

Consistent, strong, and positive leadership is a safety performance accelerator.

Leadership is critical for excellent safety and health performance. Effective leaders determine the importance given to safety and health management, help define and drive the culture, ensure adequate safety and health resources, set the example through personal behavior, communicate a strong personal safety and health vision for the company, and hold others accountable for their safety and health responsibilities.

CORESafety encourages management to set safety and health policy and expectations relative to safety and health performance and how it will be accomplished. They should collaborate and constantly communicate with all affected employees and other stakeholders and provide reinforcement and recognition for progress made. Senior management must take the responsibility to ensure their company's SHMS is well designed and effectively implemented. Companies should promote strong leadership and utilize a leadership development process to enhance their management team skill sets to yield optimal results.

The CORESafety Safety and Health Management System (SHMS) includes seven leadership expectations:

- Ensure all leaders understand the importance of their personal leadership, their responsibility to demonstrate their leadership and commitment to 0:50:5.
- Identify the desired leadership competencies specific to your company (to achieve 0:50:5) or adopt those recommended by **CORE**Safety.
- Determine the level of management that will undergo leadership development: line supervisors, middle managers, senior managers, etc.
- Assess managers to determine how they compare with the defined leadership competencies.
- Either develop and deliver your own leadership process, or access an external development process from NMA or a consultant.
- Ensure all managers who undergo formal leadership development create a personal development plan.
- Link each development plan with the company's performance management program to ensure that continuous improvement is sustained over time.

In order to understand the context of leadership development for safety, it is necessary to differentiate leadership from management development. While there are areas of close alignment between good management practices and good leadership practices, the differences are distinct. The fundamental *purpose of management is to keep the current system functioning*, while the purpose of leadership is to produce positive change. When

there is resistance to change, it is the attributes of the effective leader that enables followers and/or subordinates to be inspired and more accepting of the change. It is generally held that those in positions of authority have the greatest responsibility to behave as true leaders. However, position in and of itself is not leadership. Anyone who can control their own behavior and affect the behavior of another person can be considered a leader—whether an hourly or management position leader.

Impactful leadership within corporations must start at the top. If the executive and senior levels of management do not actively and consistently reinforce their safety vision and expectations, no amount of effort invested in lower levels of the organization can make the safety system successful.

There are a number of competencies that are strongly associated with safety performance. These include, but are not limited to:

- **Accountability:** Communicates clear safety roles and responsibilities, ensures people receive frequent, fair appraisal of efforts and results; holds people accountable for their responsibilities; applies positive and negative consequences as appropriate.
- **Vision:** Has and communicates a vision; describes compelling and vivid picture of what desired safety state could/needs to be.
- **Credibility:** Is perceived as honest and reliable, treats others with fairness, dignity and respect; follows through on commitments, even in difficult times.
- **Action-oriented:** Is performance oriented, proactive in reducing hazards and risks; persistent in solving safety problems.
- **Communication:** Maintains good interpersonal listening and speaking skills; actively keeps all people informed about relevant safety information and the big picture, as well as details.
- **Collaboration:** Promotes cooperation and collaboration to solve safety problems. Gets people involved.
- **Feedback & recognition:** Gives positive feedback about good safety performance, publicly recognizing safety contributions of others and celebrates safety success.

It is not necessary for every leader in every mining company to exhibit all of these competencies. Big changes in safety culture and performance can be realized with relatively small changes in leadership behavior. However, the more integrated these competencies and their resulting behaviors are for as many individual leaders as possible, the more positive change can be expected.

There is no one best way to enhance leadership skills and behaviors. There are several general delivery models including, but not limited to:

- A internally developed (i.e., company-specific) programs,
- B outsourced programs, and
- C professional association programs. If a relatively large number of company personnel are to undergo development, the investment in an internally developed program should be considered.

Several factors should be considered when developing or selecting a leadership development program:

- 1 Which specific competencies are needed to support safety & health management system?
- 2 How do the candidates get feedback on their current performance and on the specific competencies in which they have opportunities to improve?
- 3 How is the program content delivered? Does it match the learning style of the participants? Adults learn differently from younger students.
- 4 How long does the program last? A 2-3 day class is very unlikely to drive sustainable improvement. Exposing participants to new concepts over a longer period will improve learning.
- 5 How does the operation's ongoing performance management system support the leadership development program? Classes alone will not succeed; participants must be held accountable for using their new skills in their daily routine.