

REWARD AND RECOGNITION IN SAFETY



Your Presenter

Anthony Gibbs, CEO



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

Webinar Panel: How to use

Open/close your control panel here

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Today's webinar is being recorded

The screenshot shows a vertical sidebar control panel on the left and a main content area on the right. The sidebar contains four icons: a red arrow pointing right, a red microphone with a slash, a document icon, and a hand with a slash. The main content area is divided into sections: 'Audio' with a 'Sound Check' indicator and three radio buttons for 'Computer audio' (selected), 'Phone call', and 'No audio'; a 'MUTED' status with a red microphone icon; a volume slider; and speaker options. Below this is a 'Handouts' section with a PDF icon and the text 'Sentis Recognition Webinar Worksheet.pdf'. A 'Questions' section is also visible. At the bottom of the sidebar, a 'Send' button is circled in green. The bottom of the main content area displays the webinar title 'Final Mockinar', ID '467-412-019', a recording notice 'This session is being recorded.', and the 'GoToWebinar' logo.

Today's handout



Insight-led. Interactive. Outcome-driven.

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Reward & Recognition in Safety

Reward & Recognition in Safety

How conscious are your leaders of the safety behaviours they actually reward? According to a recent study of 8,212 participants across heavy industry, 85% of workers report that their leader struggles to display effective recognition for strong safety performance. In fact, only 1 in 10 workers hold positive perceptions of their leaders' recognising ability. Ineffective recognition can have unintentional consequences and drive unhelpful safety behaviours that put workers at increased risk. So, what does effective recognition look like and how can leaders leverage intrinsic motivation to create long-term, positive safety culture change?

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ONLY 1 IN 4 LEADERS DEMONSTRATE STRONG SAFETY LEADERSHIP

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

The State of Safety Reward & Recognition

The Role of Leadership in Safety Culture

Leadership impacts every facet of an organisation's safety culture including attitudes and behaviours of team members, how team members interact with procedures and safety rules, as well as the physical work environment. Leaders set the tone of the culture and influence where teams focus their time and energy. Effective safety leadership not only results in increased discretionary effort, but also improved employee productivity, quality and engagement. Helping leaders understand their safety leadership ability enables them to capitalise on their strengths and develop their areas of opportunity. Organisations who realise this, invest in their leaders and reap the benefits.

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BUILDING RECOGNISING ABILITY

Only 1 in 10 leaders display strong recognising ability and reinforce positive safety performance on a regular basis.

Effective Safety Leadership

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

"Be aware of what others are doing, applaud their efforts, acknowledge their successes, and encourage them in their pursuits. When we all help one another, everybody wins."
- Jim Stoval



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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.

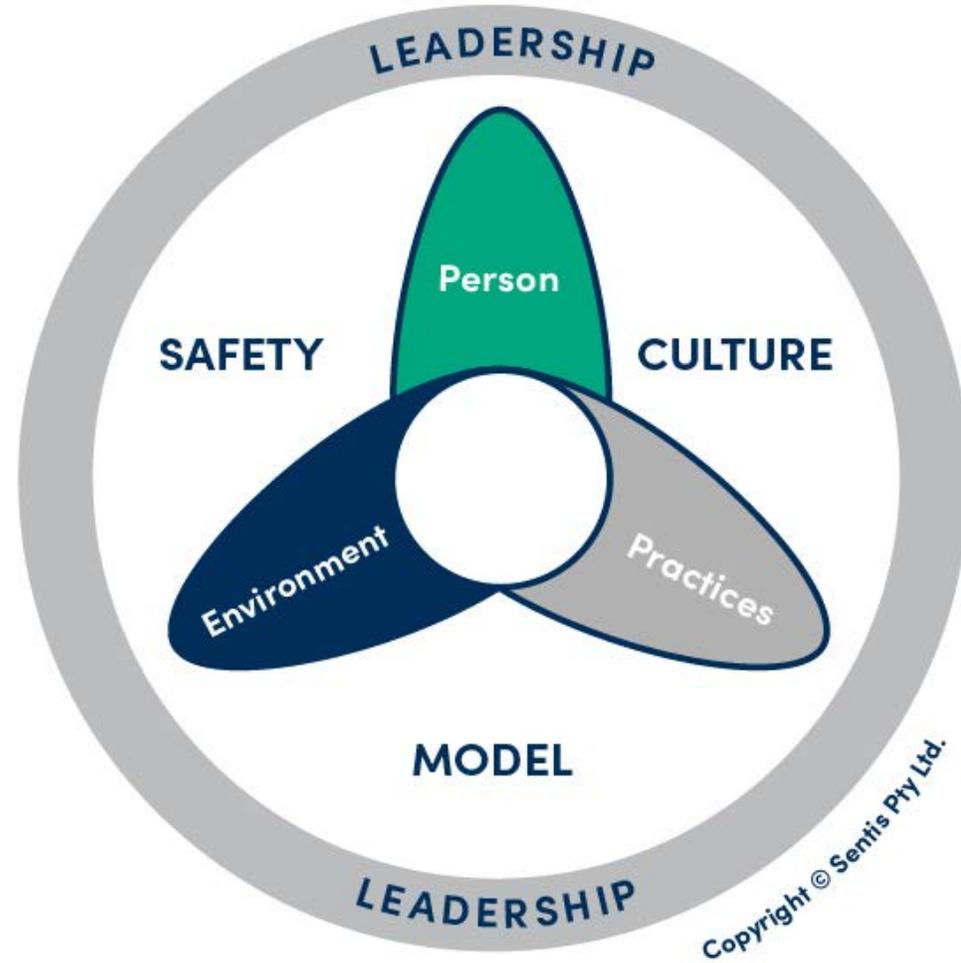
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AGENDA

- 1 EFFECTIVE SAFETY LEADERSHIP
- 2 THE CURRENT INSIGHTS
- 3 COMMON PITFALLS
- 4 WHAT GOOD LOOKS LIKE

EFFECTIVE SAFETY LEADERSHIP





EFFECTIVE SAFETY LEADERSHIP



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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.



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?"



6
industries



Agriculture



Manufacturing



Mining



Oil and Gas



Industrial Services

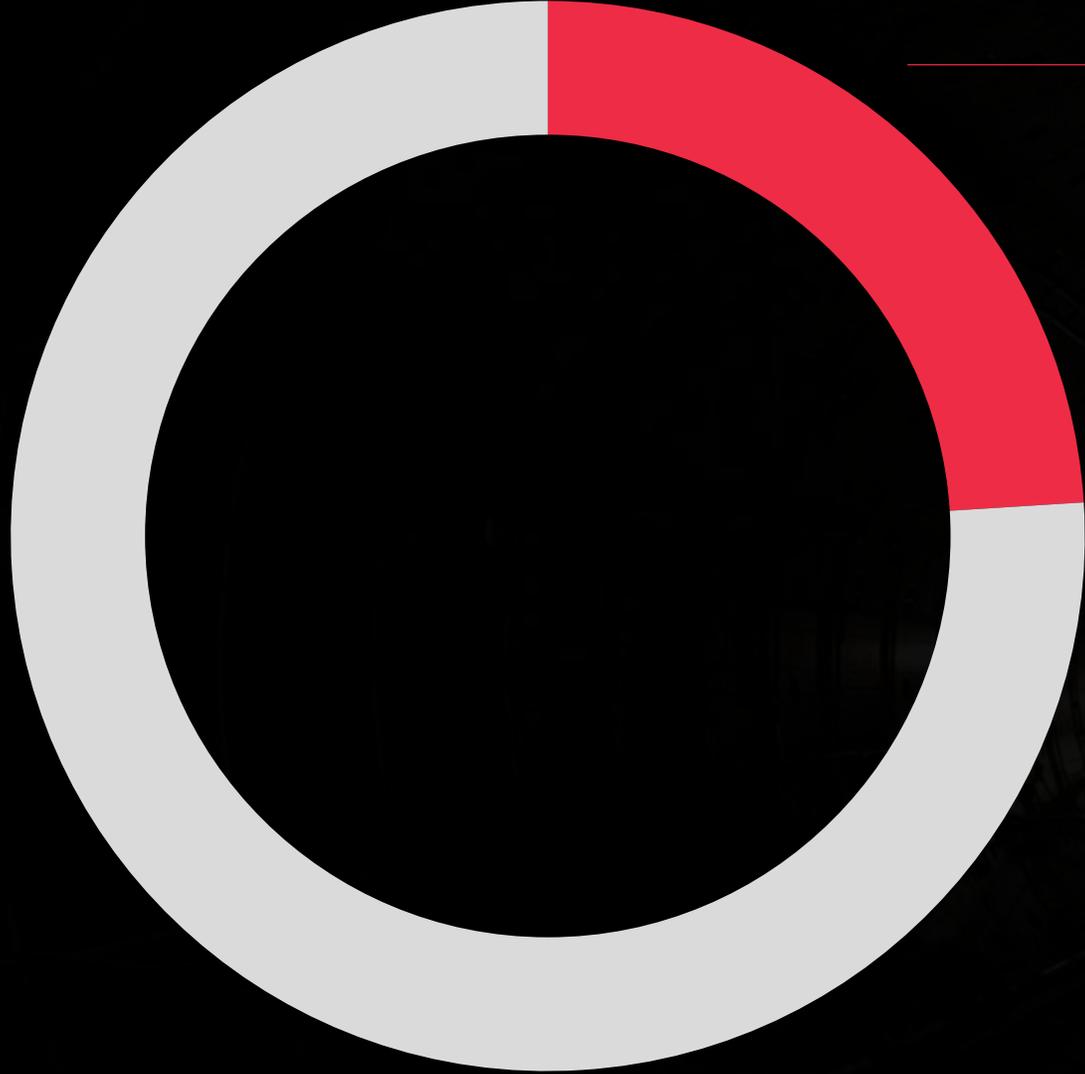


Utilities



4
locations
(Africa, Australia, USA, Global*)

**clients who operate across multiple locations*



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

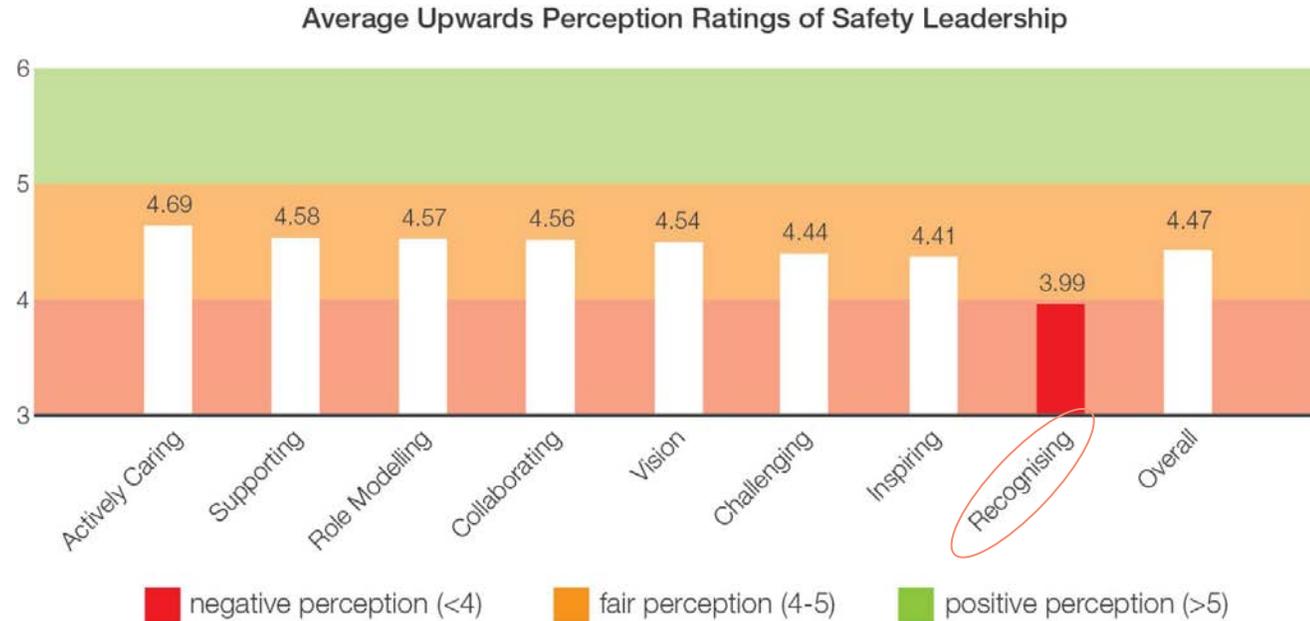


Let's take a quick poll...

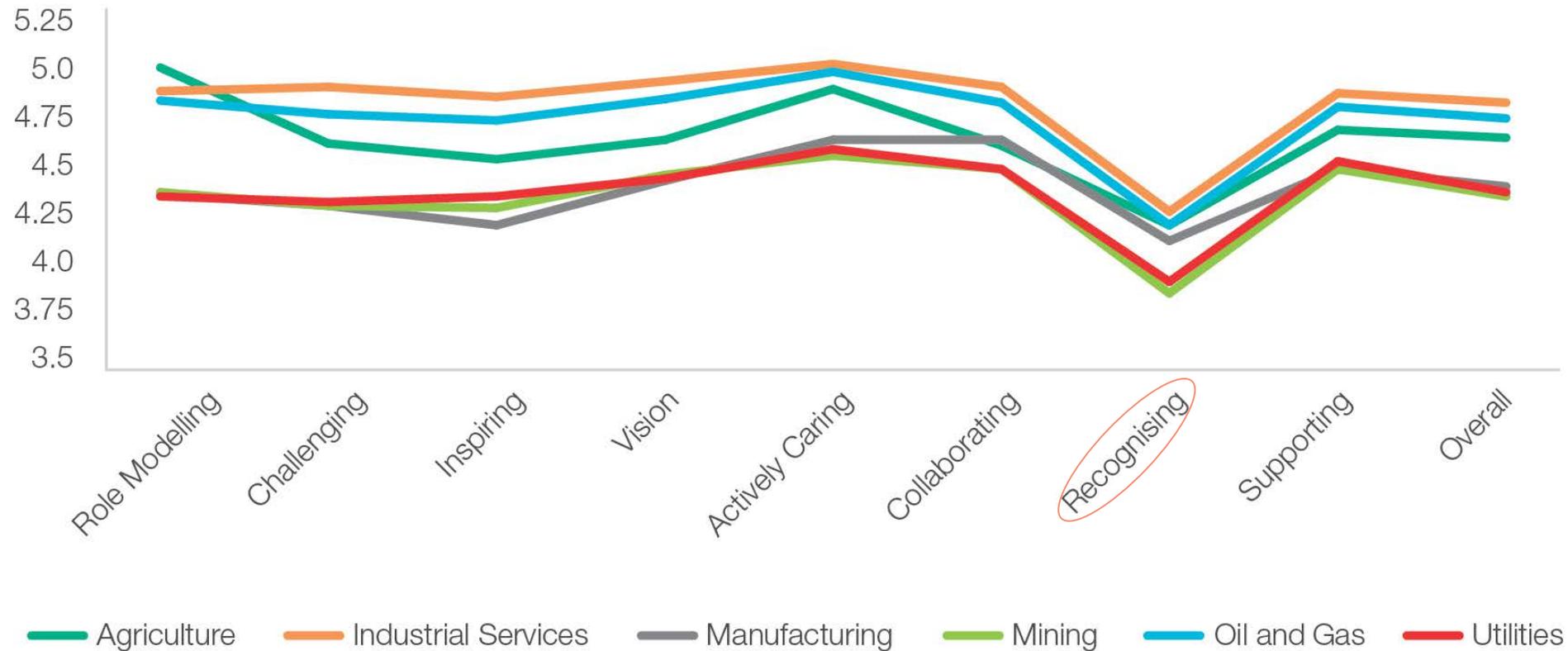
WHY REWARD & RECOGNITION?



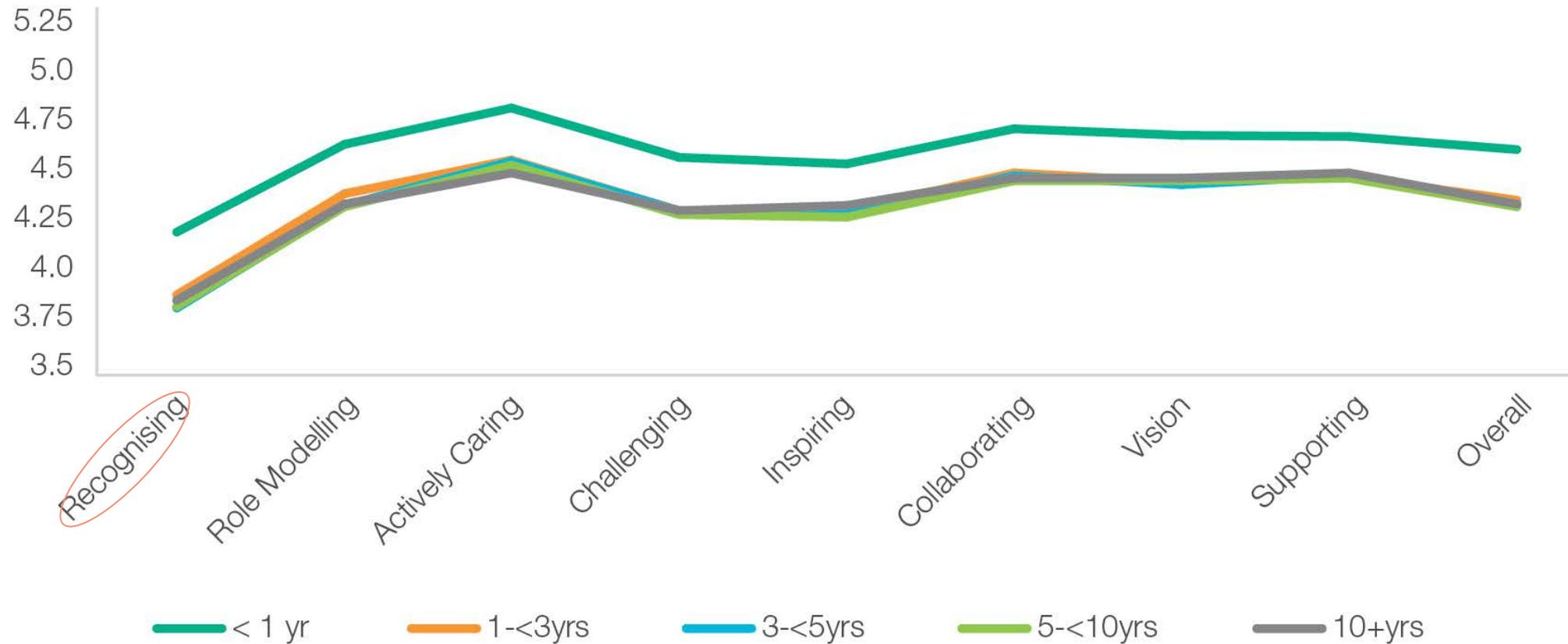
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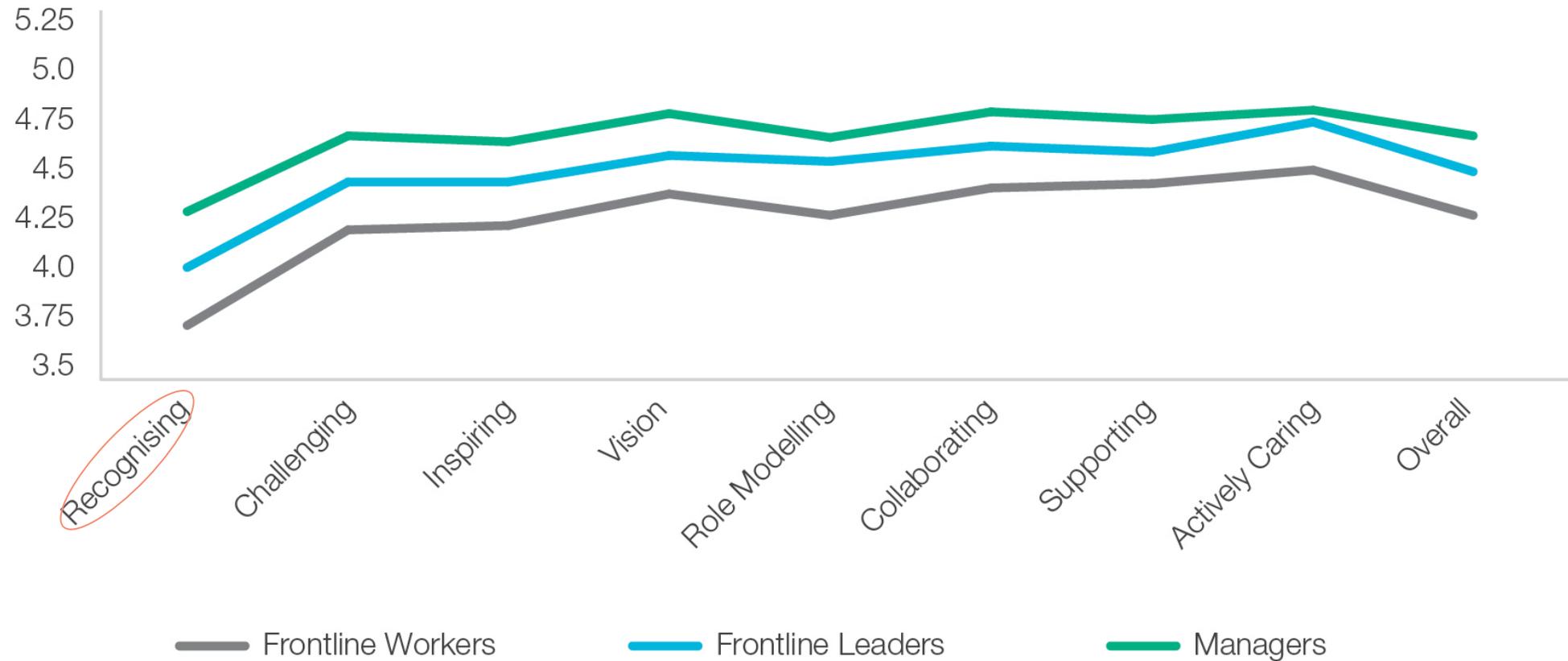
INDUSTRY BREAKDOWN



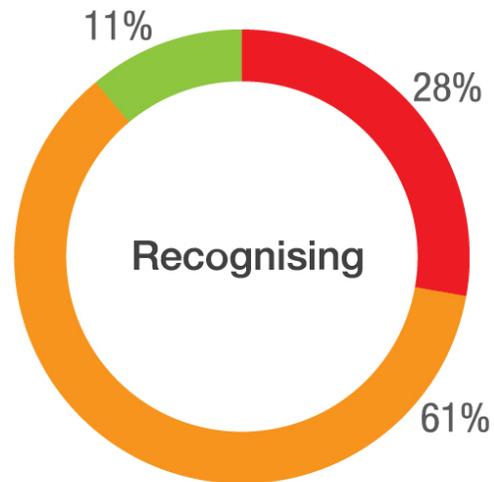
COMPANY TENURE BREAKDOWN



COMPANY TENURE BREAKDOWN



KEY OPPORTUNITY



More participants rated their direct leader in the **RED ZONE** for 'Recognising' than any other competency.

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

#Results are based on a six point scale (not at all, very little extent, little extent, some extent, great extent, very great extent)

DRIVING A POSITIVE SAFETY CULTURE

Top five opportunity areas identified across sites operating at *Counterproductive* and *Public Compliance* levels of safety culture maturity.

Safety Culture Dimension	Opportunity Frequency (% of Sites)
Quality of safety procedures*	56%
Management safety commitment*	51%
Internal context*	48%
Willingness to report incidents and errors	40%
Employee safety performance*	37%

*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](https://www.sentis.com.au/insights)

COMMON PITFALLS

COMMON PITFALLS



Recognition programs tied to KPIs and not company vision & values



Praise for praise sake



Recognising outcomes rather than behaviours



A one-size-fits-all approach



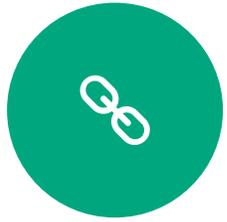
Let's take a quick poll...

**WHAT GOOD
LOOKS LIKE**



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CONSIDERATIONS



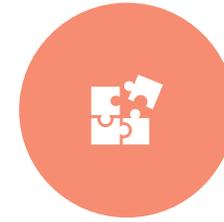
Link recognition
to company
vision, values
and objectives



Learn what
motivates your
people



Build recognition
skills



Find ways to
integrate
recognition into
existing workflow
and practices



LINK RECOGNITION TO COMPANY VISION, VALUES & OBJECTIVES

Reinforcing desired behaviors strengthens organisational culture by highlighting actions consistent with core values.

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BOSS

AWARD

- 
BRING YOUR
PASSION
- 
OWN IT
- 
SEEK
MASTERY
- 
SHOW WE
CARE



LEARN WHAT MOTIVATES YOUR PEOPLE: NEUROSCIENCE & MOTIVATION



The brain interprets social '**threats**' and '**rewards**' much like physical '**pain**' and '**pleasure**'



The neurotransmitters **dopamine** ("reward") and **serotonin** ("happy") both play a vital role in helping us to feel motivated to achieve goals.



The default state of the brain is to deepen our social connection. We thrive in social groups.



Small acts of generosity and gratitude trigger a neurobiological feedback loop



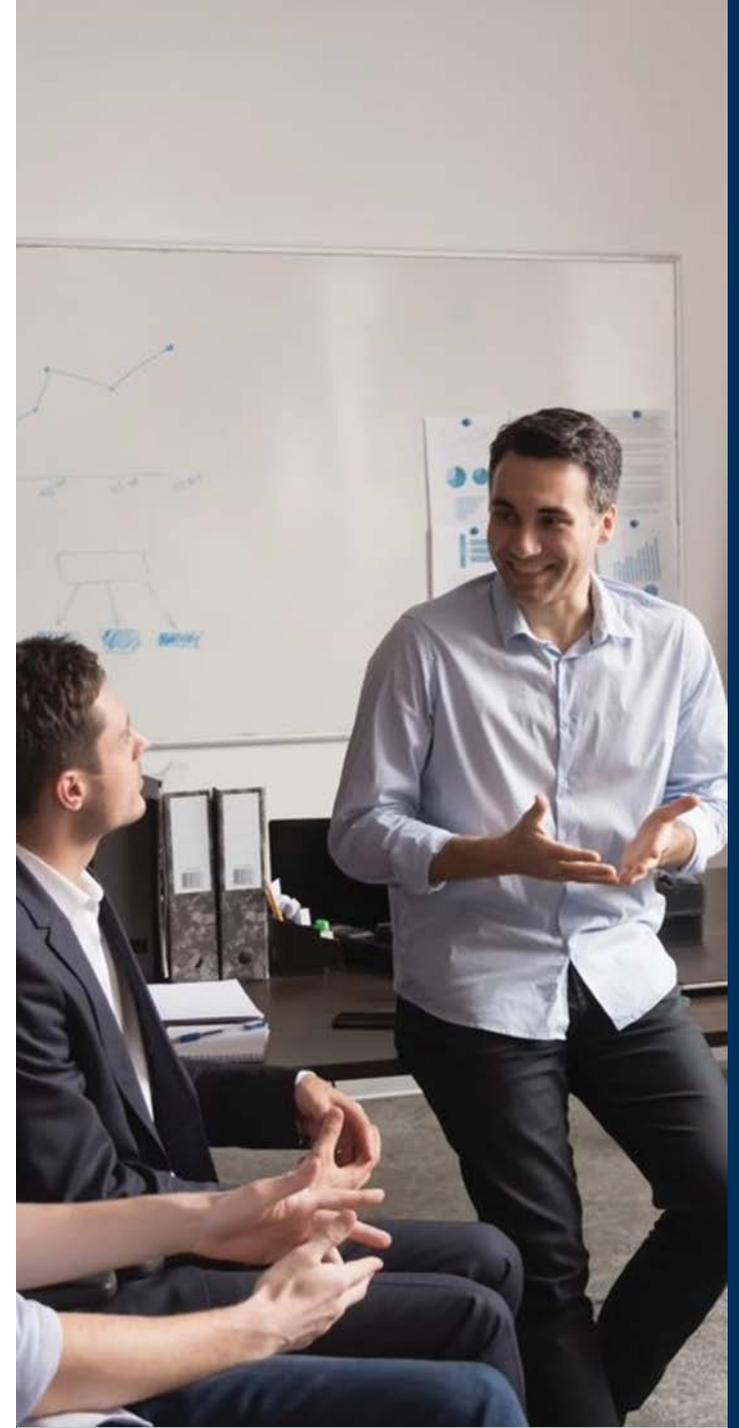
LEARN WHAT MOTIVATES YOUR PEOPLE: STRATEGIES

Continuously Listen: Identify opportunities where employees can provide feedback to leaders on their day-to-day issues via check-ins and pulse surveys.

Rewards don't have to be a tangible item. Consider psychological needs/rewards such as opportunities to:

- learn new skills
- attend a development program
- take on additional responsibility within the team
- take on tasks that provide an understanding of the roles and responsibilities of other teams within the business

Promote social bonds: As organisations go global, a common platform to share and connect is a simple way to tap into social drive.

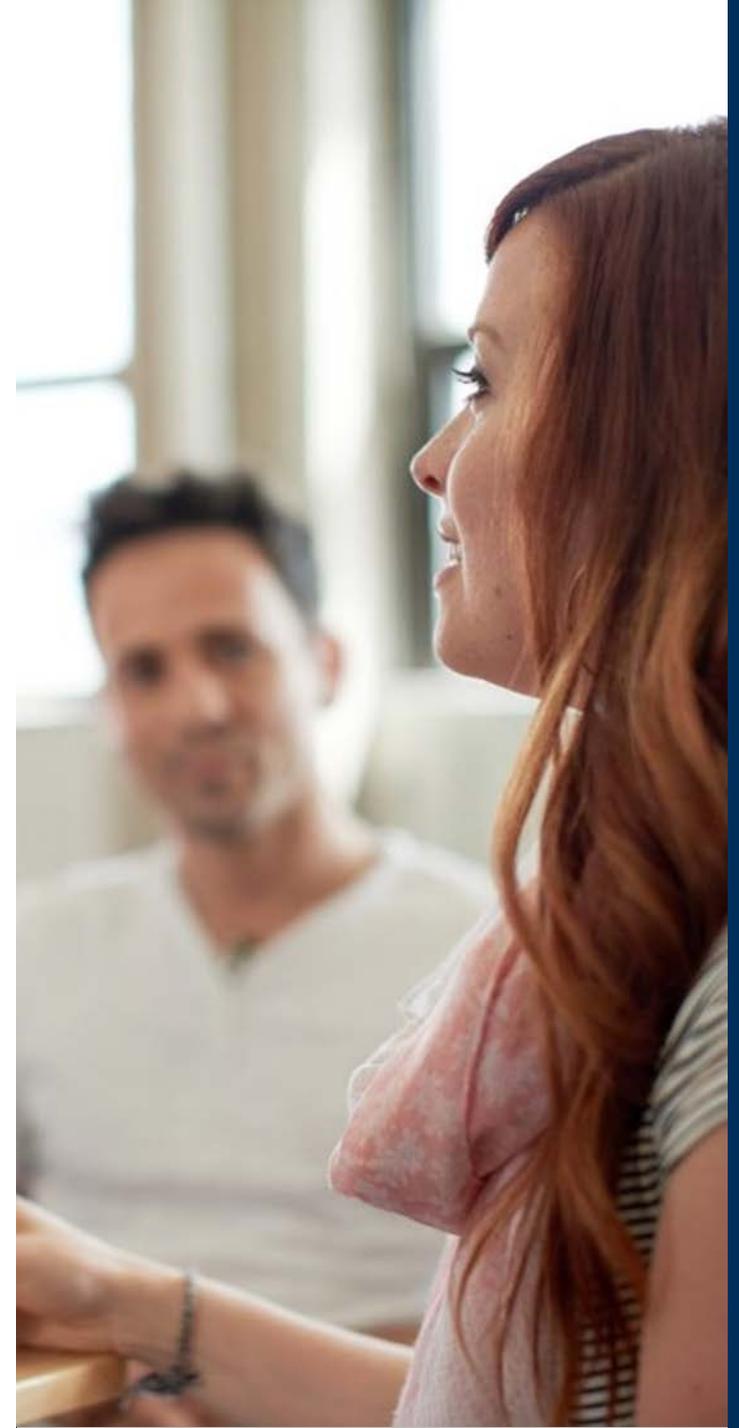




BUILD RECOGNITION SKILLS

TOKENS: a unit of recognition or acknowledgement

ATTRIBUTIONS: an explanation of cause and effect



EFFECTIVE ACKNOWLEDGEMENT

How can we ensure acknowledgement is effective for individuals?

GENUINE
& HONEST

DATA-BASED

PUBLIC
OR PRIVATE?

THIRD PARTY

TIME

TYPES OF ATTRIBUTION

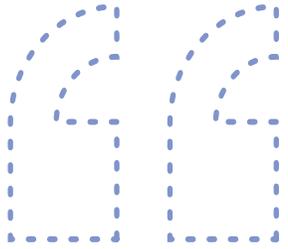


Personal or
internal causes



Situation or
external causes

THE POWER OF LANGUAGE

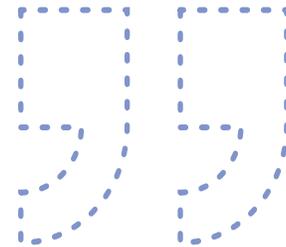


Because ...

Type of people, we / you are...

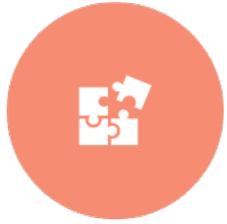
As a result of your ...

Due to your choice we ...



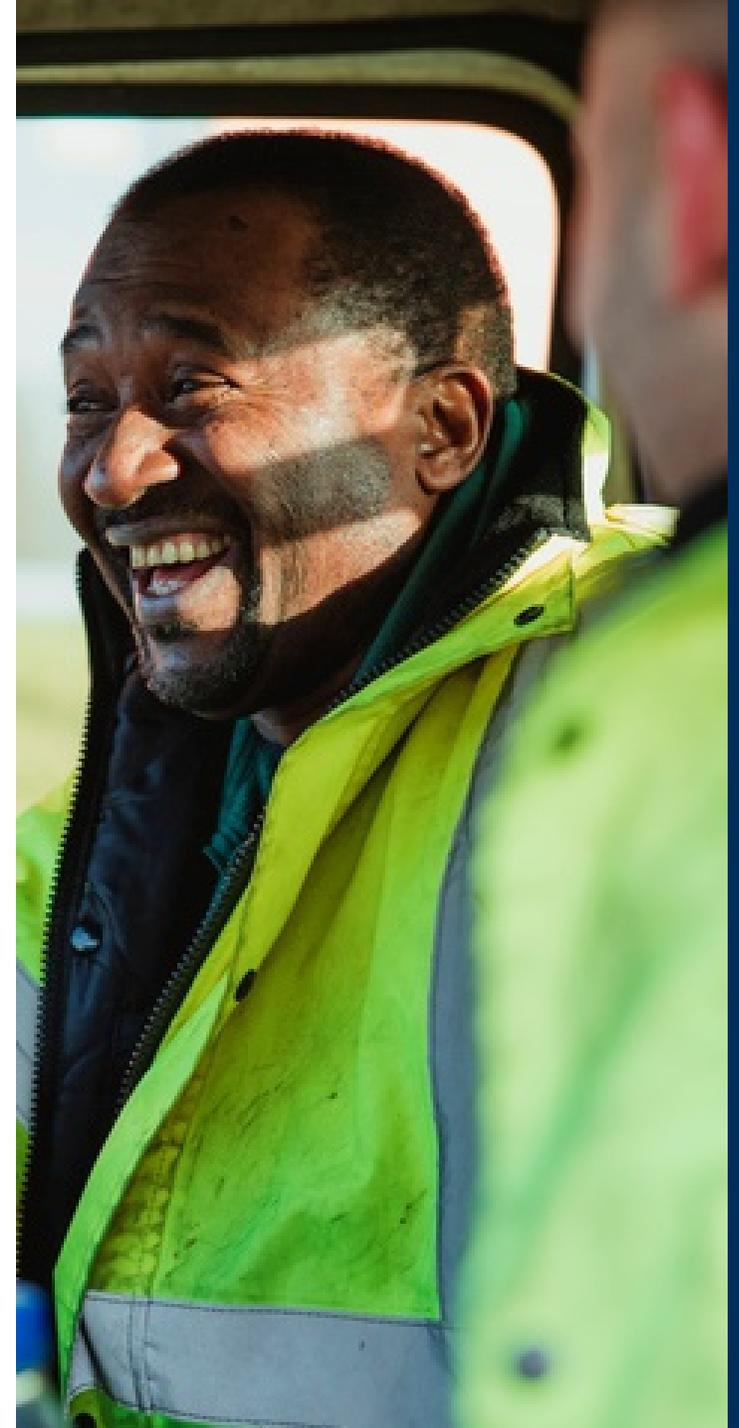


“This team has been responding to the challenges so well **because** of the flexibility and collaboration you have shown in the face of adversity. I believe that reflects **the type of people we are.**”



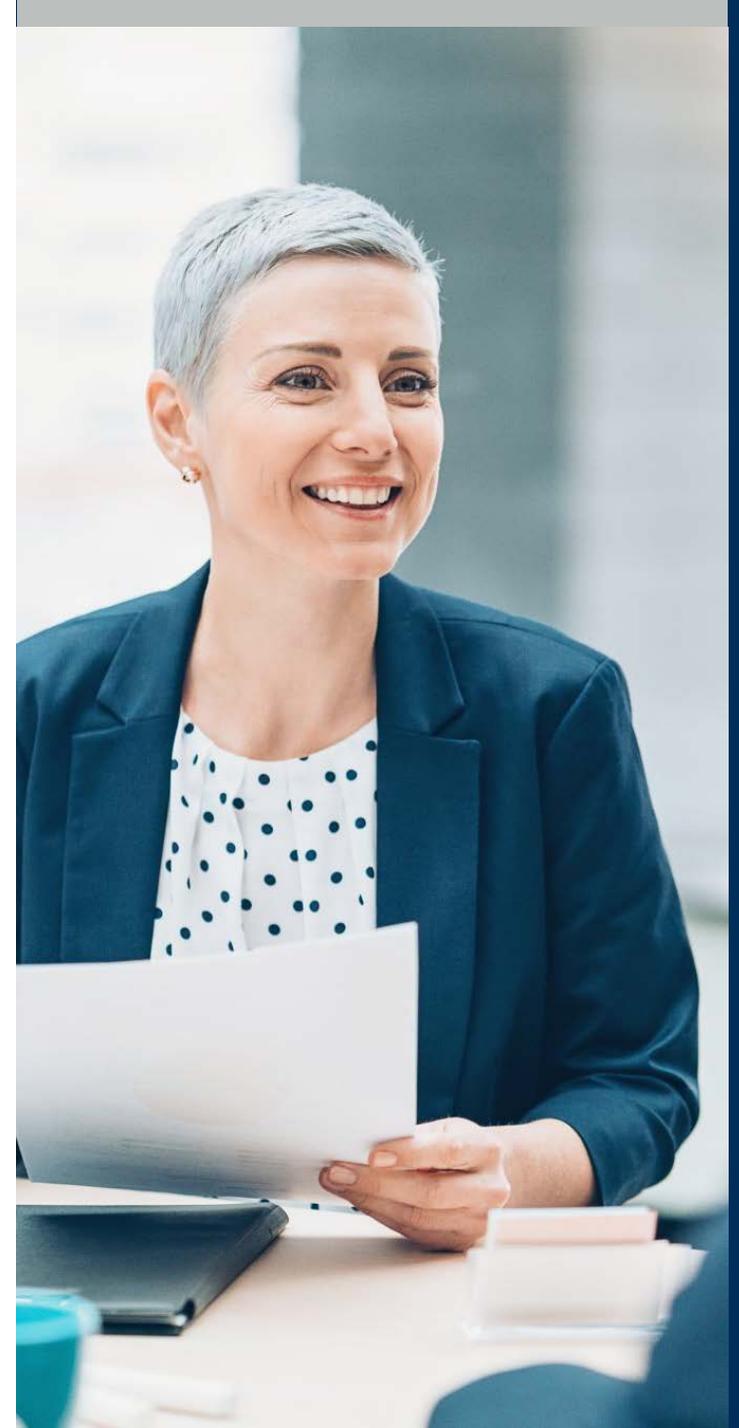
FIND WAYS TO INTEGRATE RECOGNITION INTO EXISTING WORKFLOW AND PRACTICES

- Recognition doesn't have to be time-consuming or expensive
- Make it part of daily rituals
- Integrate it into regular processes (i.e. audits, safety interactions, monthly team meetings)
- Create autonomy for peers to recognise peers, vs top down leadership-to-team recognition



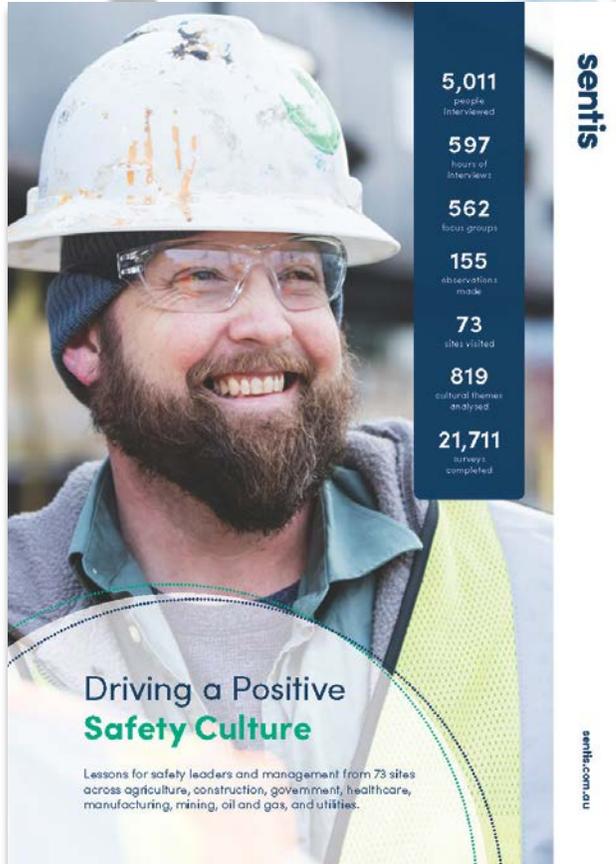
SUMMARY: SIX STEPS TO BUILDING RECOGNISING ABILITY

1. **Identify the positive safety behaviours** you want to see
2. **Make a list** of the types of recognition/reward available. By aligning your employee engagement strategies to human motivation drivers, you tap into dopamine reward loops and create a lasting positive feeling.
3. **Spend time in the field** with your team and actively look for opportunities to recognise/reward
4. When you observe positive behaviours, consider the individual or work group and select the reward/recognition **they would value most**
5. **Take action** to recognise the behaviour as soon as possible
6. **Be genuine**—insincere feedback is often worse than no feedback at all



THE STATE OF SAFETY LEADERSHIP

How do today's safety leaders measure up?



5,011
people interviewed

597
hours of interview

562
focus groups

155
observations made

73
sites visited

819
cultural themes analysed

21,711
surveys completed

Driving a Positive Safety Culture

Lessons for safety leaders and management from 73 sites across agriculture, construction, government, healthcare, manufacturing, mining, oil and gas, and utilities.

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DRIVING A POSITIVE SAFETY CULTURE

+

THE STATE OF SAFETY LEADERSHIP

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Q&A

Over to you



EXCLUSIVE WEBINAR OFFER

INTENSIVE LEADERSHIP PROGRAM (ONLINE)



+



6 x 90 minute webinars

Supporting resources

Program Overview:

- Defining the culture you want to see
- Creating a culture based on trust
- Leadership frames to support trust and psychological safety
- Inviting our people to think differently
- Hunting the good stuff
- Building a plan for cultural change



Express your interest

Minimum numbers apply. Maximum of 12 participants per program.



Program Intakes

Thursday 8 October

11am AEST / 12pm ADST / 2pm NZDT

Thursday 8 October

9am AST / 2pm SGT / 4pm AEST

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

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

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Building Resilience in a COVID World of Work

Wednesday 16 September, 2020

12pm AEST | 2pm NZST

Session Outcomes

- Explore the benefits of including resilience as a core component of wellbeing and safety strategies
- Understand a model of resilience that supports employees to thrive in the workplace
- Discover practical strategies to improve resilience and wellbeing in the workplace

Register at sentis.com.au/online-events

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