


AMRE SAFETY SEMINAR

SAFETY IN THE DOWNTURN

Obed Letsholo

23 July 2009

Content

- ▶ Issues impacting safety
 - ▶ Downturn opportunities
 - ▶ Leading Health & Safety
 - ▶ Questions
- 


Issues impacting Safety

- ⦿ Change in a business landscape
- ⦿ Reduced demand
- ⦿ Uncertain growth (re-think)
- ⦿ Maintain integrity of safety efforts
- ⦿ Challenges
 1. Maintain an appropriate level with reduced resources
 - Heightened need for exposure management
 - Employees distraction
 - Employees anxiety
 - Risk
 2. Dimension of safety is a cultural risk
 - Economic conditions
 - Focus on production than safety
 - Impact on employees (perceive of organization value)


The Downturn Opportunity

Leading safety effectively and efficiently through these
challenging days is both desirable and possible

How to Drive Safety through a Time of Economic
Uncertainty



The Downturn Opportunity

- ▶ Time to reflect on what is essential
 - ▶ Examine old assumptions
 - ▶ Develop solutions that match the needs
- 

The Downturn Opportunity

- Open up, be honest and forthcoming and communicate why safety matters now:
 - › Employees who are preoccupied with concerns about the economy, changes in their roles, or who are left in the dark are more likely to revert to old behavior patterns, or lose focus and increase exposure to injury
 - › The safety message provides an opportunity to let your people know that the organization really does care about them and to enlist their support in keeping safety – and the business – on track
 - › Just as supervisors and managers need to step up and make themselves visible in these times we need to encourage employees to avoid turning their focus inward and continue to be engaged in safety activities. They will do so if managers and supervisors lead the way.

The Downturn Opportunity

- ◎ Consider the effects of your actions on the culture
 - > Culture (or worked in one place long enough), how you do the hard stuff matters. The way in which you make, communicate, and enforce tough decisions will have effects on employee loyalty, commitment, and performance for years to come
 - Consider the safety implications
 - Who will be impacted
 - Are employees who are losing their jobs treated with dignity and respect in how they learn of the change and are exited
 - Remaining employees given honest communication about what is happening and why
 - > You do not need to become the perfect safety leader. You just need to understand what your personal values are, and be willing to act from a position of informed commitment.

The Downturn Opportunity

- Refine your strategy
 - > A downturn is an ideal time to look at your company's safety needs from a new perspective. Your actual needs may dictate an investment in fewer (or different) systems than you have right now
 - > What systems and processes overlap or have become extraneous?
 - > What systems and processes are working well and can be expanded?
 - > What leadership actions and behaviors will help us best reduce exposures and drive down incident rates?
 - > With better data, you can implement systematic improvements that target optimal results.

The Downturn Opportunity

- ◉ Work the fundamentals
 - > In safety performance, those core elements are protecting the lives and livelihoods of employees
 - > Management must think about their most important focus and when it does, life altering injuries and fatalities are a primary concern
 - > An incident with high potential for severe injury (such as a near miss associated with a failure in the lock out, tag out system,) will get the same level of attention as an incident with low potential for serious injury (such as a minor sprain.)
 - > Organizations on the road to a culture of commitment or a culture of engagement

The Downturn Opportunity

- ◉ Demonstrate and develop transformational leadership
 - › Leaders who use a transformational style are more successful at creating the will to go "above and beyond" self interest
 - › The leader give people a sense of purpose, belonging and understanding regarding the work they do
 - › Transformational leaders use behaviors such as:
 - Promoting original thinking
 - Encouraging others to take initiative
 - Coaching and counselling others
 - Helping followers achieve levels of performance beyond what they felt possible
 - Expressing optimism about goal attainment
 - Helping followers develop emotional acceptance of challenges
 - Sacrificing self-gain for the gain of others
 - Creating a sense of joint mission and ownership

Leading Health & Safety

- Vision
 - > See what safety excellence
 - > Conveys vision in a compelling way
 - > Communicates high personal standard in safety
 - > Help others to question and rethink their assumptions
- Credibility
 - > Fosters high level of trust
 - > Willing to admit mistakes
 - > Giving honest information about safety
- Collaboration
 - > Works well with others
 - > Promotes collaboration and cooperation in safety
 - > Seeks input from others
 - > Encourage others to implement their decisions

Leading Health & Safety

- ⦿ **Communication**
 - > Good communicator
 - > Encourages others
 - > Keeps people informed
- ⦿ **Action Orientation**
 - > Proactive in safety
 - > Gives response for safety
 - > Personal urgency
- ⦿ **Feedback and Recognition**
 - > Good in feedback
 - > Recognize others
 - > Use praise rather than criticism
 - > Gives positive feedback
 - > Recognize of good performance
 - > Celebrate accomplishment in safety
- ⦿ **Accountability**
 - > Accountable
 - > Fair appraisal of efforts and results in safety
 - > Fosters the sense that everyone is responsible for safety

The Downturn Opportunity

Thanks

Questions



Have a Safe Drive

- Positive mind
- Tolerance

