the impact of culture & leadership on safety performance

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agenda

- Who's Voice Project, what do we do, and what's our interest in safety?

- Our "7 Ps" model of work practices and outcomes

- Gap analysis showing impact of work practices on safety

- Our "voice" model of leadership behaviours

- Gap analysis showing impact of leadership behaviours on safety

- Practical "take home" lessons

the story of voice project

- Our core belief is . . . more voice, better world

- Voice Project began as a research program at Macquarie University exploring the impact of employee and client "voice" for improving engagement, leadership and service quality in private, public and not-for-profit sectors

- We've now conducted research involving over 3,000 organisations and implemented 500 consulting projects across 200 commercial clients involving 700,000 employees, leaders and clients in a wide range of industries and countries

- Our team of 16 people are headquartered on campus at Macquarie University, with a second office in Melbourne CBD
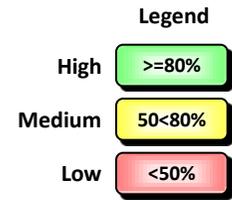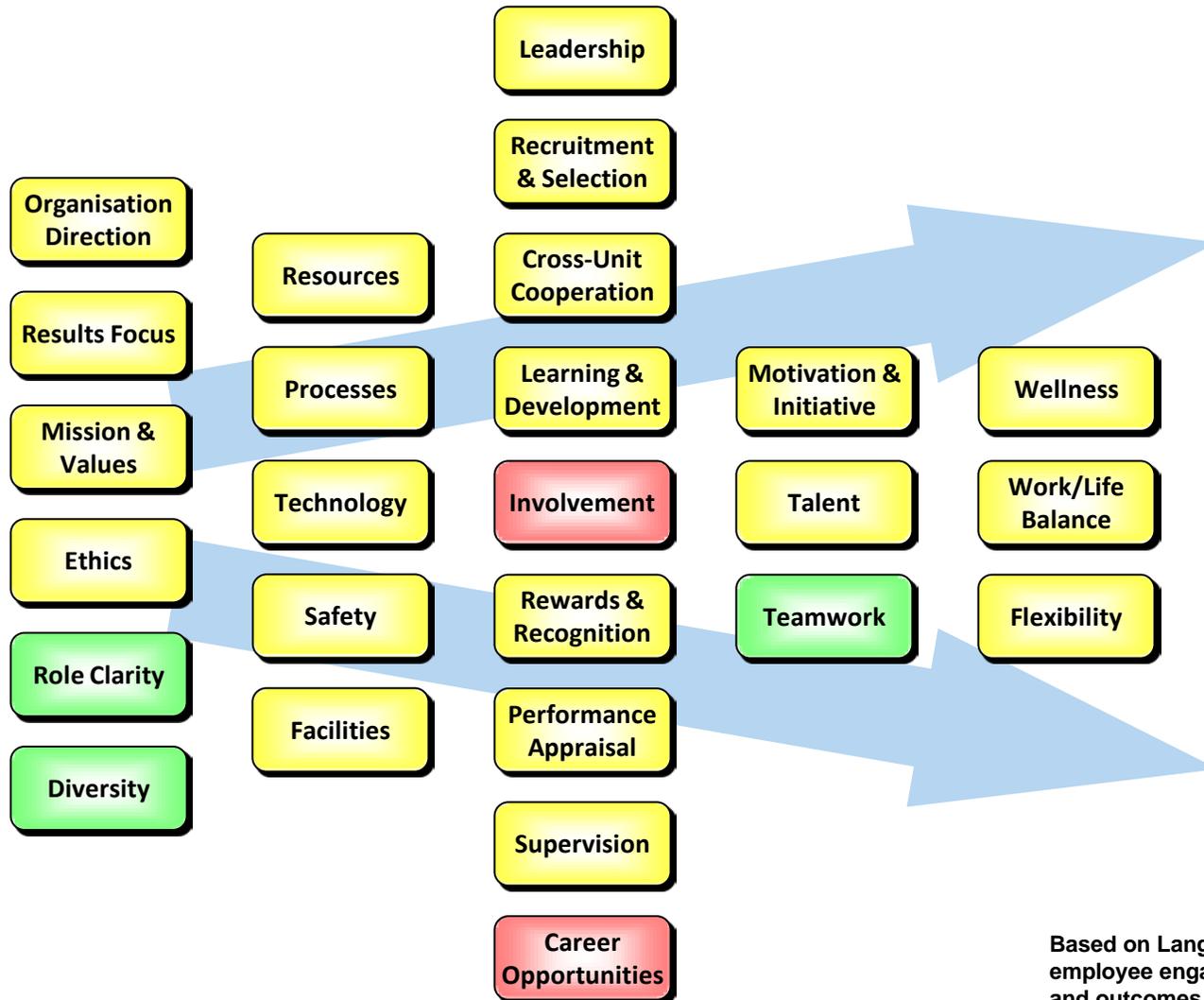
research method - work practices & safety 1

- Our starting point was our "7 Ps" model describing 26 work practices and 6 outcomes

- The model presents "safety" as a practice, but the current study treated it as an outcome

- We gathered data from consulting and research projects, with the Voice Engagement Survey completed by more than 140,000 employees in over 2,600 organisations

- Safety performance was evaluated by employees using four items:

  - Keeping high levels of health and safety is a priority in this organisation
  - We are given all necessary safety equipment and training
  - Staff are aware of their occupational health and safety responsibilities
  - Supervisors and managers engage in good safety behaviour
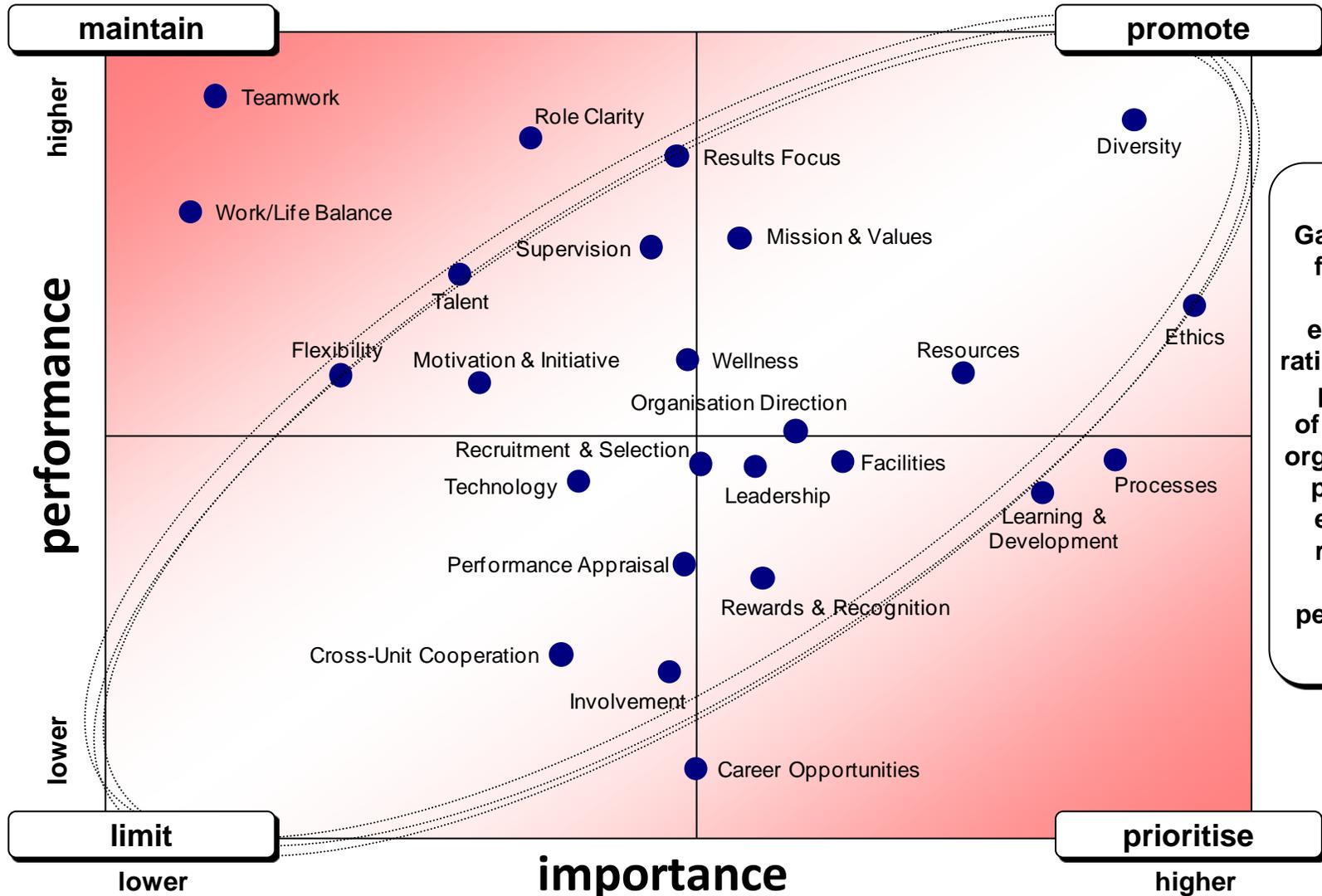
our "7 Ps" model of work practices & outcomes

purpose	property	participation	people	peace

Legend

High	>=80%
Medium	50<80%
Low	<50%

Leadership

Recruitment & Selection

Organisation Direction

Resources

Cross-Unit Cooperation

passion / engagement

Results Focus

Processes

Learning & Development

Motivation & Initiative

Wellness

Organisation Commitment	Job Satisfaction	Intention To Stay

Mission & Values

Technology

Involvement

Talent

Work/Life Balance

Ethics

Safety

Rewards & Recognition

Teamwork

Flexibility

Role Clarity

Facilities

Performance Appraisal

progress

Diversity

Supervision

Organisation Objectives	Change & Innovation	Customer Satisfaction

Career Opportunities

Based on Langford, P. H. (2009). Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes. *Australian Journal of Psychology*, 61, 185-198.

gap analysis – work practices & safety 1

Practices towards the right (higher "importance") correlate more strongly with ratings of safety. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.

Gap analysis from over 140,000 employees rating the work practices of over 2,600 organisations, predicting employee ratings of safety performance
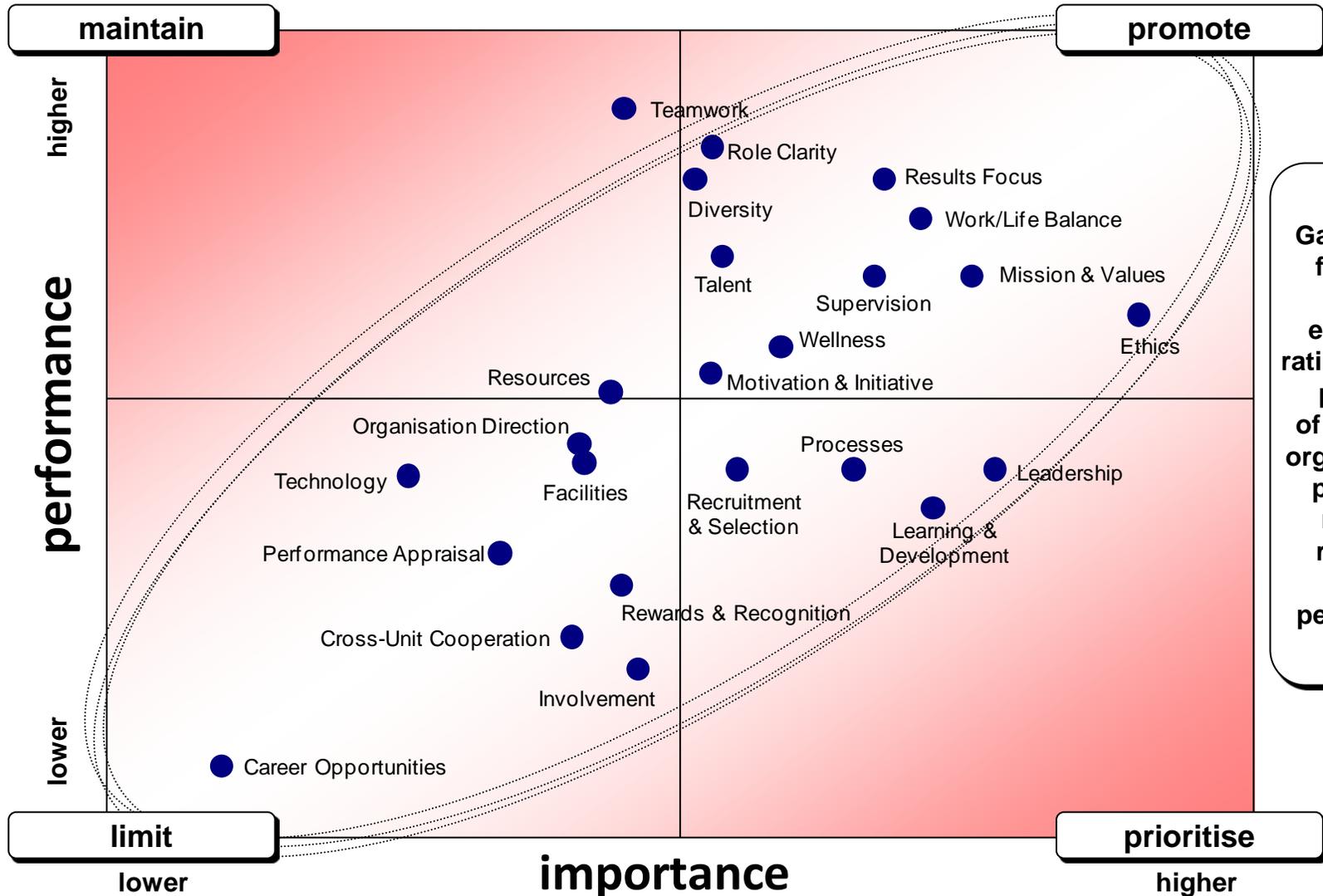
research method - work practices & safety 2

- We again based the study around our "7 Ps" model of work practices and outcomes

- We used a subset of the data from the previous study

- More than 13,000 employees completing the Voice Engagement Survey in over 1,200 organisations

- The primary difference with the previous study is that this time safety performance was evaluated by managers using a single item:

  - How would you rate the occupational health and safety record for your organisation over the last 12 months?

gap analysis – work practices & safety 2

Practices towards the right (higher "importance") correlate more strongly with ratings of safety. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.
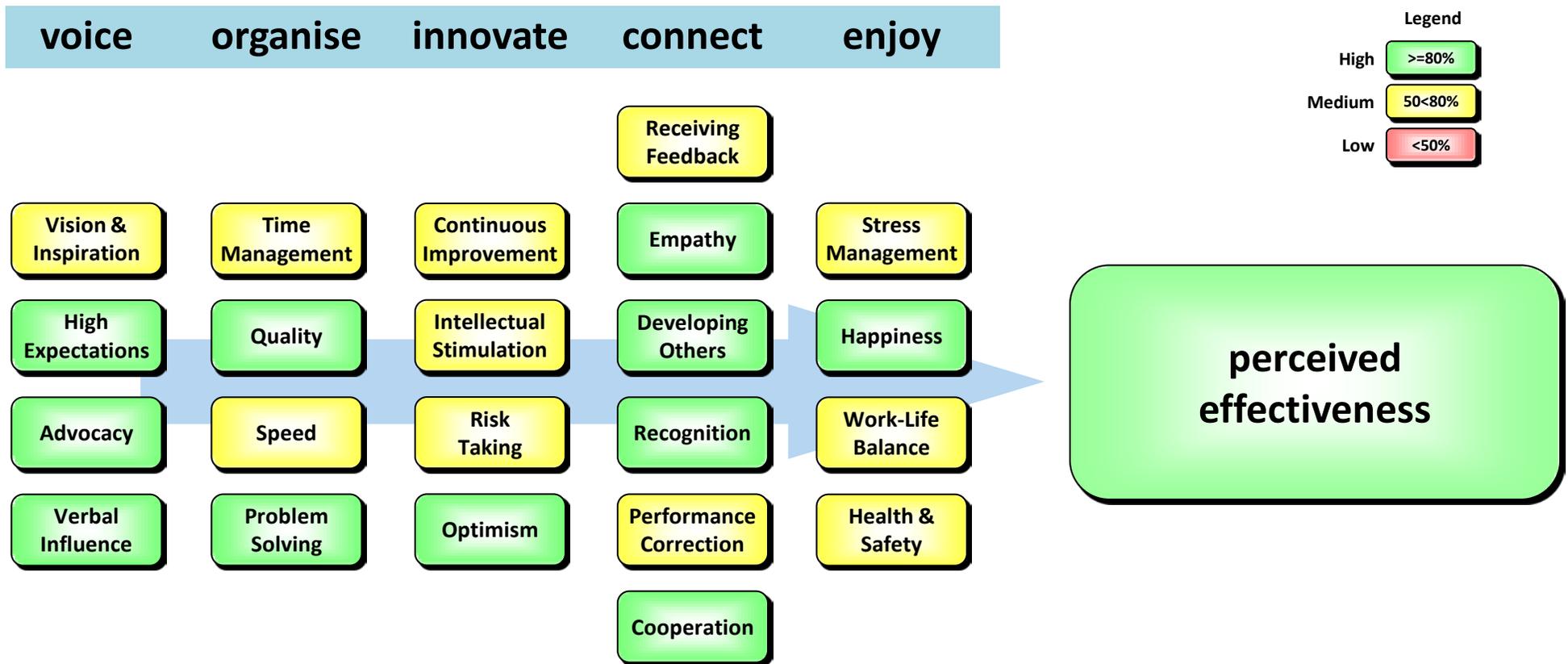

maintain

promote

higher

performance

lower

- Teamwork
- Role Clarity
- Results Focus
- Diversity
- Work/Life Balance
- Talent
- Supervision
- Mission & Values
- Wellness
- Ethics
- Motivation & Initiative
- Resources
- Organisation Direction
- Processes
- Technology
- Facilities
- Leadership
- Recruitment & Selection
- Performance Appraisal
- Learning & Development
- Rewards & Recognition
- Cross-Unit Cooperation
- Involvement
- Career Opportunities

limit

prioritise

importance

lower

higher

Gap analysis from over 13,000 employees rating the work practices of over 1,200 organisations, predicting manager ratings of safety performance

leadership & safety - research method

- Our starting point was our "voice" model describing 22 categories of leader behaviour

- The manager behaviours were rated in 360-degree surveys involving 1,248 people rating 211 managers

- Safety performance was rated by the managers evaluated in the 360-degree surveys:

  - Keeping high levels of health and safety is a priority of staff in my work unit
  - Staff in my work unit are aware of their occupational health and safety responsibilities
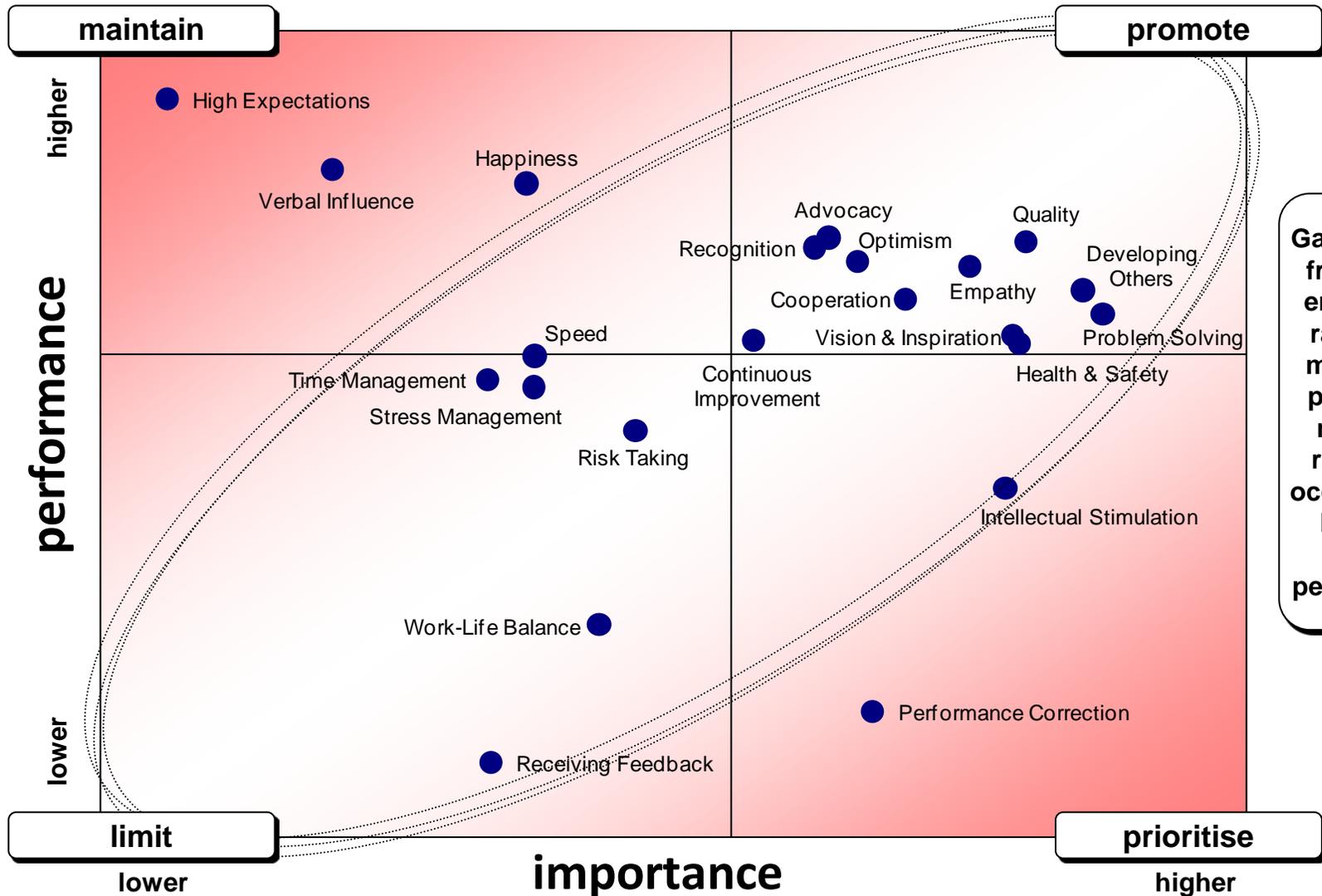 - Staff in my work unit engage in good safety behaviour

our "voice" model of leadership behaviours

voice	organise	innovate	connect	enjoy

Legend

High	>=80%	
Medium	50<80%	
Low	<50%	

Receiving Feedback

Vision & Inspiration	Time Management	Continuous Improvement	Empathy	Stress Management
High Expectations	Quality	Intellectual Stimulation	Developing Others	Happiness
Advocacy	Speed	Risk Taking	Recognition	Work-Life Balance
Verbal Influence	Problem Solving	Optimism	Performance Correction	Health & Safety

Cooperation

perceived effectiveness

Based on Langford, P. H., & Fong, Y. (2008). Development of a Survey that Supports Two, Three and Five Meta-Categories of Leadership Behaviour, pp. 189-193. Proceedings of the 43rd Annual APS Conference, Hobart, Tasmania, September.

gap analysis – leadership & safety

Behaviours towards the right (higher "importance") correlate more strongly with ratings of safety. Ideally, behaviours should rest in the oval where there is a good match between performance and importance. Behaviours in the bottom right corner are potential priorities for action.

maintain

promote

higher

performance

- High Expectations
- Happiness
- Verbal Influence
- Advocacy
- Quality
- Recognition
- Optimism
- Developing Others
- Cooperation
- Empathy
- Problem Solving
- Speed
- Vision & Inspiration
- Time Management
- Continuous Improvement
- Health & Safety
- Stress Management
- Risk Taking
- Intellectual Stimulation
- Work-Life Balance
- Performance Correction
- Receiving Feedback

lower

limit

prioritise

importance

lower

higher

Gap analysis from 1,248 employees rating 211 managers, predicting manager ratings of occupational health & safety performance

practical "take home" lessons

1. Safety may be at risk when leaders set high expectations for productivity and organisational performance

2. The single best cultural predictor of high safety performance is a strong belief and support for social and environmental ethics

3. Sound processes, a commitment to learning and development of staff, and effective problem solving skills were good predictors of safety

4. Performance correction is one of the biggest gaps in leadership behaviours
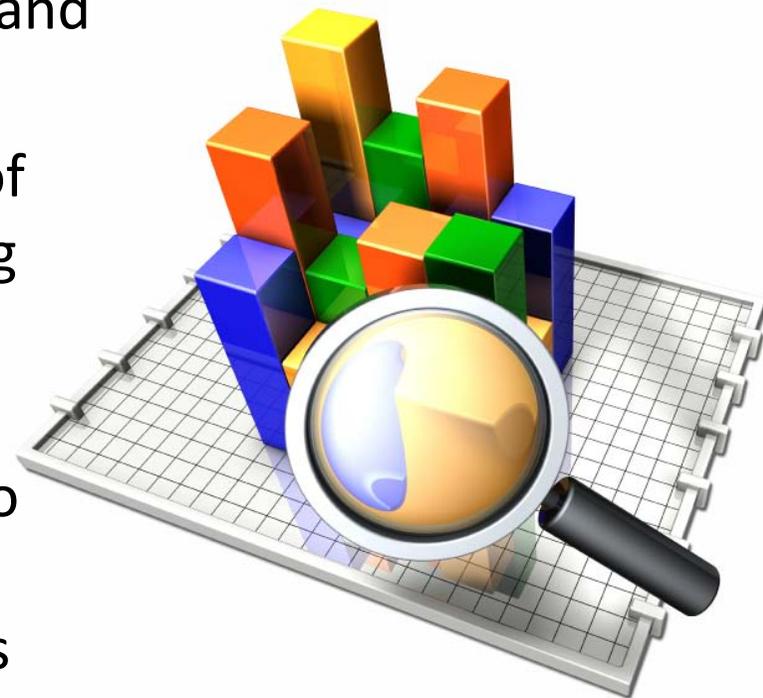
free offering – our "self service" surveys

- We're offering 5 free "self service" surveys to every organisation, including our engagement, leadership and service quality surveys

- Fully automated online tool - you can set up our surveys in minutes, receive automated response rate updates, and your report will be ready for download when the survey closes

- Great for assessing individual leaders or work units

- www.voiceproject.com.au/Our-Tools/selfservicesurveys.aspx