



How To Improve The Safety*DNA* Of Your Leaders

Presented By:

Esteban Tristan, Ph.D.



IT ALL STARTS AT THE TOP...



Leadership

Safety Culture

Environment

Systems

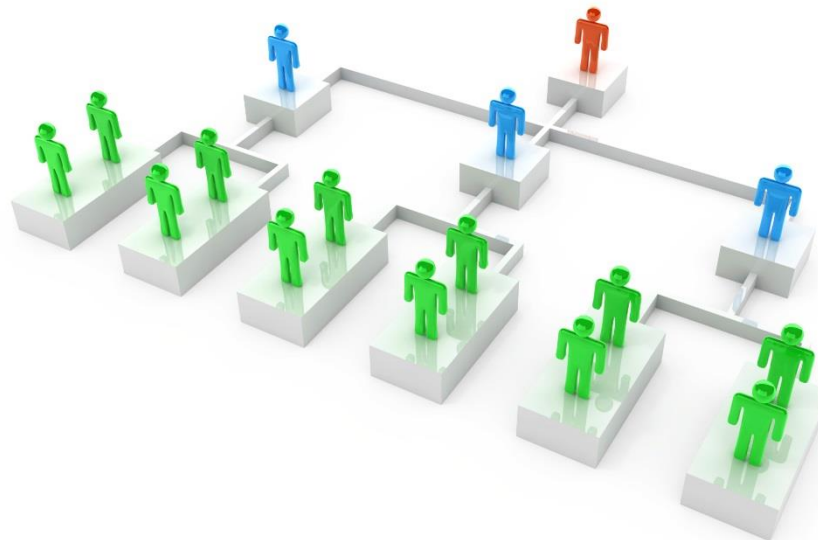
Workforce

Safety Performance

LEADERS AND THE EXPOSURE TO THEIR TEAM



- ❖ Based on a leader's safety leadership profile, there is a level of potential exposure to their team members
- ❖ This exposure level is a function of the leader's:
 1. **SafetyDNA**
 2. **Leadership Style**



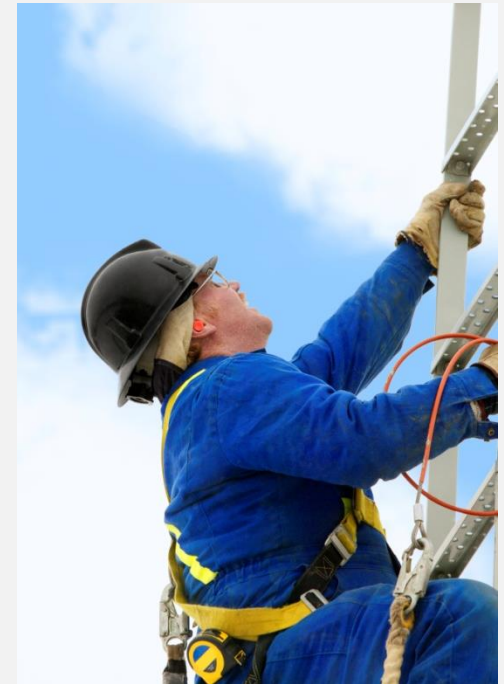
Safety *Knowledge*



Safety *DNA*



Safety *Behavior*



THE FOUR FACTOR MODEL OF SAFETYDNA



Stays in Control

Emotional control under stress and control of outcomes

Aware of Surroundings

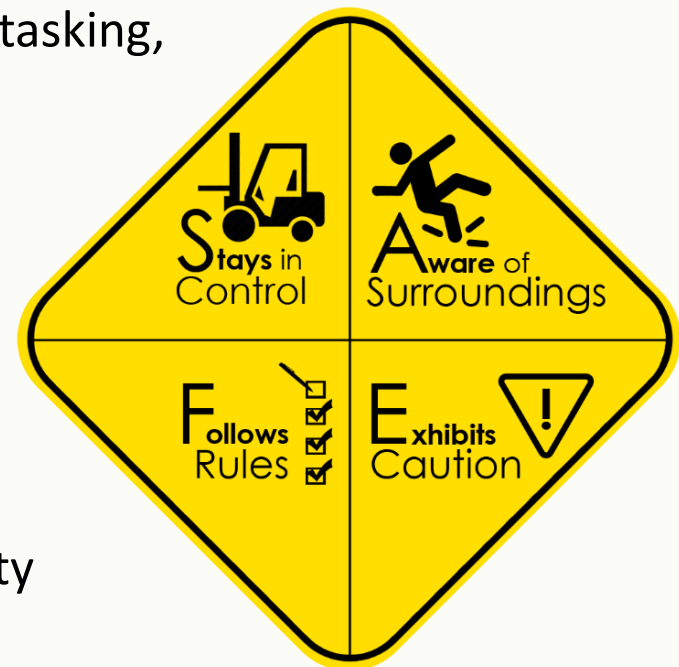
Attention to details, alertness over time, multi-tasking, short-term memory

Follows Rules

Attitude toward rules, rule bending/breaking, need for structure

Exhibits Caution

Comfort level with risk, thrill seeking, impulsivity



CHOOSING A GROCERY LINE



The sign above the Express Grocery Line states “*About 15 Items.*” You quickly look at your cart and estimate around 20 items. **What do you do?**



- A. Get in the Express Line.
- B. Look casually to see if others in the Express Line seem to have more than 15 items before deciding.
- C. Go to a regular line and wait.



THE FOUR FACTOR MODEL OF **SAFETY DNA**



Stays in Control

Emotional control under stress and control of outcomes

Aware of Surroundings

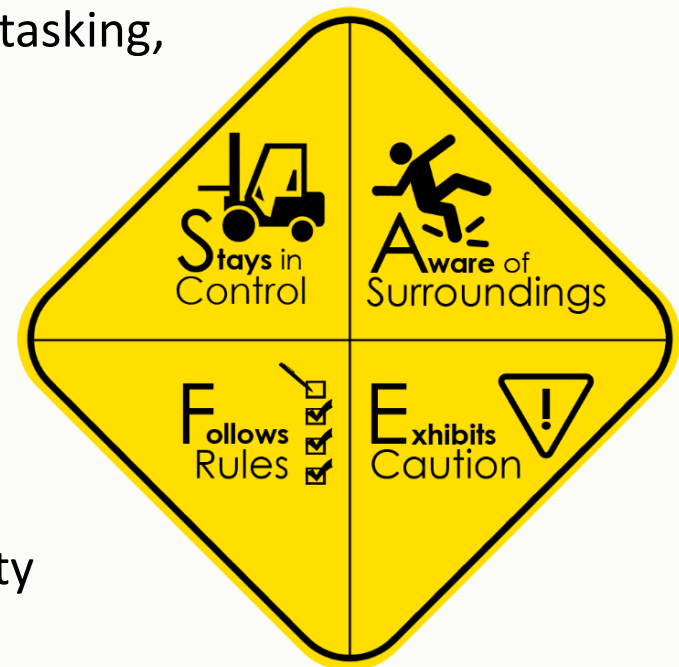
Attention to details, alertness over time, multi-tasking, short-term memory

Follows Rules

Attitude toward rules, rule bending/breaking, need for structure

Exhibits Caution

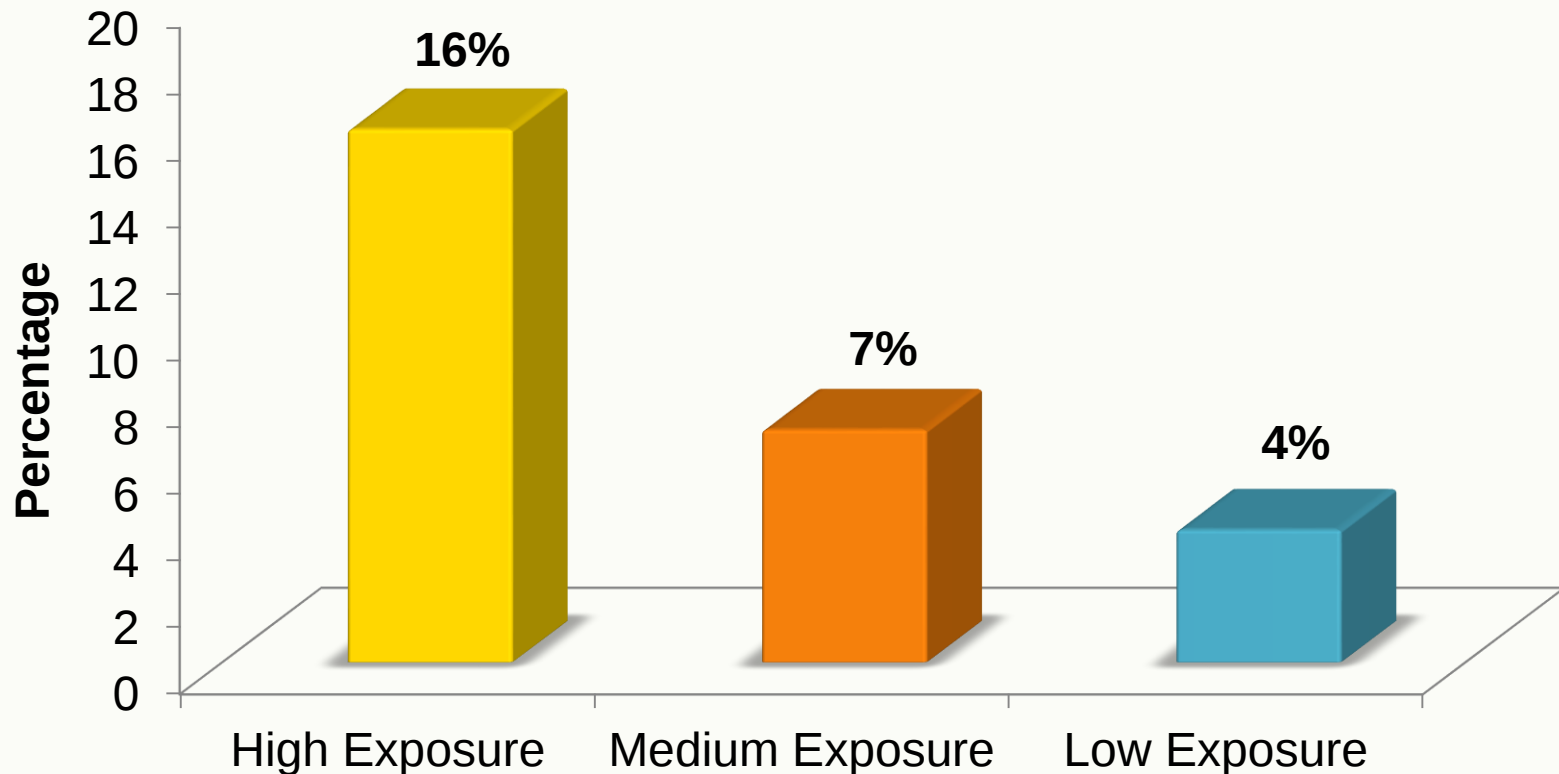
Comfort level with risk, thrill seeking, impulsivity



SAFETYDNA AND INJURIES



Probability of An Injury?

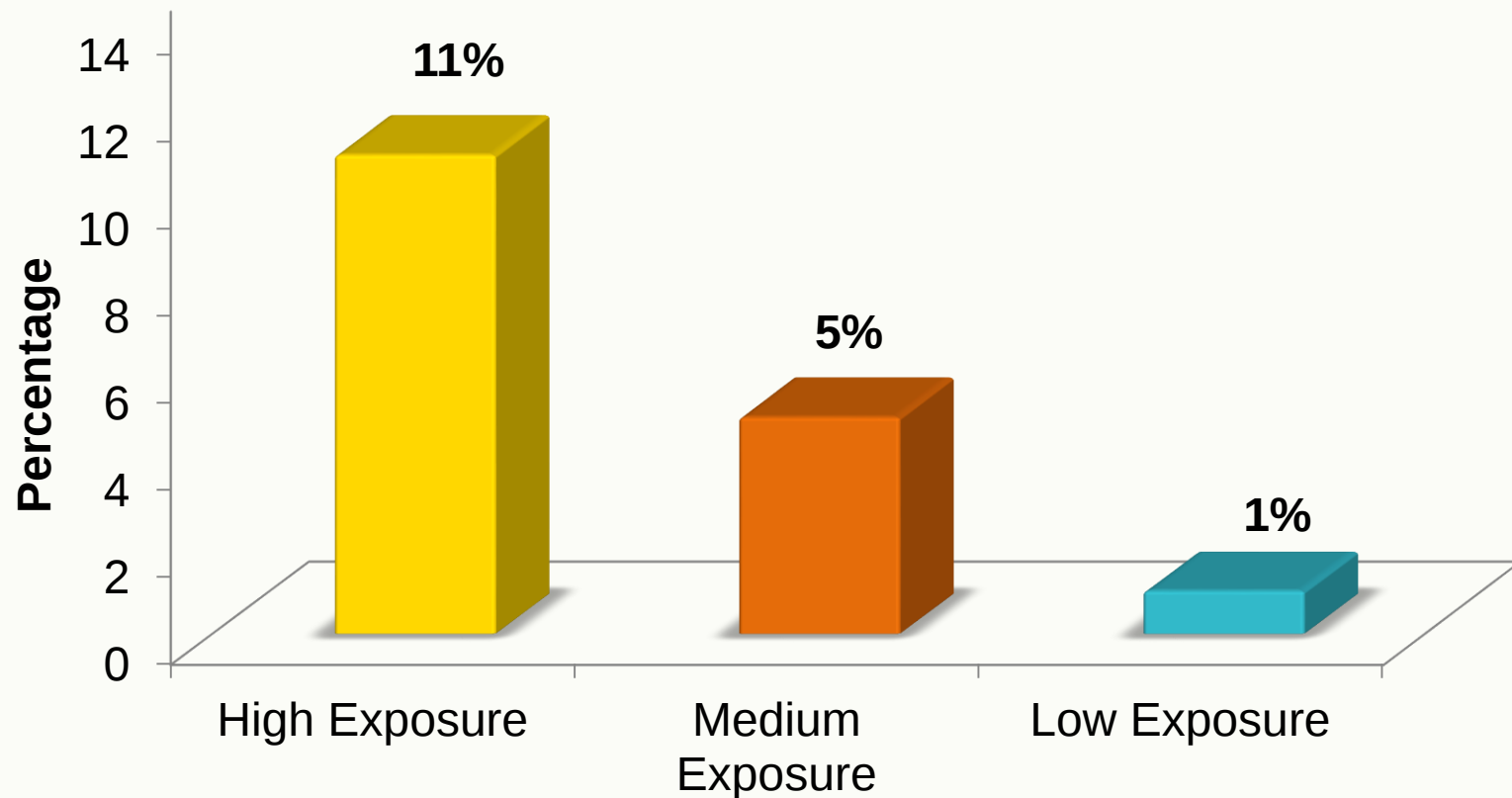


*Incidents over 2 ½ years

SAFETYDNA AND INJURIES



Probability of a *Recordable* Injury?



LEADERSHIP STYLE



Leadership style is critical to safety

Research shows it directly impacts:

- ❖ Compliance and participation with safety policies
- ❖ Incident reporting
- ❖ Perceptions of safety climate
- ❖ Employee safety attitudes and trust in management

WHAT DETERMINES OUR LEADERSHIP STYLE?



Process Focus:

- ❖ Goal-oriented, task focused and results driven
- ❖ Strong emphasis on details, objectives, and deadlines
- ❖ Communication style is directive

People Focus:

- ❖ People-oriented, supportive and interested in others
- ❖ Strong emphasis on keeping their team motivated and happy
- ❖ Focus more on relationships

THE 4 LEADERSHIP STYLES



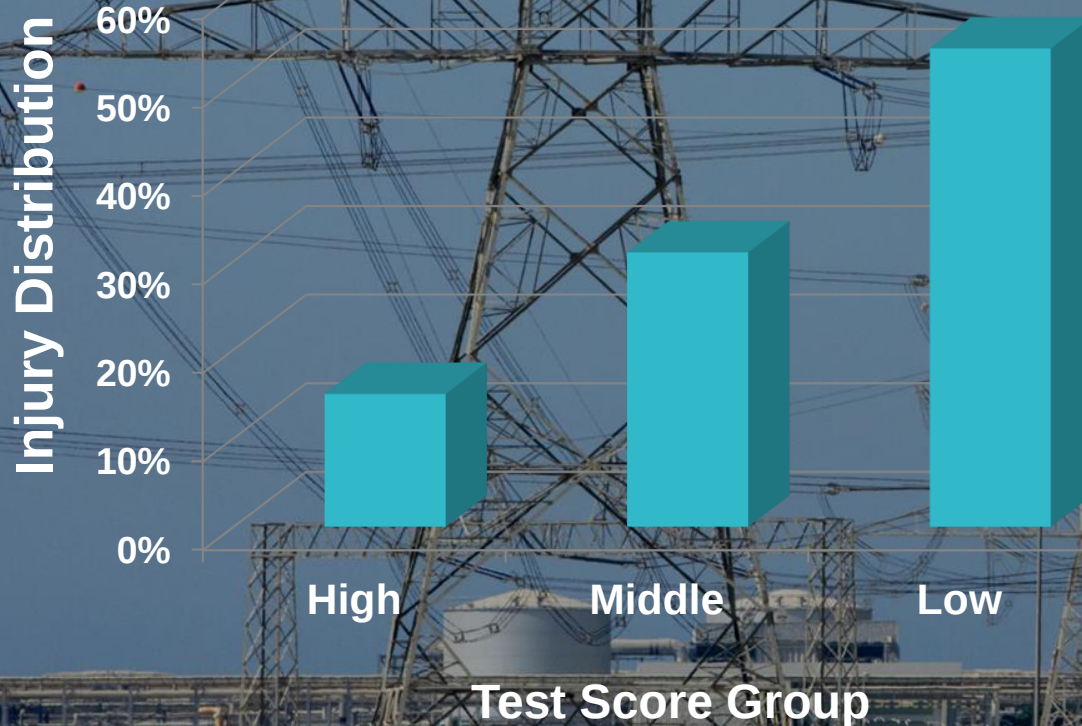
	Low People	High People
High Process	 Transactor Strengths: Sets clear expectations and focuses on achieving results in a timely manner Blind Spots: Seen as demanding or insensitive to needs; struggles to build strong relationships	 Transformer Strengths: Results-focused while building personal relationships; inspires others Blind Spots: Pushes some too far outside their comfort zone; may be perceived as idealistic
Low Process	 Overseer Strengths: Provides autonomy and avoids micromanaging Blind Spots: Trusts people to a fault; may appear detached with unclear performance expectations	 Relater Strengths: Fosters employee morale and builds strong relationships; quite likeable Blind Spots: Struggles to set clear objectives and consequences; difficulty discussing performance

PREDICTING TEAM-LEVEL EXPOSURE



SAFETY LEADERSHIP STUDY – POWER & UTILITIES

Injuries By
Safety Leadership Test Score



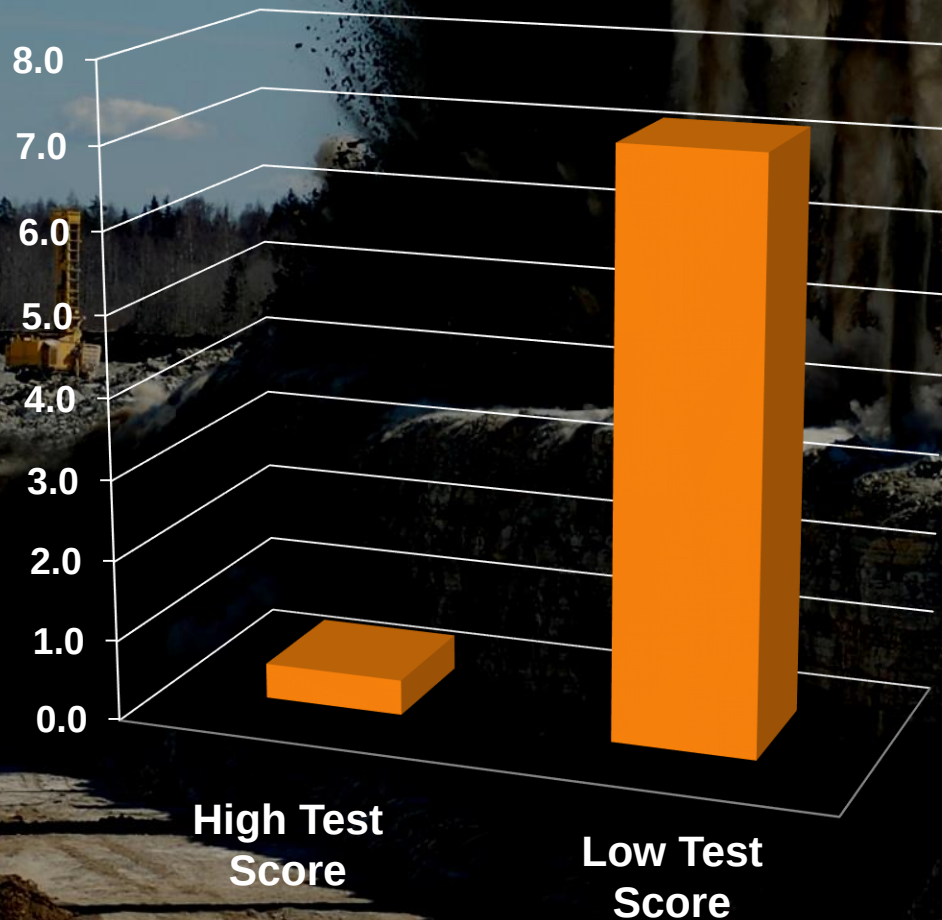
- Maintenance services provider in Power & Energy industry

- Included over 180 leaders across 12 facilities

- Leaders who performed poorly on test had over 3.5 more injuries on their crews

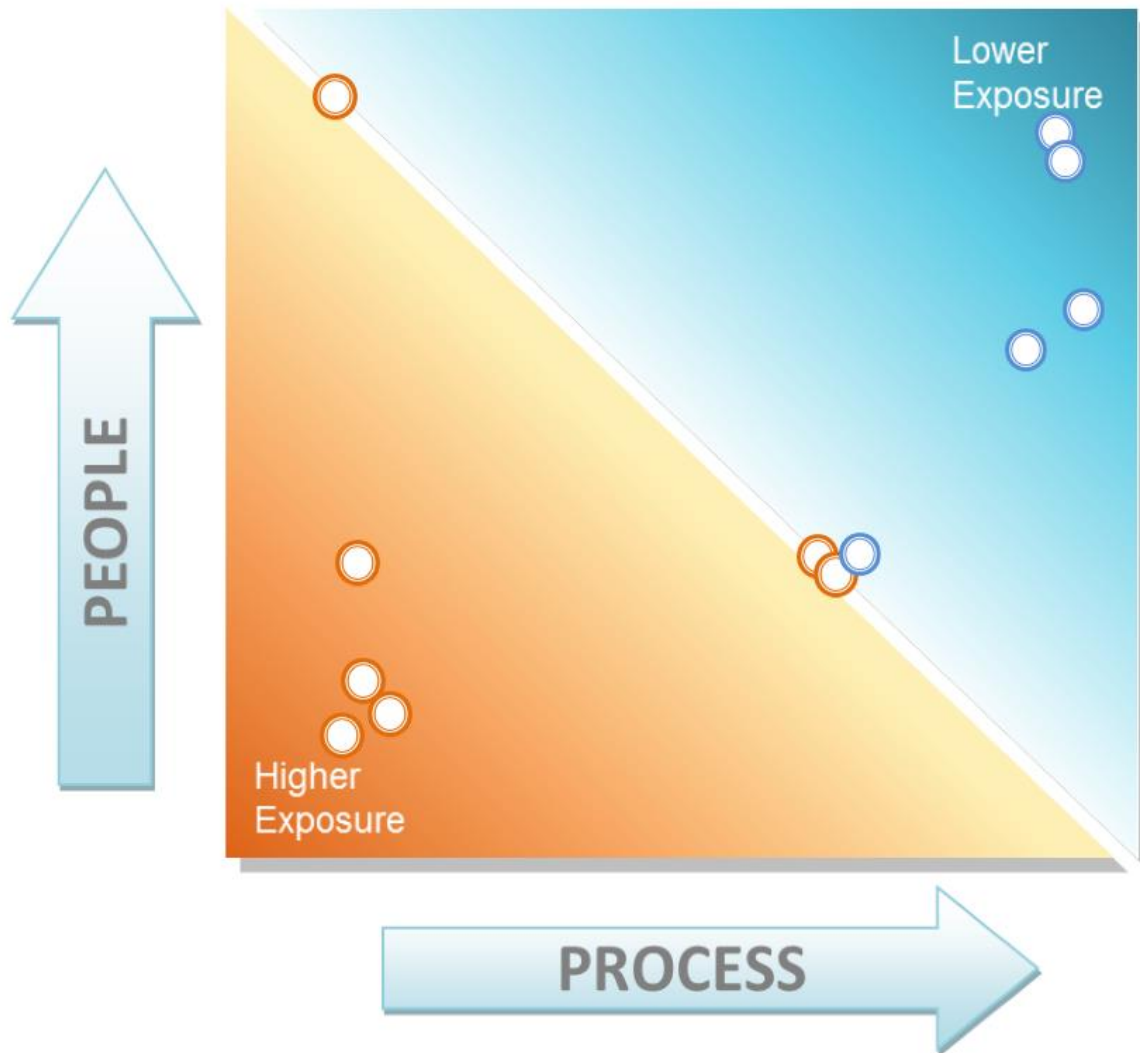
SAFETY LEADERSHIP STUDY – EXPLOSIVES MANUFACTURING

Annual Safety Incident Rate



- Supervisors in an explosives manufacturing facility of a mining services company
- Supervisors with low safety leader scores had over 16 times more incidents per year in their area than those who did well

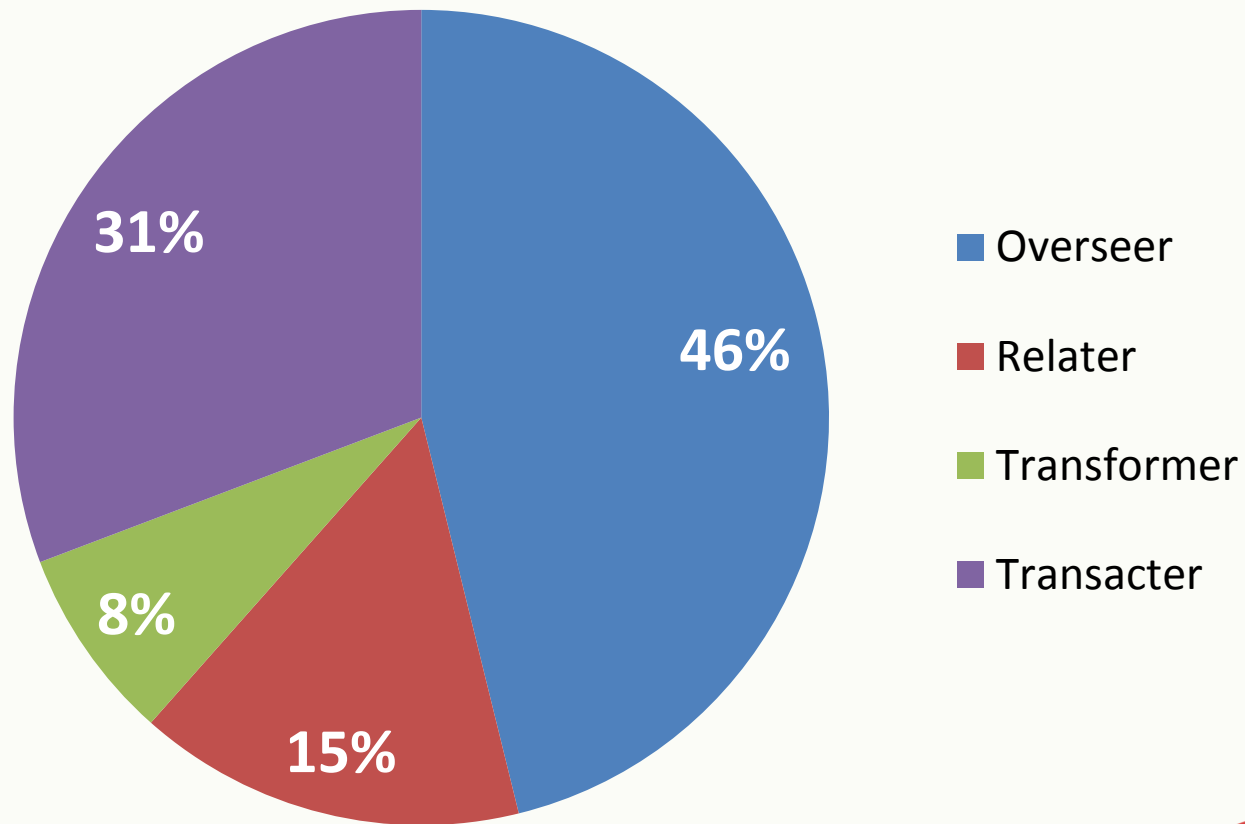
EXAMPLE 1 – FOOD MANUFACTURING SITE



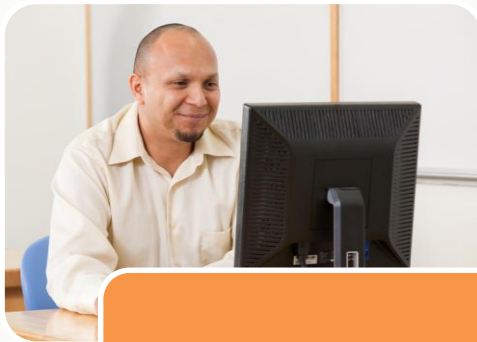
EXAMPLE 2 – LOCOMOTIVE ASSEMBLY PLANT



Site Leadership Team



DEVELOPING SAFETY LEADERSHIP SKILLS



**Validated
Assessment**



Learning



**Coaching &
Action Plans**

COACHING TO LEADERSHIP STYLES



Safety Focus	Profile	Team Exposure	Behavioral Goal
Fall Prevention	Overseer	Not aware that team members are not wearing fall protection when working above 6ft	Schedule daily walk-arounds on site to reinforce safe fall protection use
Fall Prevention	Transacter	Poor participation and input from employees at safety meetings b/c they are afraid to speak up	Meet with team members 1-on-1 once a week to discuss hazards, safety ideas

COACHING TO SAFETYDNA PROFILES



Factor	At Risk Behavior/Error	Safety Action	Phrase
Stays in Control	Getting stressed out and distracted when things get really busy	Take 5 minutes to stop, breathe deep, and reassess situation. Ask for help when I need it	<i>"Take 5"</i>
Awareness	Walking under suspended loads, around moving equipment, trip hazards, etc.	Every 20 minutes, look around 20 ft away from me, for 20 seconds (visually scan my surroundings regularly)	<i>"20-20-20"</i>
Follows Rules	Doing maintenance work in a confined space without a permit	Place a reminder in my toolkit so I never start confined space work without a permit	<i>"S.W.A.P."</i>
Exhibits Caution	Working on scaffolding without being properly tied off	Wear a bracelet/arm band to remind me to always tie off from a proper anchor point	<i>"Tie off, or fall off!"</i>

L.E.A.D. MODEL OF SAFETY LEADER BEHAVIORS



Key behaviors tied to successful safety leadership:

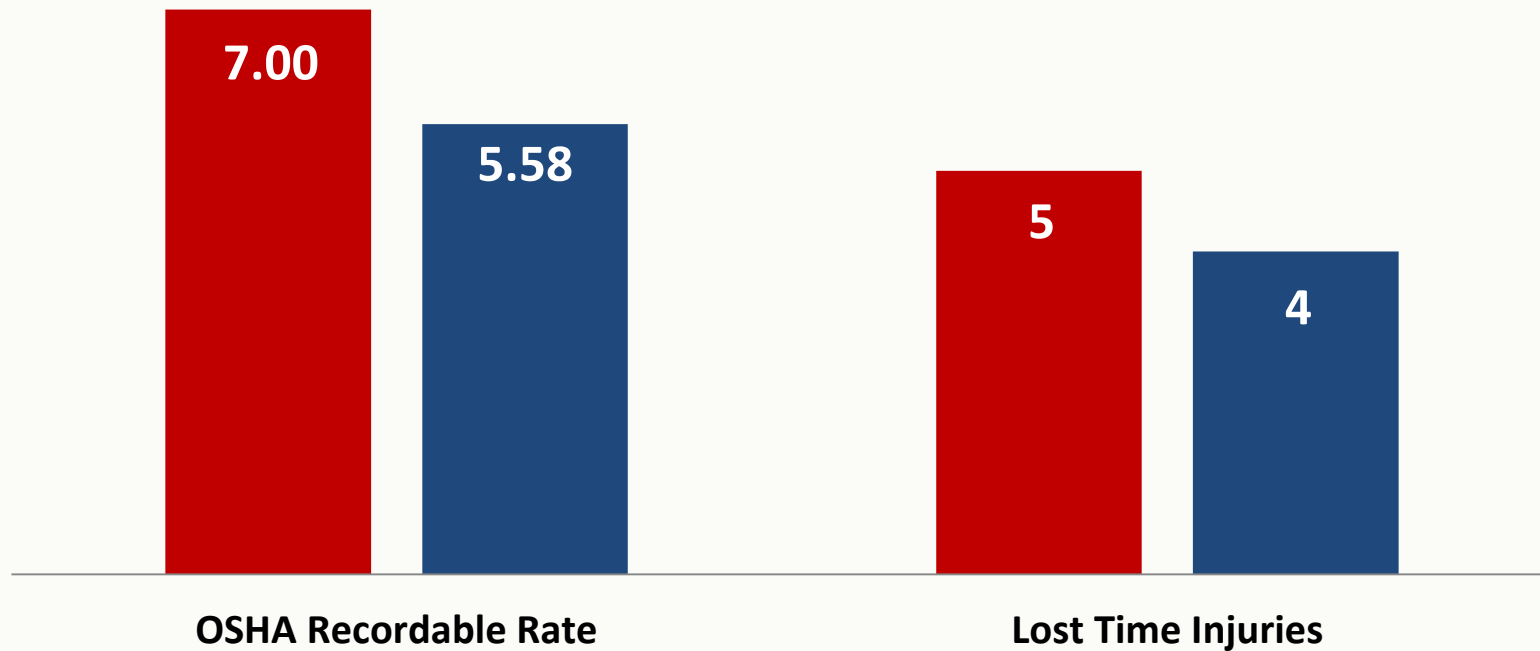
- | | |
|-------------------------------------|--|
| L ays Out a Vision | Clear, personal, and motivating |
| E mbrases Change | Drives change by involving others |
| A cts as Coach | Actively listens and provides feedback |
| D emonstrates
Credibility | Walks the talk, holding everyone accountable |

SAFETY LEADER DEVELOPMENT – RESULTS



Reduction in Serious Injuries

- Prior to SafetyMirror for Leader Program
- 12-months after starting SafetyMirror for Leader Program

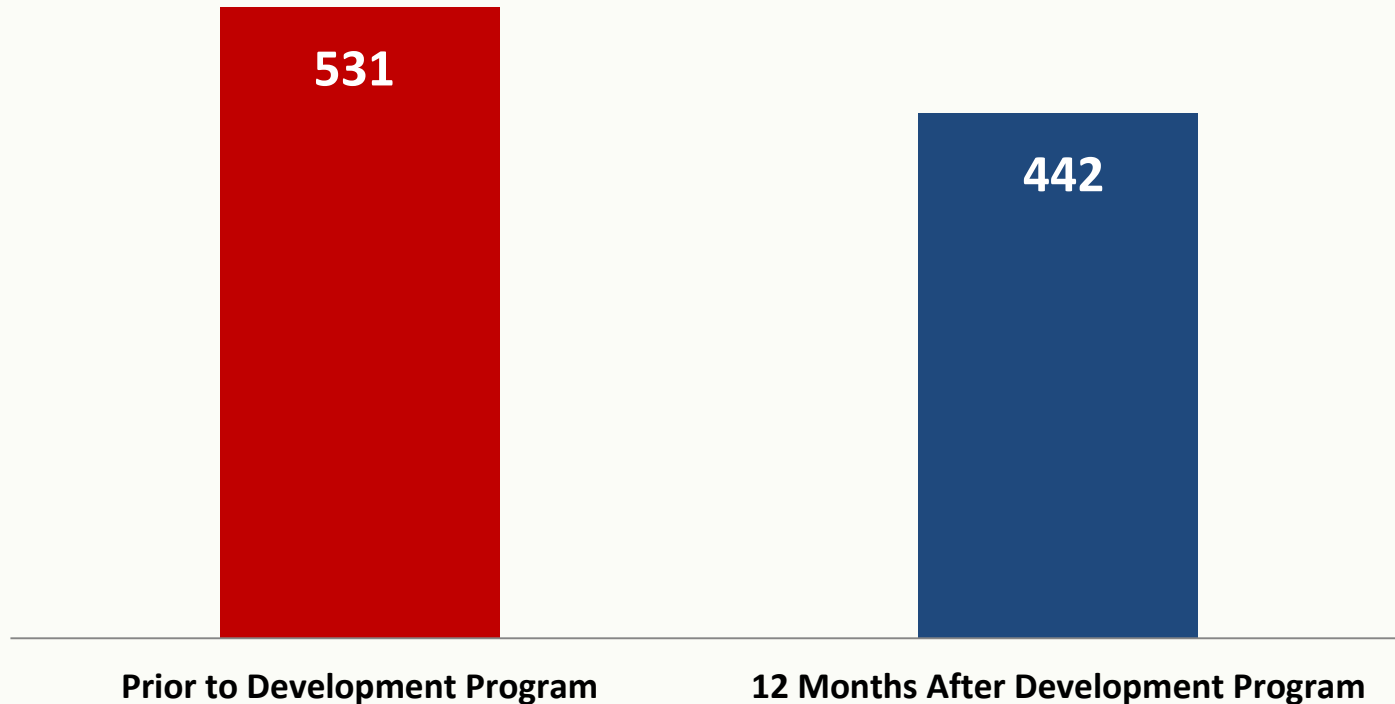


SAFETY LEADER DEVELOPMENT – RESULTS



Reduction in Overall Safety Incidents

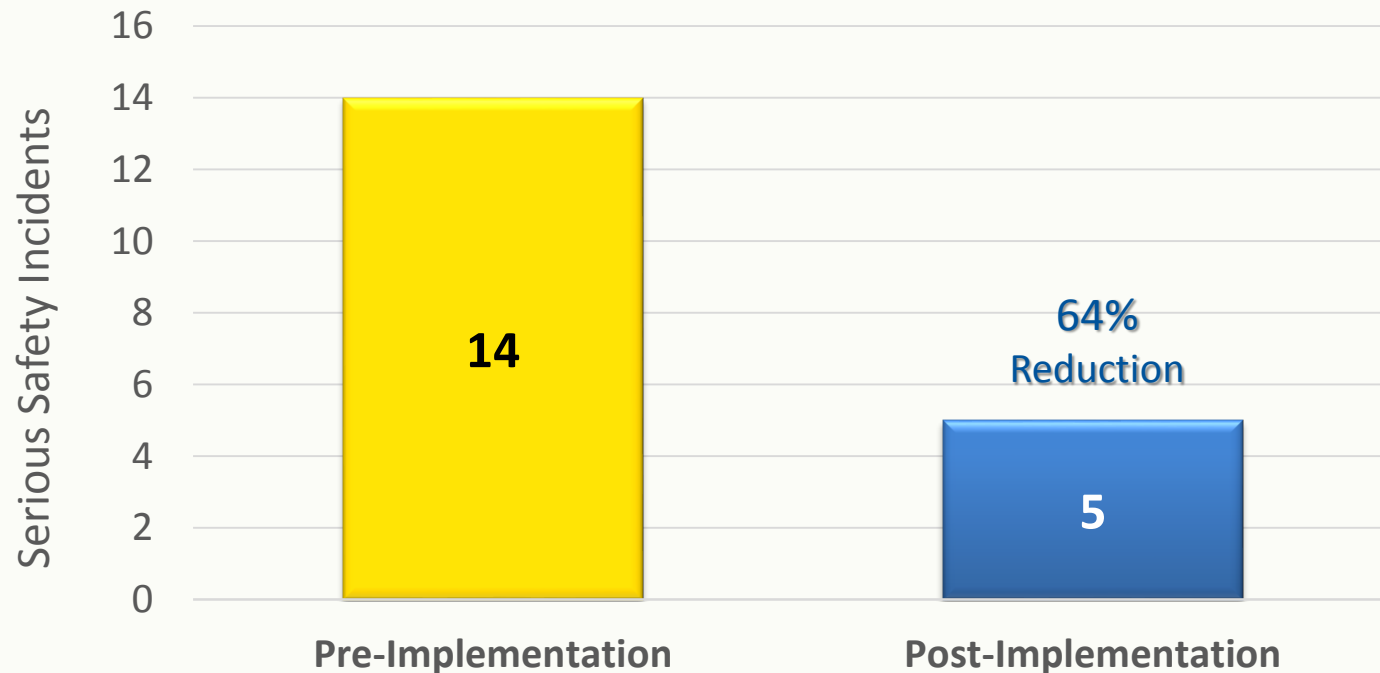
■ Prior to Development Program ■ 12 Months After Development Program



DEVELOPMENT OF SAFETYDNA IN THE WORKFORCE - RESULTS



Reduction in Serious Incidents



NOTE: Sample size = 898 full-time employees. Serious incident included: doctor off-site, recordable, lost time, motor vehicle, and property damage incidents.

BEST PRACTICES FOR SAFETY LEADER DEVELOPMENT



1. Use the right type of assessment

- ❖ Validated, accurate
- ❖ Specific to safety
- ❖ Designed for development

2. Make it applicable to industry, company and safety issues

3. Gain commitment on S.M.A.R.T. goals

- ❖ Specific
- ❖ Measurable
- ❖ Actionable
- ❖ Realistic
- ❖ Time-Bound

BEST PRACTICES FOR SAFETY LEADER DEVELOPMENT



4. One-on-one coaching is critical for behavioral change
5. Encourage transparency
6. Embed into existing processes to build in sustainability
 - ❖ Ongoing leader coaching and updated action planning
 - ❖ Safety meetings, toolbox talks
 - ❖ JSAs / JHAs
 - ❖ Dedicated committees



Questions?



Thank You!

Esteban Tristan, Ph.D.

Select International

etristan@selectintl.com

www.selectinternational.com