

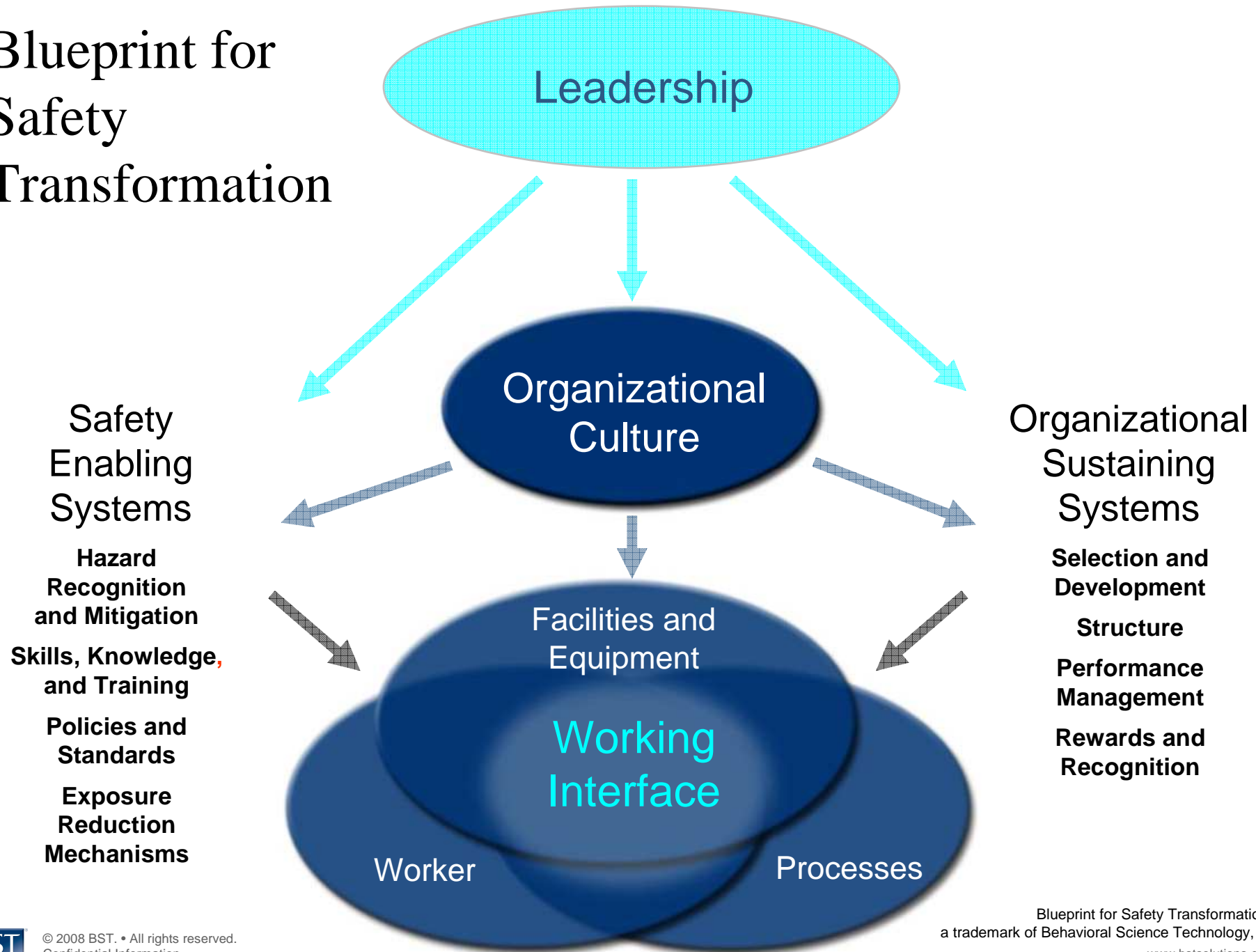


Leading with Safety: How Leaders Create Culture and influence behavior

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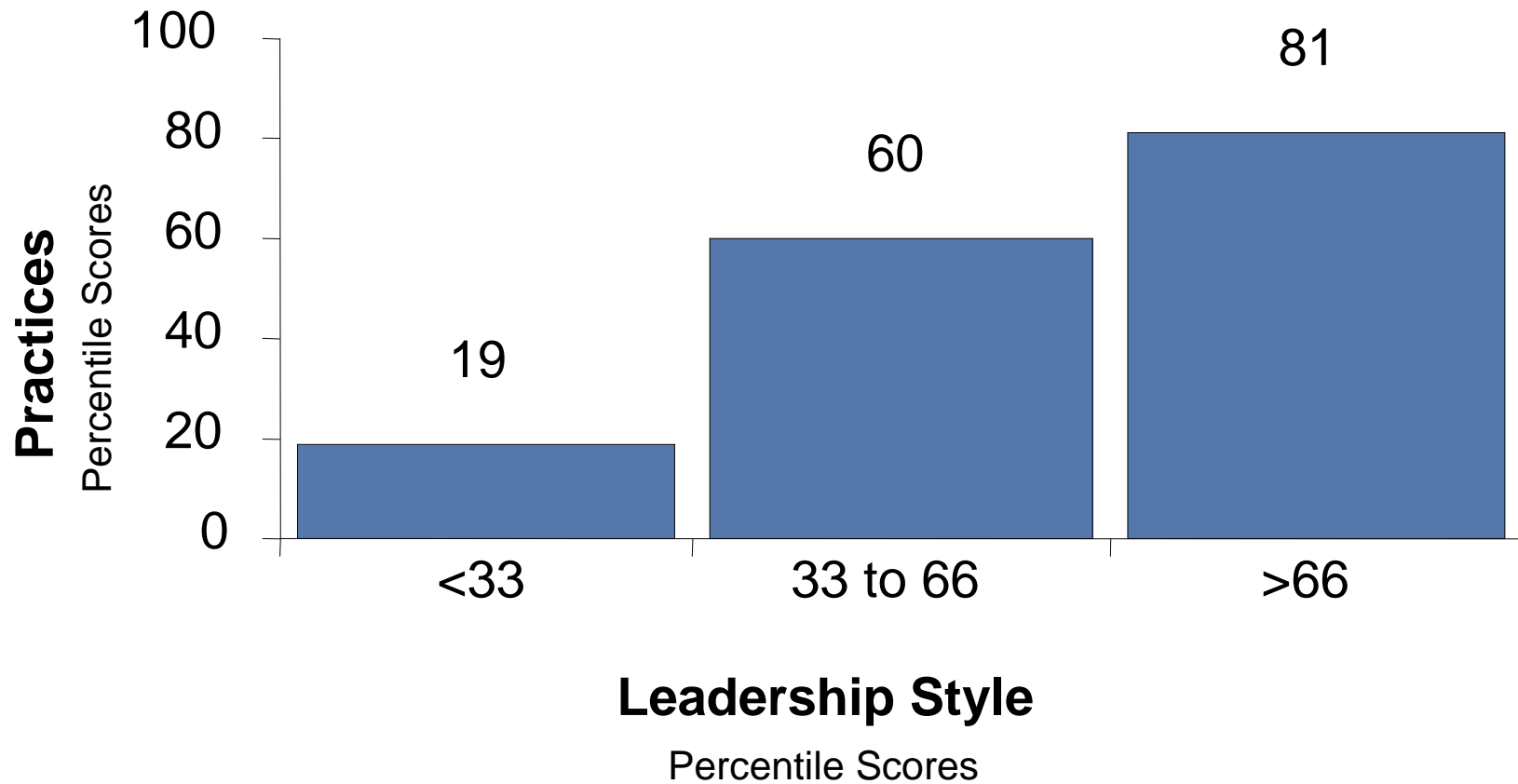
Blueprint for Safety Transformation



Safety Leadership Model

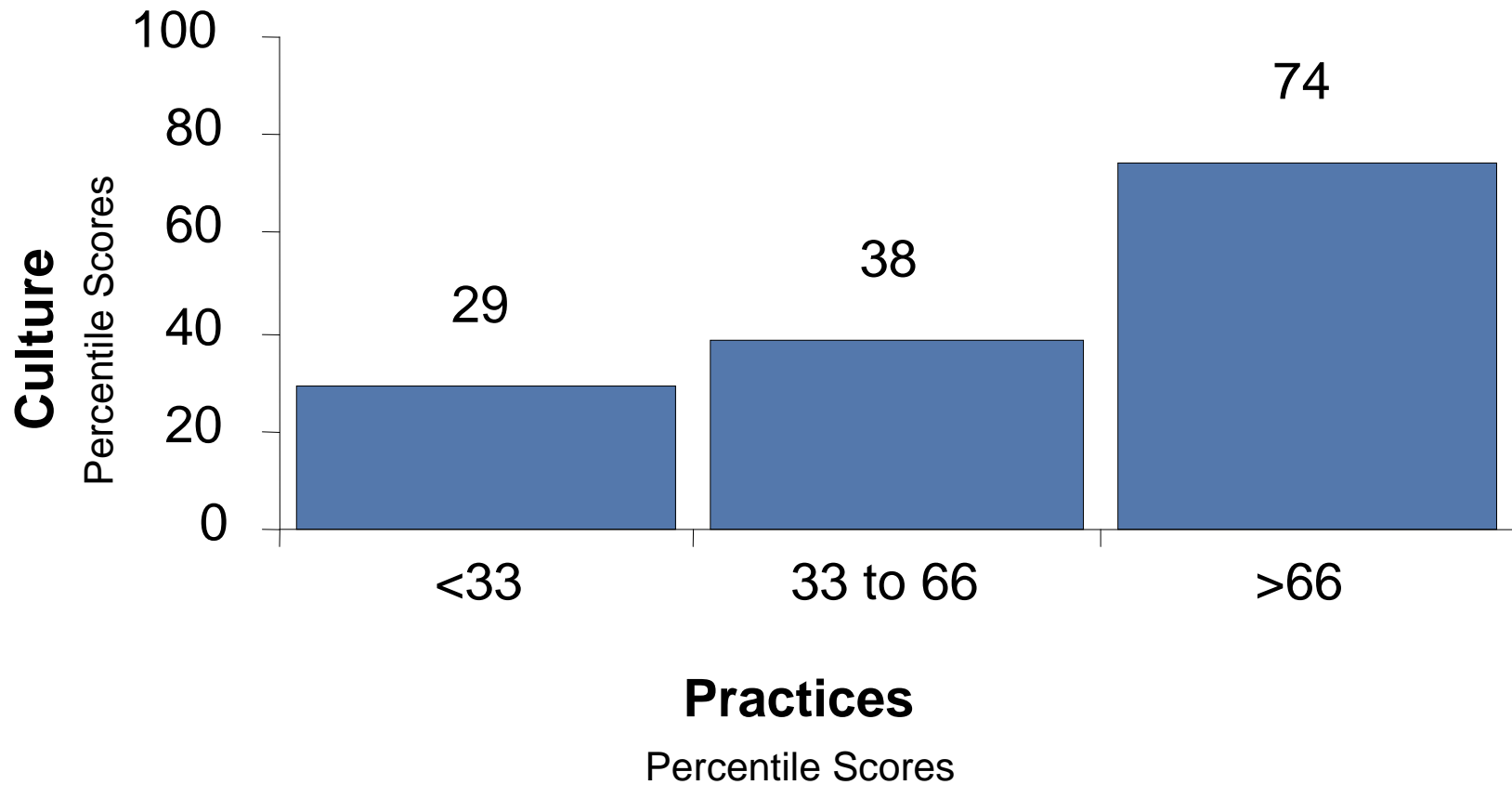


Leadership Style Predicts Best Practices



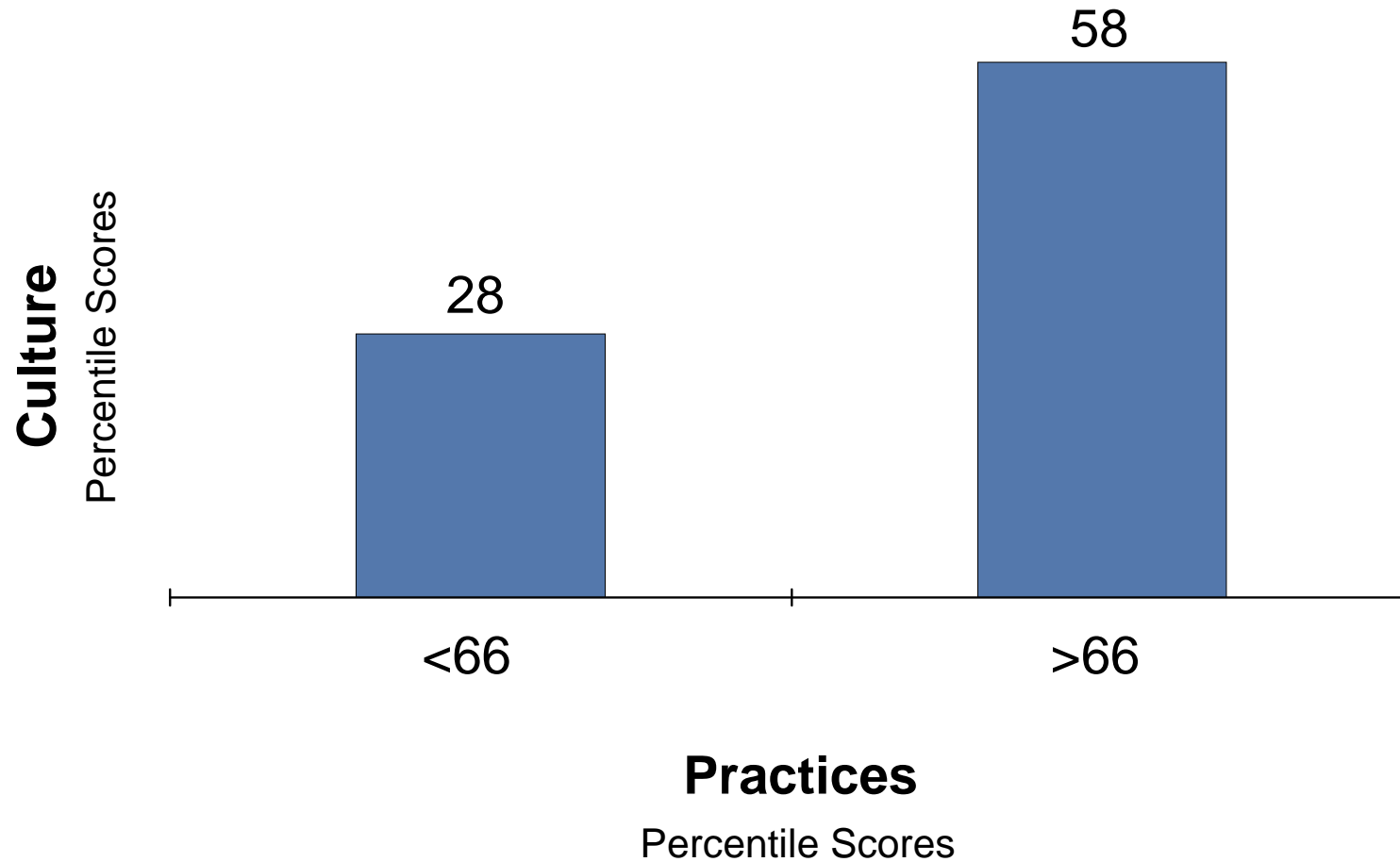
n = 67

Best Practices Predict Culture



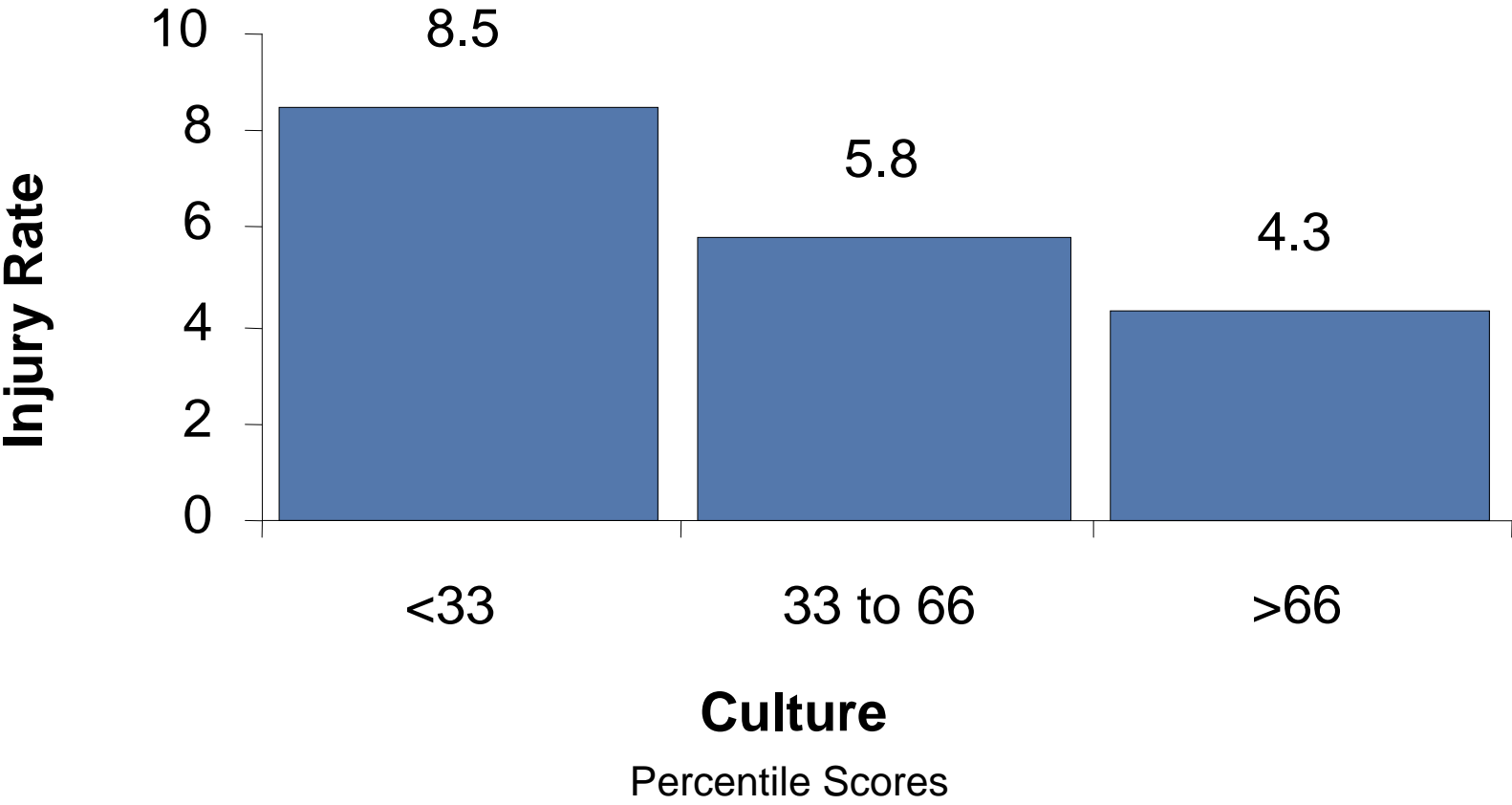
n = 94

The Senior-Most Leaders' Best Practices Predict Culture



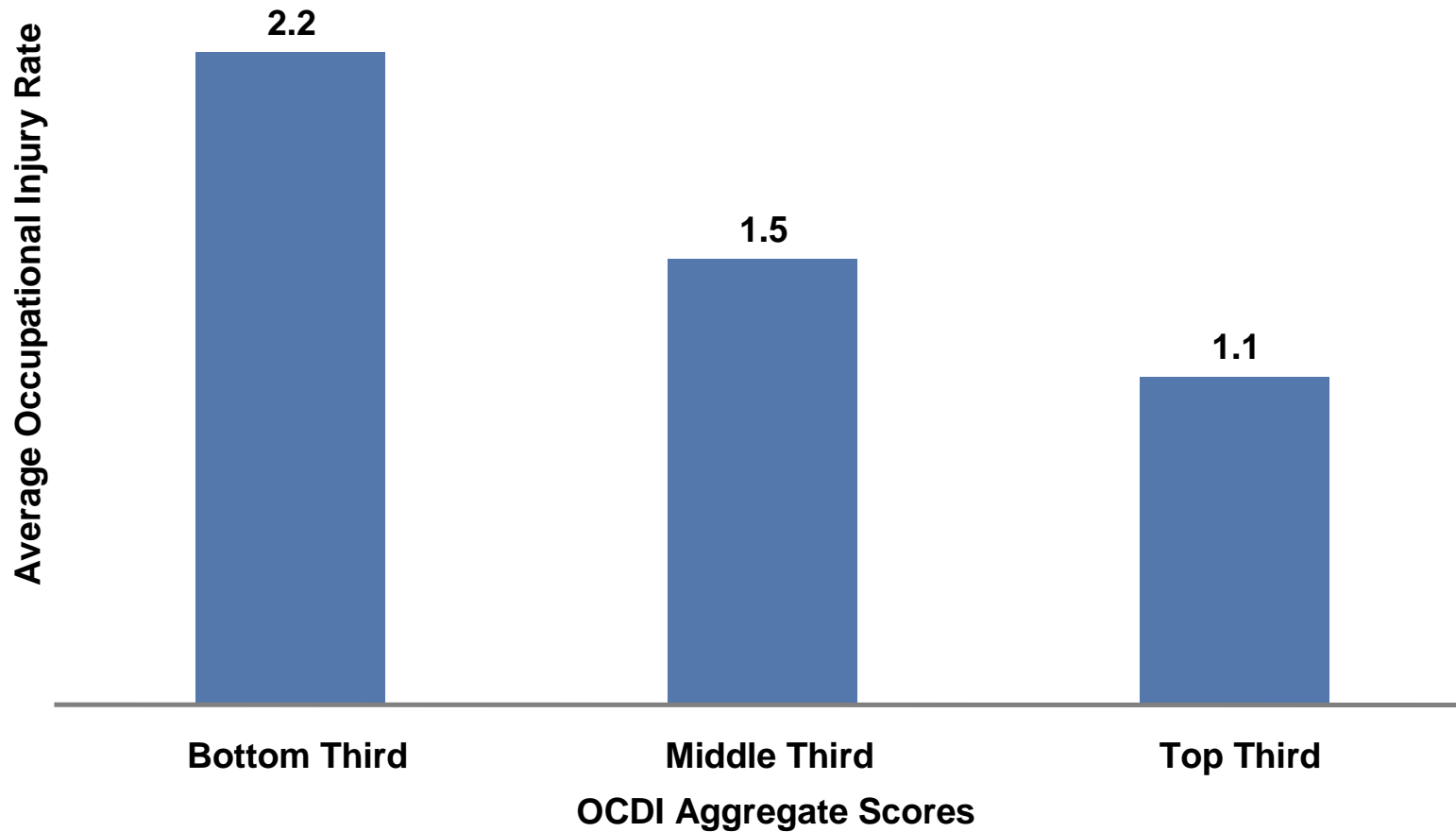
n = 42

Culture Predicts Safety Outcomes



n = 94

Higher OCDI Scores Predict Lower Occupational Injury Rates for Clients with Occupational Injury Rates Less than 3.0



Culture

Common values that drive organizational performance

Applies to many areas of functioning

“How we do things”

Unstated

Background

Changes more slowly

Climate

Perceptions of what is expected, rewarded and supported

Applies to a specific area of functioning

“What we pay attention to”

Stated

Foreground

Changes more rapidly

Safety Climate and Organizational Culture



Measurable Attributes of Organizational Culture

Organizational Factor

1. **PJ** Procedural Justice
2. **LMX** Leader-Member Exchange
3. **MC** Management Credibility
4. **POS** Perceived Organizational Support

Team Factor

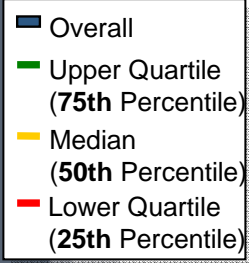
5. **TW** Teamwork
6. **WGR** Work Group Relations

Safety Specific Factor

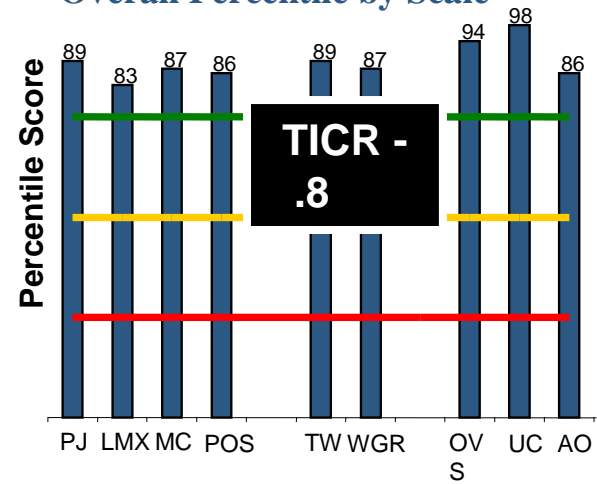
7. **SC** Safety Climate
8. **UC** Upward Communications
9. **AO** Approaching Others

Performance Variables Predicted by Cultural Attributes

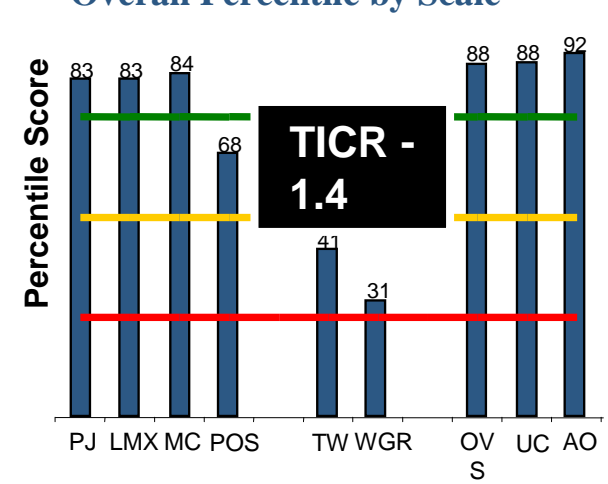
1. Job performance
2. Salary progression
3. Career satisfaction
4. Follower performance
5. Frequency of safety-related mishaps
6. Intention to quit
7. Commitment to the organization
8. Organizational citizenship behavior
9. Absenteeism
10. Job satisfaction
11. Ethical performance



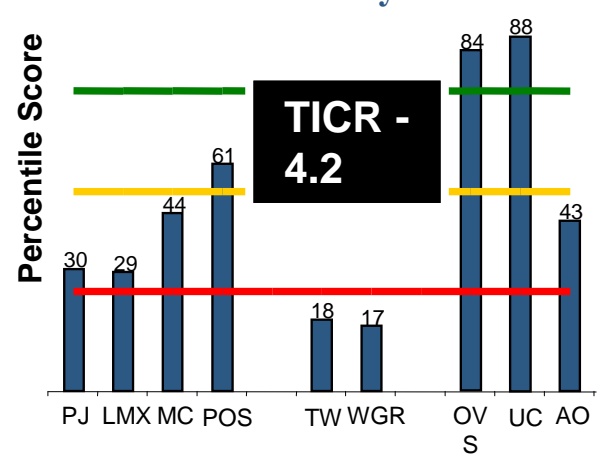
Case Study – Site A
Overall Percentile by Scale



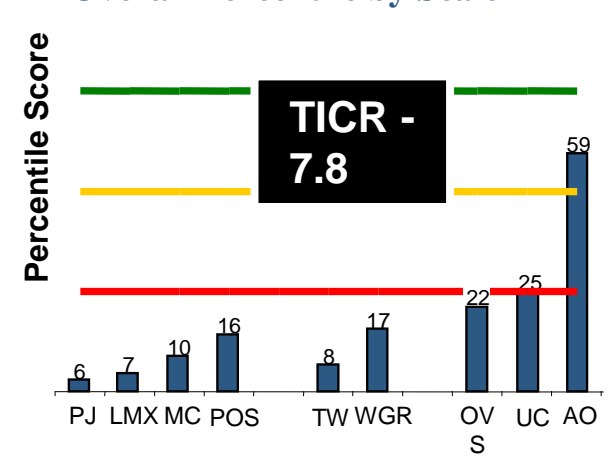
Case Study – Site B
Overall Percentile by Scale

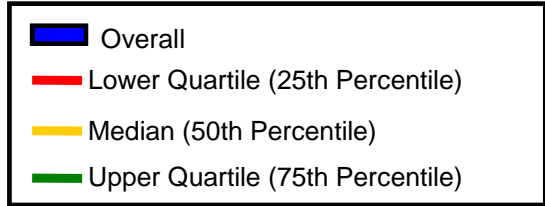


Case Study – Site C
Overall Percentile by Scale

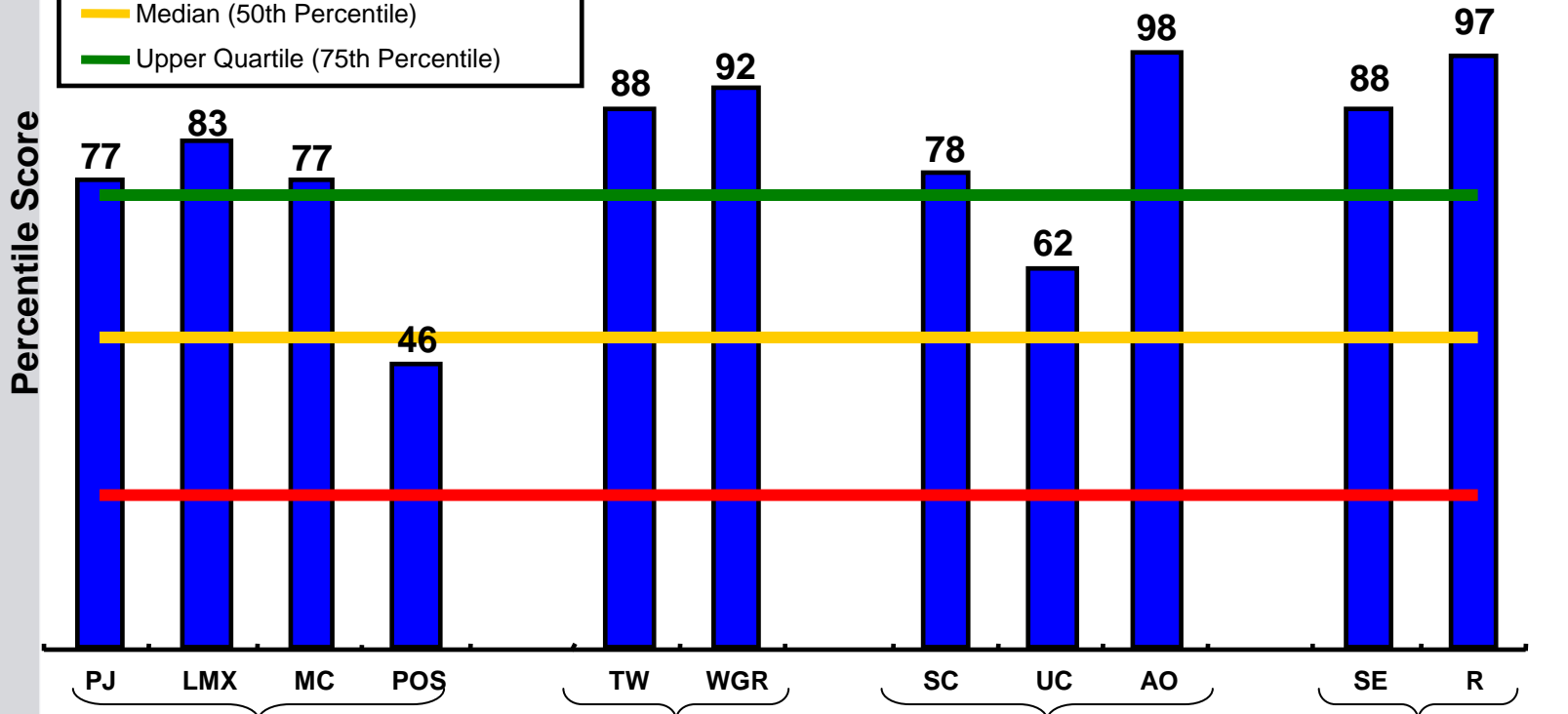


Case Study – Site D
Overall Percentile by Scale





NASA Combined Overall Percentiles by Scale



Organizational Factor

- PJ Procedural Justice
- LMX Leader-Member Exchange
- MC Management Credibility
- POS Perceived Organizational Support

Team Factor

- TW Teamwork
- WGR Work Group Relations
- POS Perceived Organizational Support

Safety-Specific Factor

- SC Safety Climate
- UC Upward Communication about Safety
- AO Approaching Others about Safety

Other Scales

- SE Social Efficacy
- R Reporting

Safety Leadership Model



Vision

- Describes a compelling picture of what the future could be.
- Communicates the organizational vision through word and action.
- Helps others question and rethink their assumptions about safety.

Credibility

- Gives honest information about safety performance, even if it is not well received.
- Acts consistently in setting and applying safety standards.
- Follows through on commitments made.

Communication

- Communicates frequently and effectively up, down, and across the organization.
- Shares with people the background and reasons for safety policies and procedures.
- Makes sure that others feel comfortable and safe in raising issues and concerns.

Collaboration

- Asks for and encourages input from people on issues that will effect them.
- Seeks out and listens to diverse points of view.
- Gains commitment of others before implementing changes.

Feedback and Recognition

- Readily recognizes people for safety work well done.
- Gives positive feedback and recognition for good performance.
- Finds ways to celebrate accomplishments in safety.

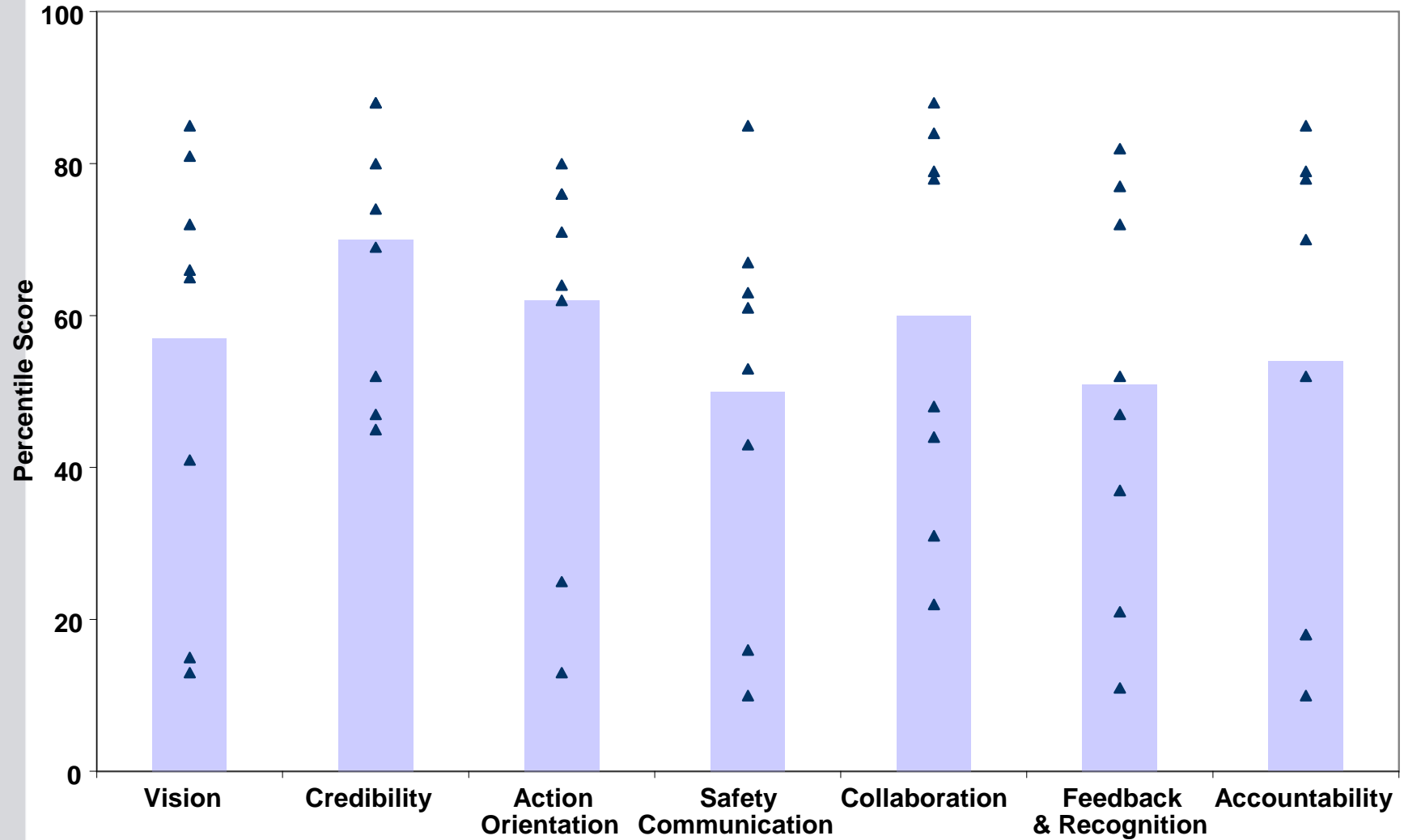
Action Orientation

- Is proactive rather than reactive in addressing safety issues.
- Gives a timely, considered response to safety concerns.
- Demonstrates a sense of personal urgency and energy to achieve safety results..

Accountability

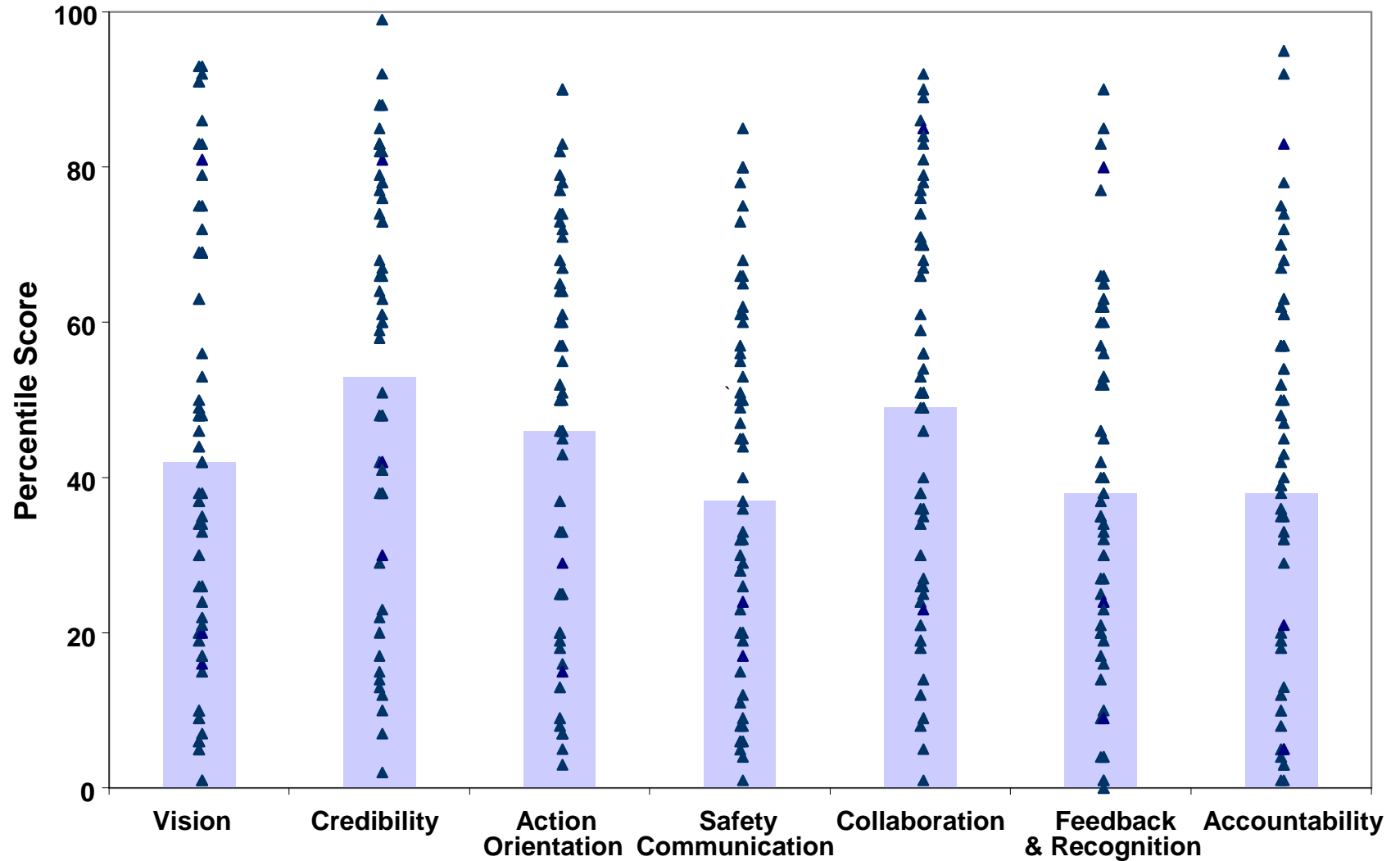
- Clearly communicates people's roles and responsibilities in safety.
- Fosters a sense that people are responsible for the level of safety in their organizational unit.
- Regularly reviews with direct reports indicators of their safety performance.

Global Leadership Team: Health and Safety Leadership Best Practices Percentile Scores



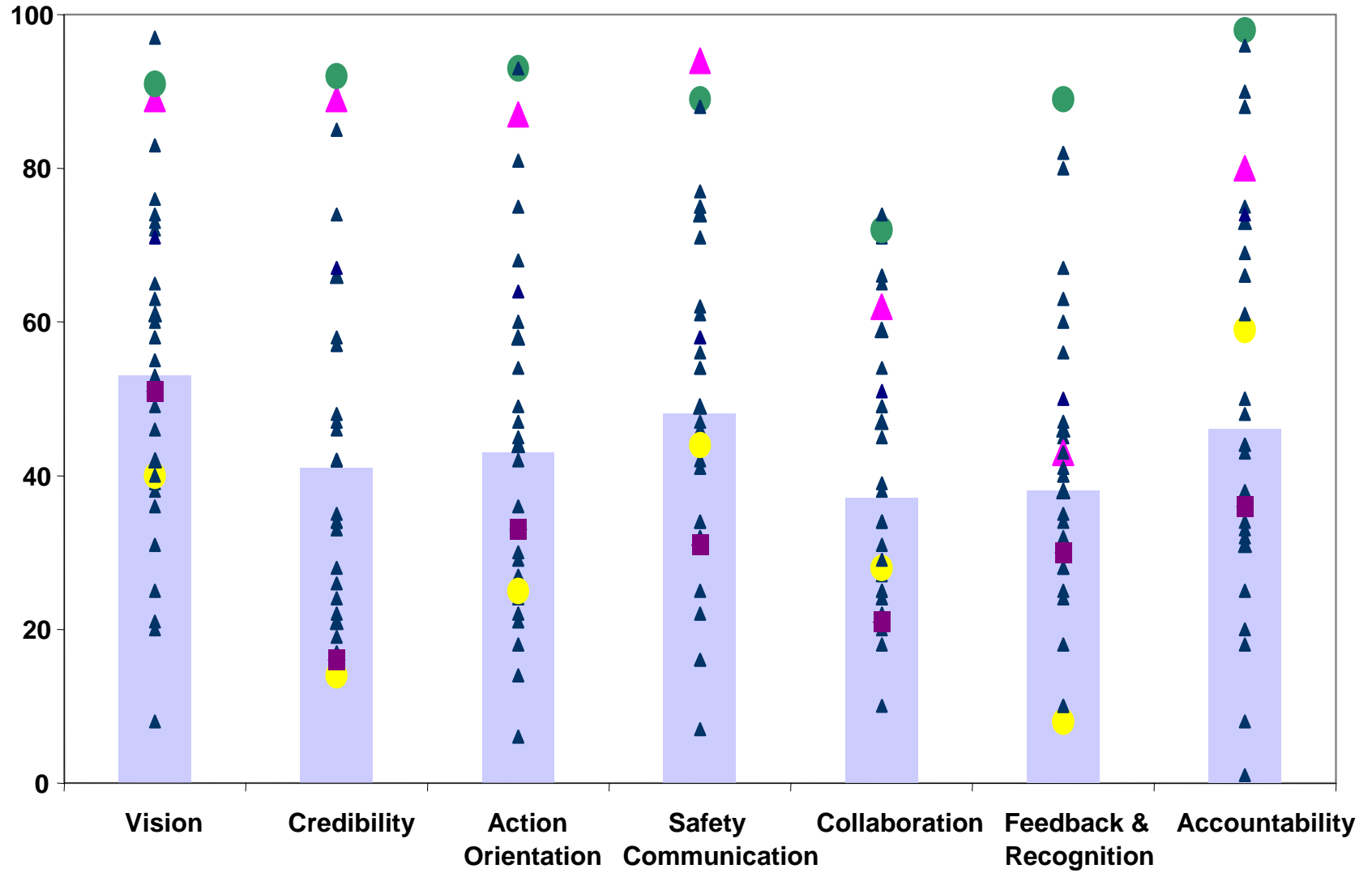
Fifty Eight Other Leaders:

Health and Safety Leadership Best Practices Percentile Scores

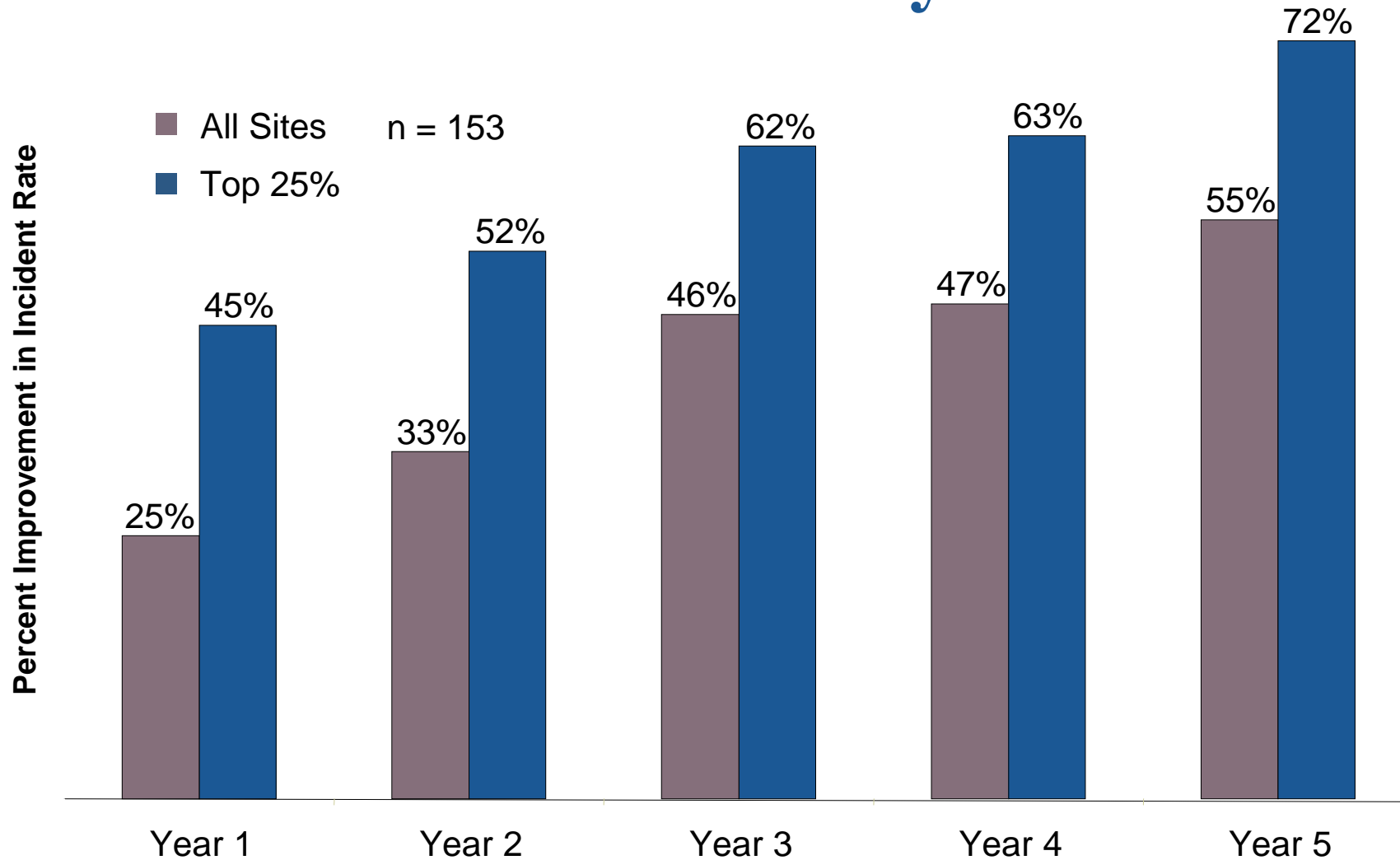


Health and Safety Best Practice Percentile Scores

Chief Executive Officers

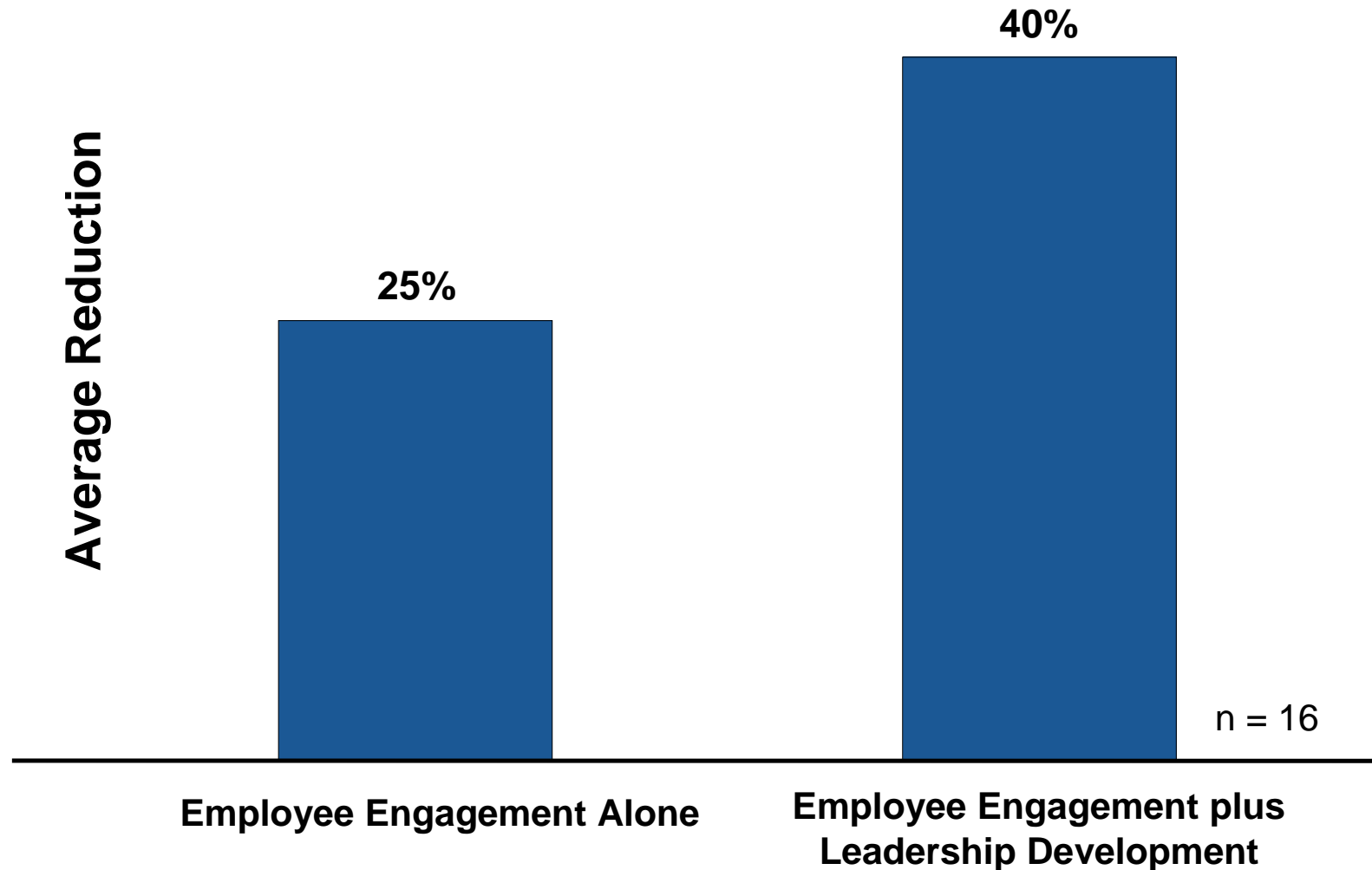


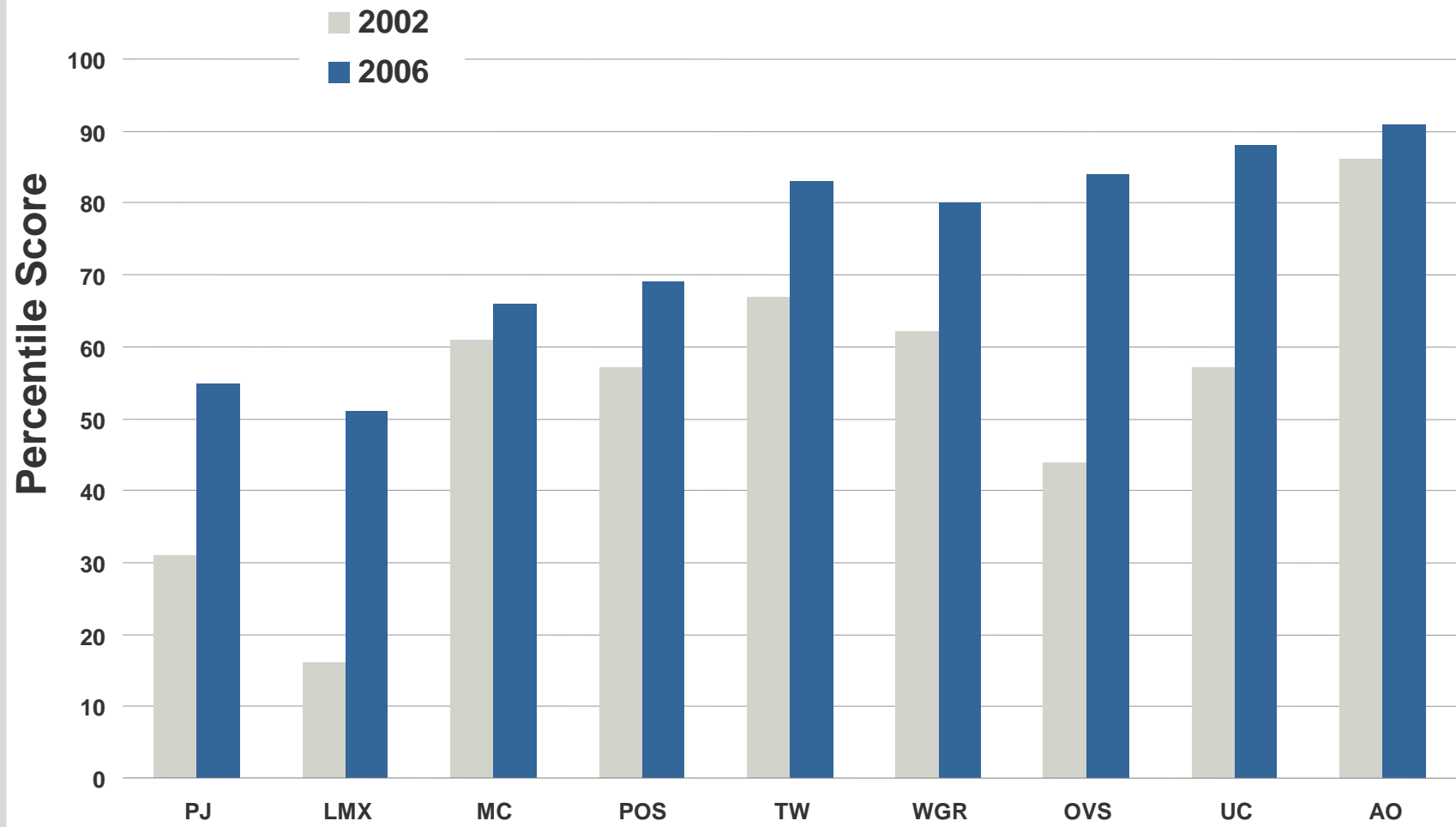
Five Year Outcome Study

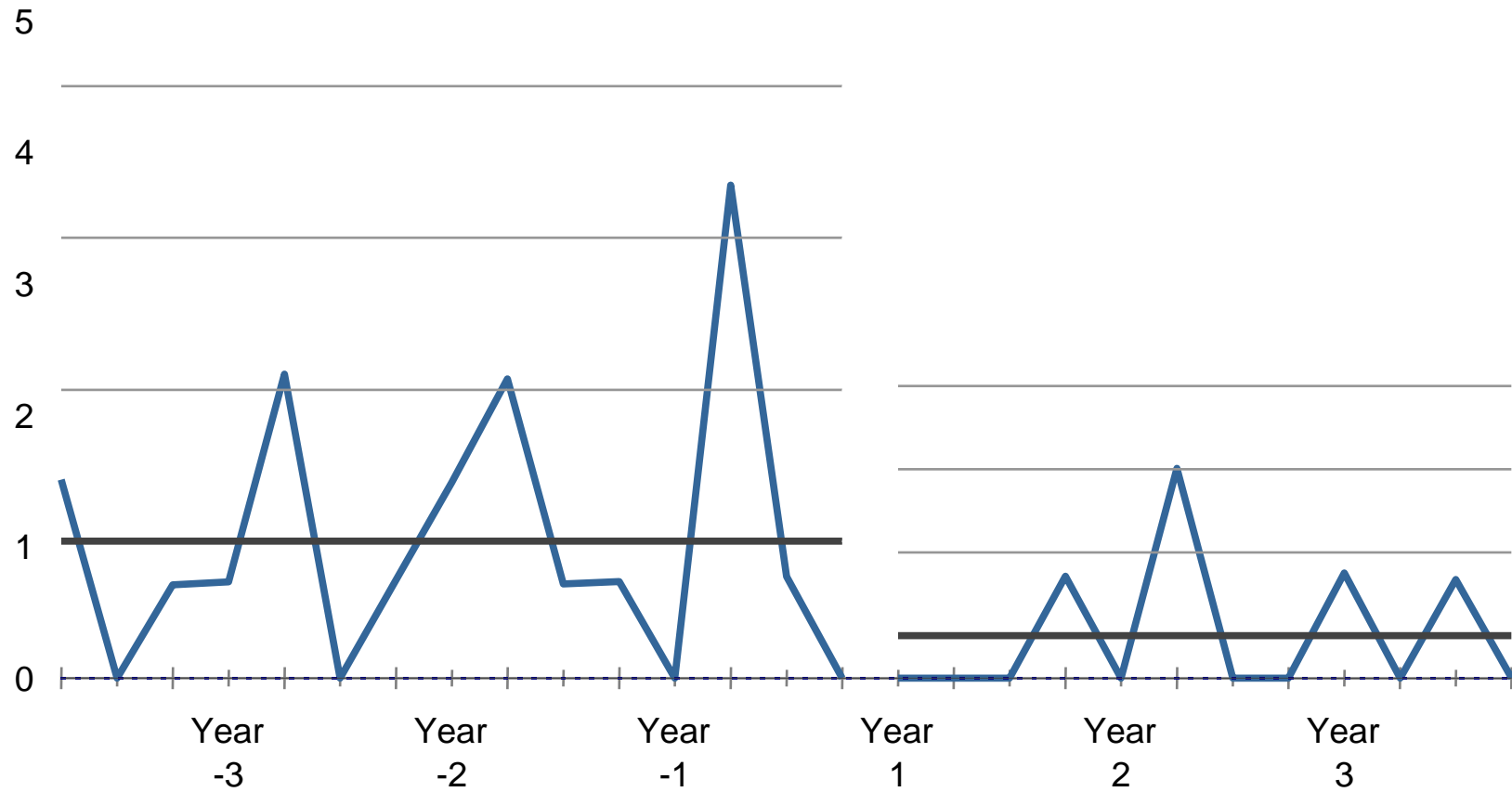


Krause, Seymour, and Sloat, "Long-term evaluation of a behavior-based method for improving safety performance. A meta-analysis of 73 interrupted time series replications" *Safety Science*, Vd. 32, 1999, pp. 1-18

Leadership Development and Employee Engagement Average Reduction in Occupational Injury Rates After 1 Year

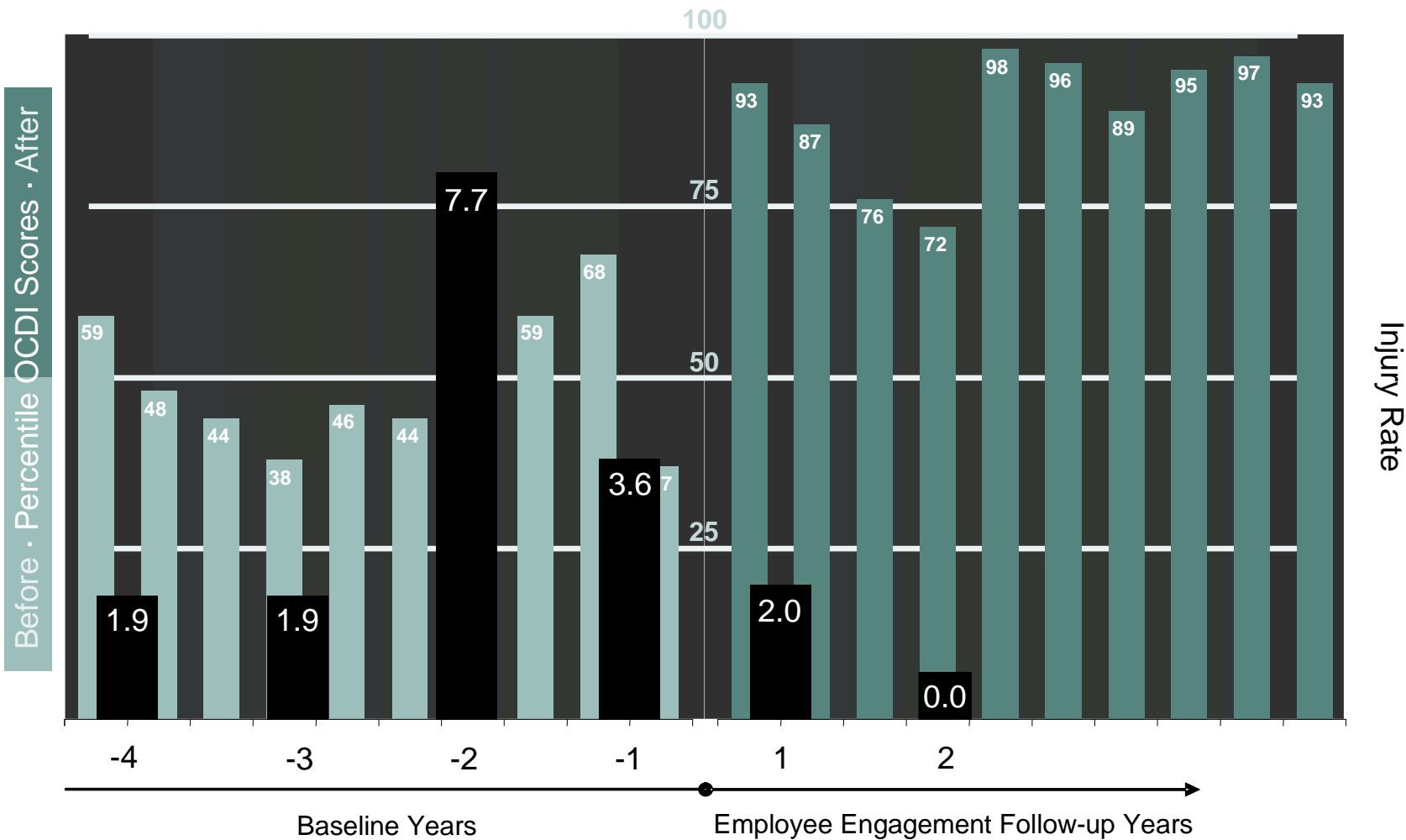






— Occupational Injury Rate
 — Average Occupational Injury Rate

↑
 Comprehensive Safety Intervention Begins



The Occupational Injury Rate Also Improved

Support

Concrete Steps to Leading with Safety

- 1) Develop a Behavioral Vision for Safety
- 2) Assess the Safety Climate and Organizational Culture
- 3) Define the Gap
- 4) Design intervention strategy
 - a) Scope and duration
 - b) Address senior, mid-level and front line employees
- 5) Measure results and modify as needed



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