Leadership in a Behavioral Based Safety Process

Who are the Leaders?

- A BBS process is typically run by the hourly workforce, by naturally identified "leaders". But an important element of an organizations safety culture is dependent on Management commitment and "active" support..

Management Support?

- If Managers generally support the process, are they leading?

- Typically when we speak of Management we are speaking in general terms that include Senior Staff to the shop floor Supervisor.

Management Styles

- **Authoritarian**
  - Managers do as they are told, transmit orders.
  - Decisions are made at the top.
  - Assumes that people hate work and have to be forced to do it.
  - Fear motivation

- **Participative**
  - Work , (responsibility), is delegated.
  - Participation in decision making at all levels.
  - People not only accept but seek greater responsibility.
  - Reward motivation

Authoritarian Organizations

- Are effective in an emergency and perhaps the best known Authoritarian organization is the armed forces.

- Centralized decision making is quick and decisions can be implemented quickly.

- It generally fails to utilize the full potential of the employees, especially in the civilian workforce.

Participative Organizations

- **In a Participative organization people accept responsibility for the work to be done and understand it is their job to carry out the company's objectives.**

- **Larger organizations have a harder time getting everyone to buy into all company objectives.**

- **Participation is built through decision making , including the setting of targets, which takes place at all levels of the organization.**

"SAFETY LOST OUT"

"NASA report cites 2 causes for the crash of Columbia".

One was the foam itself the other was,

NASA Management Culture

"Management decisions made during the final flight reflect missed opportunities, ineffective communications channels, flawed analysis and **ineffective leadership**".

New Orleans Times Picayune 8-27-03

"SAFETY LOST OUT"

NASA Administrator Sean O'Keefe, speaking to agency employees at the headquarters in Washington, said,

"Changing that culture, that's going to be a real challenge. For us to become an innovative organization, we have to be an adaptive, pro-active organization as opposed to reactive," he said.

Research Suggests

- There has not been a lot of studies on Senior Management behavior
- That a Participative (vs. Authoritarian), Management style is more conducive to fostering a behavioral process
- Site Managers have a greater influence on Safety Initiatives
- Supervisors have greater influence on rule compliance

Leading an initiative

- There are leaders throughout the organization.
- All levels of employees, (CEO on down), need to be aligned. Such as would be in a Behavioral implementation.
- Roles need to be defined for everyone and everyone should get feedback on how they are performing those roles.

Leading an initiative

- When Management asks "what can I do to help", it is not enough to just say, "support the process".

- Roles for Management to include what "support" looks like.

- Roles for middle Managers and Supervisors to include the "one minute observation".