

**Leadership and
safety...**

still not connected

SAFEmap





The Pacific Island Paradise

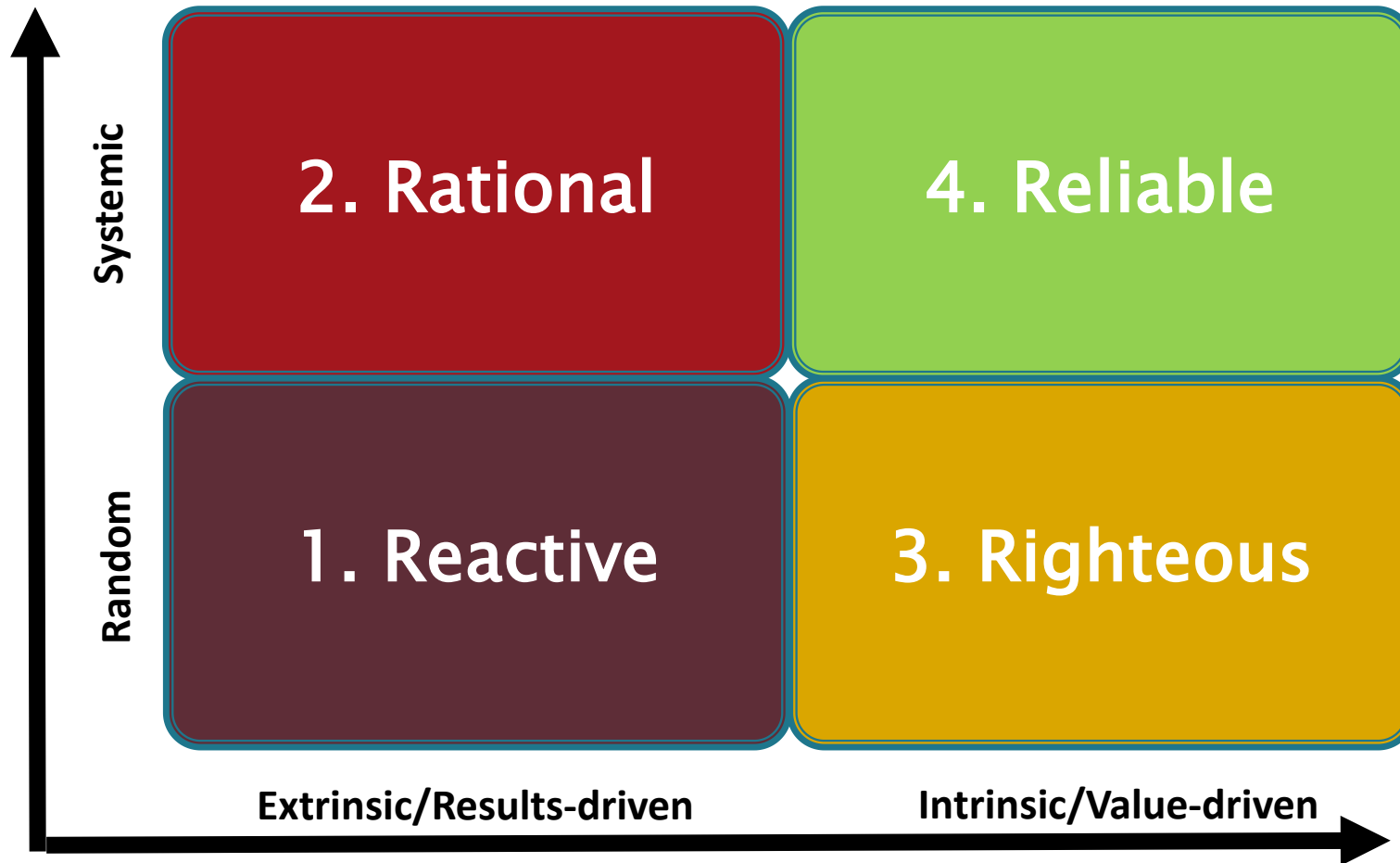
“Rudga Rudga Tenfo”

Leadership and safety

The view from the top...

September 2008 to date
Random to sites, via MCA
'Leader group' – 600+

R⁴ Risk 'Mindset Matrix'



Question 8

What is the focus of safety programs and systems?

There are no safety rules, just common sense.

Rational

There are no people's rules.

Righteous

Safety is commanded from the top down and is not negotiable.

Reactive

People make their own decisions.

Reliable

Safety Mindset Survey

All respondents



The view from the bottom...

Now 80 000+

Australia

Asia

USA

Canada

Latin America

Africa

Russia/Eastern Europe



1999-2009



Home

Behaviour based safety

Safety culture surveys

Key products

Publications

Newsroom

Feedback



Research



In 1999, the Minerals Council of Australia initiated an important survey and analysis of the safety culture of the Australian minerals industry. This survey was carried out by SAFEmap International.

The purpose of the survey was to identify strategic strengths and opportunities of the minerals industry's safety culture and to provide recommendations on specific

Now 25 268 Australia

factors. Responses to the 41 factors were measured electronically, with groups of employees reacting (pressing a hand held button) to a read-out of random positive and negative statements. Response trends of each factor were analysed and make up the outcomes of the report.

Click here for [Safety Culture Survey Report](#) (Summary) in pdf format

Click here for detailed sections in pdf format:

1. [Actual Responses](#)
2. [Comparisons](#)
3. [Trends and Analysis](#)

SURVEY GROUP NUMBERS

	MCA 1999	2000-04	2005-08
Contractors	1364	1839	518
Operators	5254	3906	6163
Supervisors	523	602	566
Specialists	1063	1111	945
Middle Manager	293	152	478
Senior Manager	161	272	58
Total	8658	7882	8728

“A safe culture is an informed culture.”

What is a safe culture?

An **informed** culture can only be built on the foundations of a **reporting** culture. And this, in turn, depends upon establishing a **just** culture. Which can only come about if people have **trust** in their leaders”

James Reason

Committed

Informed

Reporting

Just

Trust

Safety Mindset Survey

All respondents

-30 -20 -10 0 10 20

1. Serious about safety

2. Decision-making

3. Responsiveness

Question 1: To what extent do employees believe the company is serious about safety?

Most employees do not believe that management is committed

Employees believe safety commitment is no more than signing safety policies

Most people believe management is genuine about safety, but sometimes they compromise it

Employees widely believe that management genuinely put safety first.

12. Honesty

13. Fairness

14. Leadership Style

15. Culture of Care

16. Passionate leadership

17. Safety Balance

18. Trust in supervisor

19. Safety Efforts

20. Management reaction

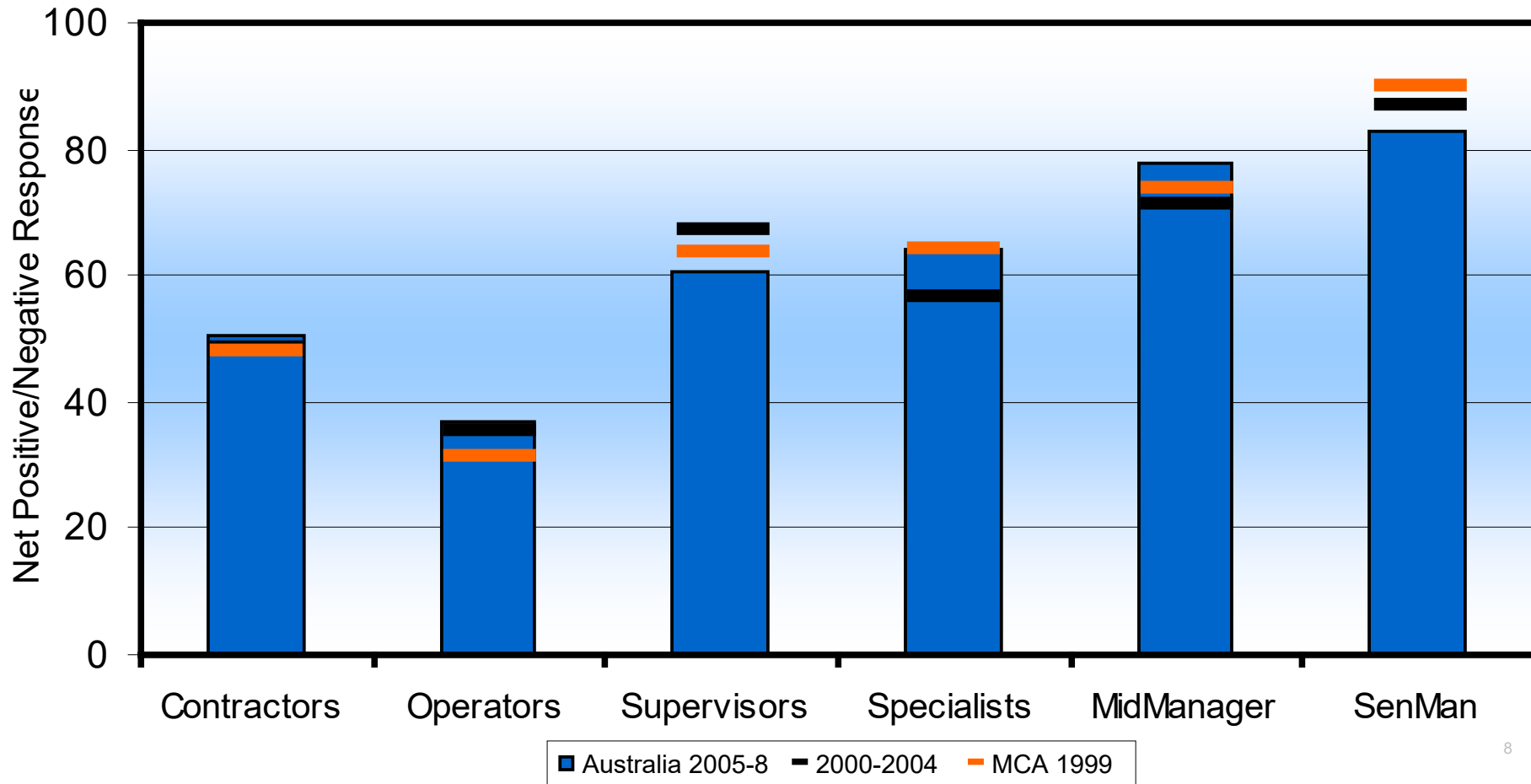
Righteous/Reliable

Righteous

Reliable

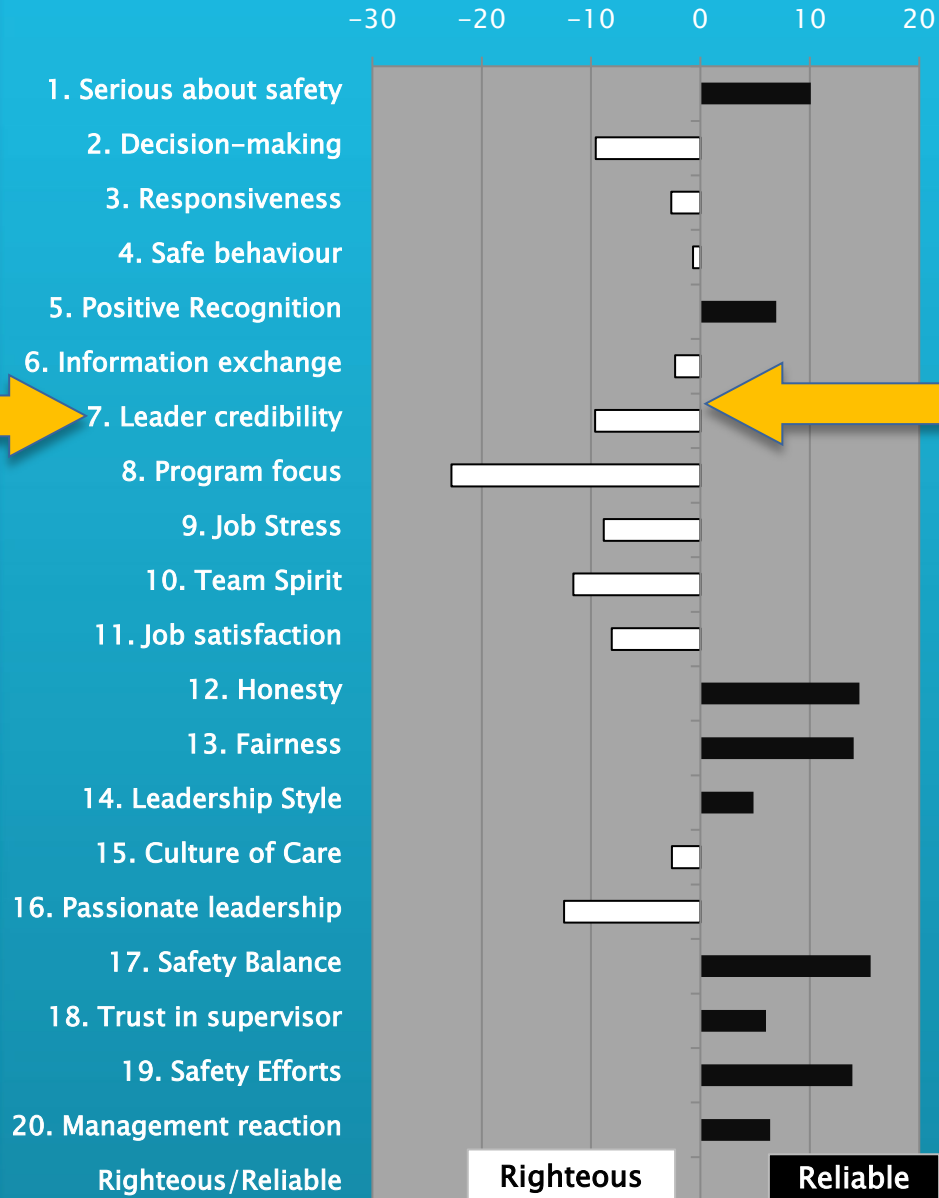
8. Management is genuinely serious about safety.

Management doesn't really care about safety.



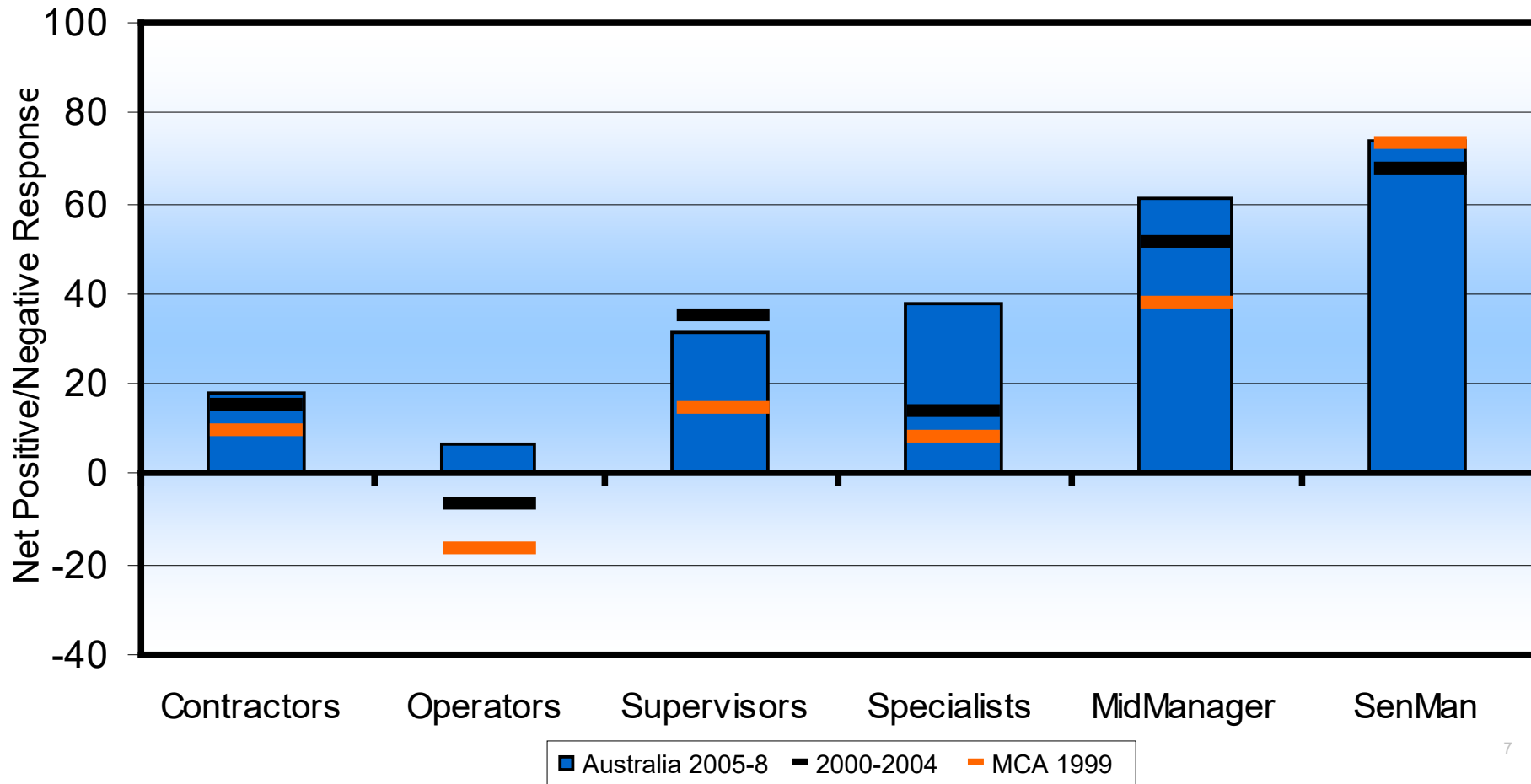
Safety Mindset Survey

All respondents



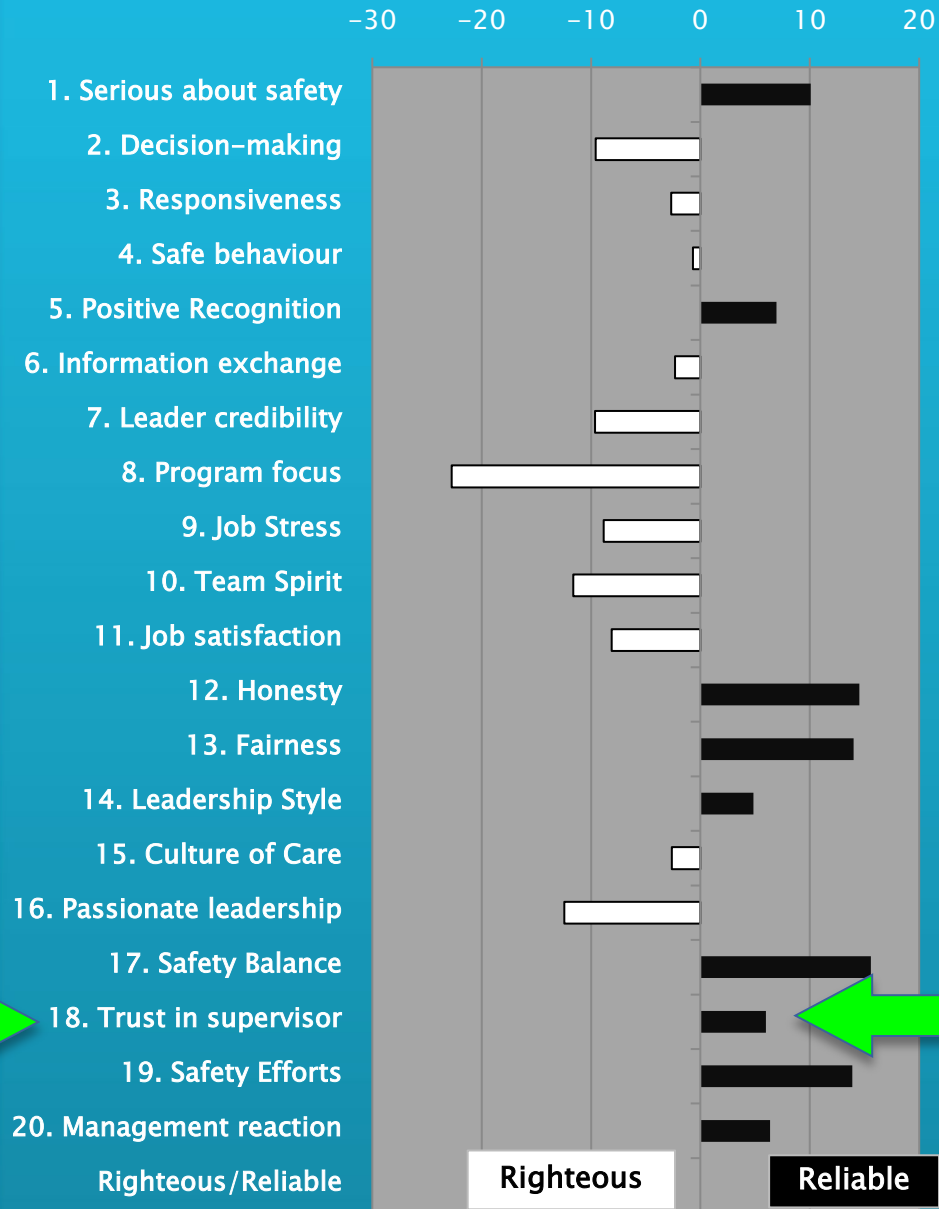
7. You can trust management in this company.

The managers in this company cannot be trusted.



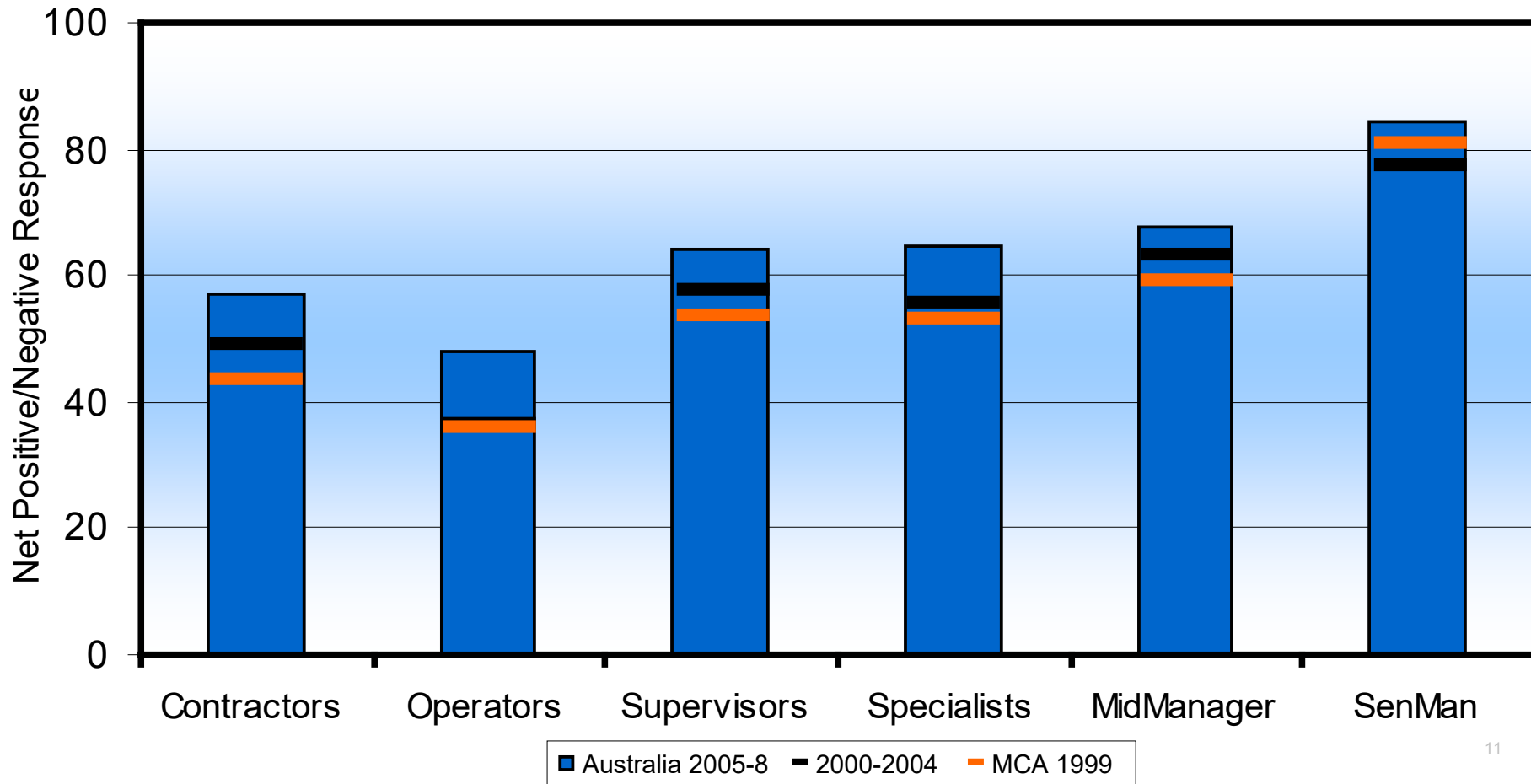
Safety Mindset Survey

All respondents



11. I can trust my supervisor.

I don't have a lot of trust in my supervisor.



Safety Mindset Survey

All respondents



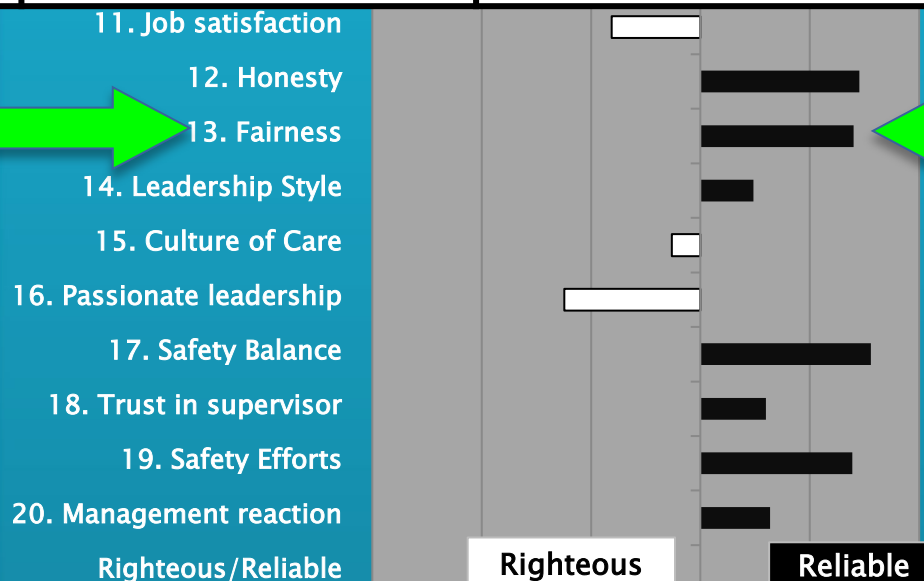
Question 13: To what extent are safety transgressions handled fairly?

If there is an accident, workers will most likely be blamed for it, guilty or not

There is a tendency to blame people for accidents although some attention is given to system failures

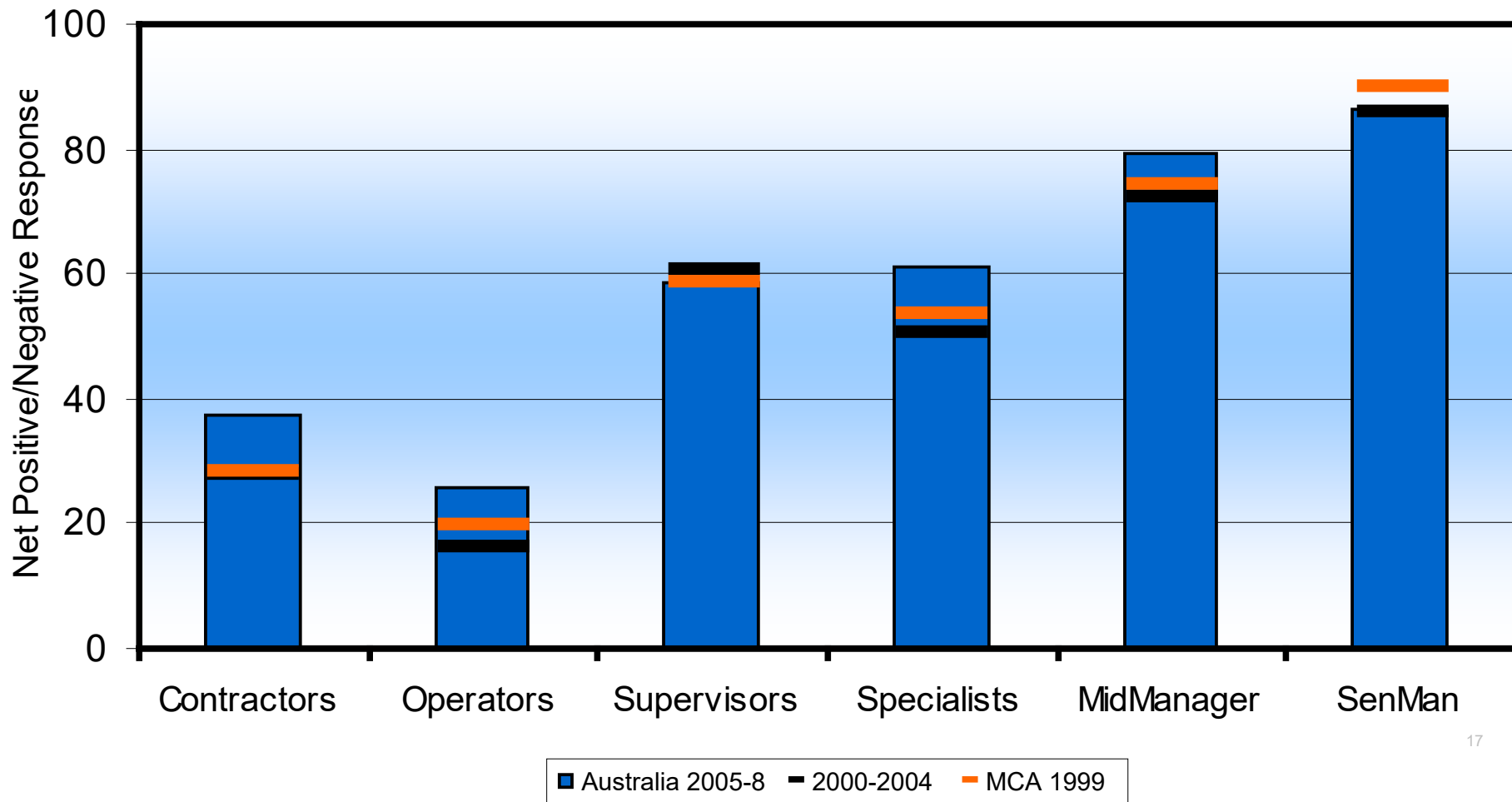
System failures are the first focus when accidents happen although still reluctant to uncover all.

There is a fair and realistic response to accidents with a positive and critical look at 'root causes'



17. When you break a safety rule, you will be treated fairly.

People are often treated unfairly for safety transgressions.

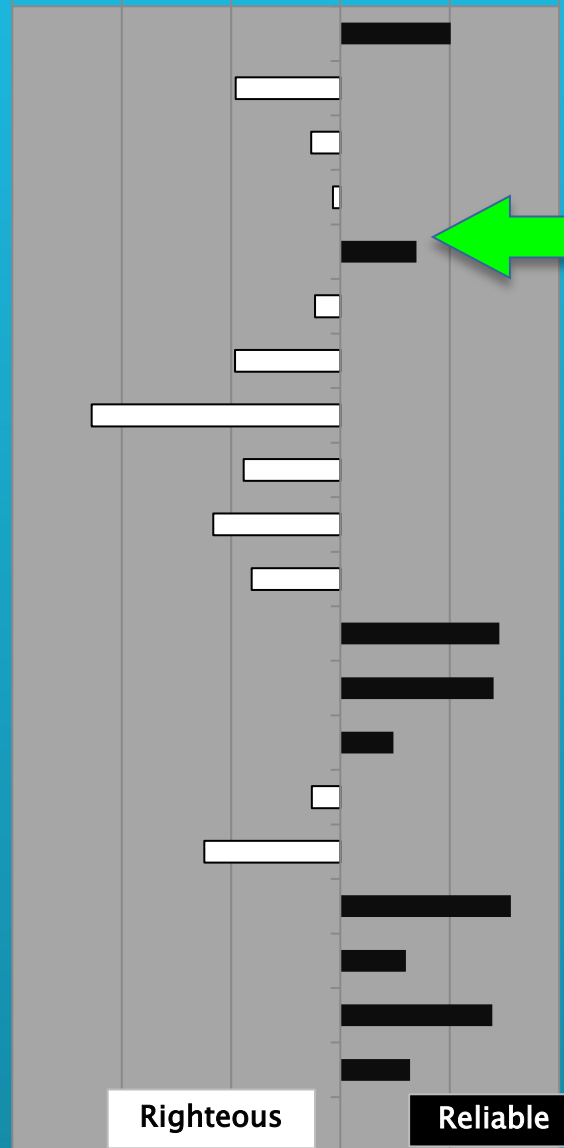


Safety Mindset Survey

All respondents

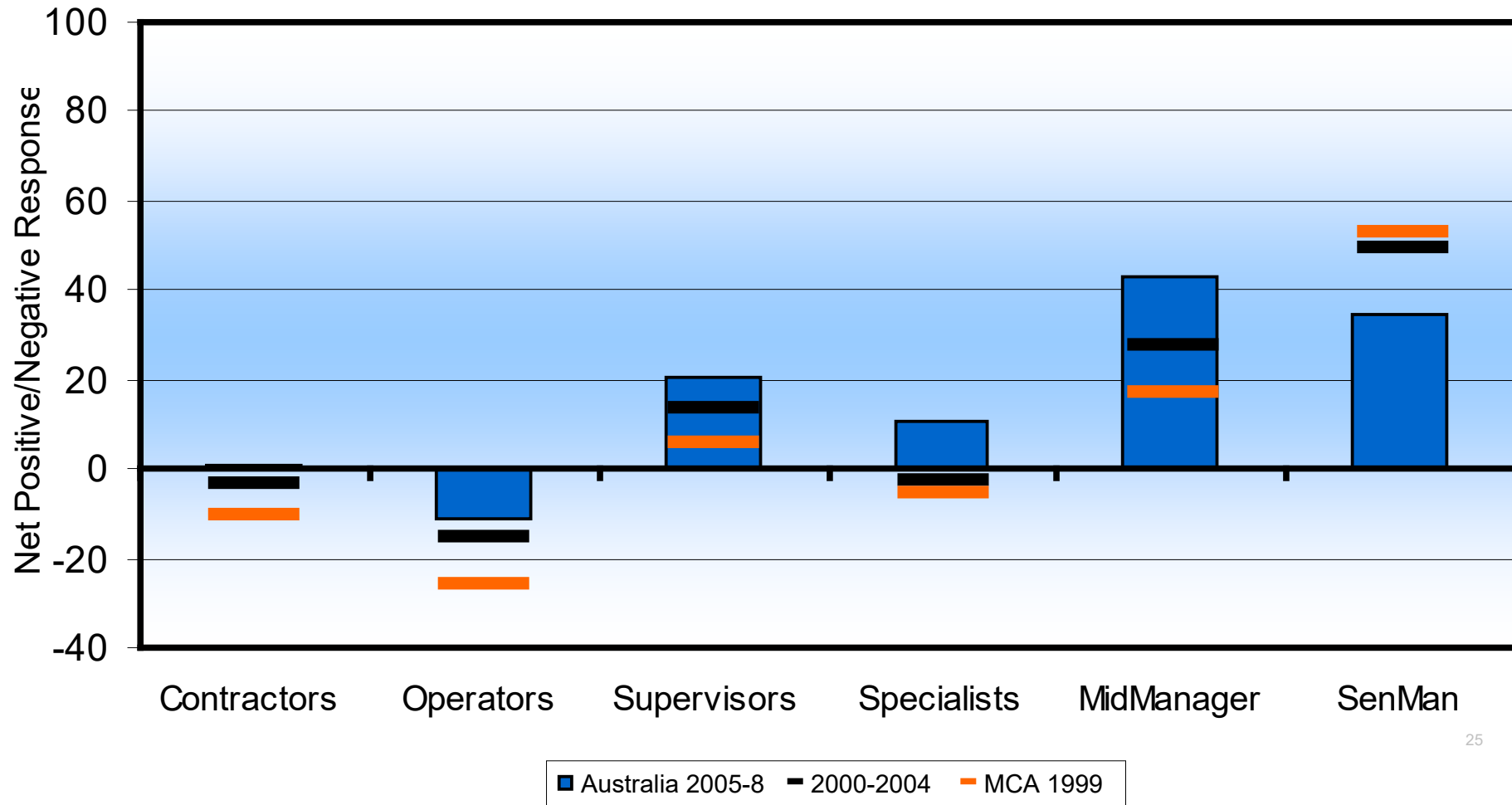
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1. Serious about safety
 2. Decision-making
 3. Responsiveness
 4. Safe behaviour
 5. Positive Recognition
 6. Information exchange
 7. Leader credibility
 8. Program focus
 9. Job Stress
 10. Team Spirit
 11. Job satisfaction
 12. Honesty
 13. Fairness
 14. Leadership Style
 15. Culture of Care
 16. Passionate leadership
 17. Safety Balance
 18. Trust in supervisor
 19. Safety Efforts
 20. Management reaction
- Righteous/Reliable



25. If you work safely, you will get recognition for it.

Working safely is seldom rewarded.

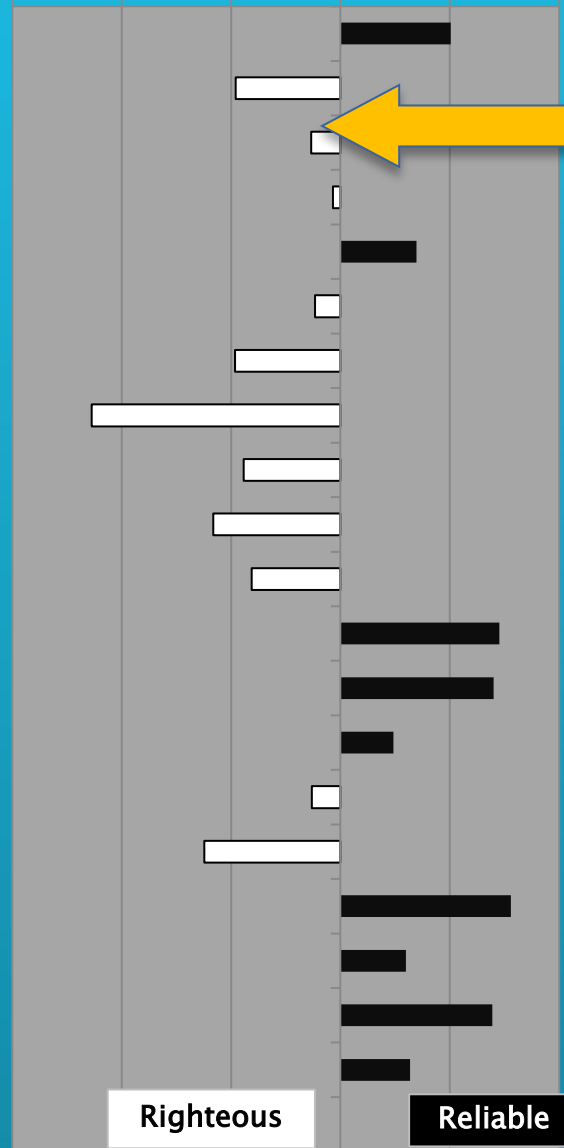


Safety Mindset Survey

All respondents

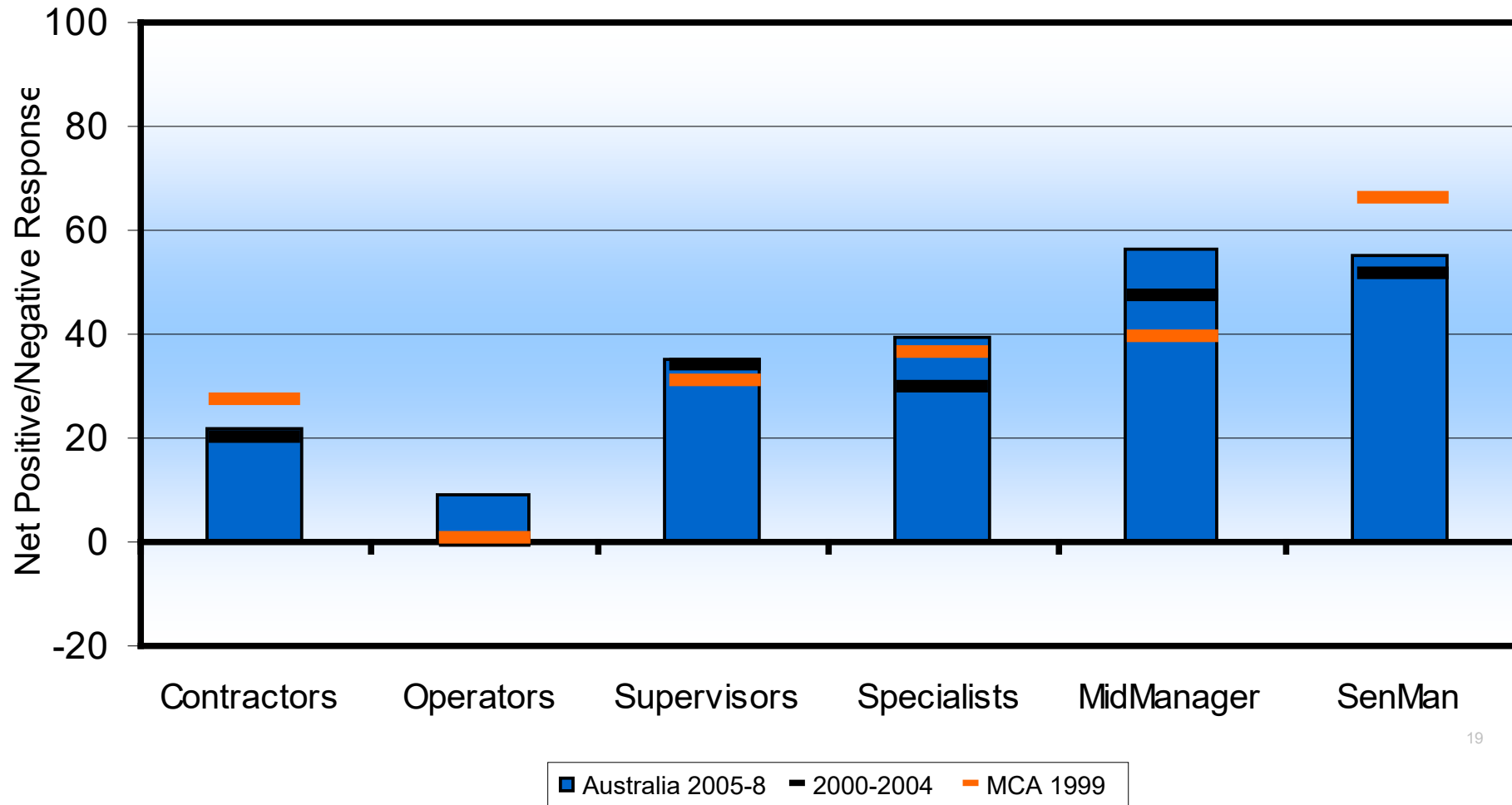
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19. If you raise a safety concern, someone follows up very quickly.

If you raise a safety concern, you often hear nothing of it again.



Safety Mindset Survey

All respondents

-30 -20 -10 0 10 20

1. Serious about safety

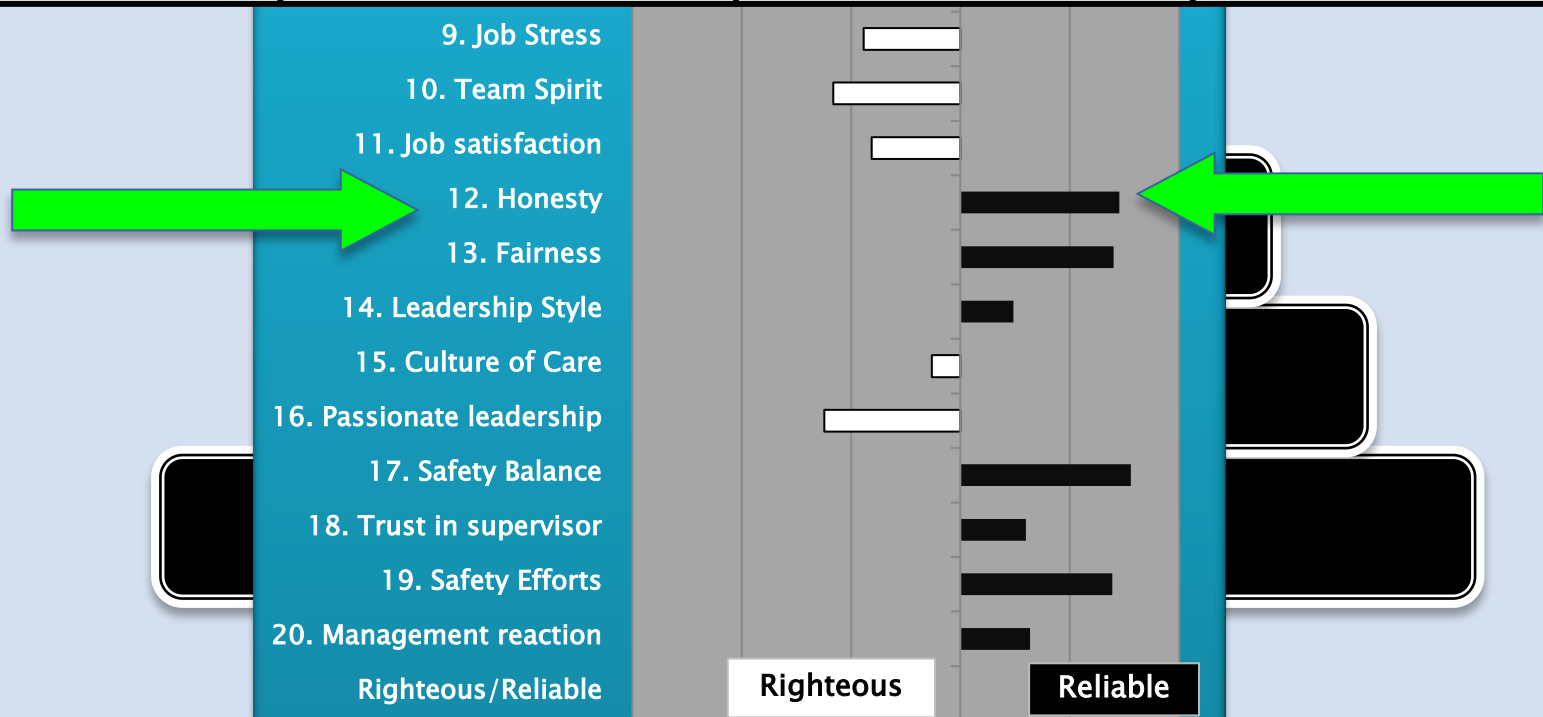
Question 12: To what extent is there honesty about safety concerns?

Nobody speaks up about problems because it can only land you in trouble

Employees are reluctant to voice their real concerns but would voice some if it's not too serious

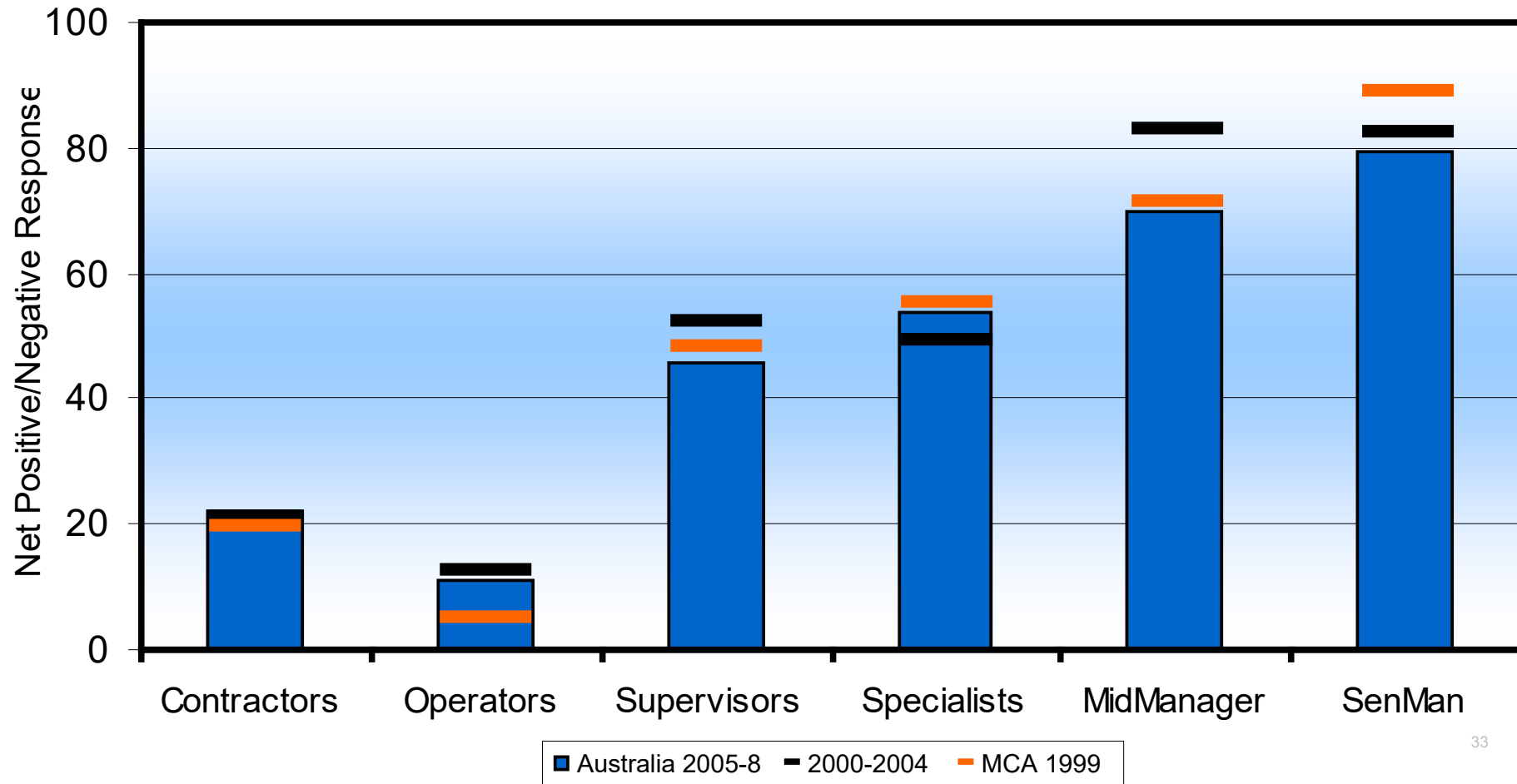
Employees readily talks about concerns even though they are not actively encouraged

Employees are actively encouraged to speak up and can do so without any fears.



32. People around me generally comply with safety rules.

I know people break safety rules to get jobs done.



Committed?



Informed?



Reporting?



Just?



Trust?



Safety Mindset Survey

All respondents



Question 8: What is the focus of safety programs and systems?

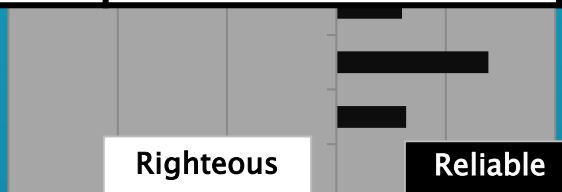
Safety is commanded from the top down and driven by senior management

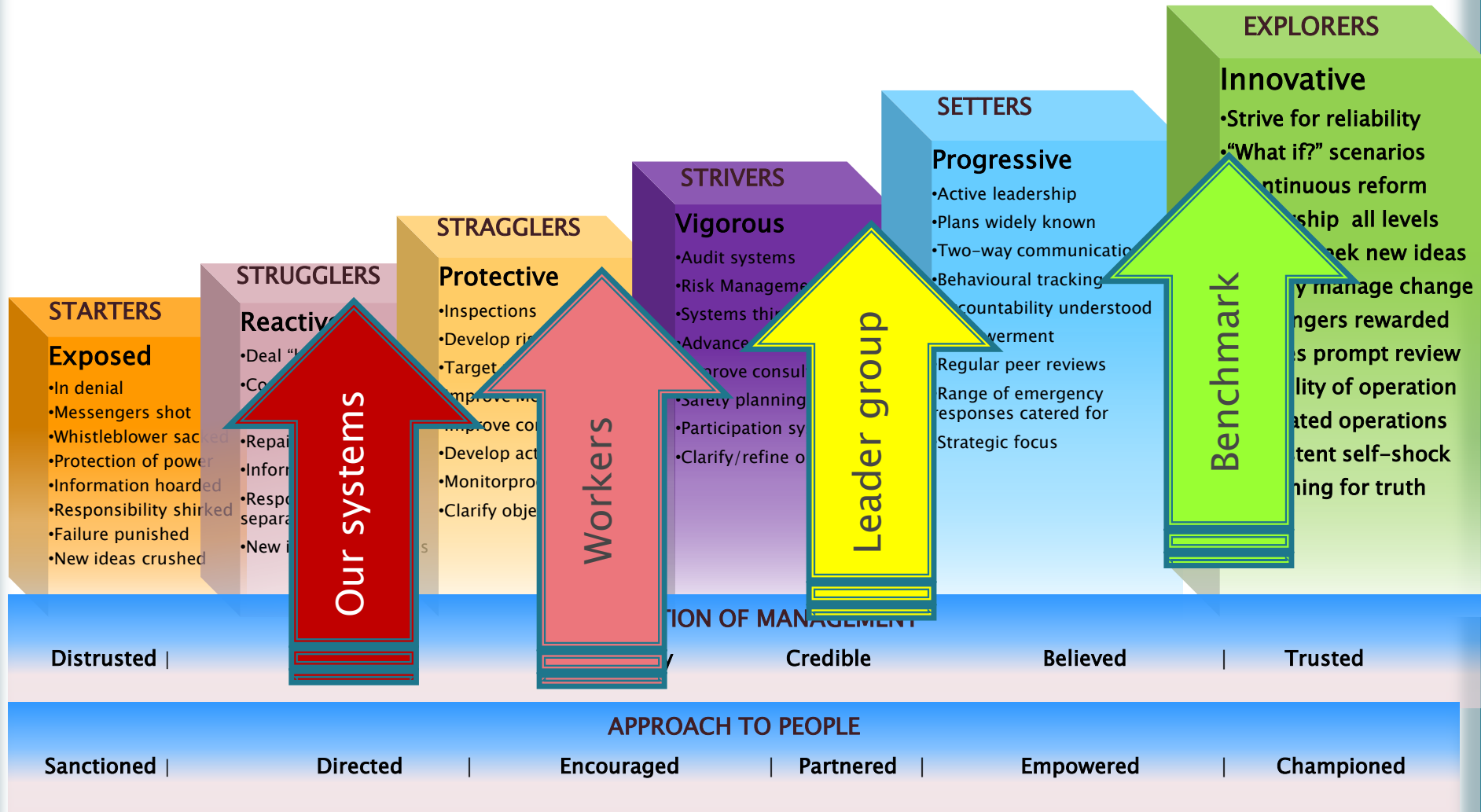
There is a strong emphasis on safety rules, procedures and compliance.

The emphasis is mostly on people's behaviours, skills and attitudes

People are encouraged to make decisions about risks themselves

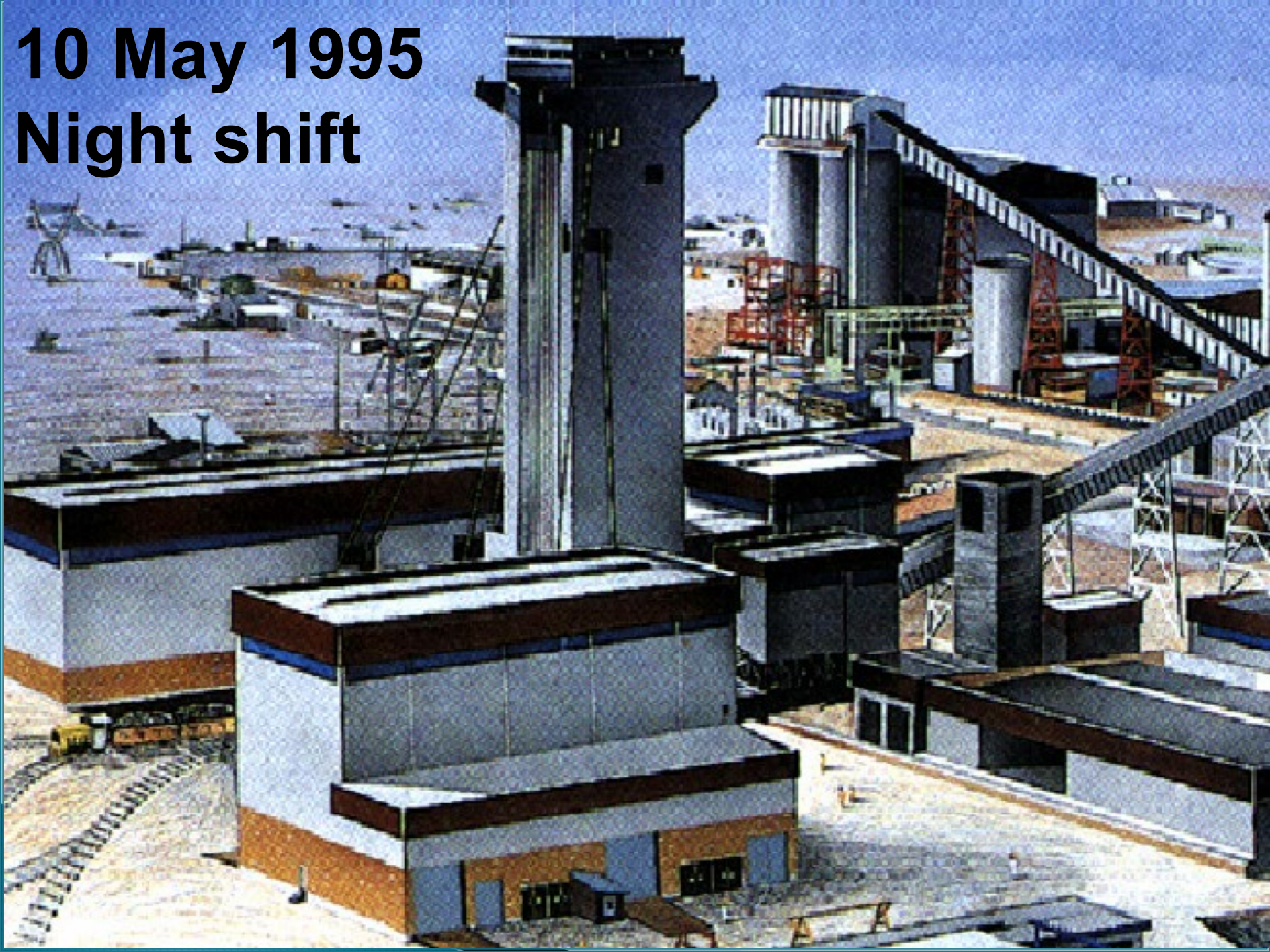
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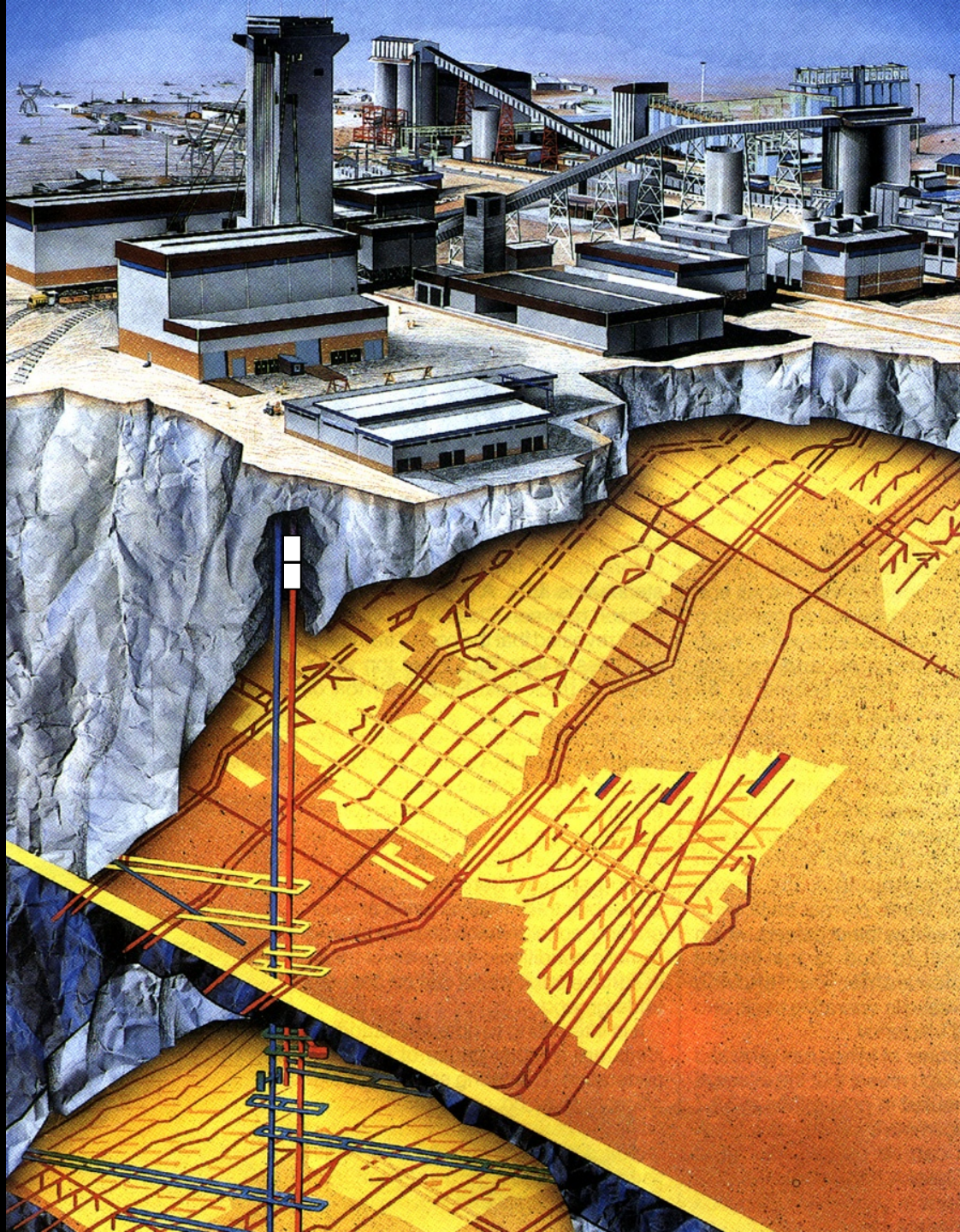




**A mindful,
heartless mine...**

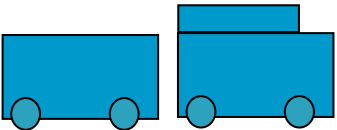
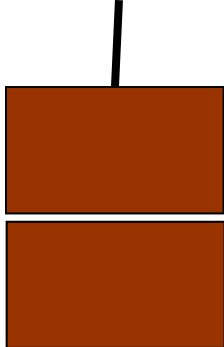
10 May 1995
Night shift

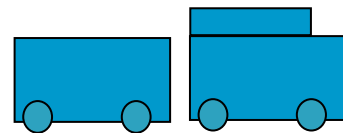
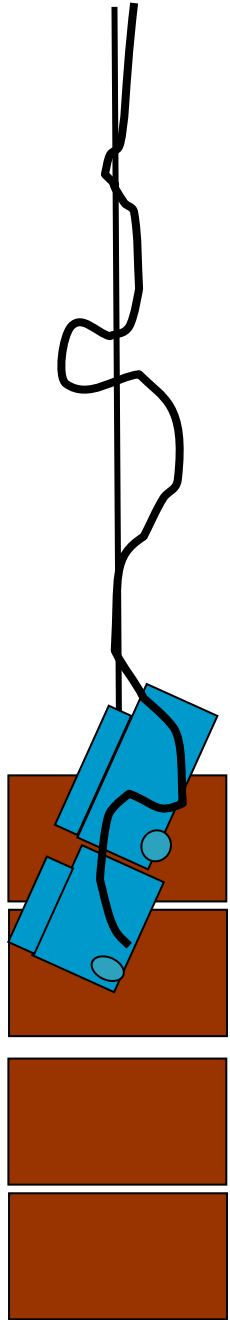




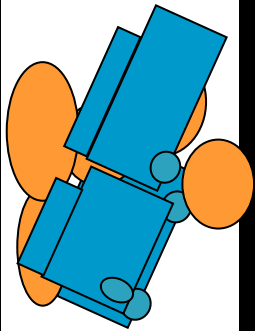






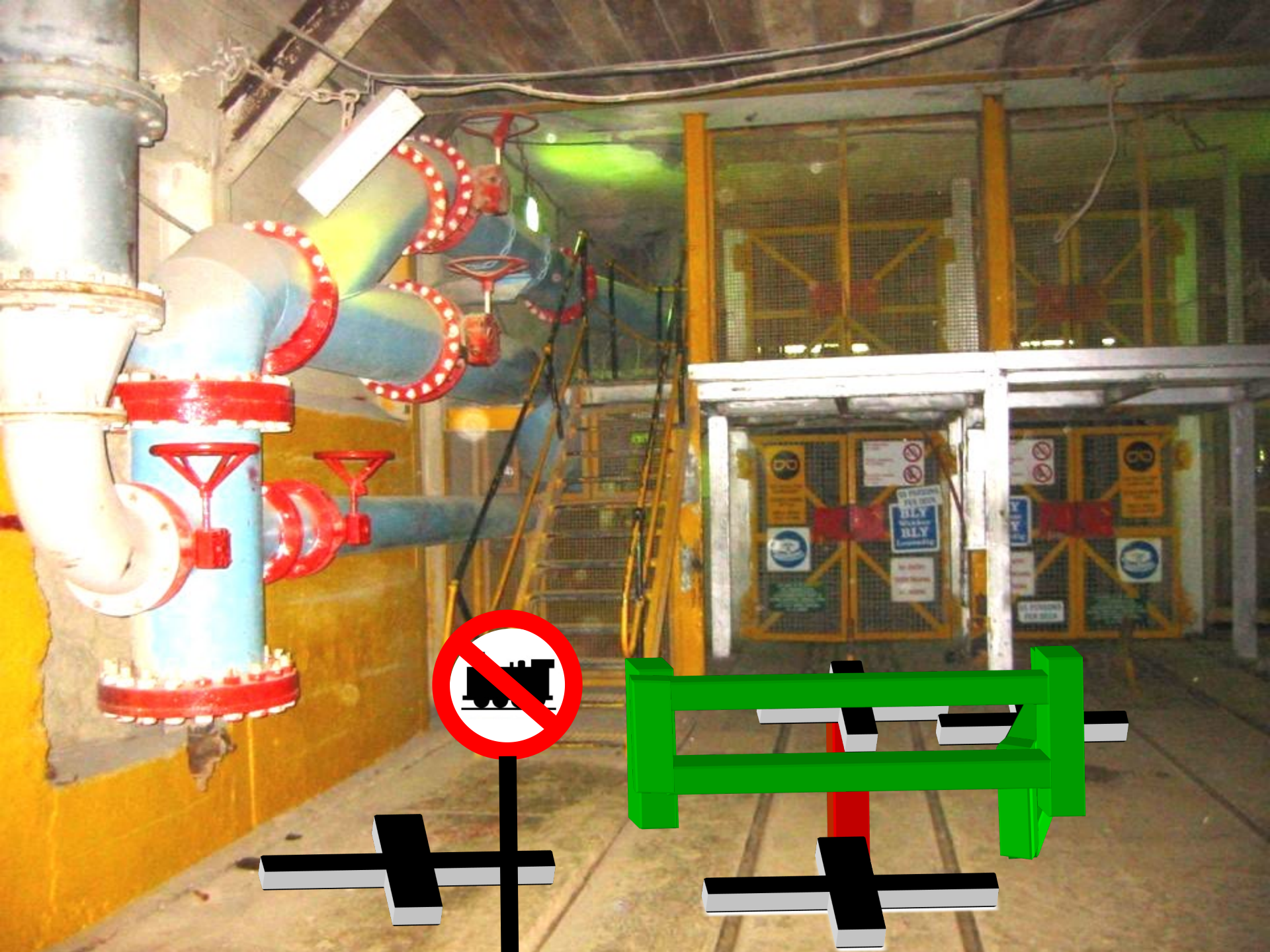


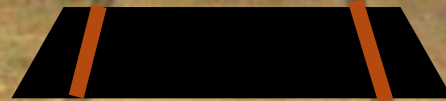
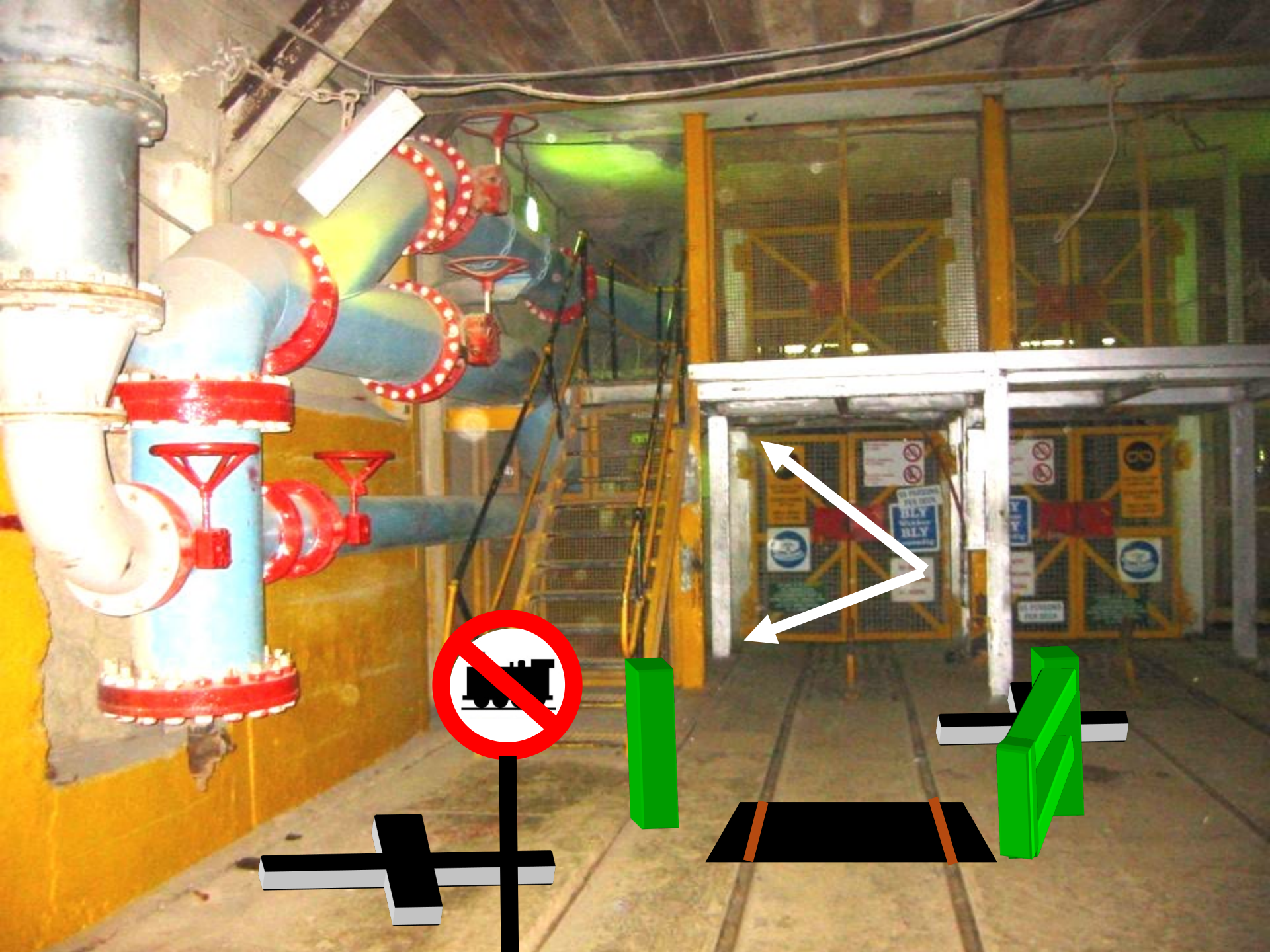


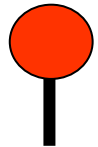
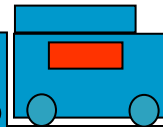
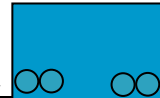
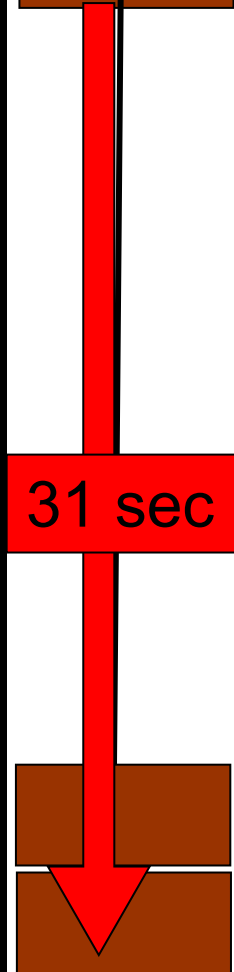
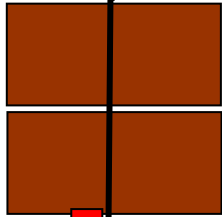


800 ft down

“...but that is impossible!”







Mina saba skati lo makalian ena baleka lo muntu ena as ifa.



**Leadership and
safety.... connected**

SAFEmap

**“When was the last time you
saved someone’s life?”**

Simple

Unexpected

Credible

Concrete

Emotional

Story line

The myth of 'awareness'

"...remember to be aware of the risk"

Think safety!

"...possibility of accidents all the time"

"...expect the unexpected..."

Are you %#\$!!
kidding me?



Safety and Health Vision

To achieve our goal of zero harm.

X

Safety and Health Beliefs

- Its good business to prevent injury and illness
- All accidents are preventable
- No task is so important that it cannot be done safely.
- All risks can be identified and managed.
- Everyone shares responsibility for safety.
- Safety performance can always be improved.
- Safety is intrinsically woven into our corporate DNA.

X

X

X

X

X

X

X

Research proves beliefs create safe behaviours???

Recommendations

- **Segregation vs Integration**
- **Aspiration vs Inspiration**
- **Minds vs Hearts**
- **Managing vs Leading**
- **No more BS**

**“The world we have created
is a product of our thinking;
it cannot be changed
without changing our thinking.”**

Albert Einstein