State Agency Executive Leadership Safety Toolkit

INTRODUCTION

Leadership is a driving force behind accomplishing any priority, including a culture of safety. You need only apply your already well-honed leadership skills.

This toolkit was made for you! It provides easy access to simple information and examples about applying leadership to safety – all from the voice of your peers.

Choose something – even one thing – that works for you and take a look. Who knows, the next few minutes may be life changing – for you or someone you are responsible for.

USING THIS TOOLKIT

It is simple and fast! From the Contents, choose (right click on) a *type* of tool. Then select one and take a look (each tool provides a summary of what you will learn and about how long it will take to review).

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LEADERSHIP TESTIMONIAL VIDEOS

[Leading your agency to a culture of safety - YouTube](#) **(10 minutes)**
Listen to three State of Oregon executives and their aligned safety managers as they discuss the business case and your direct role in leading state agencies towards a culture of safety and health in this video testimonial. Individual segments and a [longer 22-minute version](#) are also available for view at the same link providing additional insights by the participants on their experience promoting safety within their agency.

[The Paul O'Neill Challenge - YouTube](#) **(1.5 minutes)**
In 1987 on his first day as the new CEO of Alcoa, Paul O'Neill, made a bold statement "Alcoa is going to become an injury free workplace." Listen to his inspiring message challenging all leaders to make the same pledge within their own organizations.

[Safety Starts with Leadership - YouTube](#) **(4.25 minutes)**
The leaders of Walsh Group LTD reflect on their Actively Caring culture that empowers all employees to stop what's going on or offer up suggestions how to do things safer. Don't let the fact they are a construction firm deter from viewing this – the same practices they instill in their culture would translate well into state agencies.

SAFETY CULTURE

[Ansbro Safety Culture Spectrum](#)
Safety culture is the way safety is managed in the workplace and often reflects the attitudes, beliefs, and values that employees share in relation to safety. Examine this 1-page tool to assess six critical areas and evaluate if you feel your safety culture is reactive, compliant, managed or comprehensive. Which of the four categories do you believe best describes your agency and have you considered undertaking a safety culture survey with your staff? If not, SAIF can help in that regard.

[Vision: a reflection of your company culture and values](#)
Examine this 2-page handout on how creating a safety vision statement that specifically addresses your safety aspirations can improve safety and health, and can potentially impact the entire enterprise in positive ways.

[A leader's role in change management](#)
This 2-page handout describes how executives must be visible and engaged through the entire process of change from the beginning to its conclusion. Gain some tips on how to sponsor, prepare your management team, and address resistance when it comes to creating and following through with your vision of safety in the workplace.

A CEOs GUIDE TO SAFETY

[Safety-Leadership-CEO-Guide-2014.pdf (forum.org.nz)](#)
This outstanding 20-page guide from the New Zealand Business Leaders' Health & Safety Forum outlines the eight mind-sets and practices executive leaders can use to develop as leaders in health and safety boiling safety leadership down to what leaders *think*, *say*, *do*, and *measure*. Each practice is described and includes example "something I did" with how top leaders applied the mind-sets within their own organizations.

UNDERSTANDING DATA AND SETTING GOALS

Setting goals: for planning and success
This 2-pager discusses the why agencies should set goals so they can align their business activities with their overall vision. Goals help motivate employees and provide a way to measure success while focusing on what really matters – keeping agency employees safe on the job.

LEADERSHIP STYLES

Leadership styles eLearning module **(10 minutes)**
View this eLearning module and accompanying resources to learn about different styles of leadership identified by the Iowa Leadership Studies and inspired by themuse.com.

Leadership styles: Understanding how you lead
This 2-pager accompanies the eLearning module and discusses three styles identified by the Iowa Leadership Studies.

Leadership styles questionnaire
This 3-page tool accompanies the eLearning module and can be used to help identify your own leadership style.

EMPLOYEE INVOLVEMENT AND COMMUNICATION

Be a good communicator eLearning module **(10 minutes)**
View this eLearning module to learn that communicating well is something leaders need to work at every day. It's a delicate balance of cultures, personalities, perceptions and messages. In this course, we'll look at how communication happens, what we can do to improve communication, and what to do if it all goes wrong.

Communication: The bedrock of leadership and safety
This 2-pager accompanies the eLearning module and includes tips on listening and ways to improve communication.

Employee engagement eLearning module **(14 minutes)**
This eLearning module will cover the importance of leadership at all levels, the benefits of employee engagement, and ideas for increasing employee engagement.

Employee Engagement: The benefits
This 2-pager accompanies the eLearning module discussing what increases engagement and how an agency executive can work to do it right.

EMOTIONAL INTELLIGENCE

Emotional intelligence: A valuable leadership trait
Read this 2-pager discusses how researchers believe that emotional intelligence plays an important role in the workplace and impacts everything from safety to overall workplace success. But what is it?

EQ Leadership: Enhanced leadership through emotional intelligence (EQ)
This 2-pager discusses how leadership benefits of EQ is good for business.

HUMAN AND ORGANIZATIONAL PERFORMANCE (HOP)

[Human and Organizational Performance eLearning module](#) **(20 minutes)**
View this eLearning module and accompanying resources to learn how Human and Organizational Performance (HOP) is a science-based approach to looking at mistakes so they can be addressed more effectively.

[Human and Organizational Performance (HOP): Another way to think about safety](#)
This 2-pager accompanies the HOP eLearning module. Seeing employees as "problem solvers" is a key HOP strategy that can pay off in reduced injuries and increased employee engagement.

[Avoid blame and better understand human error](#)
This 2-pager accompanies the HOP eLearning module. Creating organizational processes that examines systems, rather than blaming employees, is the most effective way to create a safe workplace.

ACCOUNTABILITY & TRUST

[Accountability at all levels eLearning module](#) **(20 minutes)**
View this eLearning module and accompanying resource to learn more how everyone at an organization has a role in accountability.

[Accountability at all levels: building ownership in common goals](#)
This 2-pager accompanies the accountability at all levels eLearning module and includes examples of accountability at all levels including top management.

[Building trust eLearning module](#) **(15 minutes)**
View this eLearning module accompanying resource to learn how to build trust as an accountability cornerstone.

[Building trust at work: An ongoing journey](#)
This 2-pager accompanies the building trust eLearning module. Whether you are a CEO or a line employee, you play a role in creating and maintaining trust within your organization. Without it, employees are more likely to be disengaged, and effective communication and teamwork won't happen.

[Trust check: How do you know if you should build more trust?](#)
This 1-pager describes how the simple act of discussing trust can build trust while lessening fear and anxiety when it comes to safety. These trust audit questions can help you get started on an individual or group basis.

MINDFULNESS

[Mindful leadership eLearning module](#) **(10 minutes)**
View this eLearning module to learn how stress leaders impact business and employee engagement, systems thinking, how biases can impact your decision making and ways to practice mindfulness.

[Train your brain: For safer decisions, pause and think](#)
This 1-pager accompanies the eLearning module and shares some techniques to help build resilience and increase performance, focus, and memory while reducing stress, anxiety and fatigue.

[Mindfulness: Focus for safety](#)
This 1-pager infographic provides some tips on how to practice mindfulness.

LEARNING TEAMS

[Learning teams eLearning module](#) **(29 minutes)**
View this eLearning module to find out how learning teams are an effective way to evaluate risks and follow up on workplace injuries.

[The power of learning teams: Unleashing collective knowledge](#)
This 8-pager accompanies the eLearning module and explains how learning teams is a systems approach that recognizes the importance of unfiltered flow of information and communication through an organization.

[Operational Learning Team - Discussion Sheet](#)
This 2-pager accompanies the eLearning module as a tool for problem discovery followed by review and problem solving to make safety system improvements.

CEO MESSAGING EXAMPLES

How have other executives communicated the importance of safety and health? These personalized messages from executive leaders to their staff can give you some ideas for how you might go about it.

[A Safety Message to Our Associates from President and CEO, Kim Bassett - Bassett Mechanical](#)

[Safety Message from CEO | EnSafe](#)

[The Dutra Group | Aggregates, Dredging, & Marine Construction Services](#)

ARTICLES

[Understanding the Total Cost of an Injury | EHS Today](#)
Read this article to gain insights for how work-related injuries are just the "tip of the iceberg" when it comes to potential costs for your agency.

[2021 CEOs Who "Get It" when it comes to worker safety| January 2021 | Safety+Health Magazine (safetyandhealthmagazine.com)](#)
Learn about the eight honorees of the National Safety Council's annual award for CEOs whose passion for safety and health flows down and through their organizational culture.

[Safety Leadership: 11 characteristics of great safety performers | August 2017 | Safety+Health Magazine (safetyandhealthmagazine.com)](#)

[Why Safety Leadership Matters | HuffPost](#)