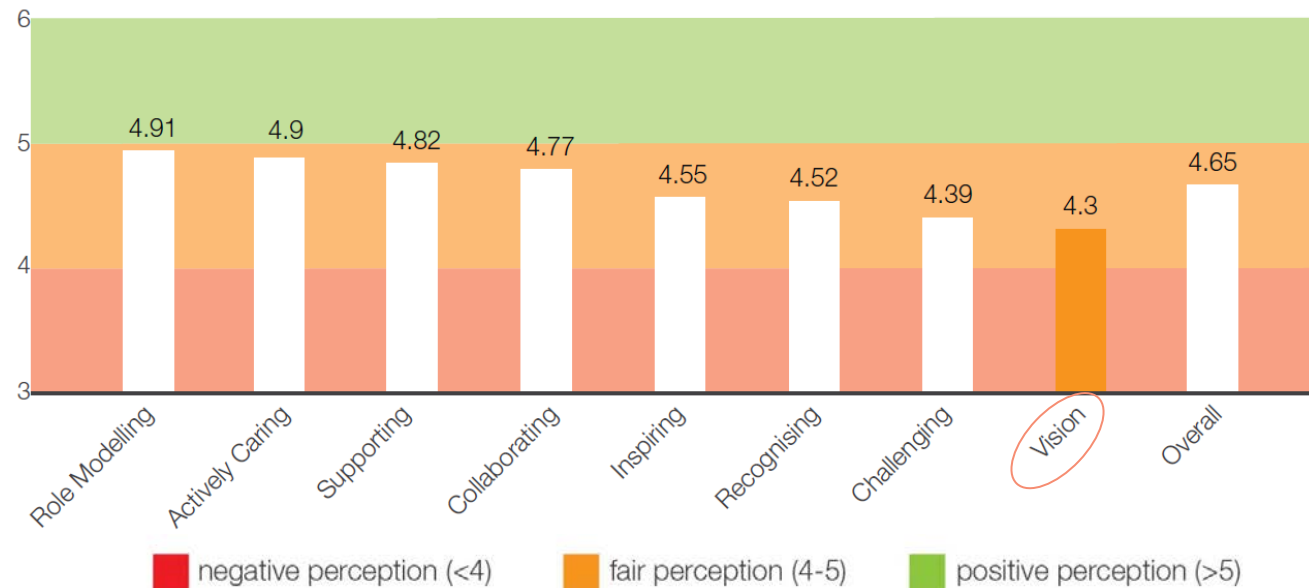
— Peter Senge

WHY VISION?



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Average Self-Ratings of Safety Leadership by Competency

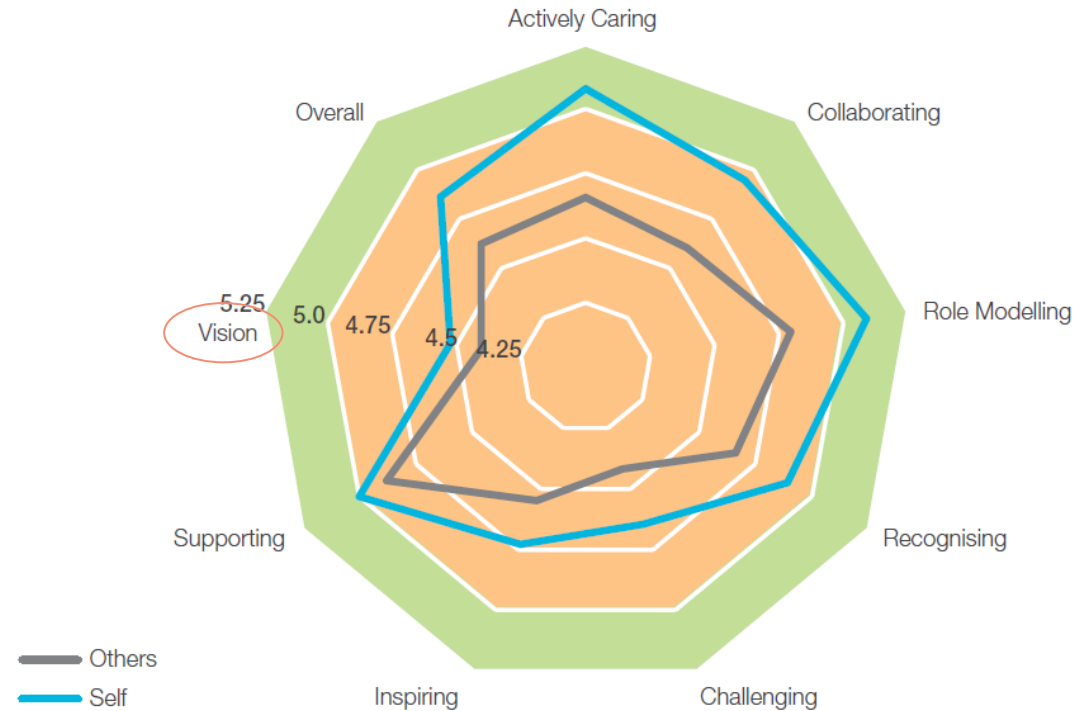


WHY VISION?



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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)

DRIVING A POSITIVE SAFETY CULTURE

Top five strength areas identified across sites operating at *Private Compliance* and *Mateship* levels of safety culture maturity.

Safety Culture Dimension	Strength Frequency (% of Sites)
Safety mission and vision*	60%
Management safety commitment*	60%
Within-team safety communication	50%
Safety responsibility*	50%
Team support for safety	40%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70).

Based on a separate study of 73 organisational sites. See our 'Driving a Positive Safety Culture' study for more detail, available at sentis.com.au/insights

WHY DO WE STRUGGLE WITH VISION?



The lack of an organisational vision for the leader to link own team safety vision to



Leader doesn't understand or support the organisational vision



The vision seems too far away or unachievable



The leader has difficulty maintaining focus on end goal while dealing with current realities



The leader has difficulty finding the right pitch to inspire teams on the journey

THE BRAIN AND CHANGE



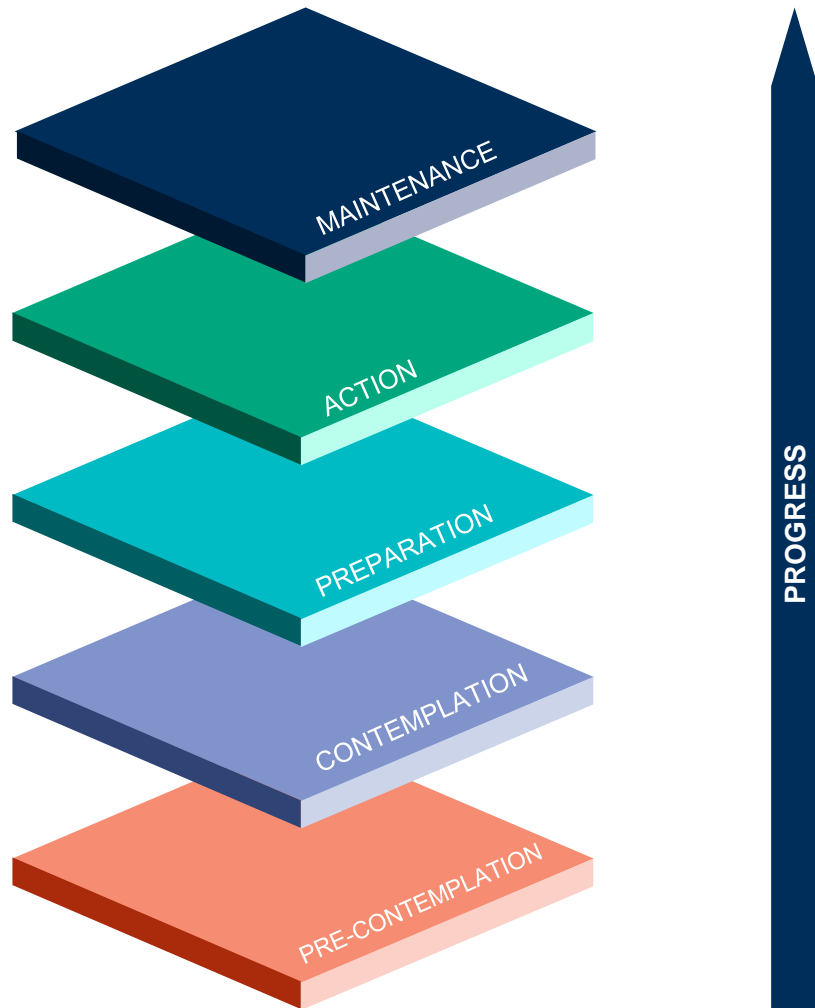


Brain Fact: Our brain loves to predict the future based on previous patterns

NOW CONSIDER THIS...

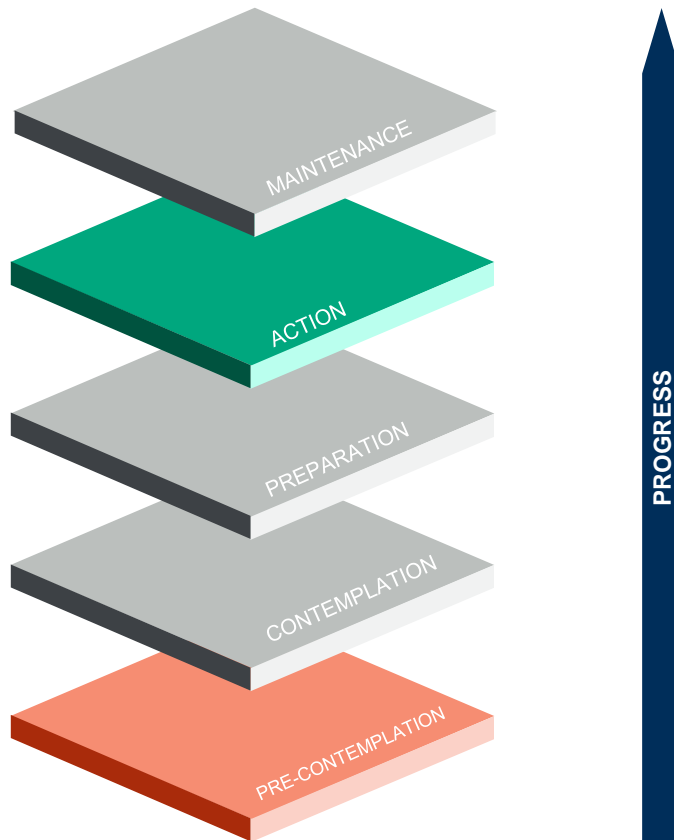
- Creating new patterns = expending high levels of energy
- Expending lots of energy can = threat
- However, once a new pattern exists it ultimately conserves energy in the long run
- So what? Introducing a new safety vision or evolving an existing safety vision requires our brain to create a new pattern

STAGES OF CHANGE



Adapted from Prochaska & DiClemente

MOVING FROM PRE-CONTEMPLATION TO ACTION



FOR CHANGE TO OCCUR HUMANS
REQUIRE THREE THINGS:

1. A compelling reason or motivation to change
2. The knowledge of how to change
3. Repeated focus and practice

**WHAT GOOD
LOOKS LIKE**



Safety Vision Statement



SAFETY is our number one priority at [REDACTED]. We are determined in our commitment to the health and safety of our employees, customers, and community. We will continually improve our processes, demonstrate leadership, and promote comprehensive safety. We will require individual accountability, expect all employees to adhere to our safety standards, and actively participate in and support the advancement of our health and safety practices. Safety is the responsibility of all management and employees of [REDACTED]. Everyone is responsible for achieving zero accidents resulting in a SAFE day, a SAFE tomorrow, a SAFE year, and a SAFE career.

██████████ Company
Safety Mission Statement

At ██████████ Company, safety on the job and the health and personal safety of each employee is of primary importance in all phases of operation and administration. By providing a safe and healthy workplace, ██████████ Company upholds their moral responsibility to protect all employees and the public.

In accordance with state laws and regulations, federal standards, and company policy, the first order of business at ██████████ Company is to ensure the safety and health of employees at all times.

SAFETY MISSION STATEMENT

██████████ Companies is committed to providing a safe work place for all of its employees and those of its subcontractors. No single facet of ██████████ operation is of greater importance.

██████████ has an extensive history of taking measures to educate its workforce, insuring all projects operate under the safest possible conditions. A robust in-house safety program, headed by a dedicated, full-time Corporate Safety Director, works "day-in and day-out" with all levels of ██████████ personnel, clients and authoritative organizations to identify potential hazard(s) and rapidly mitigating their risk.

██████████ is a charter member of the ██████████, and is an active participating member of the ██████████

██████████ is involved as a member chair of the ██████████ Safety Committee, and has been recognized for the effectiveness of its safety program through its participation in the ██████████ Health and Safety Excellence) partnership program.

The results of these efforts provide a safe work environment for our employees, and strongly affects the overall success of the [REDACTED] Companies. Our goal is accident-free work while providing the high level of quality that has been a trademark of the [REDACTED] Companies since its founding.

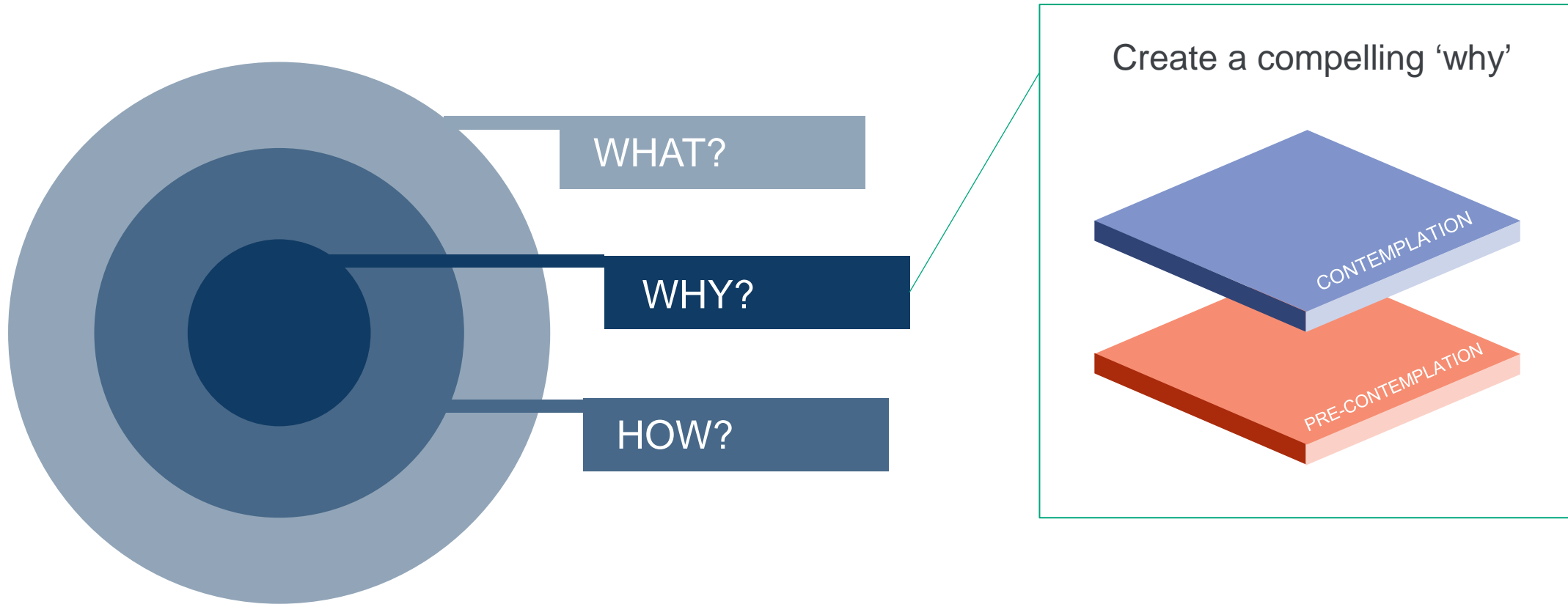
Our Safety Vision

Our shared vision is to provide a working environment free from harm by promoting a positive culture and continuously improving the health, safety and wellbeing of our workforce.

Our commitment to our employees and stakeholders is demonstrated by our leadership team's management of Health, Safety, Security and the Environment and our continual drive towards zero incidents. This can be seen in our global vision statement It has to be

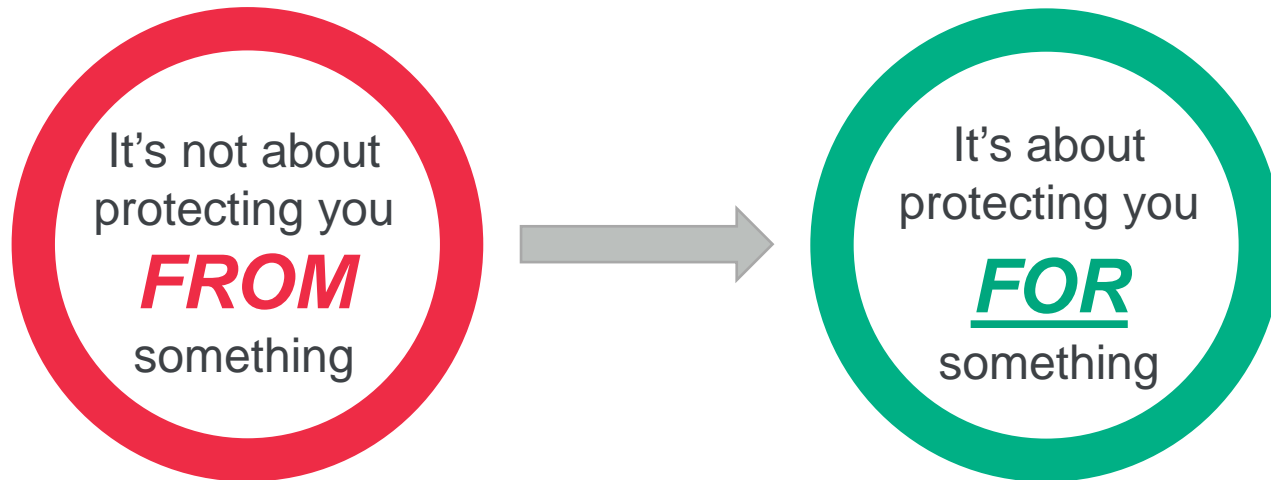
We are focused on creating a safe working environment where our workforce is empowered to Step Up, take action and be responsible for their own health and safety and that of others affected by their acts or omissions.

FINDING A COMPELLING REASON TO CHANGE

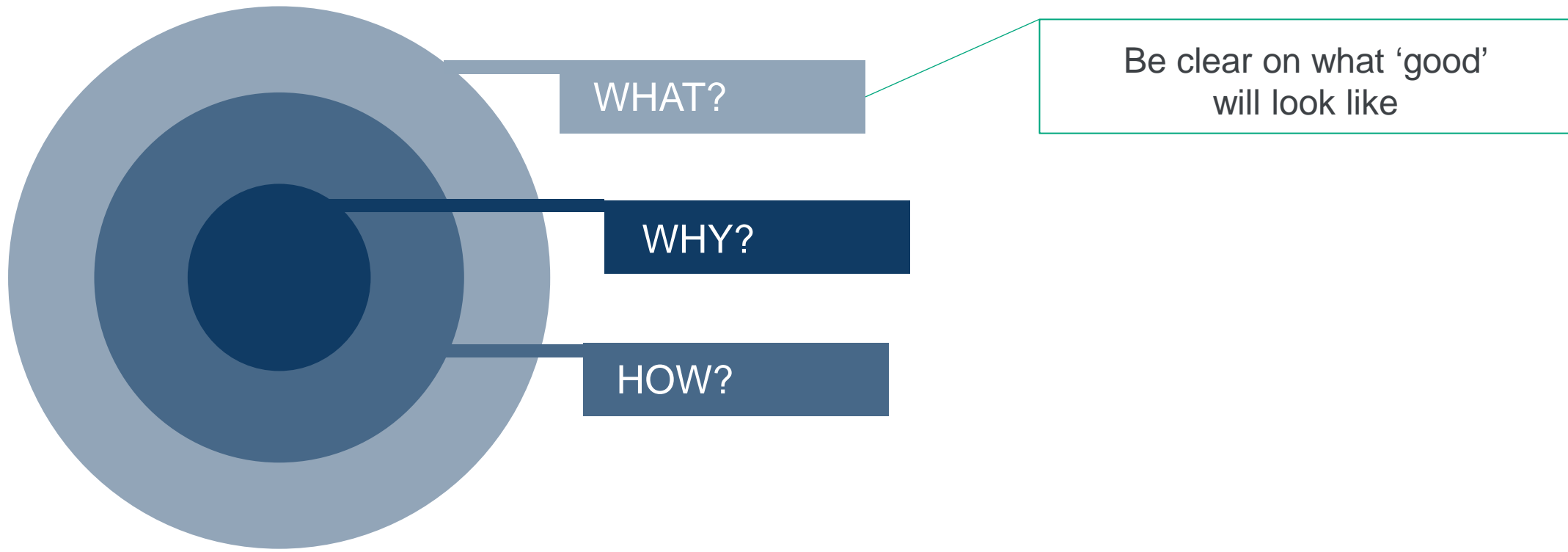


SAFETY AS A CURRENCY

When we stay safe, we continue to earn the money we use to invest in the people and things that are most important to us.



PROVIDING A NEW PATTERN TO FOLLOW



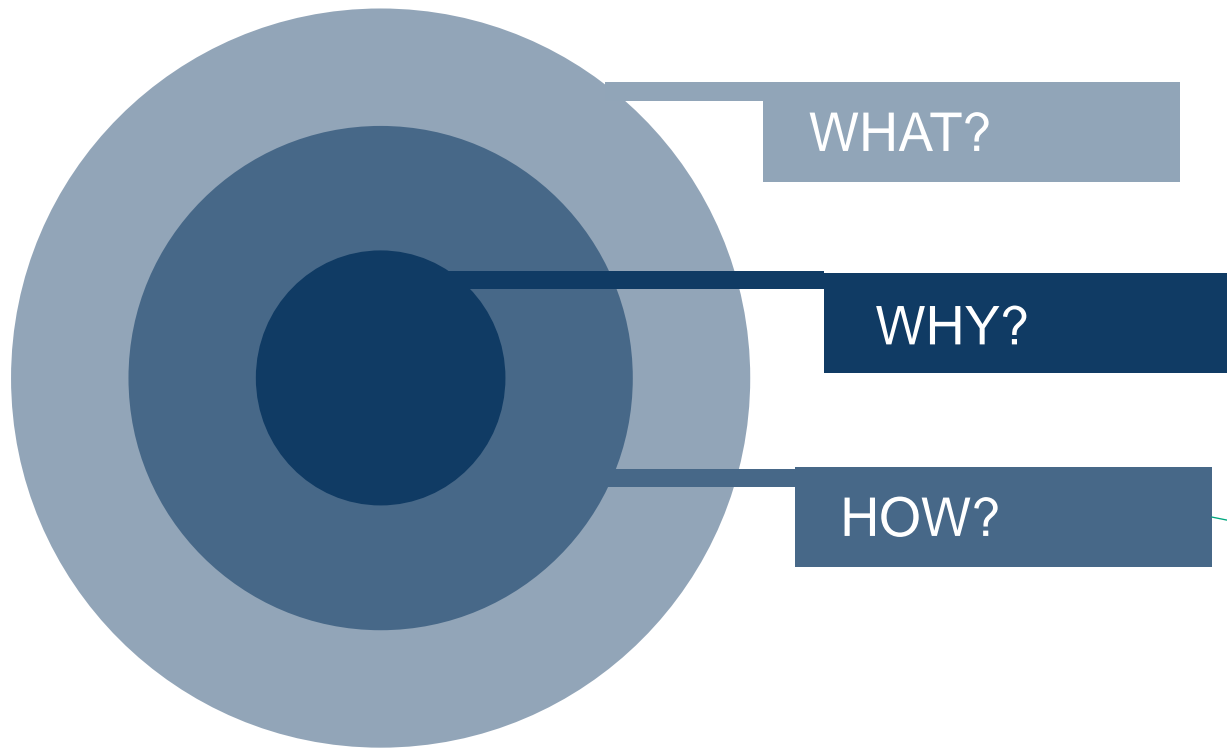


IMAGINE what it would be like to work in an organisation where...

- ... every person is **committed to achieving the vision** and high performing teams are truly created
- ... individuals are **genuinely accepted** and supported by every member of the company
- ... employees go the extra mile and continually focus on finding **better and more effective** ways to work.

Consider what is possible when we achieve such a vision...

PROVIDING A NEW PATTERN TO FOLLOW





BRING OUR PASSION

We embrace each day with energy and a sense of adventure. Changing lives means creating experiences that matter, every day. We are true to who we are, present in the moment and bring a sense of fun. We love what we do and make every instance count.



OWN IT

We are responsible for making things happen. We choose our attitude, accept our fears and face the hurdles. We test ourselves to find new solutions. We start important conversations, use our strengths and always back ourselves.



SEEK MASTERY

We are better than yesterday and search for the highest version of ourselves. We push our boundaries, drive forward and continually evolve. We are curious to learn and ready for challenge. We celebrate success and learn from failure, explore the unknown and embrace the climb.



SHOW WE CARE

We trust others, expect the best and support everyone for the win. We discover opportunities to roll up our sleeves and pitch in. We put our hands up if we need help. We have each other's back and believe in our team.

The statement sets a clear tone around *what* the goal is:

Safety Vision Statement



SAFETY is our number one priority at [REDACTED]. We are determined in our commitment to the health and safety of our employees, customers, and community. We will continually improve our processes, demonstrate leadership, and promote comprehensive safety. We will require individual accountability, expect all employees to adhere to our safety standards, and actively participate in and support the advancement of our health and safety practices. Safety is the responsibility of all management and employees of [REDACTED]. Everyone is responsible for achieving zero accidents resulting in a SAFE day, a SAFE tomorrow, a SAFE year, and a SAFE career.

There is a clear description of *how* the company intends to achieve the ongoing commitment to the good health and safety of its people, customers and community:

The statement finishes on a strong note...and...what could give it just a bit more of an emotional 'why?'

MAINTAINING THE VISION



Lead the Way

The most crucial part of sharing a vision is your authentic leadership of that vision



Create the 'Aha' Moments

Help teams see the role they play in achieving the vision. Continue to appeal to the emotional brain to reinforce the 'why?'



Attention Density

Raise the QUALITY & QUANTITY of focus on the vision



Always Bring it Back to the Vision

Reinforce the link between effort and the vision. Celebrate success and provide regular feedback

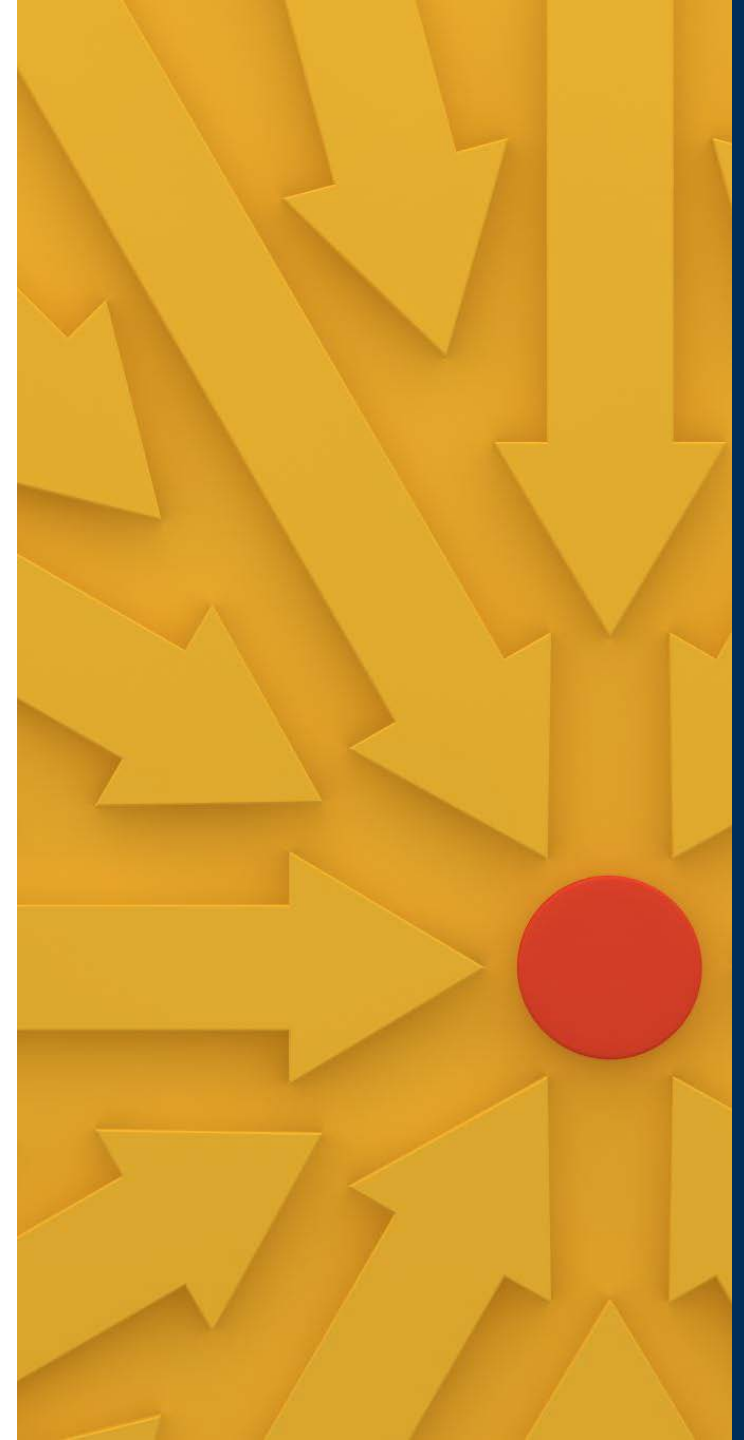


Learn, Adapt, Pivot

Learn from errors and be humble in the process. Find solutions through collaboration. Adapt as required

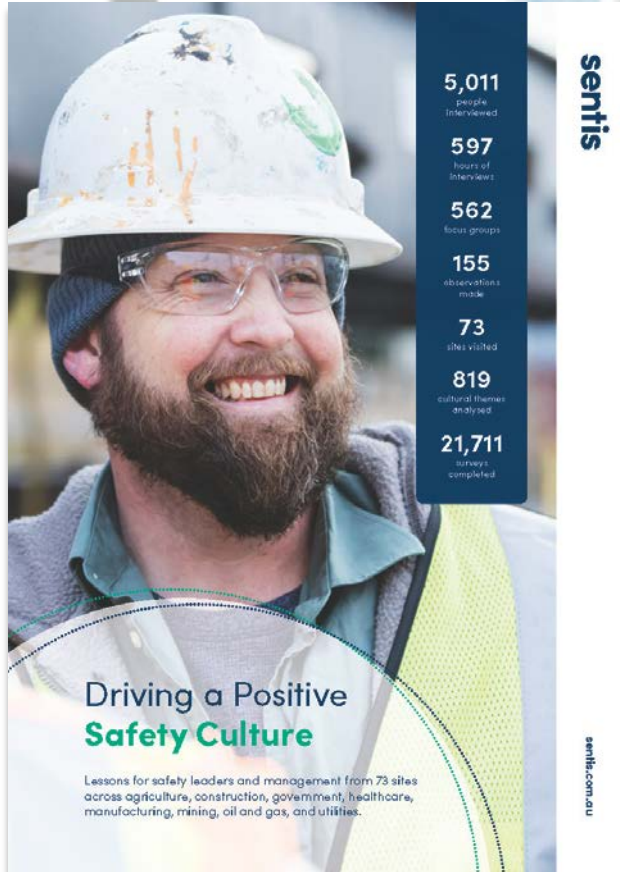
SUMMARY

- Who is the vision for?
- Give them the 'why'?
- Regularly review and maintain the vision
- Integrate the vision into daily rituals
- Celebrate individuals and teams who demonstrate the vision



THE STATE OF SAFETY LEADERSHIP

How do today's safety leaders measure up?



DRIVING A POSITIVE SAFETY CULTURE

+

THE STATE OF SAFETY LEADERSHIP

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Q&A

Over to you



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- Creating a Culture of Wellbeing and Resilience
- Navigating Change, Challenge and Adversity

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Minimum numbers apply. Maximum of 12 participants per program.



Program Intakes

Thursday 11 February

11am AEST / 12pm ADST / 2pm NZDT

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*Offer valid until 11:59 PM AEST 31 August 2020

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