SAFETY LEADERSHIP
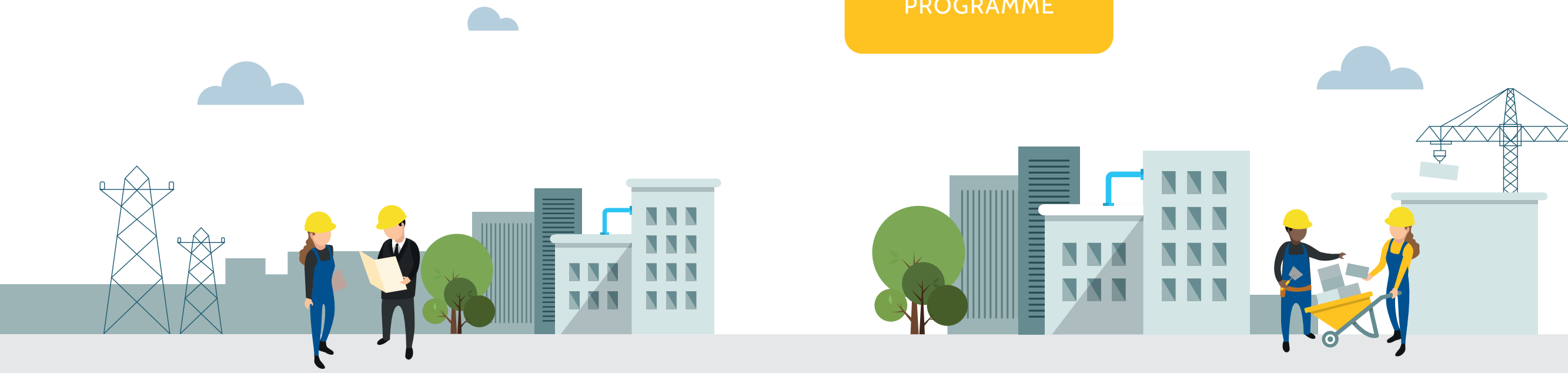## PROGRAMME

Key points

▶ a pragmatic approach: tools and methods,
▶ case studies,
▶ feedback from industrial experience,
▶ discussion among participants,
▶ real-life scenarios,
▶ a personal roadmap for each participant.

Icsi's philosophy

Icsi's philosophy is that internal or external facilitators should take over once the pilot project is successfully completed. The aim is for the company to be able to deploy the programme by itself as soon as possible. At this stage, the Institute becomes a scientific and methodological advisor during the deployment.
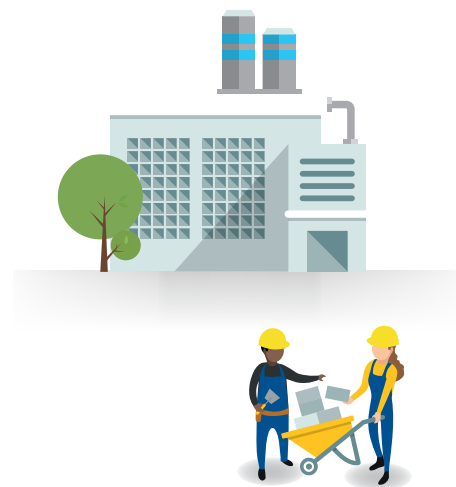
To enable this to happen, Icsi
▶ helps you to identify the conditions needed for a successful handover
▶ provides you with a deployment kit for the programme and provides training

Icsi runs the pilot programme and exploits its results ▶ **Icsi ensures the handover to internal/ external facilitators** ▶ **The entity is able to deploy the programme by itself**

WHO'S IT FOR?

▶ Frontline managers

GOALS

▶ Make frontline managers better safety leaders by changing the attitude of the entire managerial hierarchy

FIND OUT MORE

▶ Leadership in safety, industrial practices, *Industrial Safety Reports*, Icsi 2011

CONTEXT & CHALLENGES

Making frontline managers better safety leaders is a lever to sustainably improve the **performance and safety practices of staff**. It requires a **change in managers' attitudes** and their **day-to-day behaviour.**

The frontline manager is at the heart of developing a safety culture. Their strategic position, which is at the crossroads of managerial requirements (the directive component), reality on the ground, and feedback from the field (the participative component), means that he or she is at the core of many trade-offs.

OBJECTIVES

This programme helps frontline managers to improve their key operational skills in order to:

▶ **Give meaning** to the organisation's safety policies
▶ **Make trade-offs** between management **requirements and realities on the ground**
▶ **Encourage staff buy-in and engagement**
▶ **Align words** and practices about safety
▶ **Foster** mutual help and information-sharing
▶ **Exercise** vigilance and share it within the team
▶ **Acknowledge** efforts in the right direction and respond to bad practices.

ICSI
Institute for an Industrial Safety Culture
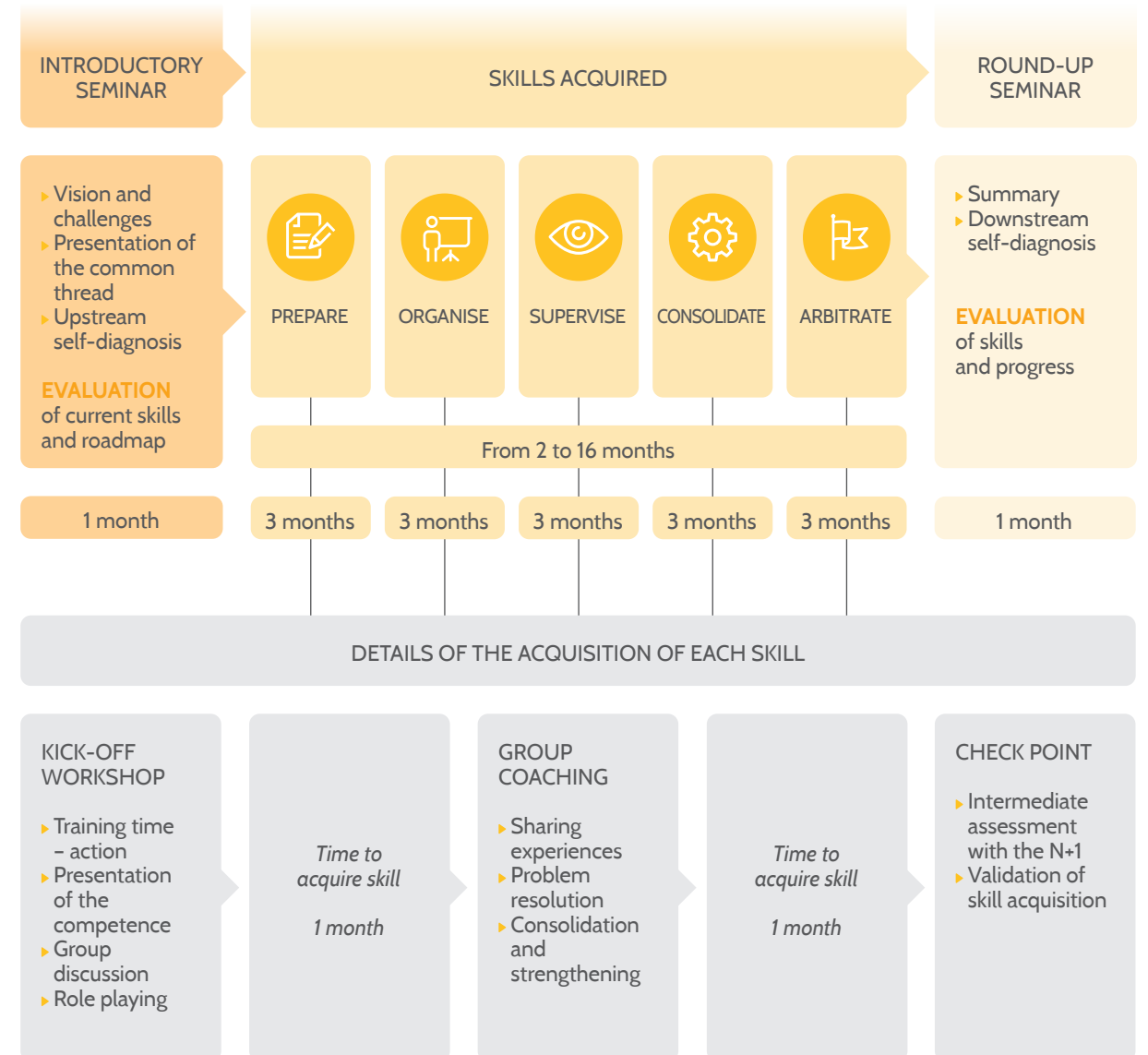
SAFETY LEADERSHIP PROGRAMME

CONTENT
The key competencies of safety leadership

THE FRONTLINE MANAGER'S ACTIVITIES	THE KEY SAFETY LEADERSHIP SKILLS	KNOW WHAT TO DO, ASSOCIATED KNOWLEDGE (KNOW-HOW & INTERPERSONAL SKILLS)
PREPARE	Know how to conduct a risk analysis	▸ Understand risk analysis methods appropriate to the interventions to be carried out ▸ Involve the team in risk analysis and safety measures to be implemented
ORGANISE	Know how to lead a pre-job briefing	▸ Ensure that during the pre-job briefing the team is made aware of the importance of risk prevention and compliance with safety measures ▸ Encourage dialogue and active participation during the pre-job briefing
SUPERVISE	Know how to react in a way that is appropriate	▸ Identify safe or risky behaviours ▸ Respond appropriately to reinforce safe behaviours and correct risky behaviours ▸ Encourage the team to identify corrective actions that work for them
CONSOLIDATE	Know how to integrate lessons learned from feedback	▸ Encourage, analyse and exploit the flow of information ▸ Encourage the team to propose improvements ▸ Draw any positive and negative lessons from events that happen in the workplace ▸ Ensure that corrective actions have been carried out, and that the team has received feedback
ARBITRATE	Know how to arbitrate between management requirements and reality on the ground	▸ Ensure that safety issues are always taken into account in trade-offs ▸ Know and respect no-goes ▸ Set up compensation mechanisms in unsafe working conditions ▸ Check with superiors that unsafe working conditions are temporary

This content can be adapted to each entity.

TEACHING PROGRAMME
A three-stage journey

INTRODUCTORY SEMINAR	SKILLS ACQUIRED					ROUND-UP SEMINAR
▸ Vision and challenges ▸ Presentation of the common thread ▸ Upstream self-diagnosis **EVALUATION** of current skills and roadmap	PREPARE	ORGANISE	SUPERVISE	CONSOLIDATE	ARBITRATE	▸ Summary ▸ Downstream self-diagnosis **EVALUATION** of skills and progress
1 month	3 months	3 months	3 months	3 months	3 months	1 month

From 2 to 16 months

DETAILS OF THE ACQUISITION OF EACH SKILL

KICK-OFF WORKSHOP		GROUP COACHING		CHECK POINT
▸ Training time – action ▸ Presentation of the competence ▸ Group discussion ▸ Role playing	*Time to acquire skill* *1 month*	▸ Sharing experiences ▸ Problem resolution ▸ Consolidation and strengthening	*Time to acquire skill* *1 month*	▸ Intermediate assessment with the N+1 ▸ Validation of skill acquisition

The times given are estimates and can be adapted to each entity.