

# SAFETY LEADERSHIP: INITIATIVE FOR PLANT MANAGERS

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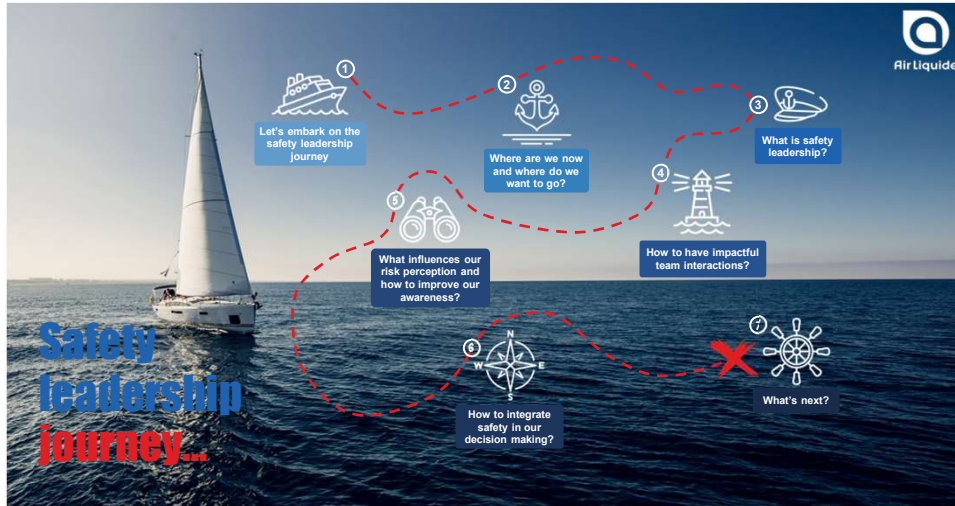
1

- Air Liquide Europe Industry has initiated at end of 2018 a long term programme to foster the safety leadership of our plant managers
- A key component of this programme is a new safety leadership training; co-design by Air Liquide and DuPont Sustainable Solution (DSS)
- This presentation will share
  - The key elements of the safety leadership training for plant managers
  - Our lessons learned after one year of deployment
  - Our next steps for 2021

2



# Safety leadership is a journey



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3



# Where are we now...



- The Bradley Curve™ safety culture model
  - Explanation on the model
  - Workshop to evaluate where we stand now



4



## ...and where do we want to go



- How to build a vision for your plant and your team
  - In 2 years from now, what will my people do, say, feel about safety?
- How to share your vision in an effective way
  - Make it personal: explain why it matters for you, use your own words
  - Involve others: tell them what they can do to help, and that their role and mindset are critical to achieve the vision



5



## What is safety leadership



<b>Air Liquide Safety Leadership Characteristics</b>		
<b>EKEMPLARITY</b>	<b>CREDIBILITY</b>	
<b>ACTION ORIENTATION</b>	<b>VISION</b>	<b>ACCOUNTABILITY</b>
<b>COMMUNICATION</b>	<b>COLLABORATION</b>	<b>FEEDBACK &amp; RECOGNITION</b>

Source : IOGP - International Association of Oil & Gas Producers - "Shaping safety culture through safety leadership" ©

6

## What is safety leadership

- On which characteristics are you comfortable / uncomfortable
- You cannot be a strong leader in safety if you always stay in your comfort zone
- The more you step out of the comfort zone, the more you grow



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7

## How to have impactful interactions



- Team routines, rituals, touchpoints, meetings
  - Best opportunities to demonstrate visible safety leadership and to impact operating teams
  - Workshop on good practices
- Focus on feedback
  - Why it is important
  - Role play to practice on giving and receiving feedback

8

## What influences our risk perception



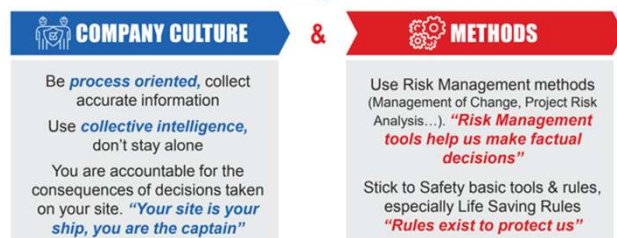
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- Risk perception
  - Individual and collective
  - Workshop extracted from *the Risk Factor*, DuPont Sustainable Solution™

9

## Safety in our decision making

- What influences our decisions
  - Unconscious: biases, emotions, needs
  - Conscious: conflicting objectives
- Good practices to avoid decision making errors
  - Practice with Air Liquide case studies
- “Courageous conversation”
  - Peer coaching



10



## Progress and next steps



- Progress in the training programme roll-out
  - Development of a virtual classroom alternative
  - > 230 plant managers trained all over Europe
- Make this training programme sustainable
  - Mandatory training for future plant managers
  - Expend the training to other geographies
- Develop a supportive “ecosystem” for plant managers
  - Customise this training for managing directors
  - Raise the awareness on safety leadership for support functions: projects, procurement, human resources



11



## Conclusion



- Safety leadership is a “journey”
- The leadership capabilities of plant managers are instrumental and have a direct impact on safety
- It is key to help plant managers with solutions to develop their competencies and with a supportive “safety ecosystem”



12





## Documents referenced



Doc Ref.	Document title	Link
IOGP report No. 452	Shaping safety culture through safety leadership	<a href="https://www.iogp.org/bookstore/product/shaping-safety-culture-through-safety-leadership/">https://www.iogp.org/bookstore/product/shaping-safety-culture-through-safety-leadership/</a>
IOGP report No. 453	Safety leadership in practice: a guide for managers	<a href="https://www.iogp.org/bookstore/product/iogp-report-453-safety-leadership-in-practice-a-guide-for-managers/">https://www.iogp.org/bookstore/product/iogp-report-453-safety-leadership-in-practice-a-guide-for-managers/</a>
	DuPont Sustainable Solution: the Bradley Curve™	<a href="https://www.consultdss.com/bradley-curve/">https://www.consultdss.com/bradley-curve/</a>
	DuPont Sustainable Solution: the Risk Factor™	<a href="https://www.consultdss.com/the-risk-factor-brochure/">https://www.consultdss.com/the-risk-factor-brochure/</a>

13



## Contact



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14