



Transformational Leadership Development

---

# Creating a Culture of Safety Through Effective Leadership

---



# Question

What are some examples of cultural issues in your organizations that make it difficult to ensure the safety of your employees?



# Questions

What are the critical ingredients in a culture that has an excellent safety record?

What must leaders do to develop and maintain that culture?



# Critical Ingredients of Safe Cultures

1. Aligned and Engaged Employees
2. Effective communication
3. Reinforce what you want
4. Challenge what you don't



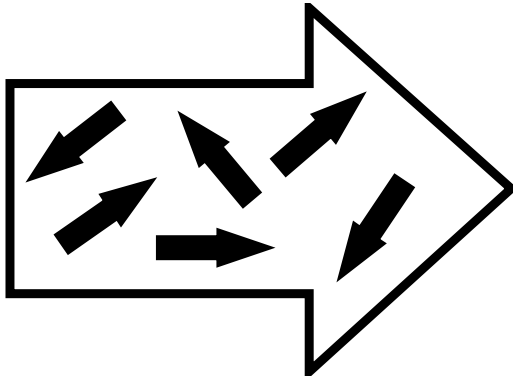
# Validation of this Program

- This program was developed and taught to a large construction company in Ohio as a part of a commitment to improve safety after a fatality.
- Result: That company and one of its subsidiaries have both recently won national awards from the Associated General Contractors of North America as having the best safety record in their class in the United States.

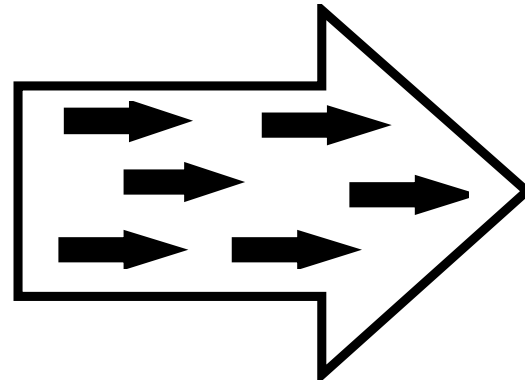


# 1) Creating Alignment

The way many companies feel



The way the most effective companies feel



This concept was introduced by Peter Senge in his book, "The Fifth Discipline".

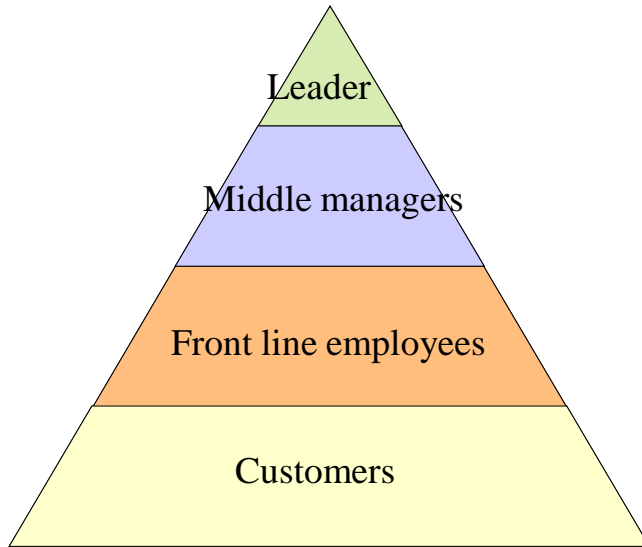
## Questions:

1. Does your company feel more like the figure on the left or right? Why?
2. How can you create a greater sense of alignment?



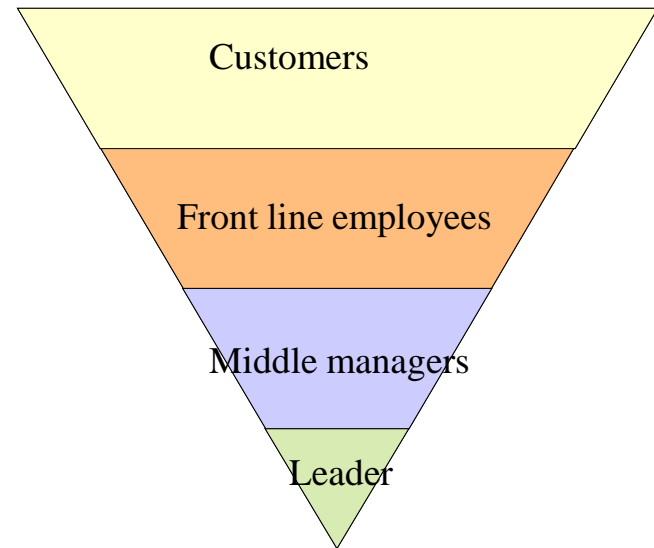
# Flip the pyramid to align and engage employees

Management Mentality:  
Keep employees in line



**Old school view of organizations**

Management mentality:  
How can we help you succeed?



**New school view of organizations**



# Douglas McGregor's XY Theory

## Theory x ('authoritarian management' style)

- The average person dislikes work and will avoid it when he/she can.
- Therefore most people must be forced with the threat of punishment to work towards organizational objectives.

## Theory y ('participative management' style)

- Effort in work is as natural as work and play.
- People will apply self-control and self-direction in the pursuit of organizational objectives, without external control or the threat of punishment.
- Commitment to objectives is a function of rewards associated with their achievement.





## 2) Effective Communication

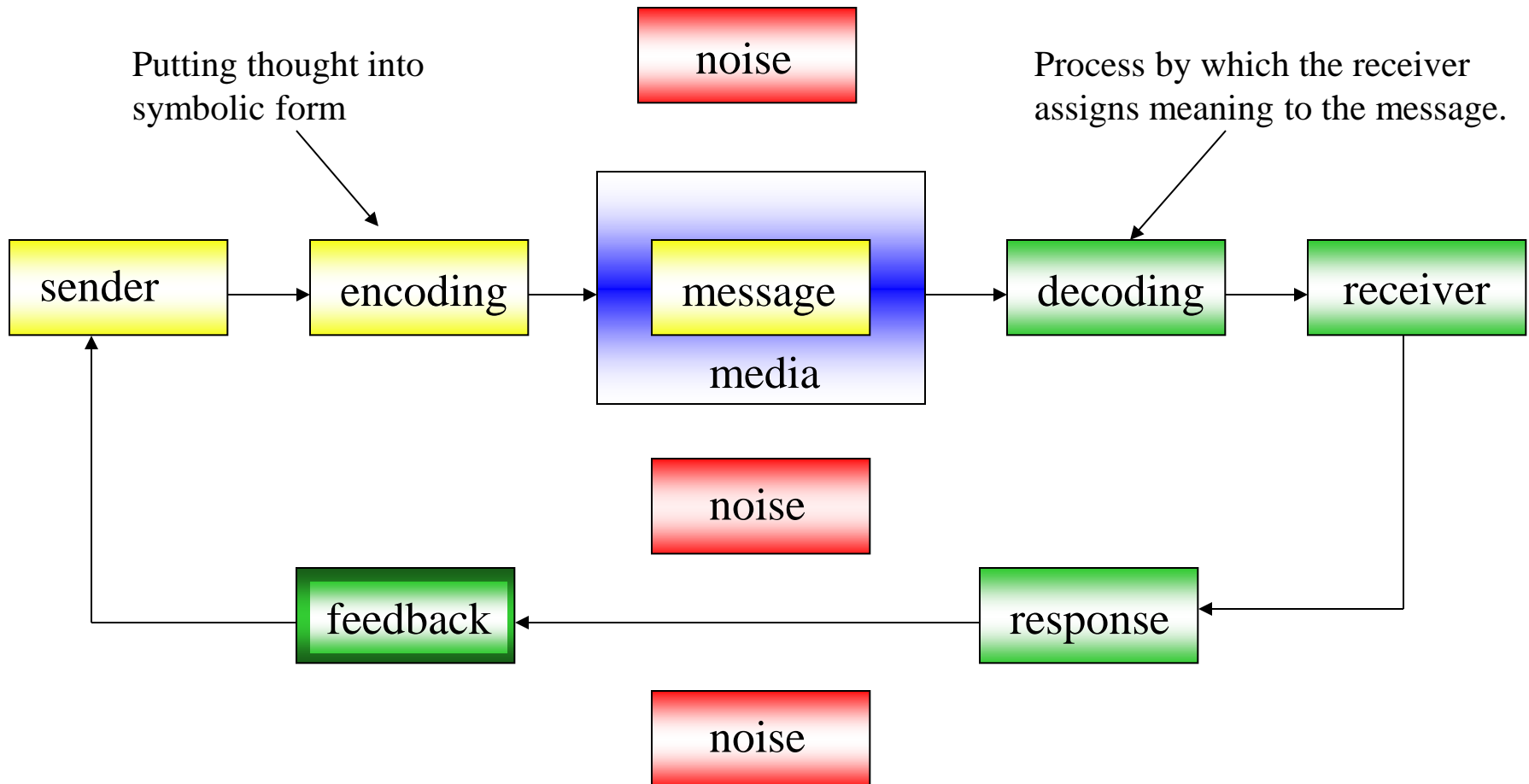
### How we communicate:

- Three main elements in face-to-face communication: words, tone, body language.
- Listeners understood our message by:
  - **Body language - 55%**
  - **Tone of voice - 38%**
  - **Words we say - 7%**

Study done at UCLA, by Albert Mehrabian, Ph.D.



# The Communication Process





## 3) Reinforce What You Want

### *What employees say motivates them*

Ranked in order of importance:

- 1) Interesting work
- 2) Full appreciation for work done
- 3) Feeling of being in on things
- 4) Job security
- 5) Good wages
- 6) Promotion and growth opportunities
- 7) Good work conditions
- 8) Management is loyal to employees
- 9) Tactful discipline
- 10) Sympathetic help with problems

This information is based upon the research of Kenneth Kovack, Ph.D.



## *What their bosses thought motivated them*

- 1) Good wages
- 2) Job security
- 3) Promotion opportunities
- 4) Good working conditions
- 5) Interesting work
- 6) Management is loyal to employees
- 7) Tactful discipline
- 8) Full appreciation of work done
- 9) Sympathetic help with problems
- 10) Feeling of being in on things



# Some Thoughts on Recognition

**According to research by  
Development Dimensions International, Inc.**

- Highly engaged employees have far fewer quality errors than disengaged employees (52 errors per million pieces made vs. 5658 ppm!)
- Two big factors in engaged employees is that they feel that their work is appreciated, and they feel that their opinion counts.



# More Thoughts on Recognition

For optimal motivation:

- Four to one ratio
- “Catch someone doing something right.”

\*According to research by John Gottman



# More Thoughts on Recognition

According to Marcus Buckingham\*:

- People don't leave companies, they leave supervisors
- Felt appreciated
  - more engaged
  - lower turnover
  - fewer mistakes.



# More Thoughts on Recognition

According to the book *Positive Discipline*:

Recognition is most effective when it is:

- Timely – Don't wait until the review. Do it now!
- Specific – Tell the person exactly what they did right.
- Personal – Delivered in a way that person finds meaningful.
- Proportional – Is appropriate to what they did.





## 4) Challenge What You Don't Want

What is the difference between these three terms?

- passive/ aggressive
- assertive
- aggressive

Like someone is stepping on your toes



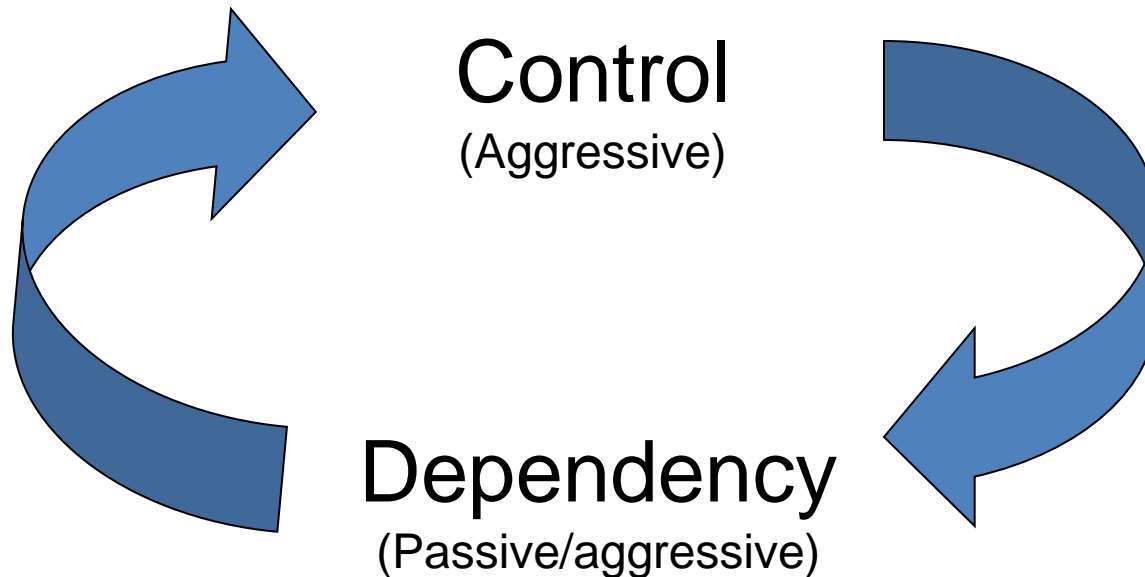
# The Assertiveness Continuum

|                  | <u>Passive/Aggressive</u> | <u>Assertive</u>                | <u>Aggressive</u>             |
|------------------|---------------------------|---------------------------------|-------------------------------|
| Confidence level | Low                       | High                            | Low                           |
| Motivation       | Approval Seeking          | Connection With others          | Control over others           |
| Self-talk        | “Tell me I am okay.”      | “People are good, and so am I.” | “Must dominate to feel safe.” |



# The Control-Dependency Loop

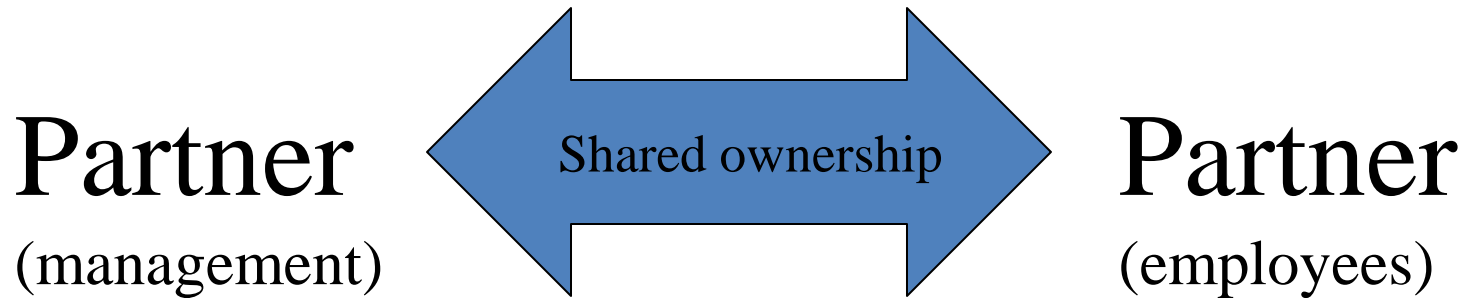
Behavior: Loud, domineering, angry, not listening



Behavior: passive, passive-aggressive, disengaged



# Replacing Control/Dependency with Partnership



Few organizations are run like this,  
but they are the ones where people say  
they want to work.

# The "How To" of Assertiveness

*"There are small Hitler's around us every day."  
Robert Payne*



- Describe the behavior
- Explain how it makes you feel
- Explain the changes you would like
  
- Do not:
  - Sound accusatory
  - Label the person's behavior as wrong
  - Call the person names
  - Lose your cool
  
- Do:
  - Be gentle. Try not to make the person defensive. Listen, but stay focused.



# Performance Problem Discussion Checklist: Harvey and Sims

Before you meet:

1. Identify desired and actual performance in specific behavior terms.
2. Determine impact of the problem.
3. Identify realistic consequences.
4. Check past practices for consequences.
5. Determine type of discussion. Coaching, counseling, formal discipline?
6. Seek feedback from others, especially for formal discipline.
7. Document



# Conducting a successful accountability discussion with an employee: Harvey and Sims

During the meeting:

1. Understand that the goal is to gain the employees agreement and make the desired behavior change.
2. Describe the actual and desired behavior.
3. Ask for agreement on the problem. If they won't agree you set consequences.
4. Discuss possible solutions. Be very specific about behaviors and time frames.
5. End on a positive note.



# Have a progression

## 1. First confrontation:

- Please don't do this again.
- Explain why
- Ask for feedback

## 2. Second confrontation:

- If you do it again, this will be the consequence.

## 3. Third confrontation:

- Deliver the consequence.





# Dealing with Your Emotions: How to stay cool in a confrontation

*"Every time you meet a situation, though you think at the time it is an impossibility and you go through the tortures of the damned, once you have met it and lived through it, you find that forever after you are freer than you were before."*

*Eleanor Roosevelt*

- If you do not understand and manage your emotions they will undo every bit of your efforts at assertiveness.
- Emotions are powerful indicators that you need to assert yourself.
- They can also be a powerful part of the solution, or your undoing.



# Productively Dealing with Your Emotions

To manage your emotions in a confrontation instead of being managed by them you:

- **Acknowledge them**
- **Accept them**
- **Assess them and**
- **Act upon them.**



# Case Study

- Company that won AGC safety award did the following to increase accountability:
  - Quarterly audits with a checklist of safety areas
  - Top management present for audits
  - Results of audits published for everyone to see.
  - Managers look forward to these audits to prove they are complying with guidelines.



# Reading Material

*Embracing Rebellion: If you can raise teenagers you can lead anyone*

*Positive Discipline: How to Resolve Rough Performance Problems Quickly...and Permanently*

*Harvey and Simms*



Questions?