

SAFETY CULTURE

Securing a Strong Safety Culture Through Leadership

A Strong Safety Culture is achieved through leadership by:



- 1. Implementing clear management expectations appropriate for employee ability and tenure**
- 2. Effectively communicating these employee expectations allowing dialogue and acceptance**
- 3. Implementing performance management (frequent, prompt, consistent, clear, critical and factual employee feedback identifying behavioral gaps and reinforces good performance) provided against clear management performance standards.**

When these 3 critical organizational actions are effectively implemented, accountability will increase which results in an improved safety culture and a SCWE (Safety Conscious Work Environment). Accountability, Safety Culture, and SCWE will be negatively impacted when any of these 3 items are not effectively implemented. Employee trust is created by consistent behavior of management and effective implementation of these 3 actions over time.

Ultimately, the accountability desired is the acceptance of responsibility by the employee. The establishment and reinforcement of clear expectations consistently applied by management is a critical attribute to improve performance. This not only includes what is expected of the employee but what management support is expected. If management creates an expectation for the employee but does not provide the required support to implement the expectation (e.g., adequate time, resources, acceptance of honest employee feedback, prompt management response to feedback, etc.) then the employee loses trust in the management which results in a reduction in accountability of the workforce and eventually will have a negative impact on Safety Culture and SCWE.

Effective communication of expectations allows the employee to provide feedback to the supervisor or manager on the expectation. This two-way communication is critical to the employee accepting and agreeing to the expectation. A lack of acceptance of the expectation by the employee creates a condition where the employee does not accept responsibility for the expectation and could “feel” violated. This lack of



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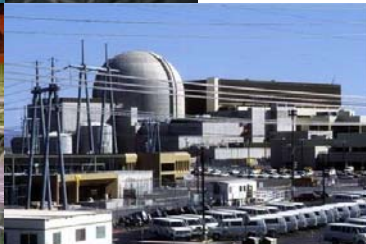
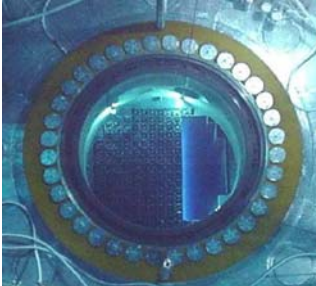
Securing a Strong Safety Culture Through Leadership (Cont.)

acceptance of responsibility results in a reduction of accountability by the employee with a disrespect for the effectiveness of their “chain of command” that could have a negative impact on Safety Culture and SCWE. The implementation of performance management aligned with clear expectations allow the supervisor or manager to provide critical feedback to the employee performing assigned tasks. This feedback requires more than a periodic appraisal but daily feedback and reinforcement at the job site. This continuous feedback loop allows for the employee to modify their performance to ensure compliance with the expectation. Lack of communication can leave the employee believing they are performing satisfactorily and can be surprised discovering performance gaps during periodic appraisals. This can result in a loss of trust in management. This loss of trust results in a reduction of accountability by the employee and eventually can have a negative impact on Safety Culture and SCWE.

NWI offers services and time-proven methods (e.g., hands on specialized mentoring and training including role playing, case studies and dynamic evaluations) that systematically address gaps early, allowing intervention to change performance and improve accountability (See Systematic Management Development, NWI Leadership Assessment and Operational Focus & Leadership Support). These support methods like active listening, conflict management and critical conversations are capable of being implemented at any level or department in your organization (e.g., targeted site potential “hotbed” populations).

Challenges to the effective implementation of these attributes occur due to the preferences of individuals in supervisor and management positions. The identification and assistance in identifying these preferences and modifying the impact of these preferences allow us to assist in the resolution of challenges to create a highly accountable workforce with a strong operationally focused safety culture and SCWE.

We provide targeted real time coaching (in Operations, Maintenance, CAP, Training, Work Management, Oversight, and Engineering), with feedback, and metrics to show the trend of these leading indicators (management skills, effective communications, and performance management) as well as metrics for accountability, safety culture, and SCWE. These metrics (Management Effectiveness Indicators (MEI) are available exclusively through NWI.



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