Leader-Inspired Safety

LEADER-INSPIRED SAFETY
4 must-have skills that build cultural excellence
HPRCT | June 2019

OUR SAFETY JOURNEY // 2003-2017

92% RIF IMPROVEMENT
72% INCREASE IN WORKFORCE
PLANT DAYS WOKEYES 79,542 WORKER INJURIES

WE ENGAGED OUR EMPLOYEES.
GOT COMMITMENT FROM LEADERS AT ALL LEVELS.
CHANGED OUR SAFETY CULTURE.
TRANSFORMED OUR BOTTOM LINE.
LEADERSHIP IS THE KEY

WHY INCIDENTS HAPPEN

What are your leaders doing every day to influence their employees toward safe work?

THE FOUR DOMAINS

And 14 Elements
"You can't get a culture of safety excellence without accountability!"

- Dr. Dan Petersen

**Domain #1**

**Drive Accountability**

**Accountability**

When a leader creates a culture of strong accountability . . .

- Everyone knows what's expected and how it is measured.
- High quality training is provided to ensure the ability to execute.
- Appropriate feedback, both positive and developmental, is provided to steer employees toward safe performance.
- Everyone has the resources they need to work safely.
WORDS CAN CHANGE YOUR BRAIN

NEGATIVE WORDS

- Activate fear center (amygdala)
- Releases hormone that shuts down logic / reasoning
- Results in "fight or flight" reaction
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POSITIVE WORDS
- Release a “feel-good” hormone (cortisol)
- Activate the rational brain (frontal lobe)
- Motivates action, creative thinking and resiliency

POSITIVE RECOGNITION
- How the pros do it!

POSITIVE RECOGNITION...

...is the single most powerful thing a person can do to influence the attitudes, beliefs, ideas, and behavior of another.
BUT WE MUST DO IT WITH QUALITY...

ACCOUNTABILITY ELEMENTS

DOMAIN #2
CREATE CONNECTIVITY

“Everyone communicates, few connect.”
— John Maxwell
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CONNECTIVITY
When a leader creates connectivity . . .

- Everyone understands that safety is integrated into the entire operation.
- Safety is an equal area of focus with production, quality, finance, and customer service.
- Employees are involved in identifying and solving safety problems.
- Every employee is kept informed of all relevant information needed to work safely.

CONNECTIVITY ELEMENTS

THE SIX CRITERIA FOR SAFETY EXCELLENCE
THE PRE-SHIFT SAFETY MEETING

Employee
- Attend
- Actively listen
- Speak up
- Encourage others

Frontline Leader
- Organize it
- Facilitate it
- Involve others
- Positively recognize

Middle Manager
- Attend
- Pay attention
- Positively recognize
- Follow up with frontline leader
- Share wins up

Top Leaders
- Attend twice/year
- Pay attention
- Positively recognize
- Follow up with middle mgr
- Put it on the agenda

We all have a role to play!

DEMONSTRATE CREDIBLE CONSCIOUSNESS

DOMAIN #3

"Claiming that you are what you are not will obscure the strengths you do have while destroying your credibility."

Tom Hayes

CREDIBLE CONSCIOUSNESS

When a leader is credibly conscious, he/she:

- Understands the safety processes within the team
- Has the necessary information to make wise, informed safety decisions
- Effectively appraises risks where they exist
- Internalizes safety concepts and applies them personally
- Continually learns and grows in their ability to lead a culture of safety excellence
WE REMEMBER...

…what we heard last. (recency)
…what we hear most often. (frequency)
…messages presented dramatically. (impact)
…information that is useful. (DIPI)

BUILD TRUST

DOMAINE #4

"Trust is the one thing that changes everything."
- Stephen M.R. Covey

TRUST

When a leader builds high trust, he/she:

• Demonstrates care and concern for their own safety and the safety of others
• Is accessible and available to those they lead
• Fosters an environment of free-flowing communication that inspires others to trust them.
• Values safety as core evidenced in decision making and communication
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TRUST ELEMENTS

Four Domains of Safety Leadership

HOW DO YOU BUILD TRUST?

- Keep commitments
- Talk straight
- Do what they say
- Dependable
- Behave with integrity
- Live your values
- Open and honest
- Get results
- Listen
- Communicate well
- Extend trust to others

- Passion for the cause
- Transparent
- Competent
- Respect others
- Real and genuine
- Make things right
- Value loyalty
- Value improvement
- Confront reality
- Practice accountability

Sources: The Speed of Trust by Stephen M.R. Covey; The Excellent Experience by C. David Crouch
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ASSESSMENT OF SAFETY LEADERSHIP CAPABILITY

What companies are learning

Caterpillar: Confidential Green

SIGNIFICANT FINDINGS

From the statistical validation study…

- Strong safety leadership creates a safer workplace.
- Leaders with more than 9 direct reports experience lower leading indicator performance.
- Accountability is the strongest driver.
- Trust is the highest predictor of reduced incidents.
- Top 3 elements are defined expectations, integrating safety, and sharing information.
- Higher level leaders generally outperformed front line leaders.

MORE EMPLOYEES, HARDER TO SUSTAIN SAFETY EXCELLENCE

Average SLA Score by Number of Raters

© CATERPILLAR SAFETY SERVICES, 2019
MOVING THE NEEDLE ON UNSAFE WORK PRACTICES

**EMPLOYEES FAIL TO REPORT NEAR MISSES**

<table>
<thead>
<tr>
<th></th>
<th>Low Safety Assessment Scores</th>
<th>High Safety Assessment Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failures</td>
<td>36%</td>
<td>4%</td>
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</tbody>
</table>

**PERCENTAGE OF TIME MY TEAM DOES NOT WORK SAFELY**

<table>
<thead>
<tr>
<th></th>
<th>Low Safety Assessment Scores</th>
<th>High Safety Assessment Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>8.2%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

**FOUR DOMAINS OF SAFETY LEADERSHIP**

- Domain 1
- Domain 2
- Domain 3
- Domain 4
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### Domain Comparison

<table>
<thead>
<tr>
<th>Domain</th>
<th>Global</th>
<th>Org</th>
<th>% Rank</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>4.05</td>
<td>1</td>
<td>3.89</td>
<td>-4.1%</td>
</tr>
<tr>
<td>Connectivity</td>
<td>4.05</td>
<td>2</td>
<td>3.92</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Credible Consciousness</td>
<td>4.05</td>
<td>3</td>
<td>3.89</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Accountability</td>
<td>4.01</td>
<td>4</td>
<td>4.03</td>
<td>0.5%</td>
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</tbody>
</table>

### Element Scores Comparison

<table>
<thead>
<tr>
<th>Domain</th>
<th>Element</th>
<th>Global</th>
<th>Org</th>
<th>% Rank</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Provide resources</td>
<td>4.23</td>
<td>1</td>
<td>4.22</td>
<td>-0.2%</td>
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<tr>
<td>Accountability</td>
<td>Define expectations</td>
<td>4.13</td>
<td>2</td>
<td>4.26</td>
<td>3.1%</td>
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<tr>
<td>Trust</td>
<td>Create openness</td>
<td>4.13</td>
<td>3</td>
<td>4.07</td>
<td>-1.5%</td>
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<tr>
<td>Connectivity</td>
<td>Interact with others</td>
<td>4.04</td>
<td>6</td>
<td>3.82</td>
<td>-5.4%</td>
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<tr>
<td>Trust</td>
<td>Value safety</td>
<td>4.03</td>
<td>8</td>
<td>3.87</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Connectivity</td>
<td>Involve employees</td>
<td>4.02</td>
<td>9</td>
<td>3.96</td>
<td>-1.5%</td>
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<tr>
<td>Trust</td>
<td>Care for employees</td>
<td>4.01</td>
<td>10</td>
<td>3.81</td>
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<td>Credible Consciousness</td>
<td>Safety reasoning</td>
<td>3.96</td>
<td>11</td>
<td>3.75</td>
<td>-5.3%</td>
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<tr>
<td>Accountability</td>
<td>Train to enable performance</td>
<td>3.95</td>
<td>12</td>
<td>3.86</td>
<td>-2.3%</td>
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<td>Accountability</td>
<td>Provide feedback</td>
<td>3.90</td>
<td>13</td>
<td>3.91</td>
<td>0.3%</td>
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<tr>
<td>Accountability</td>
<td>Measure execution</td>
<td>3.87</td>
<td>14</td>
<td>3.88</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

### Four Domains of Safety Leadership
QUESTIONS

RESOURCES FOR FURTHER STUDY

- Collins, Jim, Good to Great & Built to Last
- Covey, Stephen, Principles-Centered Leadership
- Covey, Stephen M.R., The Speed of Trust
- Crouch, C. David, The Excellent Experience
- Kotter, John, Leading Change
- Lencioni, Patrick, The Five Dysfunctions of a Team
- McChesney, Covey, Huling, The 4 Disciplines of Execution
- Northouse, Peter, Leadership: Theory & Practice
- Patterson, Kerry et al., Crucial Conversations
- pink, Dan, Authentic Involvement
- Pink, Dan, Drive

THANK YOU