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**

- Organisation Direction
- Results Focus
- Mission & Values
- Ethics
- Role Clarity
- Diversity
- Leadership
- Recruitment & Selection
- Cross-Unit Cooperation
- Resources
- Processes
- Technology
- Safety
- Facilities
- Performance Appraisal
- Supervision
- Career Opportunities

**Legend**
- High >=80%
- Medium 50<80%
- Low <50%

**passion / engagement**
- Organisation Commitment
- Job Satisfaction
- Intention To Stay
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Teamwork
- Flexibility

**progress**
- Organisation Objectives
- Change & Innovation
- Customer Satisfaction


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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.
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?
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 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
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.

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