

Element 1.1: What is health and safety leadership?



Activity

When you are working with a good health and safety leader, what makes you think that they are good? How do they exhibit the qualities of a good health and safety leader?

Element 1.1: The reasons for, and benefits of, effective health and safety leadership



Activity

What do you think the reasons and business benefits are for effective health and safety leadership?

Element 1.1: Developing an agreed health and safety vision for an organisation



Activity

- What would be appropriate for the health and safety vision of your own organisation?
- Does the present version contain or take account of these factors?
- List what you think the most important components might be.

Element 1.2: Business



Activity

Despite the moral arguments for high standards of occupational safety and health, why do you think that fines are often seen as a bigger driver for improved performance?

Element 1.4: Blame culture, no name no blame and just culture



Activity

Why do you think a blame culture may develop within an organisation?

What might some indicators be and how would you address them?

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Element 1.4: Levels of maturity in health and safety culture



Activity

From the characteristics we have just looked at, where do think your own organisation sits within these levels?

What sort of evidence would you present to support your argument?

Where, realistically, does your organisation aspire to be. What is your end point and why? Is compliance (mid-point) enough? Will reaching the top of the scale involve disproportionate investment?

Element 1.4: High reliability organisations



Activity

Do you recognise any of the HRO characteristics within your own organisation?

How close do you feel you are to this type of health and safety culture?

How would you, as a leader, influence the organisation to move in this direction?

Element 2.2: Reliable mental shortcuts



Activity

When making decisions, consider the way in which the representative heuristic might play a role in your thinking. What might the dangers be in health and safety leadership of too much reliance on this method?

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Element 2.2: Common biases and how they affect decision making



Activity

Just because we might be aware of the halo effect does not mean we are immune to it. Like heuristics, bias comes from somewhere other than our rational ability to reason. So how can the effective health and safety leader ensure that decisions are made based on more than a feeling?



Activity

One clear implication of self-serving bias for the health and safety leader is that, when an incident occurs, people may try to protect themselves by blaming others or other external factors in the work environment.

What are the main negative outcomes from this? How do you think a leader might effectively deal with this challenge?

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Element 2.2: Habits and decision making



Activity

How do you think habits can affect the health and safety decision-making process?

Element 3.1: Transformational leadership



Activity

Why do you think this style of leadership may be useful for the health and safety leader?
Can you think of any negative aspects to this method?

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Element 3.1: Transactional leadership



Activity

Much of the writing around motivation theory and leadership styles places more emphasis on the value of transformational or authentic styles. This suggests that real motivation factors are more to do with self-development than material wins.

Do you think this is valid?

Does the transactional method have value, if so in what circumstances do you think it is most appropriate?

How might you adopt this style as part of your health and safety leadership communications mix?

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Element 3.1: Authentic leadership



Activity

How do you feel about the idea of authentic leadership in health and safety?

How important do you think it is that a leader demonstrates their intention to do the 'right' thing?

What other benefits might this bring to an organisation as well as individuals?

Element 3.1: Resonant leadership



Activity

What do you think are the key benefits for adopting a resonant or transactional leadership style in health and safety?

Can you think of any examples of where this style of leadership may be essential to getting the job done?

Can you also think about why it may need to be carefully managed?

Element 3.2: The five leadership values and supporting foundations



Activity

Think about your own role within your own organisation in relation to the leadership values and foundations.

Do you think that all of these principles are applied?

Can you provide some examples of this? If not, what might be the reasons for this?

Element 3.3: Leadership walkabouts and rapport



Activity

What does leadership walkabout mean to you?

How do you apply it/what format do you use?

What more could you do?

When do you do your walkabouts?



Activity

How might you use the SWOT tool to analyse the MBWA method?

What might the strengths be of such a process?

Where might it fall short (weaknesses)?

What type of opportunities could be revealed?

Which areas might produce a threat?

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Activity

Make a list of some of the barriers to effective communication (either face-to-face or other means such as email) you can think of. These might be physical and may include things like attitude, environment, culture, stereotyping.

Element 3.3: What good communication looks like



Activity

Information overload: do you sometimes feel overwhelmed by the amount of information you are expected to process?

How much of it is of real value?

How do you prioritise what you need?

How do you know what you need, without examining everything?