

# Caring Leadership - Commitment to Excellence

INTENT: *Create a culture of caring*

## **Develop Culture of Caring Behaviors**

- Caring leadership is the single most important element of a Safety Strategy. *Active, visible and consistent leadership* is critical to achieving world-class safety results and continual improvement toward longer and longer injury-free periods.
- Leaders include not just business leaders and site managers, but also front-line leaders as well as employees who take an active role in leading a site's safety systems and programs.
- Leaders create a caring culture through their attitudes and behaviors. They start with themselves.

# Caring leadership must be genuine.

**Caring leaders must be credible, consistent, open, honest and trustworthy.**

- Spend informal time “on the floor” building relationships and listening to employees.
- Make it a point to know every employee’s name and call each employee by name when you see them.
- Have conversations with each employee about their personal interests and family, and be prepared to share something personal about yourself.
- Demonstrate genuine care and concern for off-the-job injuries, illnesses or death involving an employee or family member.
- Role model a safe and healthy lifestyle.

# Caring leadership must be demonstrated.

**Caring leaders' belief in safety must be demonstrated by being actively and honestly engaged and involved every day. Caring leaders:**

- ALWAYS adhere to all safety standards, practices and rules.
- Show a genuine concern for injured or ill individuals, which far outweighs concern for any impact on productivity or the safety statistics.
- Are a visible part of the incident investigation process by first showing concern and interest to the injured employee and then following and showing interest in the incident review process, particularly “closing the loop.”
- ALWAYS personally intervene when an unsafe condition or at-risk behavior is observed.
- Expand the circle of genuine concern beyond employees to include contractors and families.

# Caring leaders are courageous.

**They are open to new ideas. They are available and willing to help. They are visible and accessible.**

## **Caring leaders:**

- Insist upon systemic improvements to safety and health processes when an incident occurs rather than an isolated fix. They do not place blame.
- Focus on prediction, prevention and the courage to intervene. They insist on proactive reporting of all types of incidents, particularly near misses, appropriate level of investigation and removal of root causes.
- Challenge employees to constantly evaluate existing production processes, work practices and equipment using risk assessment and mitigation tools to remove residual unsafe conditions and behaviors from our operations.
- Visibly champion and support the core processes and systems that lead to an injury-free environment.
- Make themselves readily available with an open-door policy and encourage employees to take the time to bring unresolved safety concerns to their attention.

## **Caring leaders value effective, open, respectful communication.**

### **They put meaningful positive reinforcement in place.**

- Promote and participate in open communication (formal and informal) with the organization.
- Clearly communicate their expectations of employees regarding safe behavior.
- Make it a point to provide immediate feedback frequently to reinforce and acknowledge safe behaviors.
- Ensure that timely and consistent consequences are received for willful, at-risk behavior and conscious failure to meet safety requirements.

## **Caring leaders are accountable to their commitments.**

**They inspect what they expect. They always follow through. They exhibit the highest ethical behaviors.**

### **Caring leaders:**

- Hold themselves and others accountable for leading safety, including knowing the details of safety performance and safety incidents and the status of follow-ups.
- Effectively manage those preventive and predictive processes that will ensure a safe workplace.
- Ensure that money and resources are not barriers to the development of people with regard to health and safety.
- Ensure that adequate resources, including time and money, are available for the elimination of unsafe conditions.

# Dale Carnegie

Never:

Criticize

Condemn

Complain