

Leading to Safety

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The age-old
question:
What IS leadership?

The Dilbert Definition

“Leadership is an intangible quality with no definition. That’s probably a good thing, because if the people being led knew the definition, they would hunt down their leaders and kill them.”



Working Definition of Leadership

To take **people** to places they would not have gone – and have them do things that they would not have done

Because it is their own idea

Safety Leadership

To have people demonstrate both
safety *compliance* and safety
initiative because... **it is their
own idea!**



Transformational Safety Leadership: Why this approach over all others?

It works

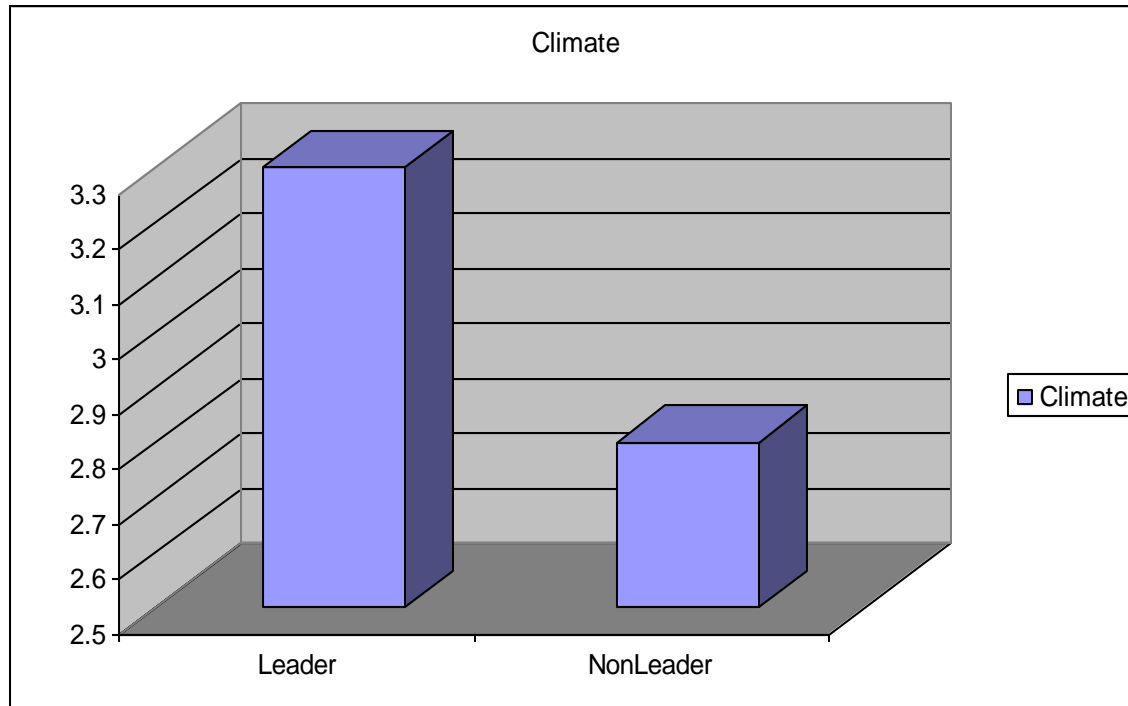
It can be taught



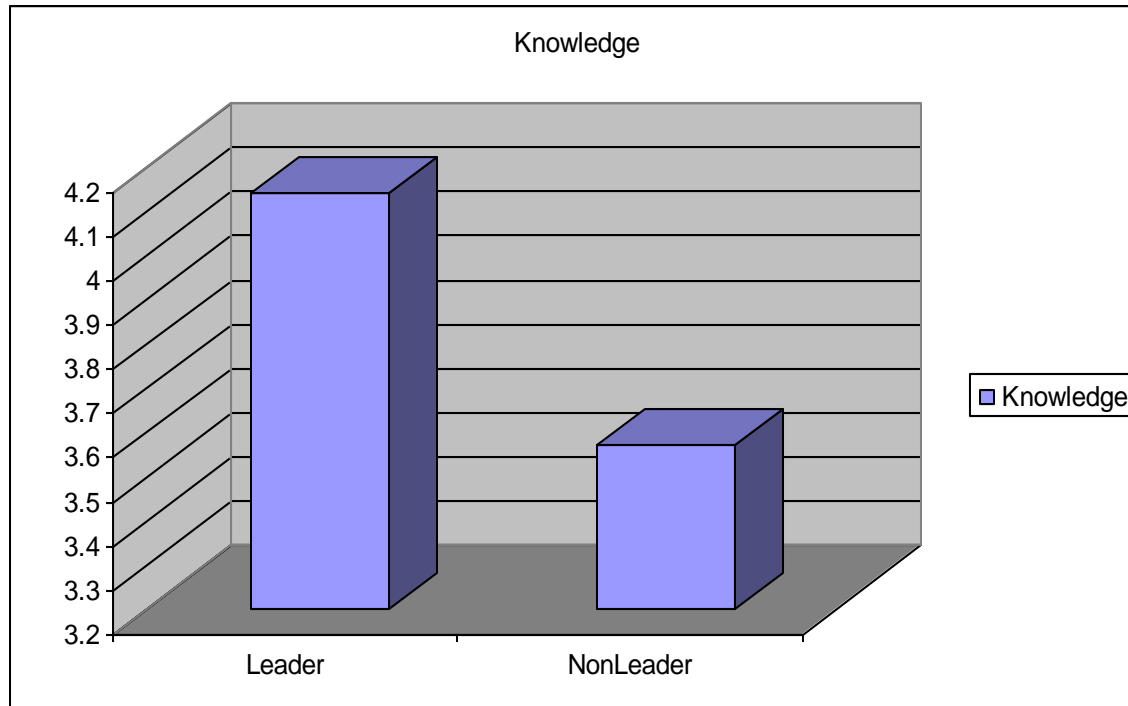
It works

- More research in last 10 years on transformational leadership than on ***all other*** leadership theories combined
- Employees' perceptions of supervisors' safety leadership/commitment to safety is the **SINGLE MOST IMPORTANT** determinant of their safety behavior
- TL associated with improved attitudes, perceived safety climate, safety knowledge, safety behavior, safety events and injuries
- Extensive anecdotal reports

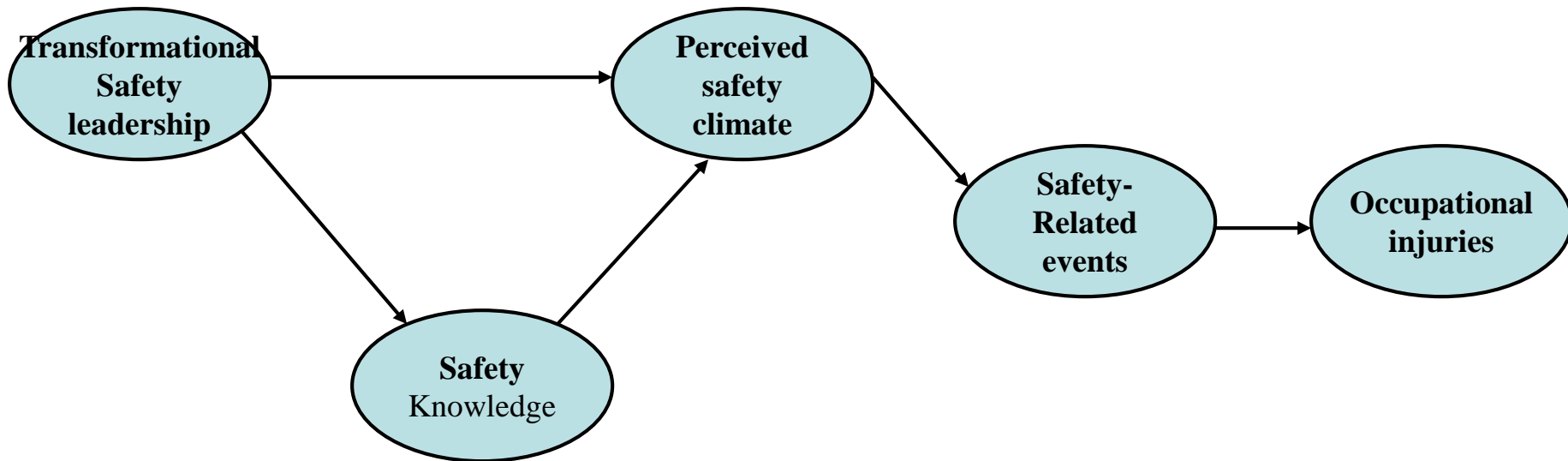
Barling, Loughlin & Kelloway (2002)



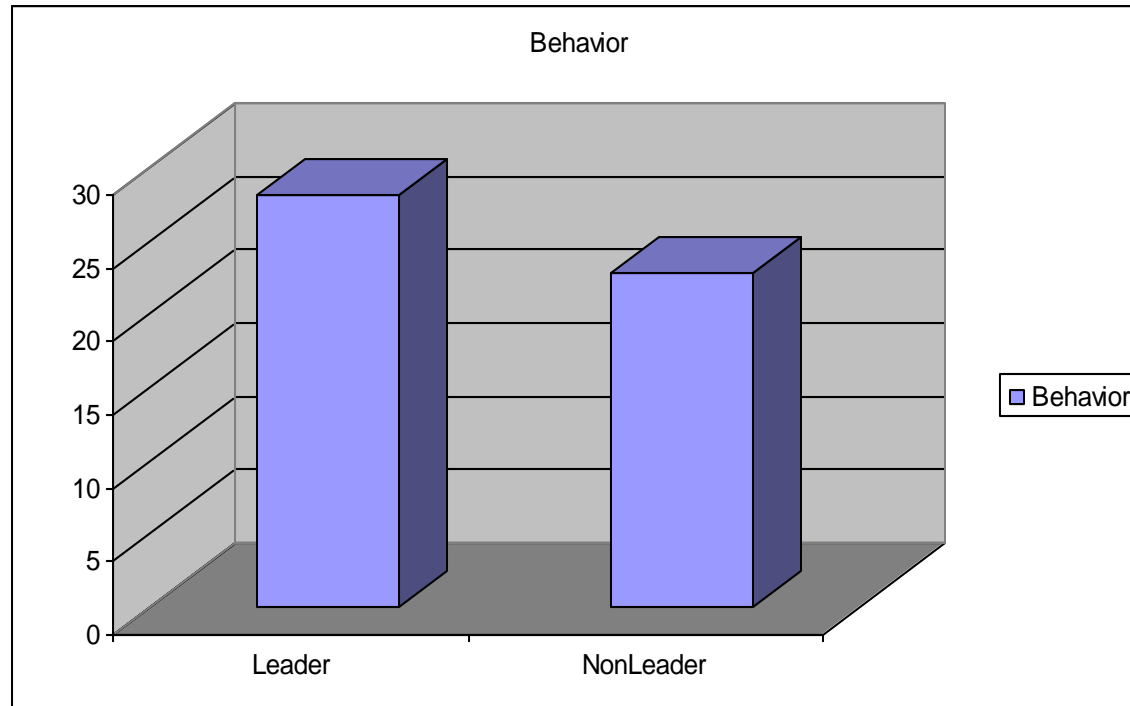
Barling et al. 2002



Barling et al. 2002



Kelloway, Mullen & Francis (2004)



It can be taught

- Mullen & Kelloway (2009)
- 10 years of experience in corporations of all sizes across Canada

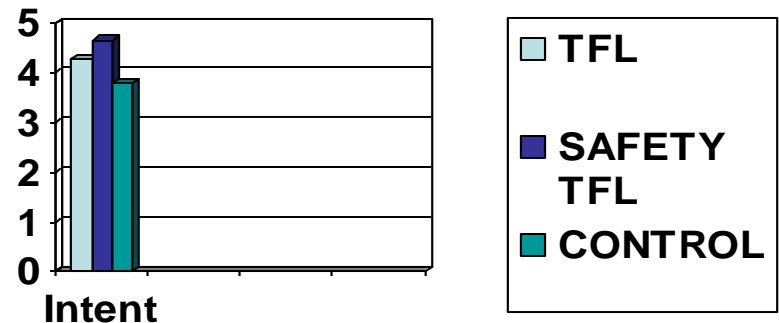
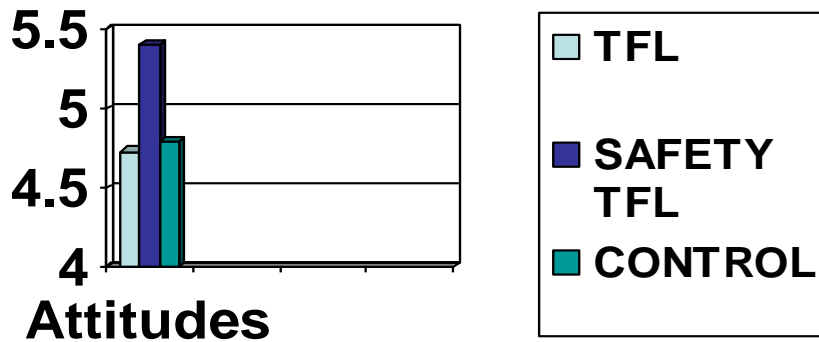
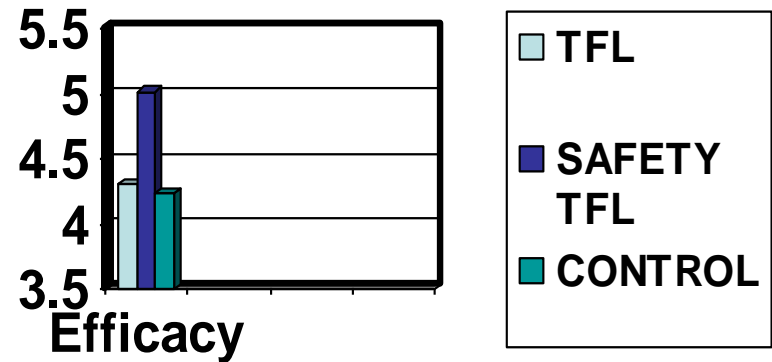


Training Transformational Safety Leadership (Mullen & Kelloway,)

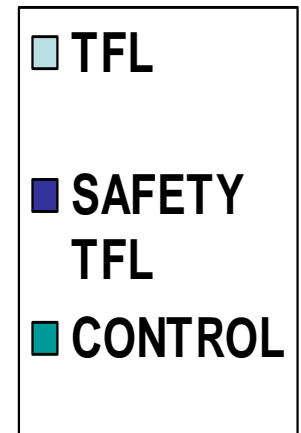
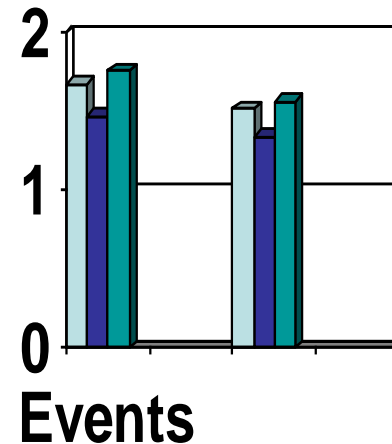
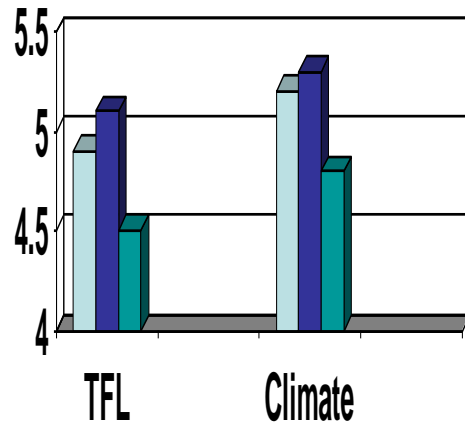
- 84 health care managers from 21 different sites in NS
- 648 employees (direct reports)
- Managers participate in a .5 day workshop
- Pre-tests and 3 month post-tests
- Randomly assigned to 1 of 3 conditions
 - General Transformational Leadership Training
 - Safety Specific Transformational Leadership Training.
 - Control Group (No Training)

Results of Training: Manager's Data

- No differences at Pretest
- At Post-test, significant differences in managers' self-efficacy, safety attitudes, and intent to promote safety
- Safety TFL training is most effective



Results of Training: Employee Data



- No Differences at pretest
- Post-test differences on safety leadership, safety climate, safety events, and safety injuries

Conclusion

- Safety specific transformational leadership training resulted in improved self-efficacy, attitudes and intent among managers
- Safety specific transformational leadership training resulted in improved safety climate, events and injury rates among employees
- Safety specific transformational leadership training appears to be a low cost effective intervention

Two approaches to leadership

- Transactional Leadership – focus is on getting results, getting the job done
- Transformational – performance beyond expectations.

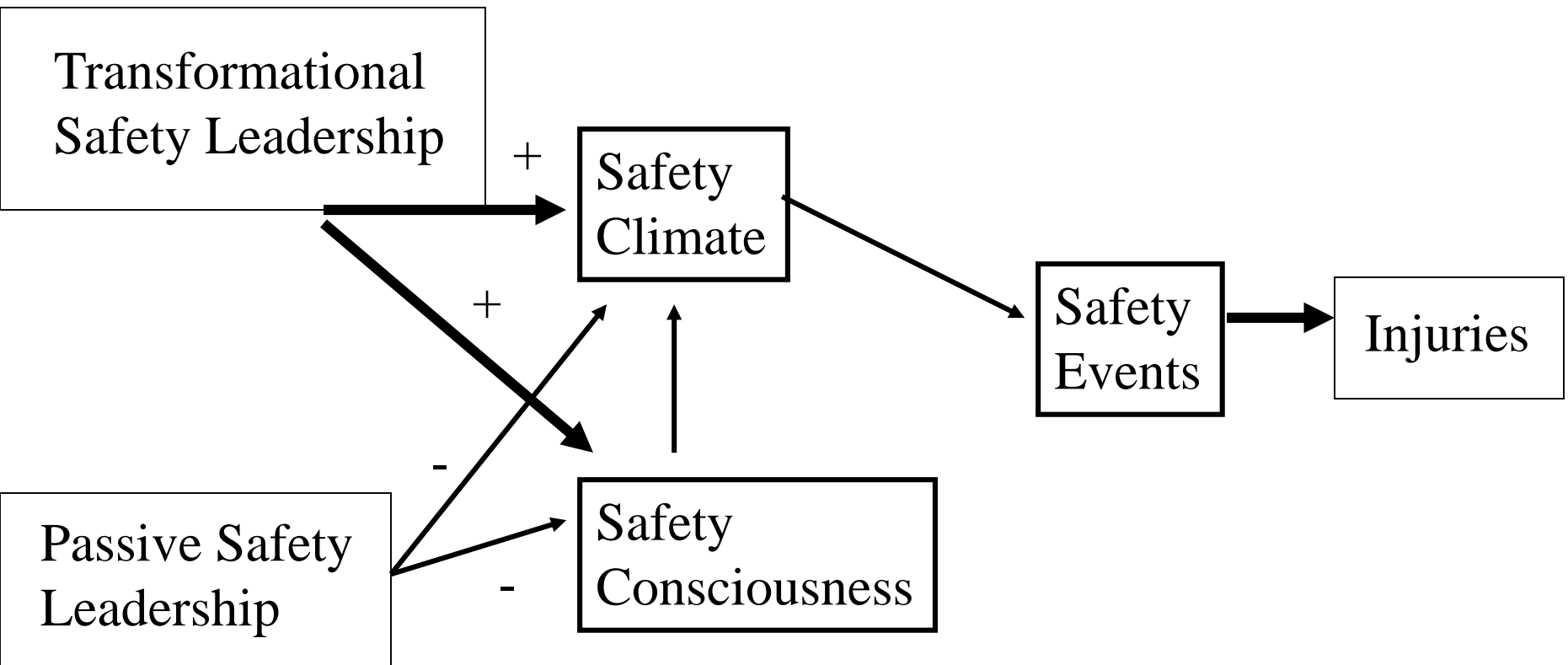
Transactional Leadership: The Good, the Bad, the Ugly

- Contingent reward (The Good)
- Laissez-Faire (The Bad)
- Management-by-exception (The Ugly)



What is the impact of LF safety leadership?

(Kelloway et al. 2004)



Some observations

- As a leader you are either a good safety leader or a bad safety leader – there is no “neutral position”
- Leaders who ignore safety actively destroy the safety climate of the organization

Management-By-Exception

- Takes place when standards are *not* met
- Active: “I am watching to see that you don’t ...”
- Passive: “If I happen to see that you didn’t ...”

What is the impact of the MBE Safety Leader?

- Focus is on the safety “rules”
- Employees do the bare minimum
- Employees work safely when the supervisor is present
- Behaviors are not sustained, nor do they exceed the minimum requirements

Contingent Reward

- Similar to the “one minute manager”
- Sets goals
- Provide immediate, unbiased feedback
- Contracts to exchange recognition and rewards for good performance
- Basic, good management

Feedback and Recognition

“The key to developing people is to catch them doing something right.”

What is the direct implication of this?



The CR Safety Leader

- Spends time doing MBWA
- Catches people doing the right thing
- Provides immediate feedback on safety performance
- Focuses on following established safe work practices

Idealized Influence

- Engenders faith, trust and respect
- *Idealized*, not *idolized*
- Leader is a role model
- Leader is consistent and reliable
 - “Employees trust in leadership - it takes years to develop and mere seconds to destroy”

The II Safety Leader

- Talks about the importance of safety
- Values safety and considers the safety implications of all decisions
- Avoids the “safety vs production” tradeoff
- Sets an example of safe work procedures/practices
- Deals with safety issues head on
- Takes responsibility for safety

“Setting an example is not the main means of influencing another, it is the only means.”

Albert Einstein



Inspirational Motivation

- Sets high standards
- Raises group's expectations
- Convinces individuals that they can achieve “beyond expectations”

The IM Safety Leader

- Establishes the expectation that safety is front and centre
- Encourages individuals to work safely
- Talks positively about the importance of safety
- Sets high safety standards
- Identifies key safety issues
- Tells stories about the importance of safety



Intellectual Stimulation

- The forgotten child of modern leadership theories
- Helps people think about old problems in innovative ways
- Challenges subordinates to think for themselves
- Includes the use of humour
- Promotes the development of future leaders



The IS Safety Leader

- Encourages individuals to think about safety and resolve safety problems
- Challenges assumptions (“accidents happen”)
- Conducts regular pre-mortems (just suppose)
- Encourages change to achieve safety goals
- Focuses on key safety behaviors



Individualized Consideration

- Treats each employee individually
- A “coach”
- Develops and advises
- Focuses on *employee* development
- The role of compassion



The IC Safety Leader

- Recognizes individual strengths and weaknesses
- Coaches (especially newcomers)
- Provides individual attention
- Provides frequent feedback
- Response to safety concerns immediately
- Provides help/assistance when needed





THANK YOU!!!!

