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Engaging Leaders – Driving change

George based his presentation upon his extensive personal experience working for a number of businesses.

In George's view, having the right leaders in place is paramount for the success of a business.

Role of Leaders

Leaders:

- develop the mission, vision and values of the organisation and are role models of a culture of excellence
- are personally involved in ensuring the organisation's management system is developed, implemented and continuously improved
- are involved with customers, partners and representatives of society
- motivate, support and recognise the organisation's people

Good leaders will know:

- how the organisation's mission, vision and values - including HS&E policy - compares with actual practice
- what all parts of the business look like and whether they all positively contribute
- how health and safety performance compares with others
- what good (best practice) looks like
- what attributes / characteristics are key to achieving the HS&E policy / excellence (best practice)
- what needs improving and how
- **what they - and leaders at all levels - need to do**

In reality, most leaders do not know the answers to these questions.

George has many years of experience of observing good and bad practice, which he is always keen to share with colleagues. Below are examples of just a few of the methods George has found to be invaluable in achieving the desired results.

Health and Safety Inspections and Reporting

A powerful technique that George employed was to take along a camera rather than just a checklist to site. He was then able to capture an image of the hazards he encountered and subsequently bring those images to the attention of senior management who would not otherwise be able to visit those sites in person. George found that these images were more powerful than a report and would often result in swift action where required. The technique could also be used at improvement workshops in order to better inform site workers.

When reviewing those photographs George would ask several questions. Why did those failures occur? Was it due to:

- sub-standard acts / conditions?
- preceding events?
- equipment or control faults / failures?
- system failures?
- leadership and management failures?

Characteristics of Excellence – What does ‘Good’ look like?

George showed a slide to highlight good and bad practices. Those practices more conducive to getting results are indicated below.

- Visible senior management **leadership**
- Supportive **culture**
- People - real **involvement**, team working
- **Integration** of HSE/R into business process
- HSE/R built-in to **change management**
- **Risk management** (proactive / preventive)
- High standard of **housekeeping and visual management**
- Regular **audit, measurement and review**
- **Continuous improvement**
- Planned and structured **training** at all levels
- Active **objectives, targets and plans**
- **Ownership** by line management / everyone

Self-Assessment Tool

Another powerful method to improve standards of leadership is the Leadership Self-Assessment Tool. This encourages leaders to consider any weaknesses in their actions and behaviours and could form part of the leader’s continuous professional development in discussions with their boss.

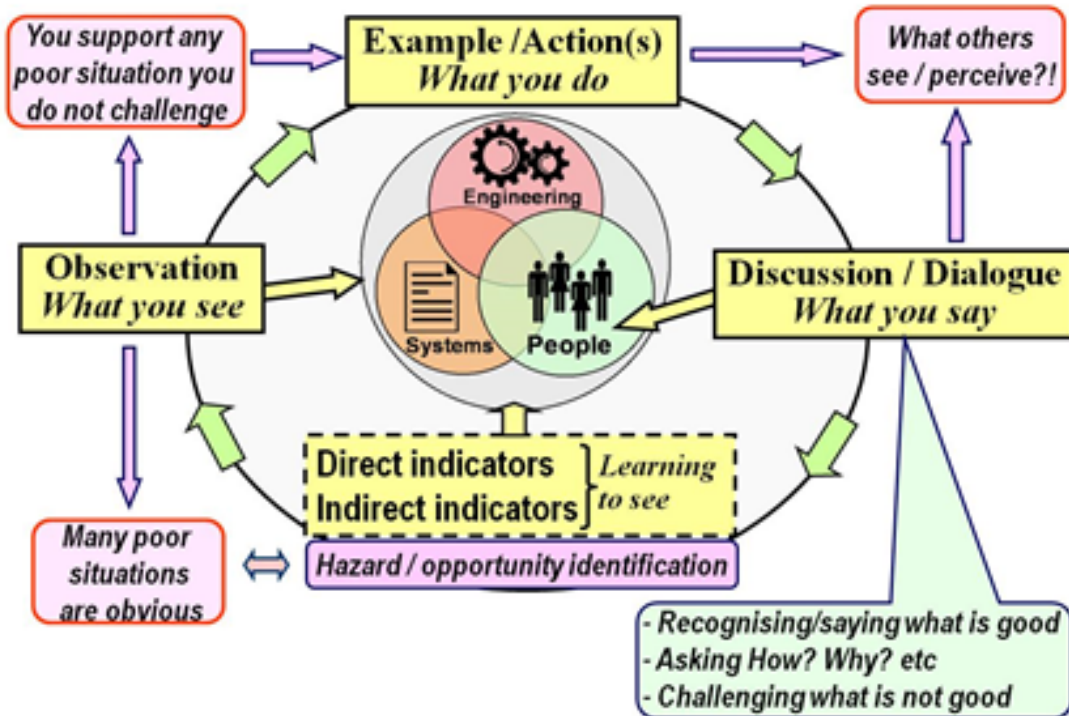


Leadership Self-Assessment

Health & Safety Leadership Self-Assessment						
Self-assessment by - name:	Position / Job Title:	Date:	Main things(s) I do		Key additional thing(s) I should do	
Reviewed by - name:	Position / Job Title:	Date:				
Leadership actions & behaviours			<div style="display: flex; justify-content: space-between; font-size: small;"> No - never No - not really Sort of Yes - sometimes Yes - regularly </div>		Example(s) of what I do	What else I could do
1	I recognise & visit all areas for which I have responsibility		1		walk site when possible	standard work to encourage more visits
2	I include H&S in the issues that I look out for & ask about			1	in all work i do i consider H&S impacts	
3	I challenge poor standards whatever they are & wherever they are			1	ask why when i see things	have more time to challenge when visiling
4	I am aware of, review & discuss safety performance incl. accidents & accident rate			1	review at weekly at level 3	
5	I talk with people - incl. shop floor - about H&S and other issues		1		attend occasional level 1 & 2 meetings	attend more MDW meets involved in tool box talks
6	I engage with all my people / colleagues not only when something is wrong		1			
7	I recognise improvements & achievements by giving positive feedback			1		
8	I review accident & audit reports, action sheets etc, ask questions & make comments	1			mainly done by (H&S Mgr)	
9	I engage with & support employees / teams in their improvement efforts / plans		1		mainly when requested	be more aware of what improvements and involved in plans
10	When necessary I remind people of Bridon policies, values & principles		1		at level 1 meetings	attend more level 1 & 2 meetings
11	I actively participate in H&S events incl. meetings, training, inspections & audits		1		involved when requested	
12	I demonstrate that H&S is a key value for (Co) & for me personally			1	always consider impact of H&S and aware of importance	

Sharing > Learning > Improving > Sharing > Learning > Improving >

And finally, a **Model for Leaders:**



Sharing > Learning > Improving > Sharing > Learning > Improving >