

# IMPROVING HSE LEADERSHIP EFFECTIVENESS

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## What do we mean by HSE leadership?

**“Actively engaging in the discretionary efforts, and maintaining personal leadership behaviours, that inspire, motivate and support others to achieve our HSE goals”**



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### Safety perception surveys – Typical results



### Consequences

- HSE performance and culture is not improving
- Little benefit from much organisational and individual effort
- Inconsistent leadership behaviours are misaligned with company vision and values
- Risks are not being adequately managed
- Business does not have foundation for operational excellence



**Without effective leadership of HSE, improvements may never be realised**  
 - good HSE starts from the top, or it doesn't start at all

- Leadership sets the vision and reinforces HSE as a value for the organisation
- Leaders prioritise resources for HSE and can fix organisational and system issues
- Leadership behaviours send powerful messages – they directly and indirectly influence the attitudes and behaviours of employees
- Leaders can challenge employees to view their work from different perspectives and reach their full potential

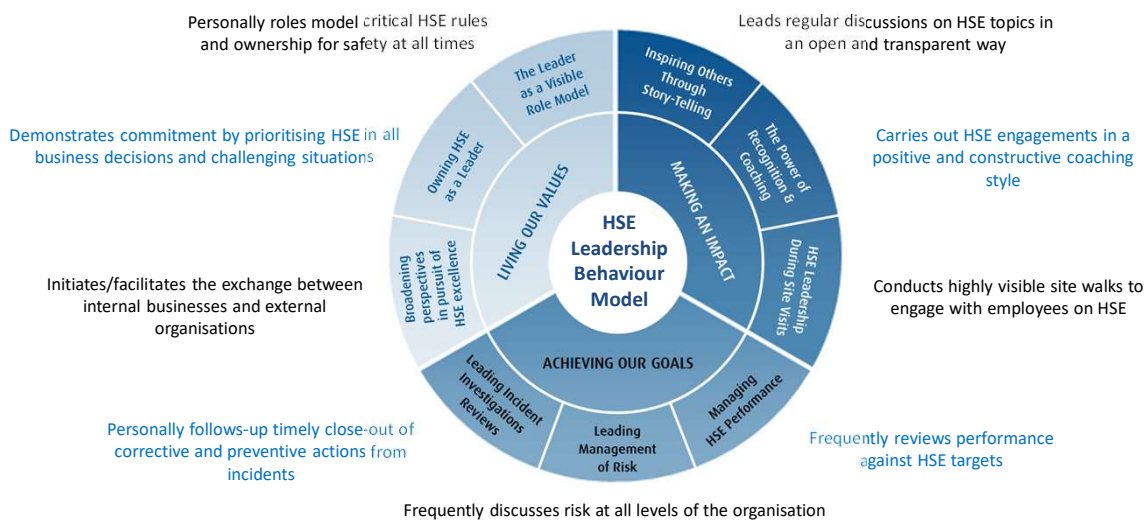


**Leaders get the level of HSE performance that they demonstrate they are willing to accept**

**Effective HSE leadership** = **Our leadership behaviours** x **Our leadership style**<sup>2</sup>



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### REACTIVE



**Reacts only when necessary/ blames others**

- Controlling
- Does not feel responsible or accountable for HSE
- Reacts only after incidents
- Completely delegates HSE to HSE function

**Self or political :** *"I do it to keep my job or satisfy my manager"*

### TRANSACTIONAL



**HSE performance tracking and reward**

- Teaching/instructing
- Feels responsible for HSE
- Monitoring performance
- Accepts HSE as a shared responsibility with HSE function

**Intellectual or logical :** *"I understand HSE is important. I don't want people to get hurt"*

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### TRANSFORMATIONAL



**Strategic direction (forward looking)**

- Coaching (role models)
- Feels accountable for HSE
- Leads HSE improvement
- Sees HSE function as a support

**Emotional :** *"I feel strongly about HSE and will do my best to ensure people are not harmed"*

### SERVANT

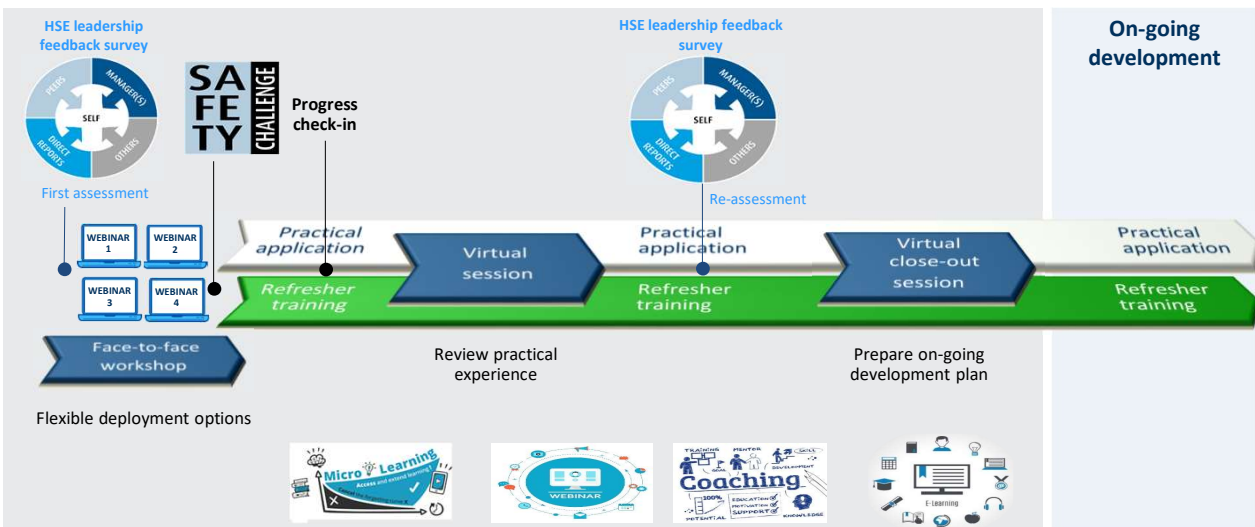
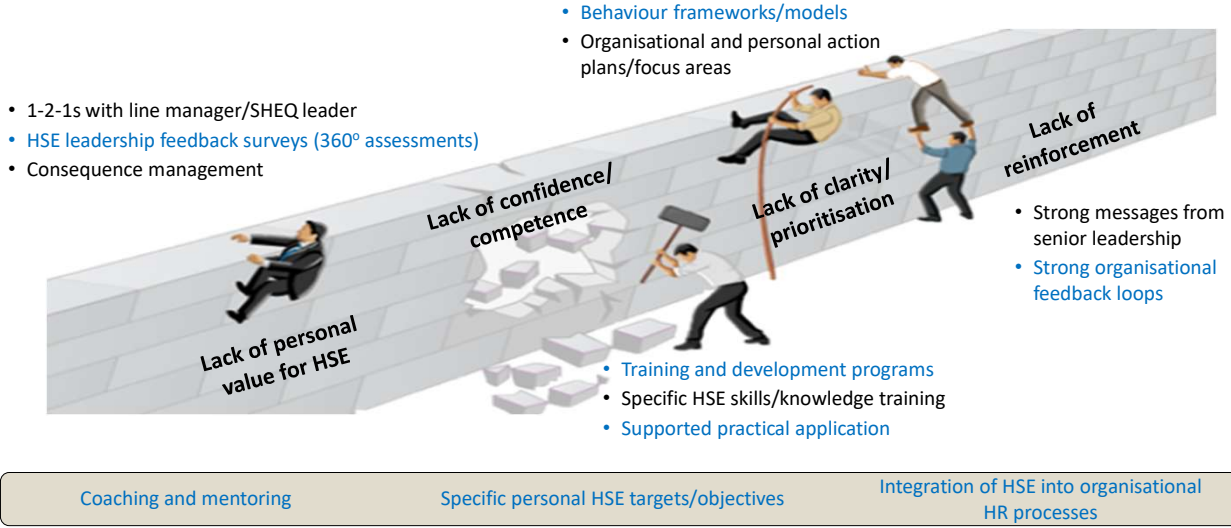


**Creating a supportive team environment**

- Coaching (inspires others)
- Fully accountable for HSE
- Values-driven
- Drives HSE improvement
- HSE function cannot keep up!

**Relentless :** *"I am passionate about HSE and believe that the safety of people is the most important thing"*

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Building and maintaining a resilient and mentally-fit organisation/team



Transition to transformational/servant leadership styles through greater application of coaching



Build trust by strengthening authentic leadership attributes



Adaptation to greater use of technology



Increased accountability on environmental, climate change and sustainability aspects

Most organisations have a gap in leadership commitment and prioritisation of HSE (both real and perceived)



HSE leadership is a vital component in creating a strong HSE culture and delivering on a company's vision, values and principles:  
— **good HSE starts from the top, or it doesn't start at all**

Improving HSE leadership effectiveness requires focus on both daily leadership behaviours and the leaders' style



Today, and in the future, leaders need to constantly adapt by acquiring new skills and providing greater focus to "new" topics such as mental health and wellbeing

**EIGA Safety Information Human Factors**  
Update by IGT 10 Winter Safety Safety Info HF 1102

**Organisation Safety Culture**

**What is safety culture?**  
"The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency in, an organisation's health and safety management." Organisation with a positive safety culture are characterised by communication based on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of safety and health management measures. [1]

**Why is safety culture important?**  
An organisation's culture can have as big an influence on safety outcomes as the safety management system itself. Safety culture is a result of the overall company culture and societal culture. Safety outcomes do affect safety culture when reflecting the introduction of the employees in strongly safe, and safety is not. However we find that both the culture and the style of leadership have a strong influence on safety culture and performance. Examples include sharing a higher priority on safety when your performance and focusing on the short term and being highly pro-active, which will all result in a good safety culture.

**Learning more about your company's safety culture**  
If the answer to any of the questions below is 'no', then you need to take action:

1. Is safety perceived to be priority for senior management?
2. Do managers generally involve the workforce in discussions about safety related matters and consult them before introducing the safety procedures or systems?
3. Do managers, including senior managers, visit the regularly and talk about safety when in the workplace, not just in the workshop?
4. Do employees and contractors know when and how they should report safety concerns?
5. Is there an effective two-way communication about safety?
6. If there is an incident or accident, does the organisation seem interested in solving the problem rather than finding out whose fault it was?

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**EIGA Safety Information,  
Info HF 11  
Organisation - "Safety Culture"**