Safety Leadership
Who Leads Safety?
I HAVE NO IDEA HOW TO DO YOUR JOB

BUT MY BOOK SAYS YOU'RE DOING IT WRONG
What is Leadership?
What Does a Real Leader Look Like?
What a REAL Leader Looks Like
Hill Dancer Leadership

- Leaders must be willing to:
  - Stand alone, look ridiculous & be unpopular
- Most important Person to the Leader?
  - First Follower: Supports the “lone-nut”
- Who’s important to the First Follower?
  - Second Follower: Starts the “movement”
- Who becomes the “real” Leader?
  - First Follower: Leads the group in the movement
Management Leads Safety Culture

- The Leader publicly announces the Movement
- The Leader Supports the First Follower
- The Leader Commits to the Movement
- The Leader monitors the Progress
- The Leader Celebrates the Wins
How Leaders Create Change?


- Management Leadership
- Employee/Worker Participation
- Hazard Identification and Risk Assessment
- Hazard Prevention and Control
- Education and Training
- System Evaluation and Continuous Improvement

No Provision specifically dedicated to regulatory compliance
Managers Leading Safety In Action

Case Study of Leaders Changing Safety Culture

Paul O’Neal
• One of the World's Largest Producers of Aluminum
• 175 Plants in 31 Countries with 60,000 employees
• Mining, crushing, smelting, coiling and casting
• Aircraft, Automotive, Defense and Packaging
• Around $23 Billion in Revenue
• Losing Profits
• Poor Product Quality
• Poor Worker Moral
• Poor Safety Record
Alcoa Investors Meet The New CEO
in Posh Manhattan Hotel
“I want to talk to you about worker safety… I intend to make Alcoa the safest company in America. I intend to go for Zero injuries”

“Now, before I go any further… I want to point out the safety exits in the room”
Investors Immediately Have Questions…

“What Inventories do you anticipate for the aerospace division?”

“How are you aligning the company to achieve a synergistic market advantage”

“What about the company’s capital ratios?”
“I’m not certain you heard me… If you want to understand how Alcoa is doing, you need to look at our workplace safety figures. If we bring our injury rates down, it won’t be because of cheerleading or the nonsense you sometimes hear from other CEOs. It will be because the individuals at this company have agreed to become part of something important: They’ve devoted themselves to creating a habit of excellence. Safety will be an indicator that we’re making progress in changing our habits across the entire institution. That’s how we should be judged.”
Is Paul O’Neal a “Lone Nut”?

Was he willing to look ridiculous and be unpopular?

Did he make public his “Movement”?
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Paul O’Neal’s Safety Movement within Alcoa:

• Unit Presidents Must Reported Serious Injuries to O’Neal within 24-hours

• Must Report on Cause of Injury

• Corrective Action taken to Prevent further injuries

Any First Followers?
O’Neal’s Safety Movement Results

Within a year of O’Neal’s “Safety Movement Speech” to investors – Alcoa hit Record Profits

Under his leadership Alcoa stock prices rose over 200%

When O’Neal retire – the company’s annual net income was five times larger than before he arrived and its market capitalization had risen by $27 billion

All this occurred while Alcoa became one of the safest companies in the world.
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Be Willing to Be a “Lone-nut”
“Lone-nut” Publicly Declares Movement
Who is the most important Leader?
A First Followers
Second Follower

A Movement!
First Follower – The Real Leader
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- Leaders, Stand Alone, look ridiculous & sometimes unpopular
- First Followers, (real leader) Supports the Lone-nut Leader
- Second Follower, Supports First Follower and brings other Followers
- Leader Publicly Announces a Movement
- Leader Supports the Movement
Are You a Hill Dancer Leader?