



# Gaining That Support

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# Gaining that Support

**The last ten years  
have brought about  
significant changes  
in the expectations  
placed on leaders  
and managers.**




# Gaining that support

Management over the last 20 years has changed significantly with respect to occupational health & safety.

- 80's saw some awakening of OH &S
- 90's saw fear of prosecutions
- 00's we are seeing some genuine concern for improved health & safety (internalising safety culture)

# Gaining that support

- Downsizing
  - Rightsizing
  - Re-grouping
  - Re-engineering
  - Rationalisation
  - Total quality management
  - Business process re-engineering
- 
- 1990's

# Gaining that support

One thing is for sure

“Constant change is here to stay”

# Gaining that support

Three principles for influencing your managers, leaders and supervisors

1. Find out where they are coming from
2. Market OHS to them
3. Demonstrate that you are a leader in what you do.

# Where are they coming from?

Understanding human needs is half the  
job of meeting them.

US diplomat & Democratic politician; governor of Illinois 1949-1953; Democratic presidential candidate 1952, 1956; US ambassador to UN 1961-1965; grandson of Adlai Stevenson

# Where are they coming from?

Recognise that we are not all  
“wired up” in the same way.



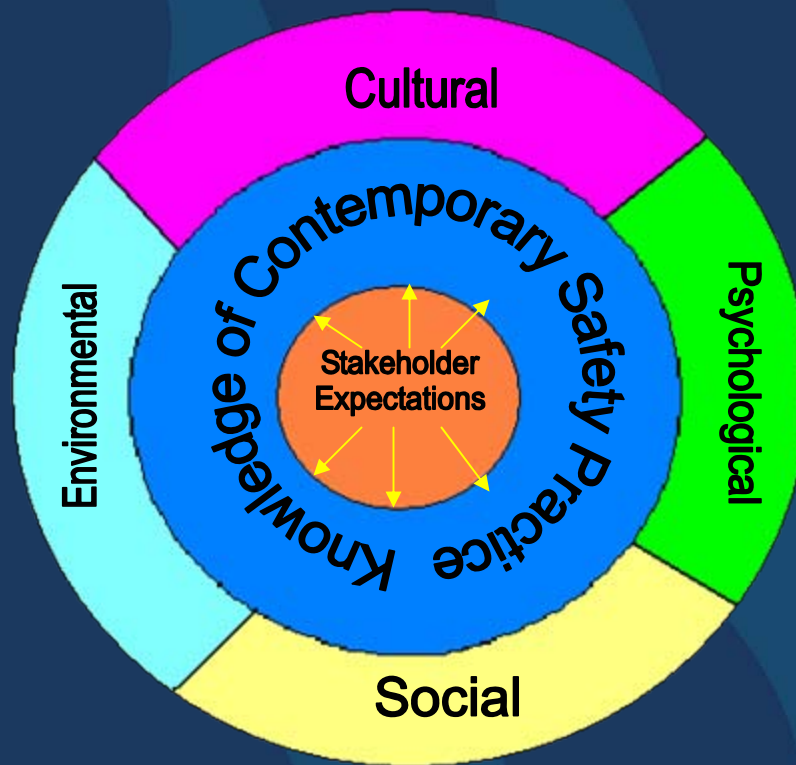
# Where are they coming from?

Factors that influence management decision making regarding OHS include:

- Stakeholder expectations
- Knowledge of contemporary safety practice
- Cultural, psychological, social and environmental issues

# Where are they coming from?

Factors influencing management safety behaviour



# Where are they coming from?

Failure to acknowledge impact of these factors on management decision-making may result in preconceived judgements by the OH&S Practitioner.



# Gaining that Support

## ■ PRINCIPLE ONE

**“Find out where your manager is coming from and use this as the starting point for influencing their safety culture and behaviour”**

# Gaining that support

## Practical Tips

- Ask your manager what OHS issues are important to them.
- Find out if they have had any best practice experiences in OHS and aim to apply them to your organisation.

# Gaining that Support

# “Market the OHS function”

# Market the function

Consider that you are competing for management/leadership attention like a product competes in a market place.

# Market the function

- Target marketing OH & S
  - Shareholders
  - Board members
  - OHS representatives
  - Managers and leaders
  - General public





# Market the function

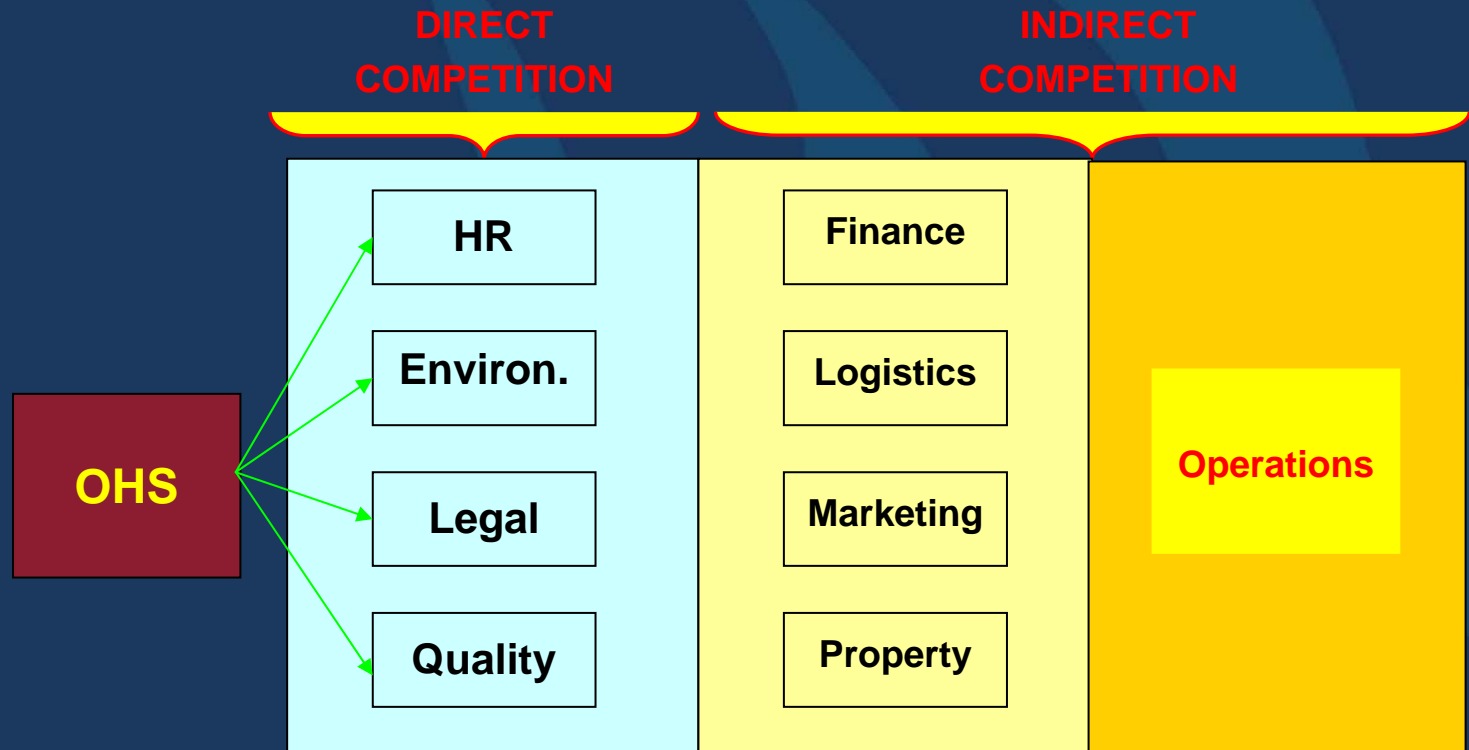
Different audiences require different communication methods.



# Market the function

- Consider personality profiles of target market.
  - How do you market to an accountant?
  - How do you market to an engineer?
  - How do you market to someone from human resources?

# Gaining that support



# Market the function

- What do I do?
  - Determine your existing situation ie. What your market is and how you may impact them?
  - Develop a measurable objective. *e.g. Develop a knowledge of the basic legislative requirements of safe working at heights among stakeholders.*
  - Establish a strategy to meet your objectives? i.e. How do you effectively reach appropriate stakeholders? Do you use publications, or is one to one more appropriate.
  - Implement
  - Revise it regularly

# Market the function

Different audiences require different communication methods.

<b>BILL SMITH</b>	<b>FRED NURK</b>	<b>CATHY JONES</b>	<b>JOY COLLINS</b>
<ul style="list-style-type: none"> <li>■ Critical</li> <li>■ Picky</li> <li>■ Serious</li> <li>■ Orderly</li> <li>■ Exacting</li> <li>■ Persistent</li> </ul>	<ul style="list-style-type: none"> <li>■ Pushy</li> <li>■ Tough</li> <li>■ Dominating</li> <li>■ Efficient</li> <li>■ Decisive</li> <li>■ Practical</li> </ul>	<ul style="list-style-type: none"> <li>■ Supportive</li> <li>■ Respectful</li> <li>■ Dependable</li> <li>■ Agreeable</li> <li>■ Conferring</li> <li>■ Pliable</li> </ul>	<ul style="list-style-type: none"> <li>■ Enthusiastic</li> <li>■ Egotistical</li> <li>■ Ambitious</li> <li>■ Excitable</li> <li>■ Dramatic</li> <li>■ Undisciplined</li> </ul>

# Market the function

## PRINCIPLE TWO

We must consider the need to effectively & continually market the occupational health and safety function to our management/ leadership.

# Market the function

## PRACTICAL TIPS

Consider writing down five to ten words that describe your manager. Now write down ten ways in which you might market your services to appeal to their personal traits

Read a book about marketing or enrol in a course to find out how the experts do it.

Develop and implement a marketing plan for marketing occupational health and safety to your leader/manager and his/her superiors.

Lead the way

**“Be a Leader in  
your workplace”**



# Lead the way

You can't build a reputation on what  
you are going to do

*Henry Ford*

# Lead the way

- *Lead from within instead of out in front*
- *Promote responsibility among followers*
- *Leadership as a shared activity*
- *Guide and nurture not command*
- *Not concerned with power*
- *Earn respect because of what they do not what they say*
- *Communicate often and clearly*
- *Monitor the messages they send out*
- *Work with people at all stages of implementing a program*

# Lead the way

- Committed to instilling sense of belongingness among workers
- Achieve credibility through honesty, competence, forward looking behaviour and intelligence
- They delegate often
- Visible and accessible
- Don't interfere but know what's happening
- They listen well and with empathy
- They captain coach guide and counsel as well as direct and control

# Lead the way

You must have a practical vision for where you are going that aligns with the organisation

# Lead the way

## PRINCIPLE THREE

**Demonstrate your capacity for leadership through your on-going actions that align with the organisation's direction and vision for the future.**

# Lead the way

## ***PRACTICAL TIPS***

- How do you demonstrate leadership in occupational health & safety to your organisation? Ask a confidante to assess you against Sarros and Butchatsky's leadership model.
- What have you implemented that demonstrates your commitment to organisational vision.
- Explore the organisation's vision. How does occupational health and safety align with this vision?

# Summary

Aim to gain an understanding of your manager's/ leader's position on health & safety. Be sure you understand what their views are before embarking on an improvement program. Otherwise you'll be working hard to achieve marginal results.

# Pursue achievable goals





# Summary

Establish a program of marketing OHS to your stakeholders and in particular your manager/leader. Ensure that your program keeps OHS at the top of mind.

# Summary

Demonstrate that you are a leader in what you do and re-evaluate how you lead in your organisation on a regular basis. Make sure you have a vision for the future that aligns with the corporate vision.

# Summary

# Thankyou