Safety and health at work is everyone’s concern. It’s good for you. It’s good for business.

Benchmarking & exchange of good practices in OSH
Healthy Workplaces Campaign Partner event

Brussels, 5 – 6 March 2015

#EUmanagestress
Best practices to improving safety & health culture through leadership and worker involvement

Workshop 3: Safety and health culture of an organisation
Brussels  5 – 6 March

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Senior Consultant
BST
BST helps clients achieve world-class safety performance by aligning their people, processes and metrics on reducing exposure in the workplace.

- 200+ BST employees located around the world.
- Projects at over 3,200 locations Representing over 74 countries.
- Headquarters in Ojai, California, Regional Offices in Austin, Texas, Brazil, UK, Belgium, Australia, Singapore, and South Africa.
BST’s Leadership Model

Organisational Culture

Best Practices

Leadership Style

Personal Safety Ethic

What the leader creates

What the leader does

Who the leader is

How the leader leads
BST’s Leadership Model

Organisational Culture

Cultural Characteristics
- Procedural Justice
- Leader-Member Exchange
- Management Credibility
- Perceived Organisational Support
- Teamwork
- Work Group Relations
- Organisational Value for Safety
- Upward Communication
- Approaching Others

Best Practices
- Leadership Best Practices
  - Vision
  - Credibility
  - Action Orientation
  - Safety Communication
  - Collaboration
  - Feedback & Recognition
  - Accountability

Leadership Style
- Conviction and Value
  - Self Awareness
  - Empathy
  - Contact
  - Responsibility
  - Impact

- Transformational Leadership Style
  - Inspiring
  - Influencing
  - Challenging
  - Engaging

Personal Safety Ethic
BST’s Leadership Model

- Personal Safety Ethic
- Leadership Style
- Best Practices
- Organizational Culture

Results
Safety Leadership Development elements

1. Focus on Safety Activities
2. Workshops
3. In-field Coaching
4. Regular feedback on progress

Manager/FLS
Demonstrated improvement in:
1. Safety Contacts (Feedback)
2. Coaching leadership (Manager only)
3. Job Safety Briefs (Collaboration/Comm.)
4. Life Saving Rule verification (Accountability)
5. Physical Hazard ID (Action Orientation)
6. Incident Response (Credibility)

Enhanced Safety Climate
Measurable improvement in safety performance
Exposure reduction

System Elements
Objectives
Client Outcomes
Measures

OCDI
TRIR
SIF Rate
Severity
Cost

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The Impact

Safety improvements are greater when leadership and employee engagement are pursued in tandem - BST Client Results Summary 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Improvement Across All BST Sites</th>
<th>Average Performance of Sites Top 25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>68%</td>
<td>24%</td>
</tr>
<tr>
<td>Year 2</td>
<td>72%</td>
<td>32%</td>
</tr>
<tr>
<td>Year 3</td>
<td>75%</td>
<td>39%</td>
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<tr>
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<td>49%</td>
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<tr>
<td>Year 6</td>
<td>79%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Overall n = 353; 25% n = 88

Safety improvements are greater when leadership and employee engagement are pursued in tandem - BST Client Results Summary 2010

The Impact
Interested to know more about a manager’s role in safety?

and receive a complimentary copy of BST’s book:

“The Manager’s Guide to Workplace Safety”
Thank You