THE 4 DOMAINS OF SAFETY LEADERSHIP

New insights into the leader's role in driving safety excellence

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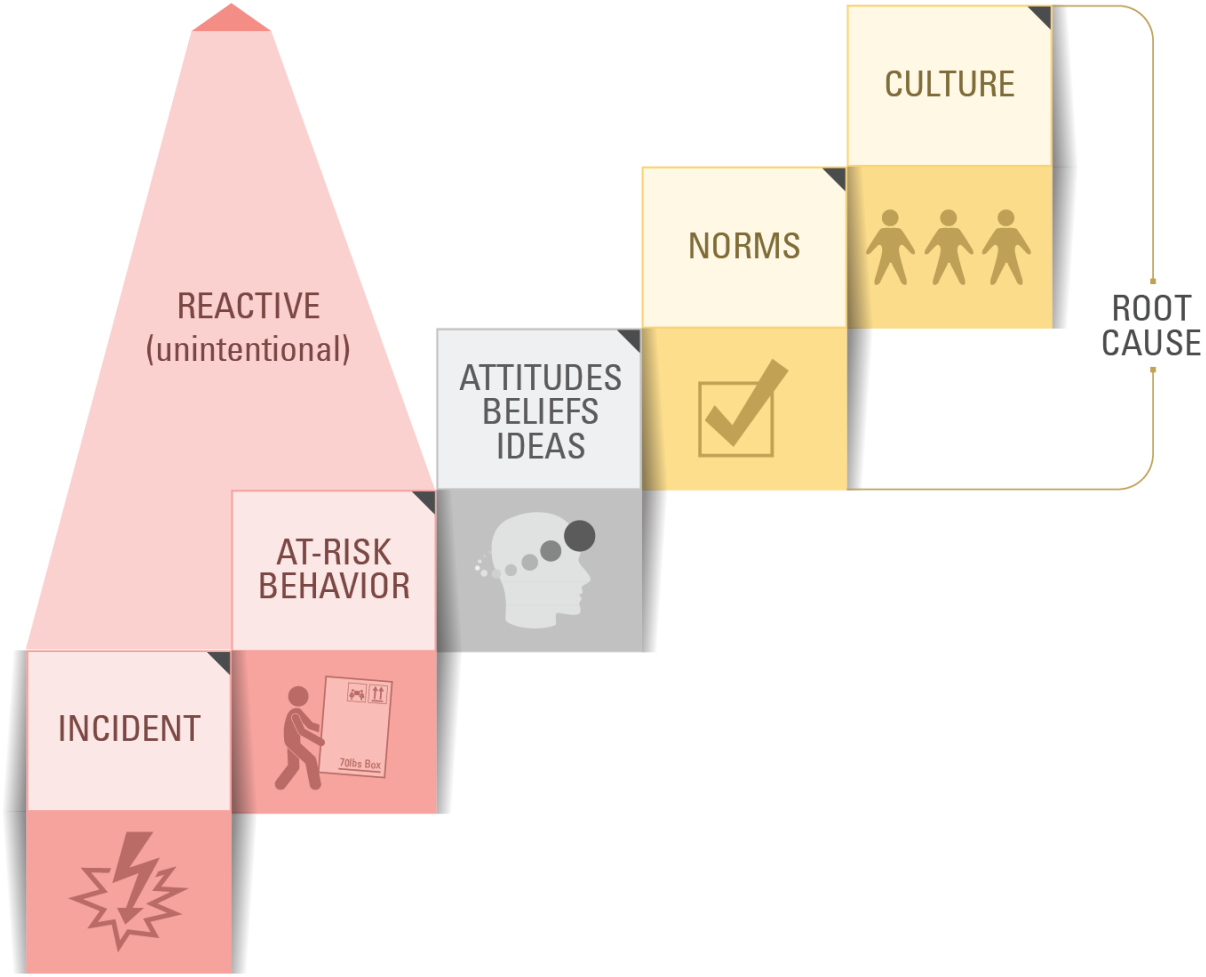
WHY INCIDENTS HAPPEN



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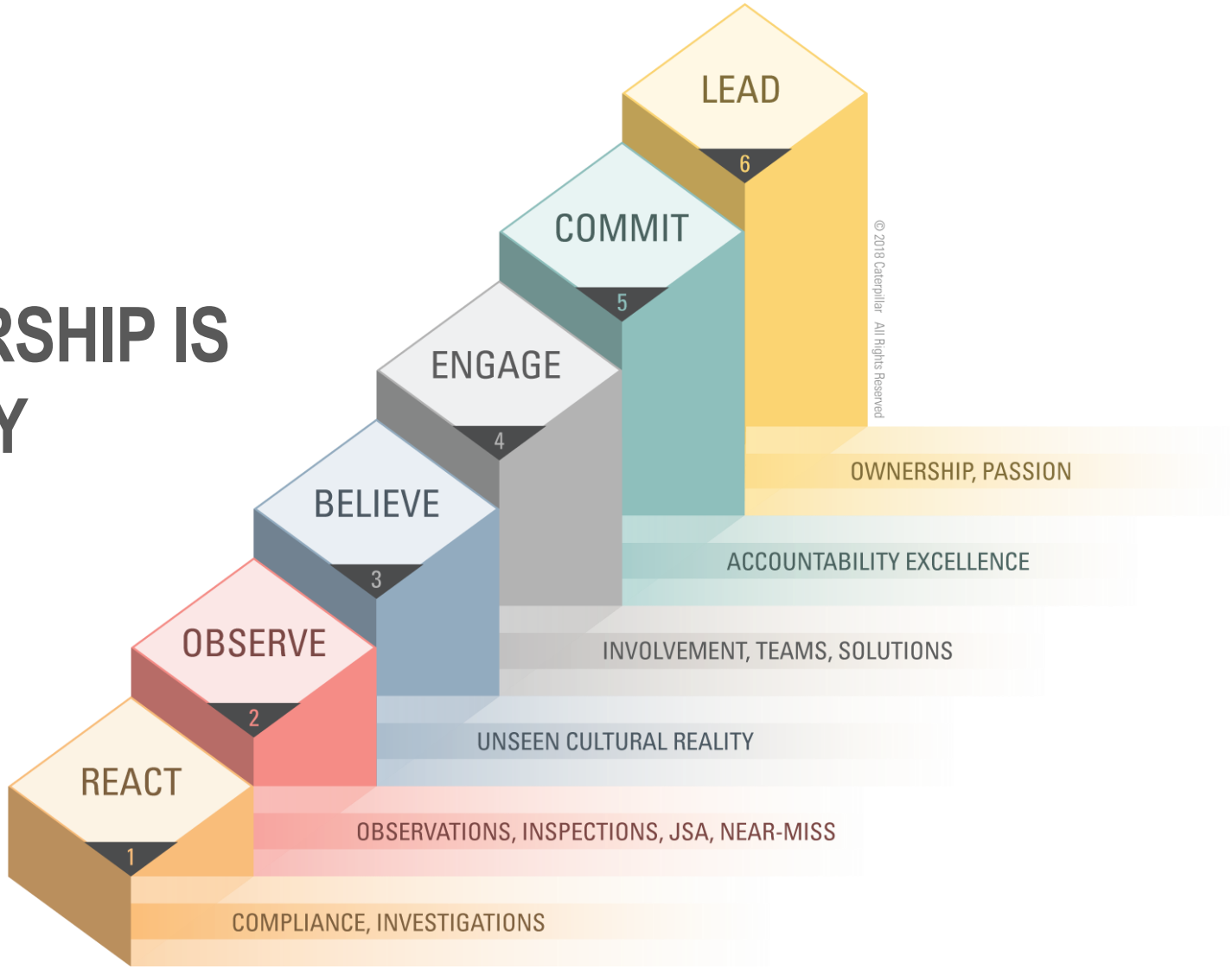
SAFETY AND LEADERSHIP GO HAND IN HAND

LEADERSHIP IS THE KEY



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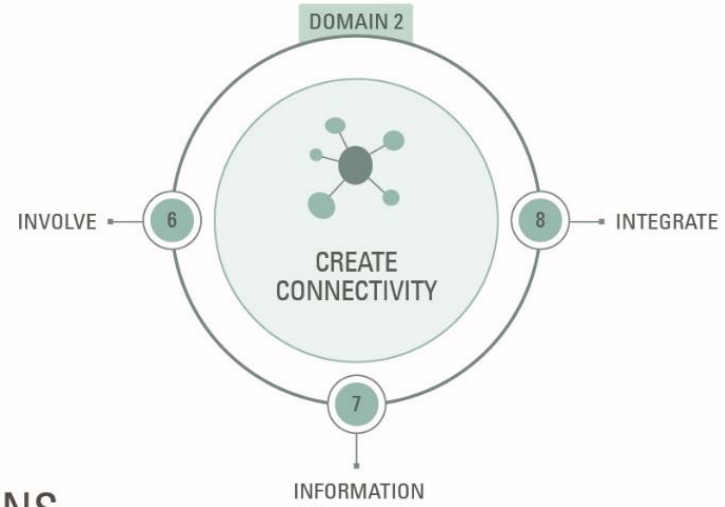
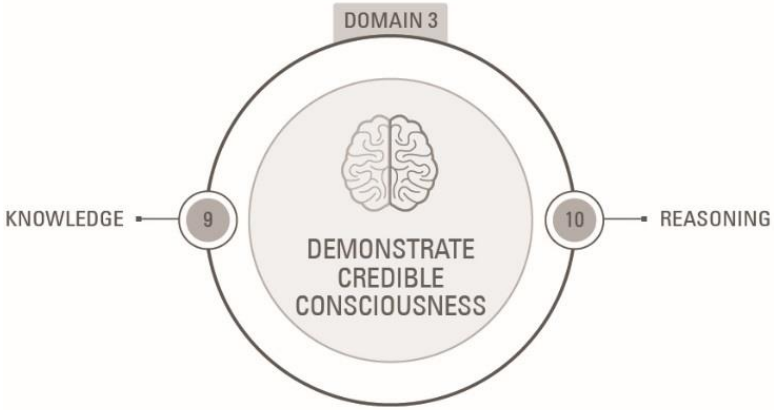
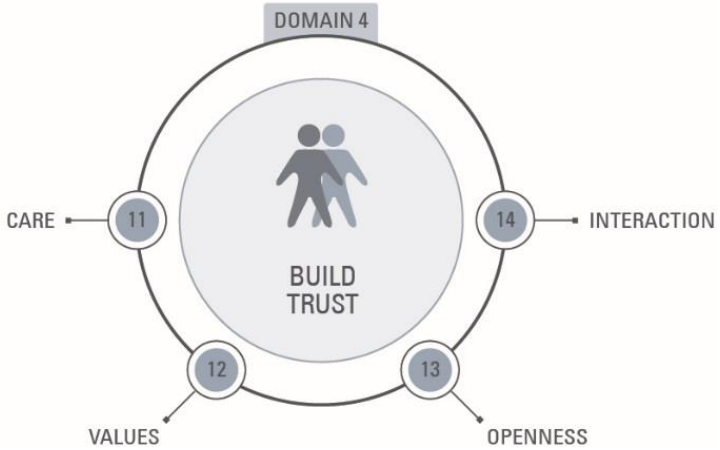
THE FOUR DOMAINS

– EXPANDED –







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Domain #1: Drive Accountability

"You can't get a culture of safety excellence without accountability!"

- Dr. Dan Petersen

Authentic Involvement

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ACCOUNTABILITY

When a leader creates a culture of strong accountability . . .

- Everyone knows what's expected and how it is measured.
- High quality training is provided to ensure the ability to execute.
- Appropriate feedback, both positive and developmental, is provided to steer employees toward safe performance.
- Everyone has the resources they need to work safely.

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ACCOUNTABILITY ELEMENTS

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Domain #2: Create Connectivity

"Everyone communicates, few connect."

- John Maxwell

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CONNECTIVITY

When a leader creates connectivity . . .

- Everyone understands that safety is integrated into the entire operation.
- Safety is an equal area of focus with production, quality, finance, and customer service.
- Employees are involved in identifying and solving safety problems.
- Every employee is kept informed of all relevant information needed to work safely.

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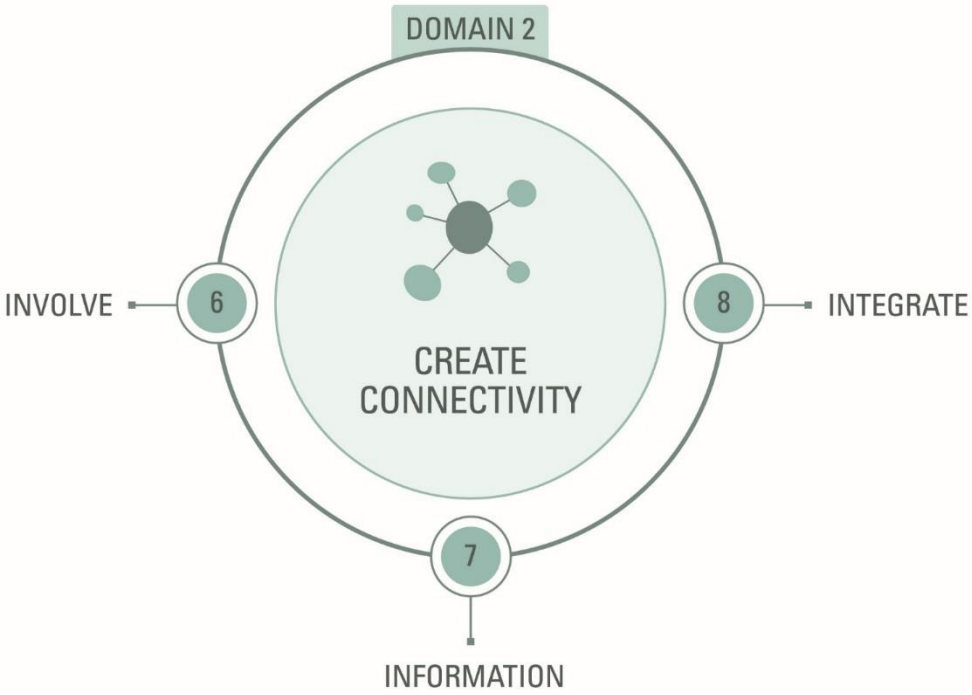
CONNECTIVITY ELEMENTS



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Domain #3: Demonstrate Credible Consciousness

"Claiming that you are what you are not will obscure the strengths you do have while destroying your credibility."

- Tom Hayes

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CREDIBLE CONSCIOUSNESS

When a leader is credibly conscious, he/she…

- Understands the safety processes within the team
- Has the necessary information to make wise, informed safety decisions
- Effectively appraises risks where they exist
- Internalizes safety concepts and applies them personally
- Continually learns and grows in their ability to lead a culture of safety excellence

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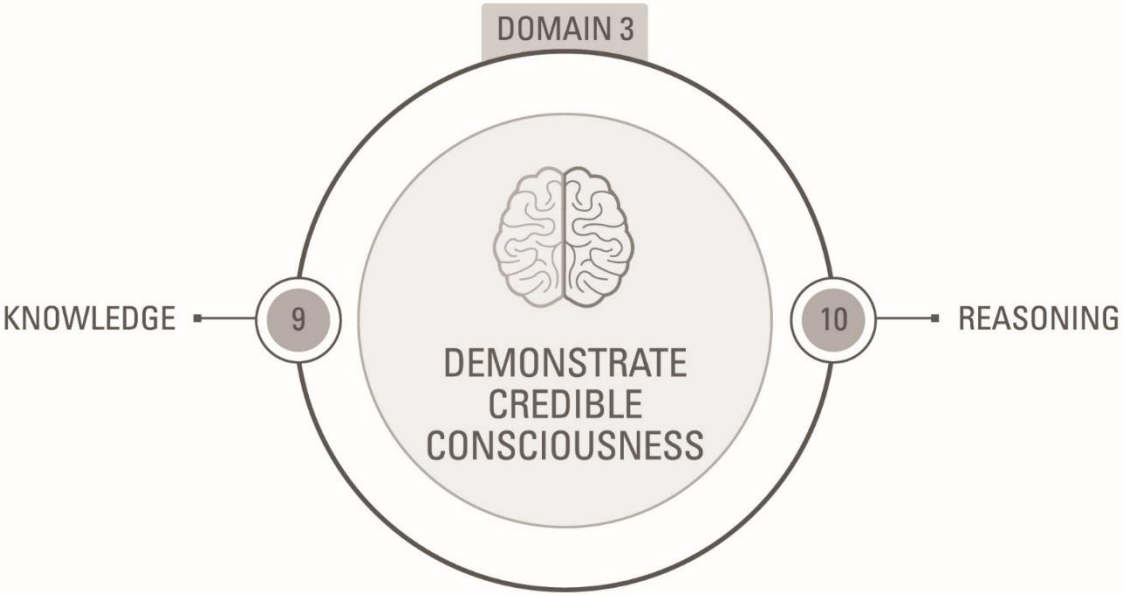
CREDIBLE CONSCIOUSNESS ELEMENTS



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Domain #4: Build Trust

"Trust is the one thing that changes everything."

- Stephen M.R. Covey

The Speed of Trust

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TRUST

When a leader builds high trust, he/she . . .

- Demonstrates care and concern for their own safety and the safety of others
- Is accessible and available to those they lead
- Fosters an environment of free-flowing communication that inspires others to trust them.
- Values safety as core evidenced in decision making and communication

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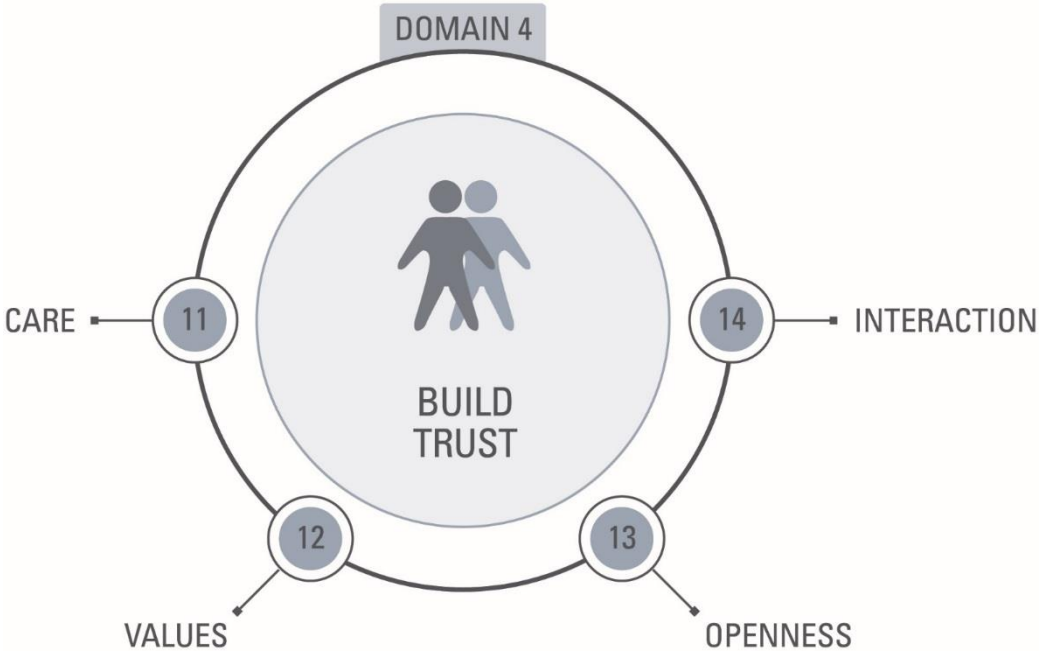
TRUST ELEMENTS



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SIGNIFICANT FINDINGS

From the statistical validation study…

- Strong safety leadership creates a safer workplace.
- Leaders with **more than 9 direct reports** experience lower leading indicator performance.
- **Accountability** is the strongest driver.
- **Trust** is the highest predictor of reduced incidents.
- Top 3 elements are **defined expectations, integrating safety, and sharing information**.
- **Higher level leaders** generally outperformed front line leaders.

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THE SAFETY LEADERSHIP ASSESSMENT (SLA)

DIRECT REPORTS OVERVIEW

Manager Name
Position Type: Middle Manager

# of Direct Reports: 4

Physical Location
Pittsburgh, , Pennsylvania, United States

Organizational Location
Not required based on previous selection, Enviromental Remediation Services, Field Projects, Technical Services

Positive Perception	
Over 4.20	Strong performance
3.70 - 4.20	Needs improvement
Under 3.70	Needs immediate attention

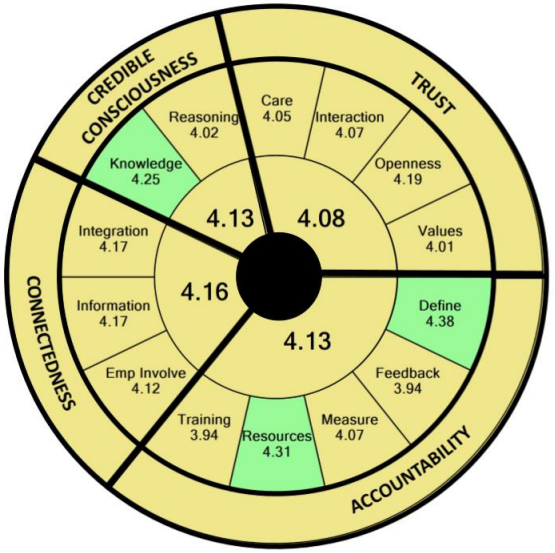
◇ Middle Manager Average ◆ Organization Average
● Average score based on direct reports

The chart below represents participant feedback only for those who report directly to the individual leader.

Domain/Element	Score Given by Direct Reports	% Strongly Agree	Middle Manager Average	Company Average
ACCOUNTABILITY	4.27	50 %	4.21	4.19
- Define	4.36	50 %	4.53	4.40
- Feedback	4.13	25 %	4.03	3.99
- Measure	4.05	50 %	4.12	4.00
- Resources	4.57	75 %	4.33	4.42
- Training	4.26	50 %	4.07	4.12
CONNECTIVITY	4.27	50 %	4.23	4.26
- Employee Involvement	4.25	50 %	4.17	4.21
- Information	4.27	50 %	4.24	4.24
- Integration	4.30	50 %	4.28	4.31
CREDIBLE CONSCIOUSNESS	4.30	63 %	4.29	4.28
- Knowledge	4.40	75 %	4.40	4.38
- Reasoning	4.19	50 %	4.18	4.19
TRUST	4.37	50 %	4.29	4.32
- Care	4.34	50 %	4.25	4.29
- Interaction	4.34	50 %	4.30	4.32
- Openness	4.41	50 %	4.33	4.37
- Values	4.39	50 %	4.27	4.32

Domain/Element Scores (3 – 4 – 5)

Ratio of Scores Given (3 – 4 – 5)



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RESOURCES FOR FURTHER STUDY

- Collins, Jim, *Good to Great & Built to Last*
- Covey, Stephen, *Principle-Centered Leadership*
- Covey, Stephen M.R., *The Speed of Trust*
- Crouch, C. David, *The Excellent Experience*
- Kotter, John, *Leading Change*
- Lencioni, Patrick, *The Five Dysfunctions of a Team*
- Maister, David H., *The Trusted Advisor*
- McChesney, Covey, Huling, *The 4 Disciplines of Execution*
- Northouse, Peter, *Leadership, Theory & Practice*
- Patterson, Kerry et al, *Crucial Conversations*
- Petersen, Dan, *Authentic Involvement*
- Pink, Dan, *Drive*

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