

Health and Safety Essentials

Lecture 6 – Leadership in OHS

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**Undergraduate Diploma in
Occupational Health and Safety**

Recap last week's topic

Kahoot Quiz:

<https://play.kahoot.it/v2/lobby?quizId=5345e0e1-9a7d-4bbe-8c7d-a4930d462a9d>



Learning Objectives

1. Understand the Role of Leadership in OHS
2. Differentiate Between Leadership and Management in OHS
3. Identify and Explain Key Qualities of Role Model Leadership
4. Apply Leadership Styles to OHS Scenarios
5. Evaluate the Impact of Role Model Leadership Through Real-Life Examples
6. Recognise Challenges to Effective OHS Leadership and Suggest Solutions
7. Reflect on Personal Leadership Qualities and Development in OHS



Defining Leadership in OHS

- How many of you are managers within an organisation or manage people?
- Those of whom currently do not manage people, how many aspire to be managers?

Quote: Wickens (1998) - *“A manager who cannot lead is a waste of space and money.”*

“What do you think? Is this too harsh? Or not?”



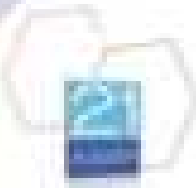
Defining Leadership in OHS

Key Definitions:

- One of the most observed and least understood phenomena on earth (Burns, 1978)
- Leadership is the process of influencing others to achieve a common goal (Northouse, 2006).

+ Vision

“What does leadership mean to you in the context of OHS?”



Leadership vs. Management

- **Comparison:**
 - Some leaders aren't managers
 - Not all managers are leaders
 - Management: Transactional, focuses on processes.
 - Leadership: Transformational, focuses on vision.
 - Assigned Leader vs Emergent Leader

“Leadership is about doing the right things; management is about doing things right.” – Dr. Ted Marra



Leadership vs. Management

Further Learning - Links on LinkedIn: view the first two videos for perspectives on the leadership-management debate:

- <https://www.linkedin.com/learning/search?keywords=leadership%20vs%20management&u=42447028>

“What are the key takeaways from each video, 1 and 2?”



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Which quality is more associated with leadership than management?

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Breakout Room 1 – Leadership vs. Management

- **Activity:** *Discuss a time when you were inspired by a leader's actions. What qualities made them a role model in your eyes?*
- **Instructions:** 10 minutes group discussion.
1 person from each group to brief the most inspirational experiences.



Leadership and Power in OHS

- **Types of Power:**
 - Legitimate,
 - Reward,
 - Coercive,
 - Referent,
 - Expert.
- **Application in OHS:** How each type of power can support or hinder safety.
- **Visual:** Diagram showing the types of power.



Leadership and Power - Legitimate

- This form of power is rooted in an individual's recognised right to hold authority over others. It is often derived from formal roles or positions within organisations or society, where the authority is accepted as justified or legitimate. Legitimate power is typically granted to leaders, managers, or officials who are seen as rightful decision-makers.



Leadership and Power - Reward

- Reward power is based on the perception that an individual can provide desirable rewards or benefits, such as promotions, pay raises, or privileges. The potential to grant rewards makes others more willing to follow directions or align with the individual's goals. This form of power can be particularly effective in motivating individuals, though its influence may weaken if rewards are perceived as inadequate or insincere.



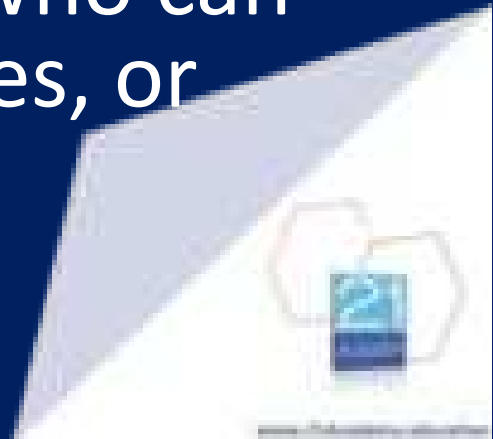
Leadership and Power - Coercive

- Coercive power is associated with the capacity to impose sanctions, punishments, or other forms of negative consequences. It often relies on the fear of repercussions, which can compel individuals to act in ways they might not otherwise choose. While coercive power can be effective in achieving short-term compliance, it can also lead to resentment and decreased morale if overused or perceived as unjust.



Leadership and Power - Referent

- This form of power stems from personal identification, admiration, or respect that one person feels toward another. Individuals with referent power are influential due to the strong personal connection or identity they inspire in others, who may emulate them or seek their approval. Referent power is often observed in charismatic leaders or role models who can inspire others simply through their actions, values, or personality.



Leadership and Power - Expert

- Expert power is grounded in the perception that an individual possesses specialised knowledge, skills, or expertise in a particular area. It is commonly associated with professionals such as lawyers, doctors, or engineers whose insight is trusted and valued. This type of power often commands respect and deference, as people are more likely to be influenced by those they believe have superior knowledge or experience in relevant matters.



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Which type of power is best for encouraging team members to report safety issues?

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- **D) Expert**

- Expert power is based on knowledge, skills, and experience. When team members recognise that a leader has expertise in safety and values it, they are more likely to trust and follow their guidance on safety matters, including reporting issues. This approach fosters a culture of openness and respect for expertise, which is essential in safety-sensitive environments.



Break



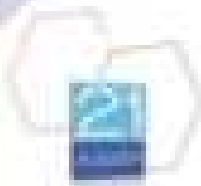
Trait Theories of Leadership

- **The Big Five Traits:**
 - Extraversion, Agreeableness, Conscientiousness, Emotional Stability, Openness.
- **Balanced focus on Extraversion, empathy and Conscientiousness:** Key for OHS leaders to build trust and diligence.
- **Activity:** Role-play scenario to practice empathy in a safety conversation.



Norman's Markers for the Big 5 – OHS Context

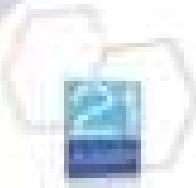
I. Extraversion or Surgency Talkative–silent Sociable–reclusive Adventurous–cautious Open–secretive	IV. Emotional stability Calm–anxious Composed–excitable Not hypochondriacal–hypochondriacal Poised–nervous/fatise
II. Agreeableness Good-natured–irritable Cooperative–negativistic Mild/gentle–headstrong Not jealous–jealous	V. Culture—Intellect, Openness Intellectual–unreflective/narrow Artistic–nonartistic Imaginative–simple/direct Polished/refined–crude/boorish
III. Conscientiousness Responsible–undependable Scrupulous–unscrupulous Persevering–quitting Fussy/tidy–careless	



Role Model Leadership in OHS

- **Description:** Role model leaders inspire others by exemplifying safety, responsibility, and continuous improvement.
- **Key Behaviours of OHS Role Models:**
 - Adherence to safety protocols.
 - Commitment to organisational safety goals.

“How could role model leadership enhance safety in your workplace?”



Examples of Role Models in OHS

- **Role Models in Action:**
 - *Mentors*: Share knowledge and experience.
 - *Coaches*: Provide practical training.
 - *Parents and Teachers*: Demonstrate resilience and dedication.

“Who is a role model in your life? What qualities do they demonstrate?”



Key Qualities of a Role Model Leader in OHS

- **Qualities:**
 - **Integrity:** Builds trust.
 - **Optimism:** Maintains morale.
 - **Collaboration:** Encourages team input.
 - **Listening:** Fosters an inclusive culture.
 - **Empathy:** Provides meaningful support.
 - **Commitment:** Goes beyond minimum requirements.
- **Visual:** Icons representing each quality.



How to Be a Role Model Leader in OHS

- **Practical Tips:**

- Lead by example.
- Take responsibility for actions.
- Show courage and self-awareness.

- *“Which of these behaviours do you think is most essential for OHS leaders?”*



Leadership Styles in OHS

Leadership styles can be grouped into different categories, each with distinct behaviours:

- **Transformational:** Shapes the organisational culture.
- **Transactional:** Reinforces and sustains the culture.
- **Servant:** Supports the culture through service-oriented leadership.
- **Shared Leadership:** Team-based approach to leadership.
- **Toxic, Narcissistic, Destructive, Unethical, or Bad:** Negative or harmful styles of leadership.



Transactional Leader	Transformational Leader
Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good behaviour, recognises accomplishments.	Idealised Influence: Provides vision and sense of mission, instils pride, gains respect and trust.
Management by Exception (Active): Watches and searches for deviations from rules and standards, takes corrective action.	Inspirational Motivation: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.
Management by Exception (Passive): Intervenes only if standards are not met.	Intellectual Stimulation: Promotes intelligence, rationality, and careful problem-solving.
Laissez-faire: Abdicates responsibilities and avoids making decisions.	Individualised Consideration: Gives personal attention, treats each employee individually, coaches, and advises.

Breakout Room 2 – Case Scenario

- **Case Scenario:** A serious accident has occurred in a manufacturing facility. How should the leader respond to prevent recurrence?
- **Instructions:** Discuss in groups for 10 minutes and choose a leadership style that best addresses the situation.



Real-Life Success Stories in OHS Leadership

- **Examples:**

- *Alcoa*: CEO Paul O'Neill prioritised safety above profits.
- *Toyota's Andon Cord*: Empowering employees to stop production for safety.
- *DuPont's STOP Programme*: Proactive safety reporting.

“Have you heard of any of these?”

Which of these examples resonates most with you?”



Success Story Video – 1. Alcoa (Aluminium Company of America)

- **Video:** Brief YouTube video about Paul O’Neill and Alcoa.
 - <https://www.youtube.com/watch?v=BCEDbCH0HK0>

“Does Paul O’Neill inspire you? How?”



Success Story Video - 2 – Toyota Andon Cord

- **Video:** Brief YouTube video explaining the Andon cord system and its impact on safety.
 - <https://www.youtube.com/watch?v=z4b1KiBmdF0>
 - <https://www.youtube.com/watch?v=rVccMINnN9M>

“How does Toyota’s approach empower employees to contribute to safety?”



Challenges and Barriers to Effective OHS Leadership

- **Common Barriers:**
 - Resistance to change, limited resources, toxic leadership.
- **Brainstorm Activity:** Suggest strategies for overcoming these barriers.



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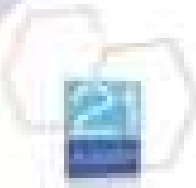


Which leadership style is best for building a strong safety culture?

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- **A) Transformational**

- Transformational leaders inspire and motivate their team members by creating a shared vision, promoting safety values, and encouraging positive changes in behaviour and attitudes. This style fosters a proactive approach to safety, where employees feel empowered and committed to maintaining a safe work environment, rather than simply following rules. Transformational leadership is effective in building a strong safety culture as it emphasises continuous improvement, engagement, and a shared commitment to safety.



Key Takeaways

- **Summary of Core Concepts:**
 - Leadership vs. management.
 - Impact of leadership styles and power.
 - Role model qualities.
 - Real-life examples.

Reflection: “Which leadership quality do you wish/want/need to develop further?”





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