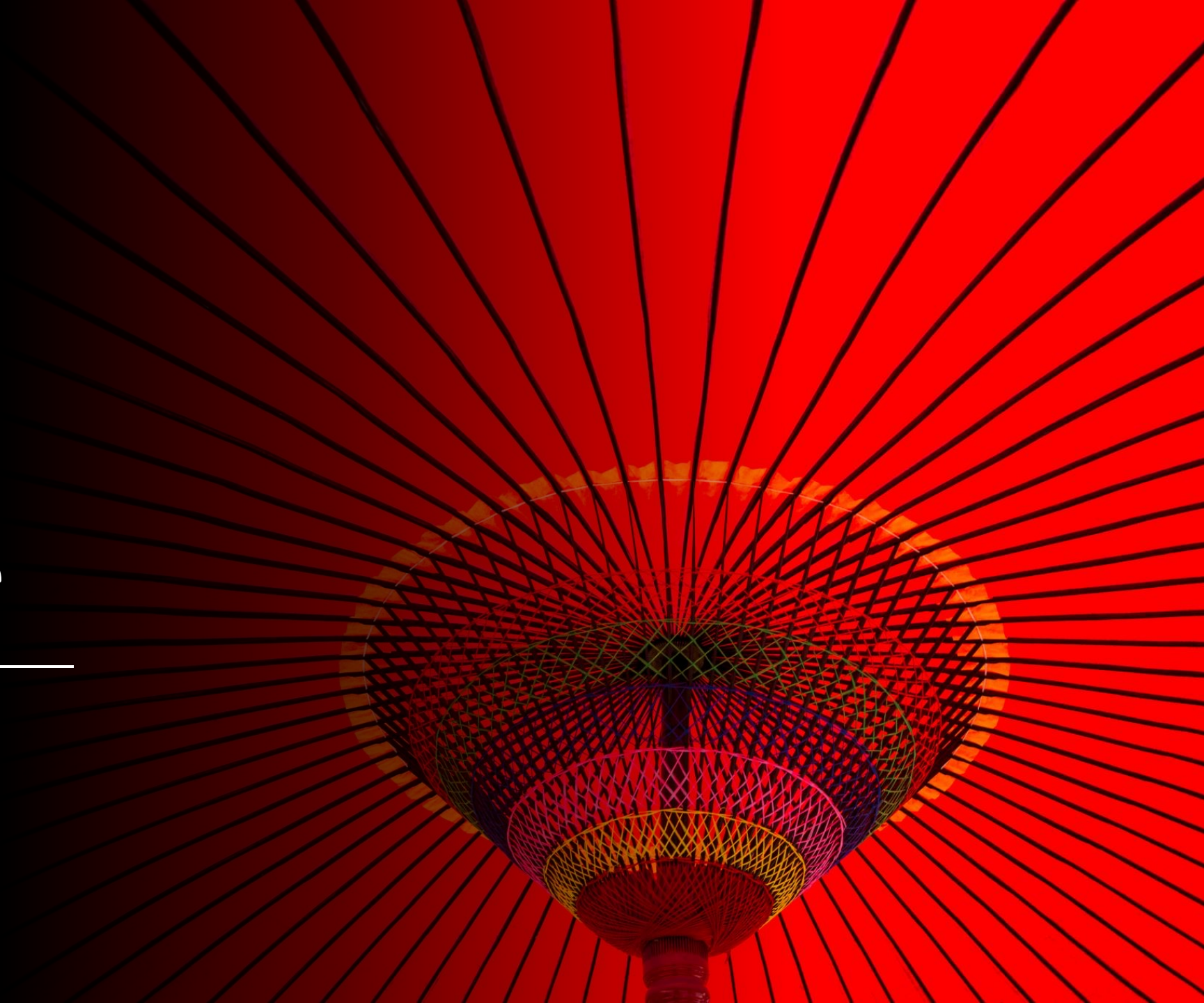




Safety Leadership & Safety Culture

Capt. Nasir Iqbal



Welcome

Introductions

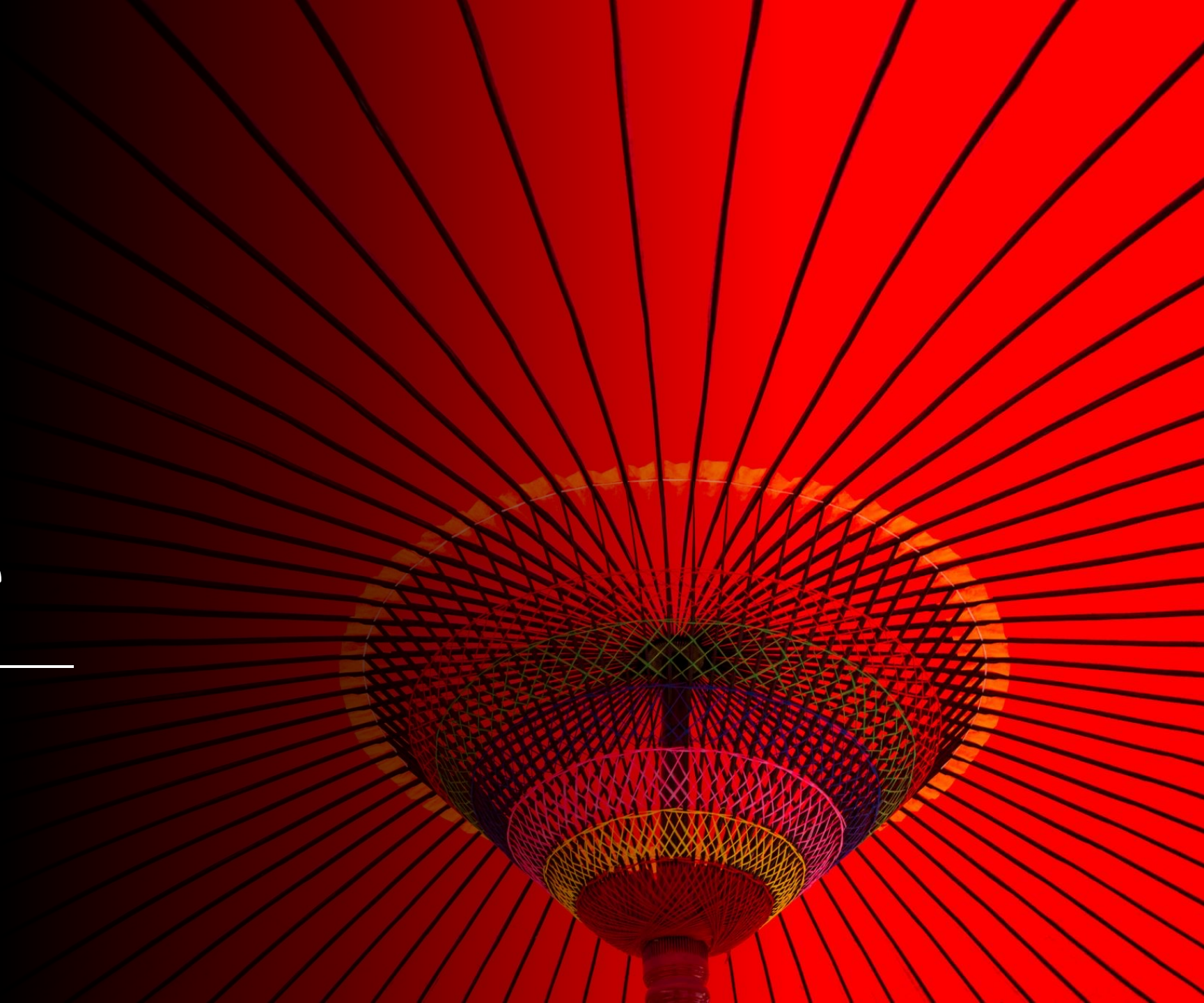
- Name
- Position
- Why are you here

Course Duration

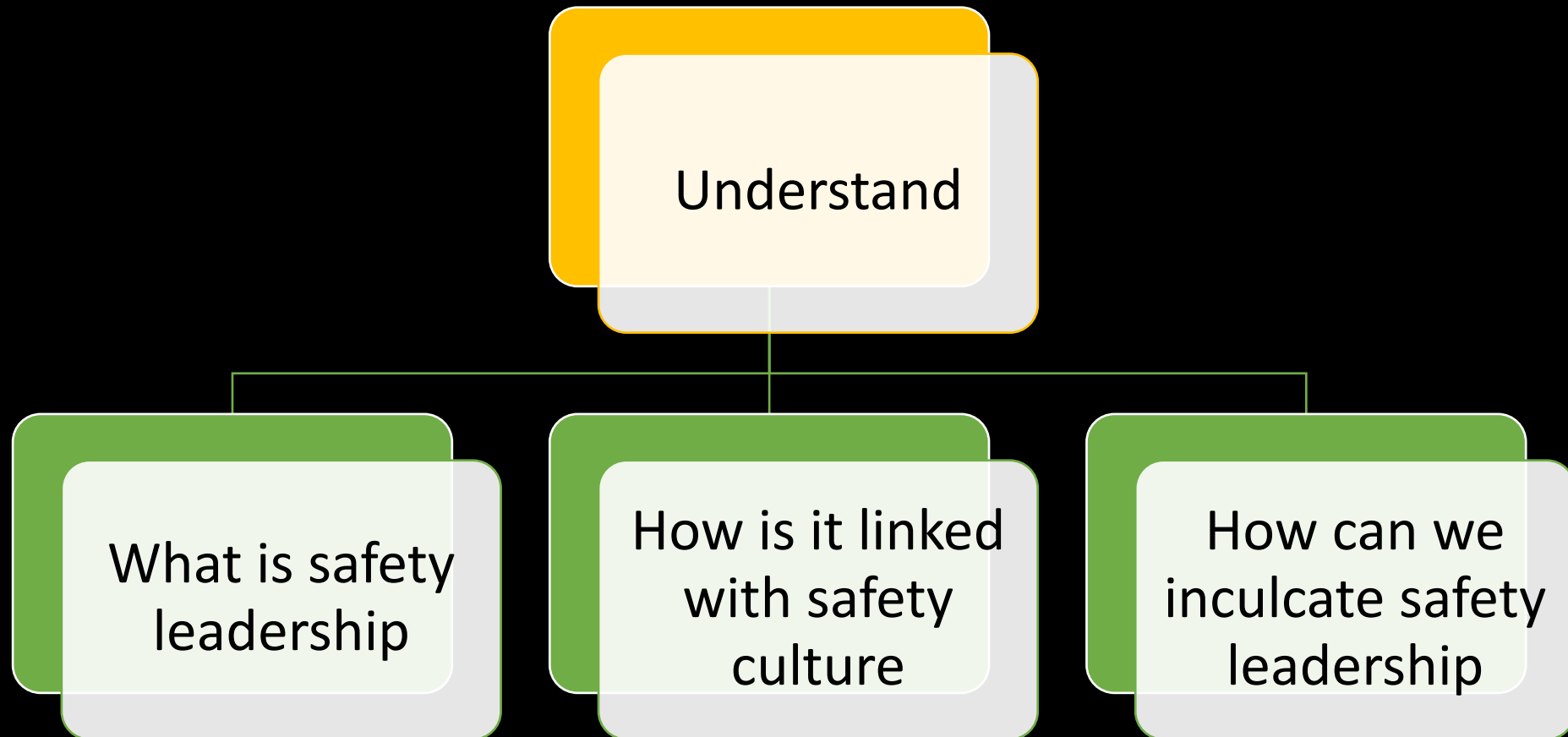
Domestics



Safety Leadership & Safety Culture



Objective



Leadership

What is Leadership?

Leadership is the art of motivating a group of people to act toward achieving a common goal.





In a business setting,
this can mean
directing workers and
colleagues with a
strategy to meet the
company's needs.



A large, irregular blue ink splatter or blotch is centered on a white background. The splatter has a textured, watercolor-like appearance with various shades of blue and some darker spots. The text "What is Safety Leadership" is written in white, sans-serif font across the center of the blue area.

What is Safety Leadership



Safety Leadership is defined as “The process of”

- Defining the desired state
- Setting up the team to succeed
- And engaging in the discretionary efforts that drive the **safety** value

Which broadly boils down to

“Engaging in and maintaining behaviors that help others achieve
our **safety** goals”

Qualities of a Leader

Vision.

Self-leadership.

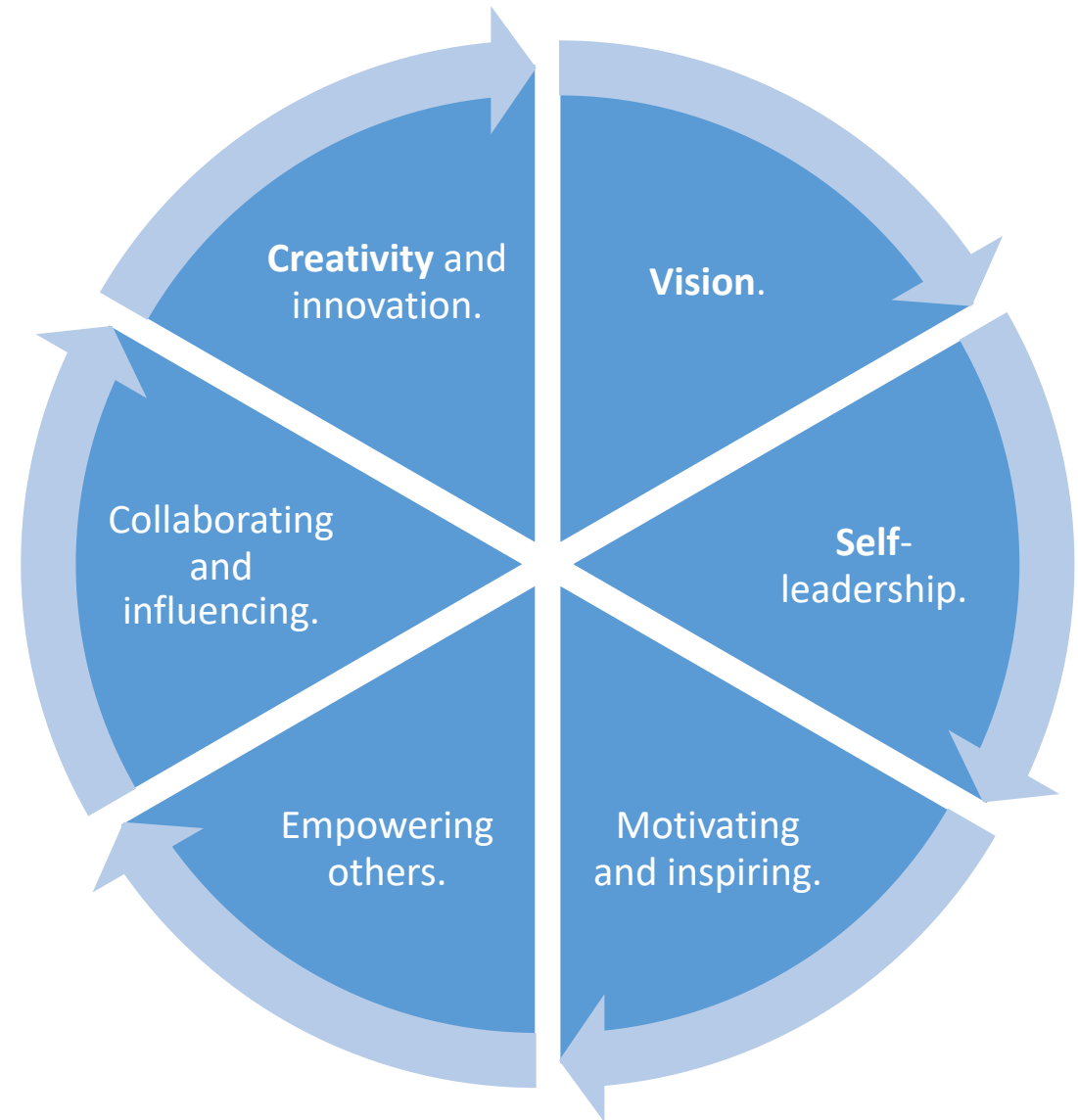
Motivating and inspiring.

Empowering others.

Collaborating and influencing.

Creativity and innovation.

Leadership exercise No 1



A photograph of a large, circular tunnel under construction. The tunnel's interior is lined with concrete segments, some of which are marked with labels like 'MRTA-5.7' and 'CX-01TB'. A person wearing a white hard hat and dark clothing stands on the left side of the tunnel, looking towards the right. The tunnel is illuminated by several small, bright lights mounted on the walls. The overall atmosphere is one of scale and engineering.

What do Leaders achieve?



Leadership Exercise No 2

- Two Teams
- Leader you admire
- Discuss and present

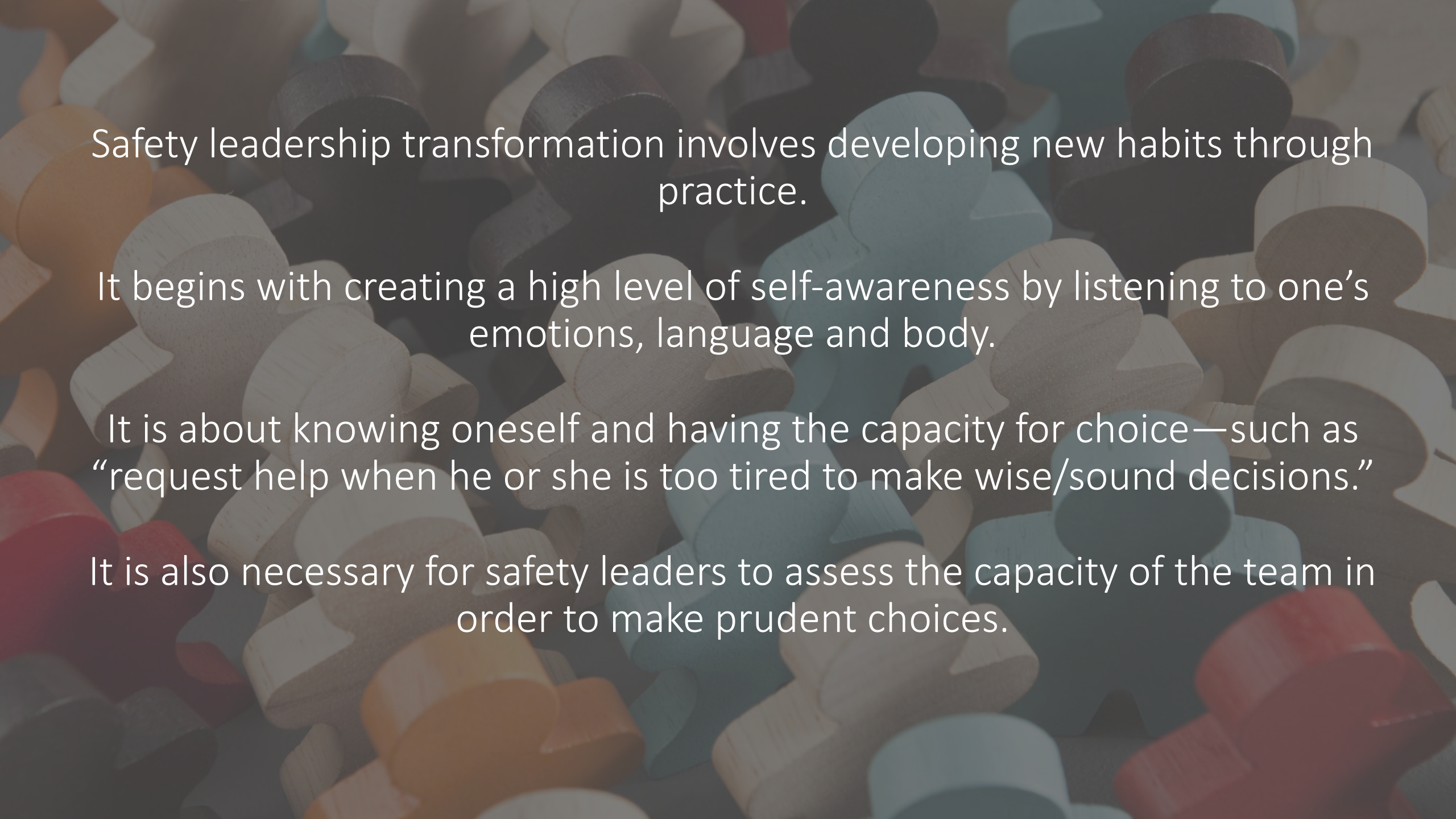


Safety Management vs Safety Leadership



Safety management can sometimes focus on processes, procedures and checklists in a mechanical routine,

Safety leadership is about checking the checklist, evaluating oneself and others, and always asking questions such as “What has the team missed?” and “What is nonstandard here that is important?” with regard to everyone on the team.

The background of the slide is a dense, overlapping pile of colorful wooden interlocking blocks. The blocks are in various colors including light wood, dark wood, orange, blue, and red. They are arranged in a way that creates a textured, three-dimensional effect. The text is overlaid on this background in a white, sans-serif font.

Safety leadership transformation involves developing new habits through practice.

It begins with creating a high level of self-awareness by listening to one's emotions, language and body.

It is about knowing oneself and having the capacity for choice—such as “request help when he or she is too tired to make wise/sound decisions.”

It is also necessary for safety leaders to assess the capacity of the team in order to make prudent choices.

The background of the image is a dense crowd of umbrellas, all in various shades of gray. In the center, slightly above the middle, one umbrella is a distinct blue color. The text is overlaid on this blue umbrella and the surrounding gray ones.

Can every employee be
safety leader?



Safety leadership is
fundamentally about
“living safety behavior.”

Fearless Soul

ترجمة: عبدالله الخريف

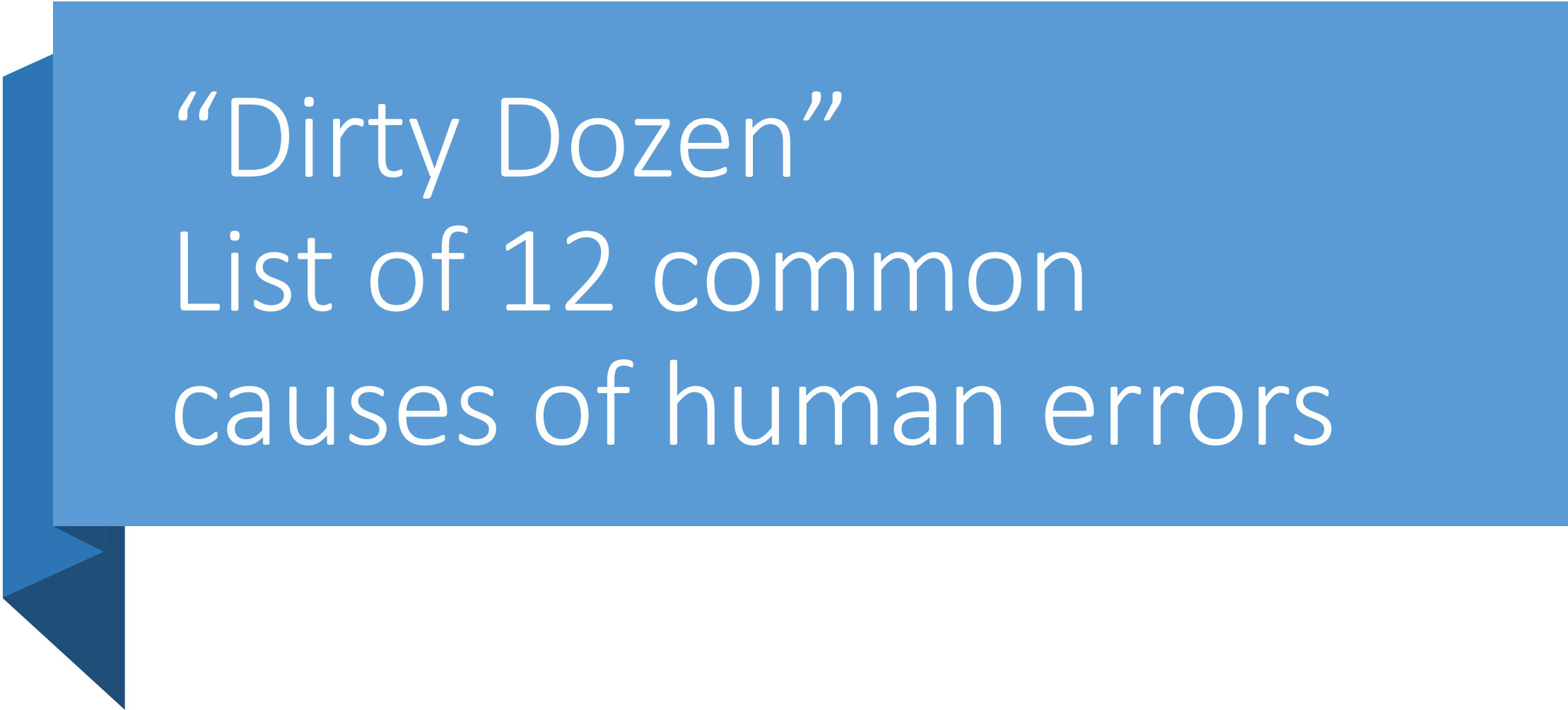
تعجب من قوة الطرح
في توصيل الفكرة

SOURCE: FEARLESS SOUL



The Role of Emotions in Aviation Safety

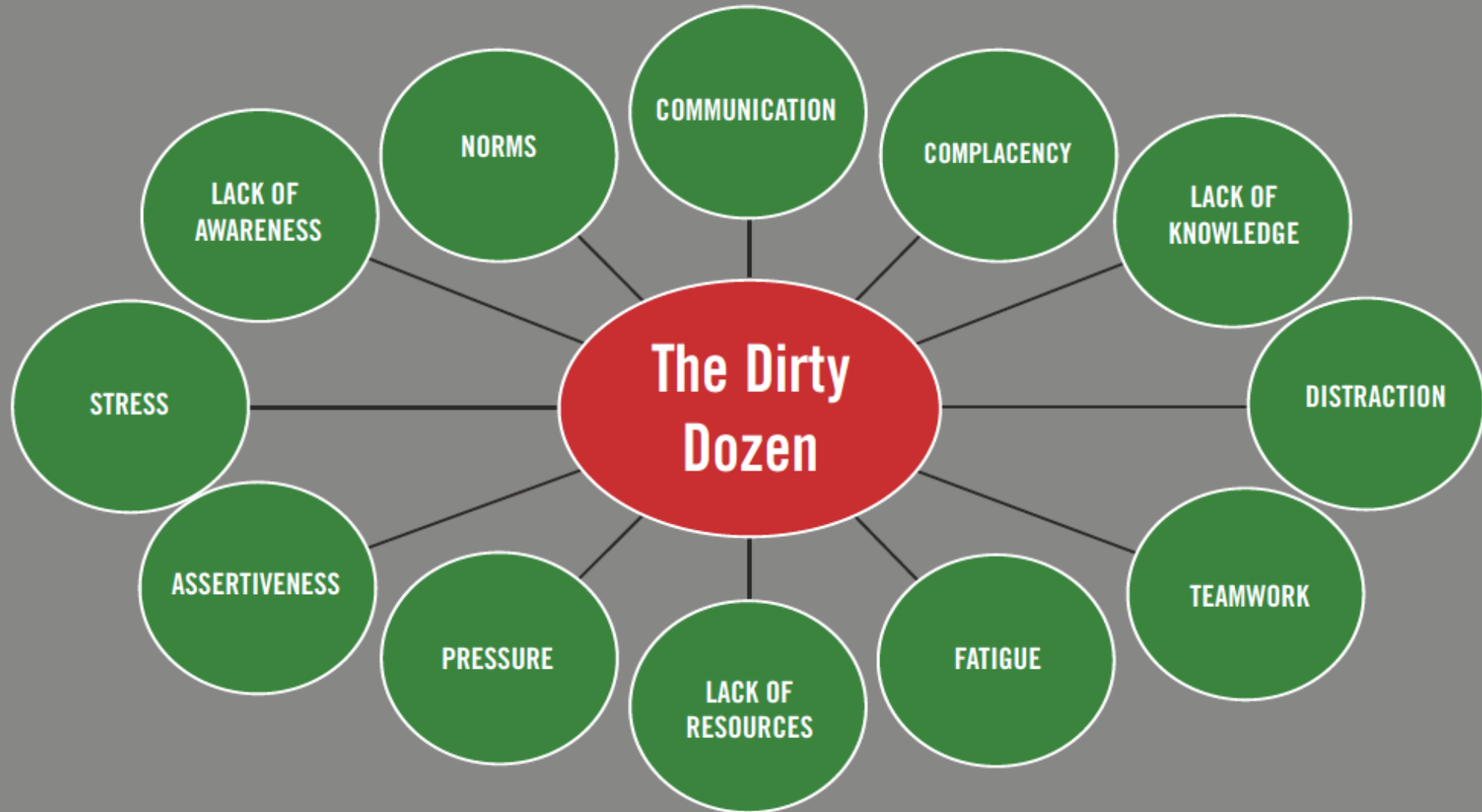


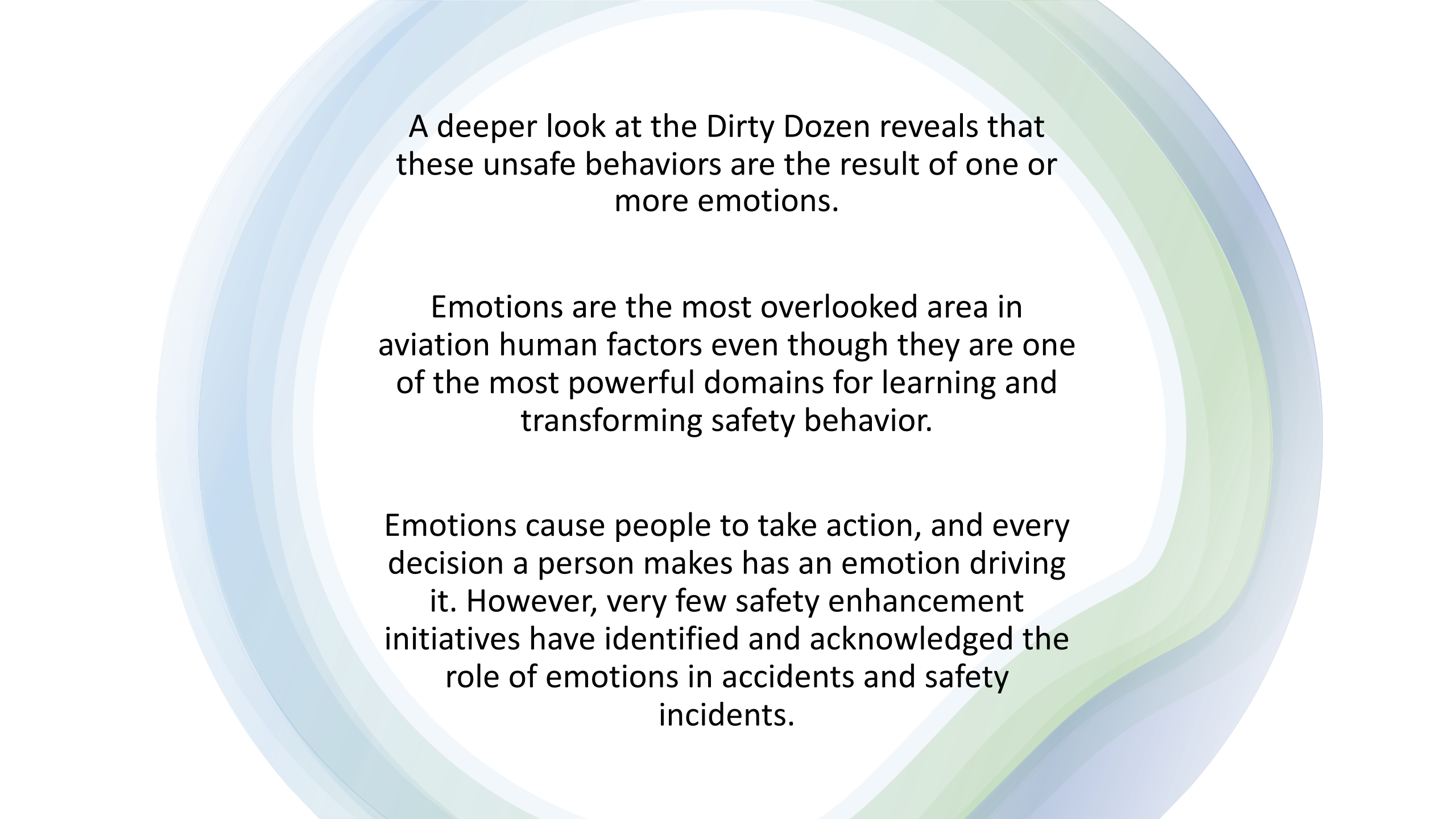
A blue ribbon graphic with a folded end on the left side, containing white text.

“Dirty Dozen”

List of 12 common
causes of human errors

HUMAN FACTORS





A deeper look at the Dirty Dozen reveals that these unsafe behaviors are the result of one or more emotions.

Emotions are the most overlooked area in aviation human factors even though they are one of the most powerful domains for learning and transforming safety behavior.

Emotions cause people to take action, and every decision a person makes has an emotion driving it. However, very few safety enhancement initiatives have identified and acknowledged the role of emotions in accidents and safety incidents.



What keeps people from taking
stand?

Are Emotions Good or Bad?

Challenge in Understanding Emotions

250+ Emotions

Words have meanings and interpretations

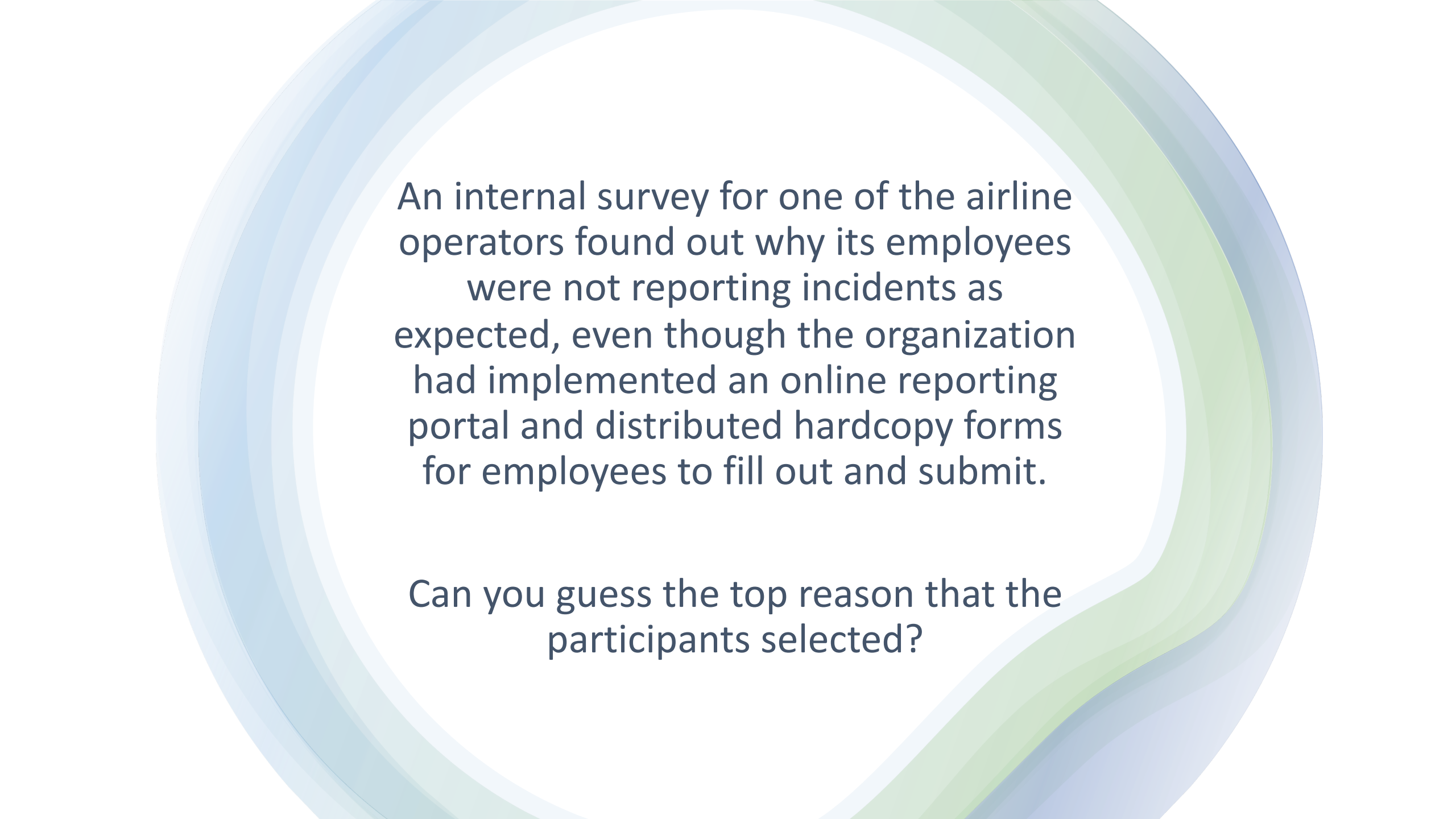
Top five emotions chosen by the global aviation community

Emotion	Our Interpretation
Fear	Something specific in the future is likely to harm me and the predisposition is to run away or avoid.
Care	This person/place/thing is of value to me and the predisposition is to protect.
Arrogance	I believe I am smarter than others and as a result am also better than them. My tendency will be to dismiss their ideas and suggestions as coming from an inferior being.
Compliance	I will go along with this initiative because I do not have the freedom to decline and the predisposition is to go through the actions.
Complacency	I believe I know enough to get by and as a result do not put effort into checking or learning.

Learning to Trust Oneself and Others

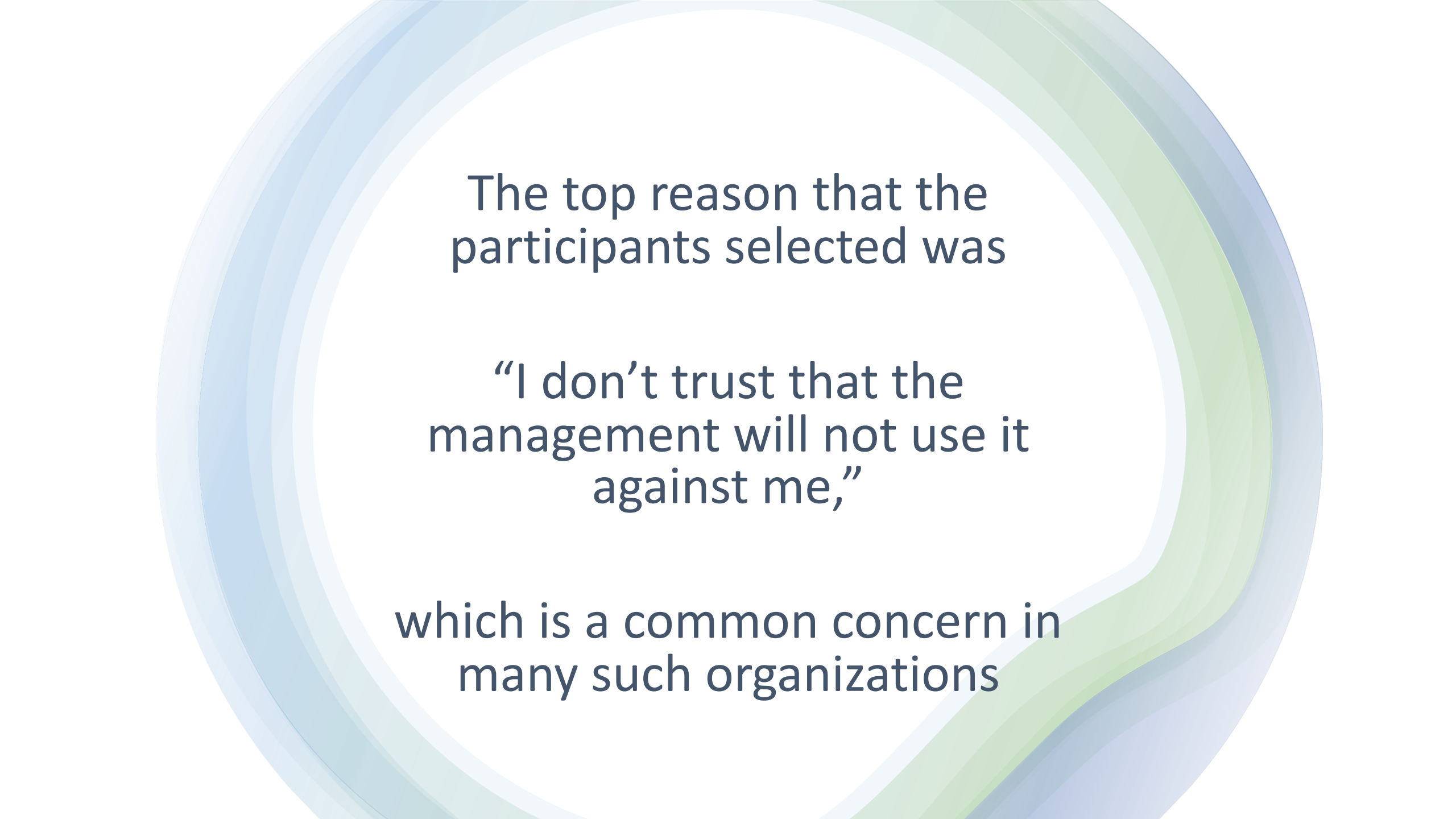
An organization can benefit enormously by creating a shared interpretation of trust, by articulating it and by learning to teach it and use it within the organization.

This is one of the biggest missing skills, no matter what type of organization it is or where in the world it is.



An internal survey for one of the airline operators found out why its employees were not reporting incidents as expected, even though the organization had implemented an online reporting portal and distributed hardcopy forms for employees to fill out and submit.

Can you guess the top reason that the participants selected?



The top reason that the
participants selected was

“I don’t trust that the
management will not use it
against me,”

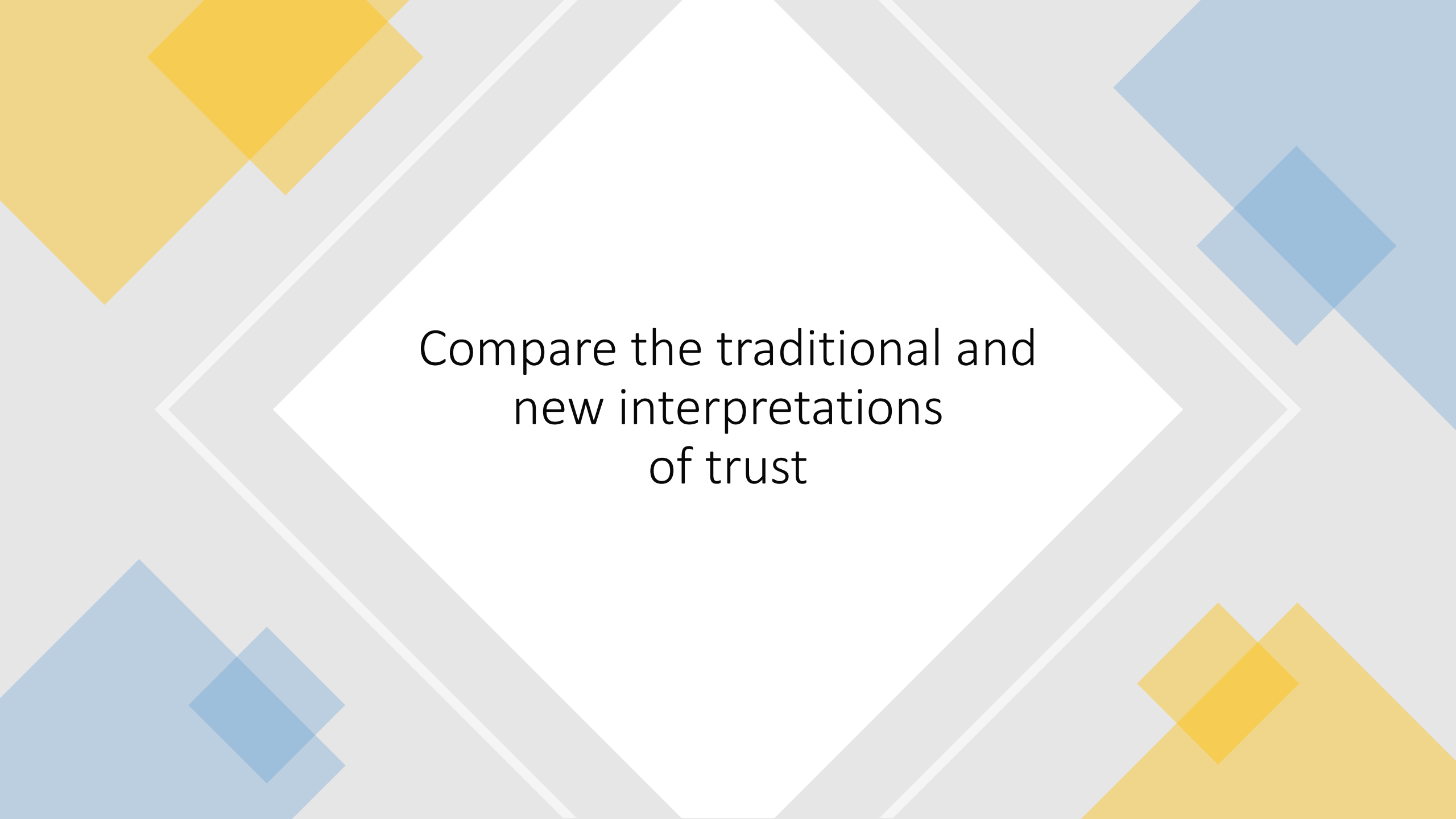
which is a common concern in
many such organizations

A small green seedling with four leaves is growing out of a crack in a grey, textured concrete surface. The background is a blurred, overcast sky. The text is overlaid in the center in a white, sans-serif font.

Is it possible to develop,
maintain and repair trust?

How do you define Trust
in your organization?





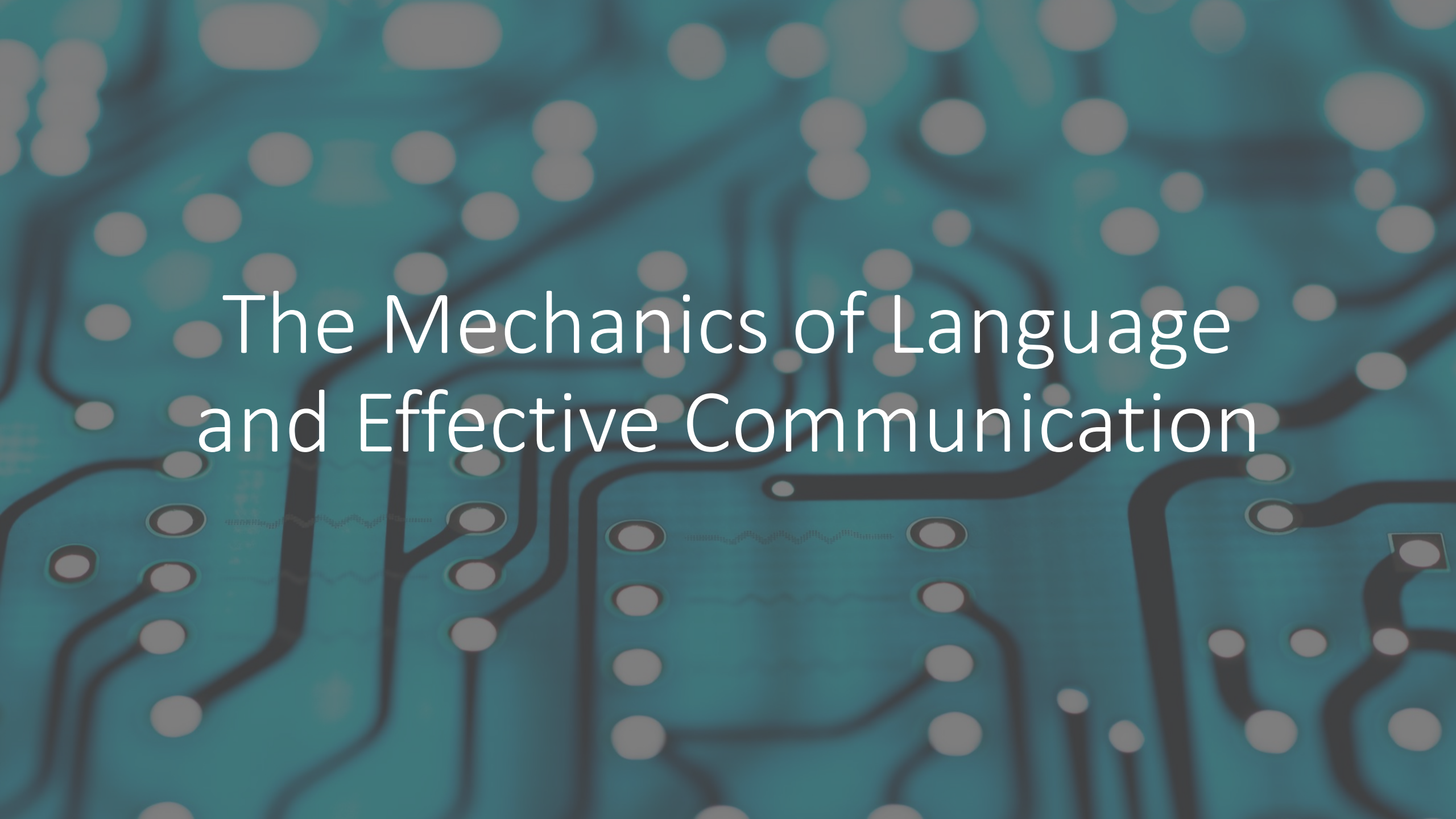
Compare the traditional and
new interpretations
of trust

TRUST

Traditional = Moral issue

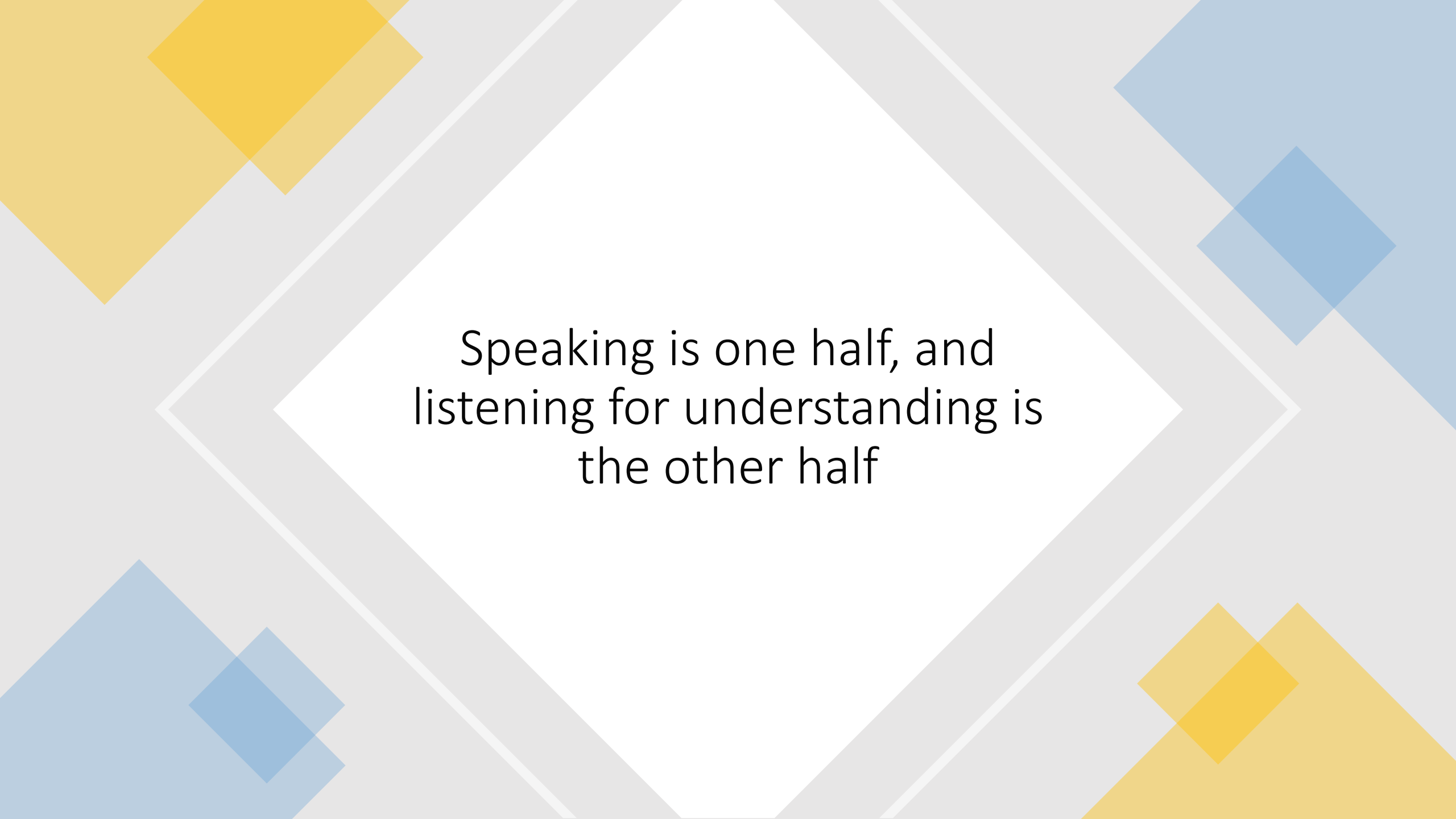
New = Practice Just Culture & Teamwork

Teamwork = Trust in Action



The Mechanics of Language and Effective Communication

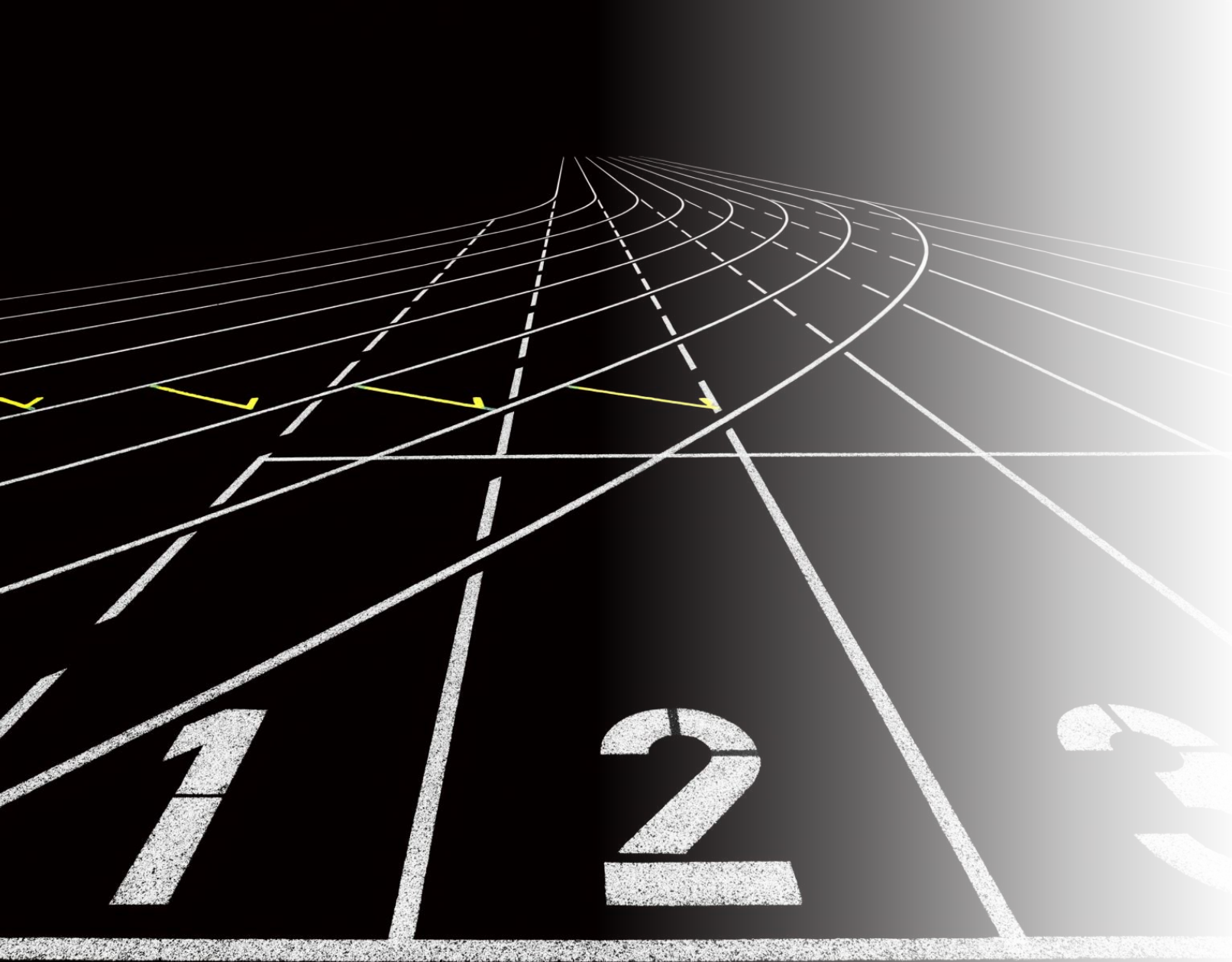
What is
communication?



Speaking is one half, and
listening for understanding is
the other half

Clarity in communication for safer operations

Shift hand overs



Communication Exercise

Sentence Continuation

“The single biggest problem
in communication is the
illusion it has taken place”

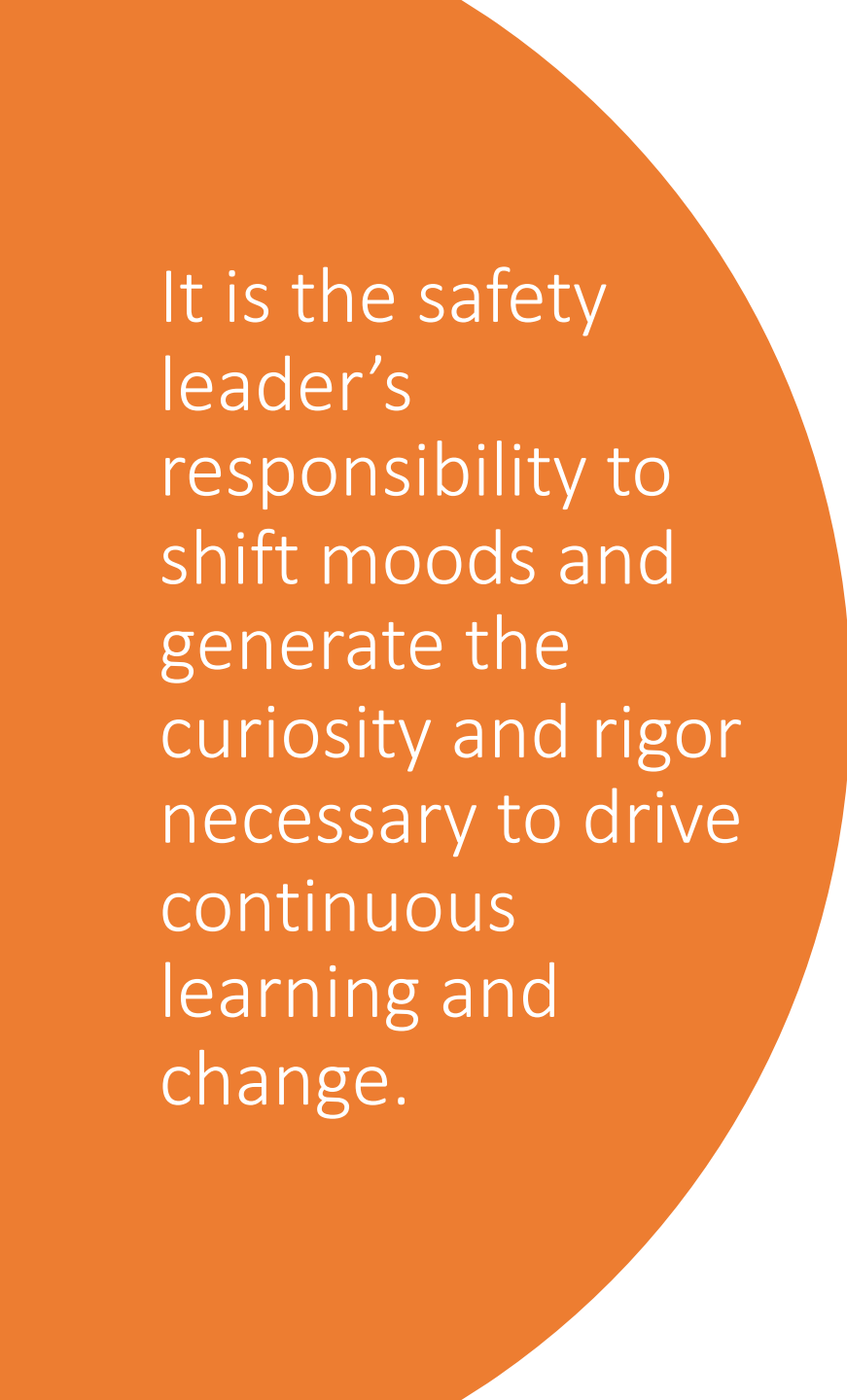
- George Bernard Shaw



This illusion is a
challenge that
comes from two
emotions: trust and
skepticism



Learning as the Basis of Safety Leadership

A large orange circle on the left side of the slide, partially cut off by the edge.

It is the safety leader's responsibility to shift moods and generate the curiosity and rigor necessary to drive continuous learning and change.

Some of the common enemies of learning found in organizations include these statements:

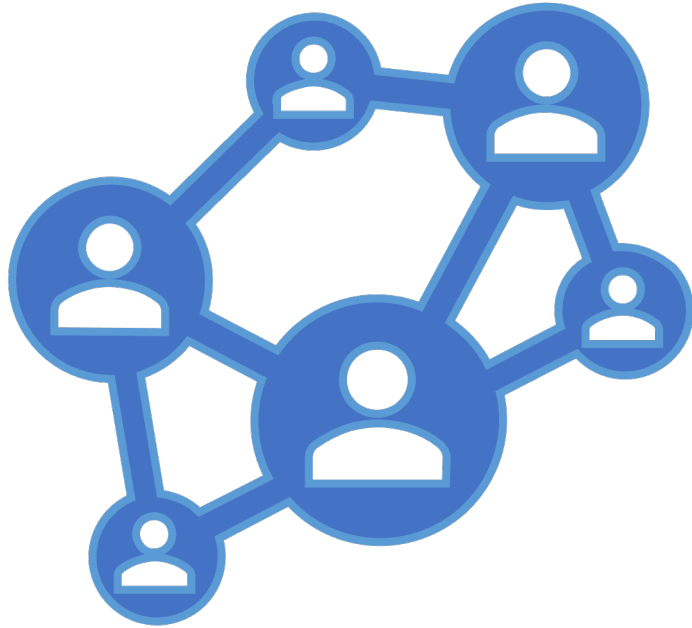
- “We don’t know that we don’t know.”
 - “We already know everything of importance.”
 - “We don’t have the time to learn.”
 - “We are not beginners, so we do not need to learn this.”
 - “We are going through difficult times, so we can’t focus on learning.”
 - “We don’t know what we will gain by learning this.”
- 
- A series of four yellow curved dashes in the bottom right corner, pointing towards the top right.

Safety Coaching to Develop a Just Culture

Safety promotion is one of the four pillars of a SMS, and safety leadership coaching can be a highly effective approach to communicating and developing a Just Culture.

Just Culture

Just Culture is an atmosphere of trust in which people are encouraged—even rewarded—for providing essential safety-related information. Under Just Culture conditions, individuals are not blamed for honest errors, but they are held accountable for willful violations and gross negligence



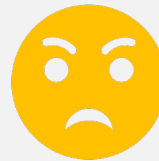
The 3-step blaming sequence



Expectation



Disappointment

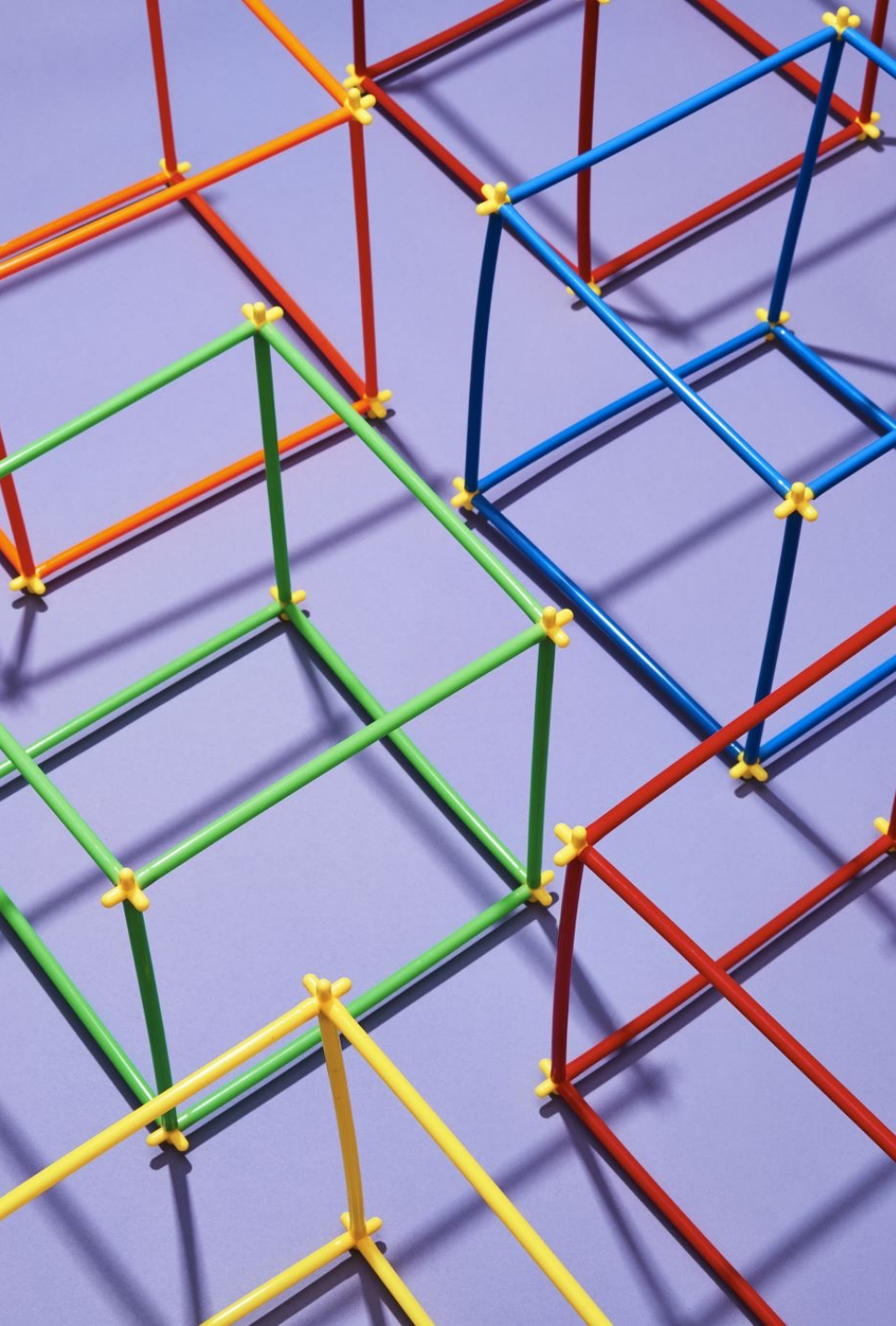


Blame

Making Effective Safety Declarations



What are declarations?



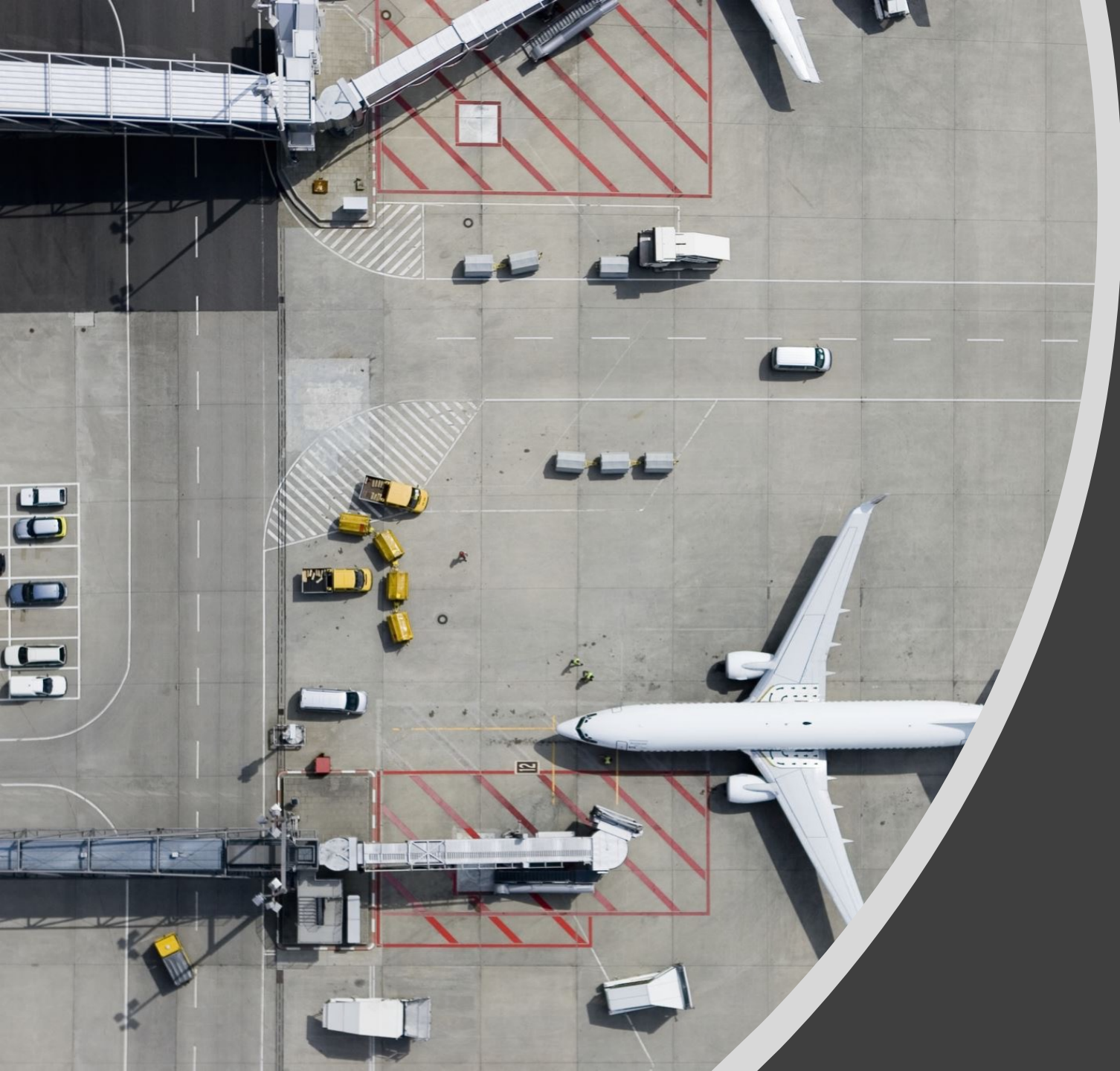
Creating a safer future through declarations

- Declarations alone do not guarantee safety
- Declarations have to be lived on daily basis

Safety Leadership from a Business Perspective

Safety is part of making money and that is why safety leadership is becoming increasingly significant from a business perspective





“Our top priority is safety”
means

“Our top priority is safety—
as long as it doesn’t threaten
our profitability.”

Quality and productivity through safety leadership



Being a safety leader means being responsible for declaring enhanced safety levels and enrolling followers to support your vision.



It also means that actively engaging your whole being in your safety leadership (i.e., showing commitment) and not just talking about it



Any follower who contributes to this vision adds value, and those who do not contribute add waste



Safety is a value that translates into financial benefits in many ways.

Quality & Productivity Through Safety Leadership

Developing safety leaders at all levels of an organization generates commitment rather than compliance

It also results in enhanced communication and a smoother flow of information across the organization

Enhanced levels of trust promote team performance and efficient coordination of actions

Thus, quality and productivity are byproducts of safety leadership, and all these values act together to support the organizational vision.

Cost of Maintenance Errors

Nature of human error in maintenance occurrences



The diagram consists of two identical horizontal rectangular frames. Each frame contains a green rounded rectangle on the left side. The top frame's green rectangle is labeled 'Organizational' and the bottom frame's is labeled 'Human factors'. Both labels are in white, bold, sans-serif font. The frames are empty on the right side, suggesting a space for further details or examples.

Organizational

Human factors

Human-factor interventions

1. **“Do nothing” approach:** No initiatives are taken to counteract human-factor issues and problems are only addressed when they arise
2. **“Reactive” approach:** Consideration of human-factor issues is left to very late in the development process
3. **“Proactive” approach:** Human-factor issues are fixed before they become problems.

Three
strategies for
managing
human error

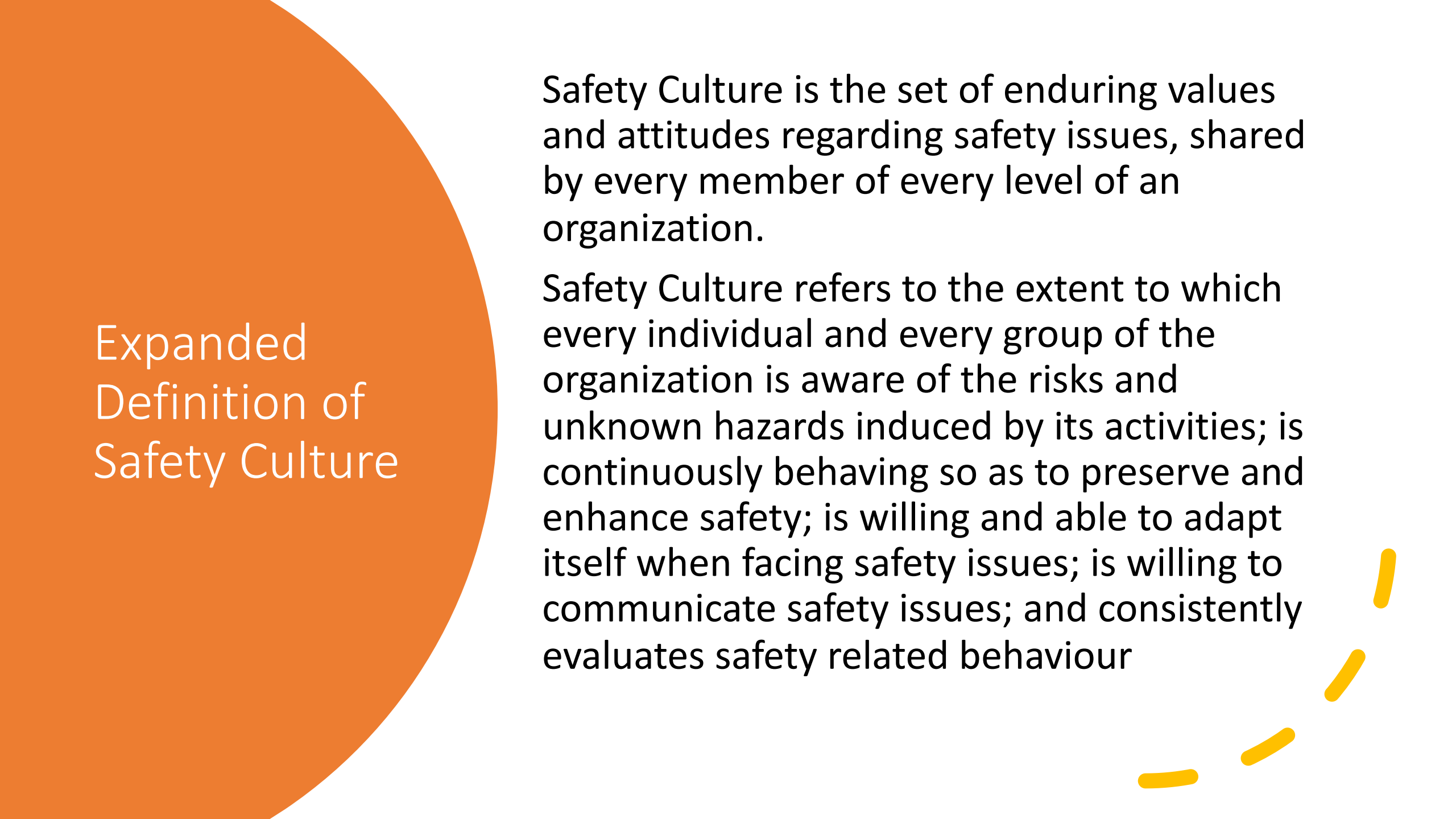
- Error reduction
- Error capture
- Error tolerance

These are overcome by having a positive safety culture



Definition of Safety Culture

Safety Culture is the set of enduring values and attitudes regarding safety, shared by every member of every level of an organization



Expanded Definition of Safety Culture

Safety Culture is the set of enduring values and attitudes regarding safety issues, shared by every member of every level of an organization.

Safety Culture refers to the extent to which every individual and every group of the organization is aware of the risks and unknown hazards induced by its activities; is continuously behaving so as to preserve and enhance safety; is willing and able to adapt itself when facing safety issues; is willing to communicate safety issues; and consistently evaluates safety related behaviour



Safety Culture framework

- Commitment
- Behaviour
- Awareness
- Adaptability
- Information
- Justness

Can we train for it?

Safety Coaching Vs Safety Training



Safety Coaching Framework

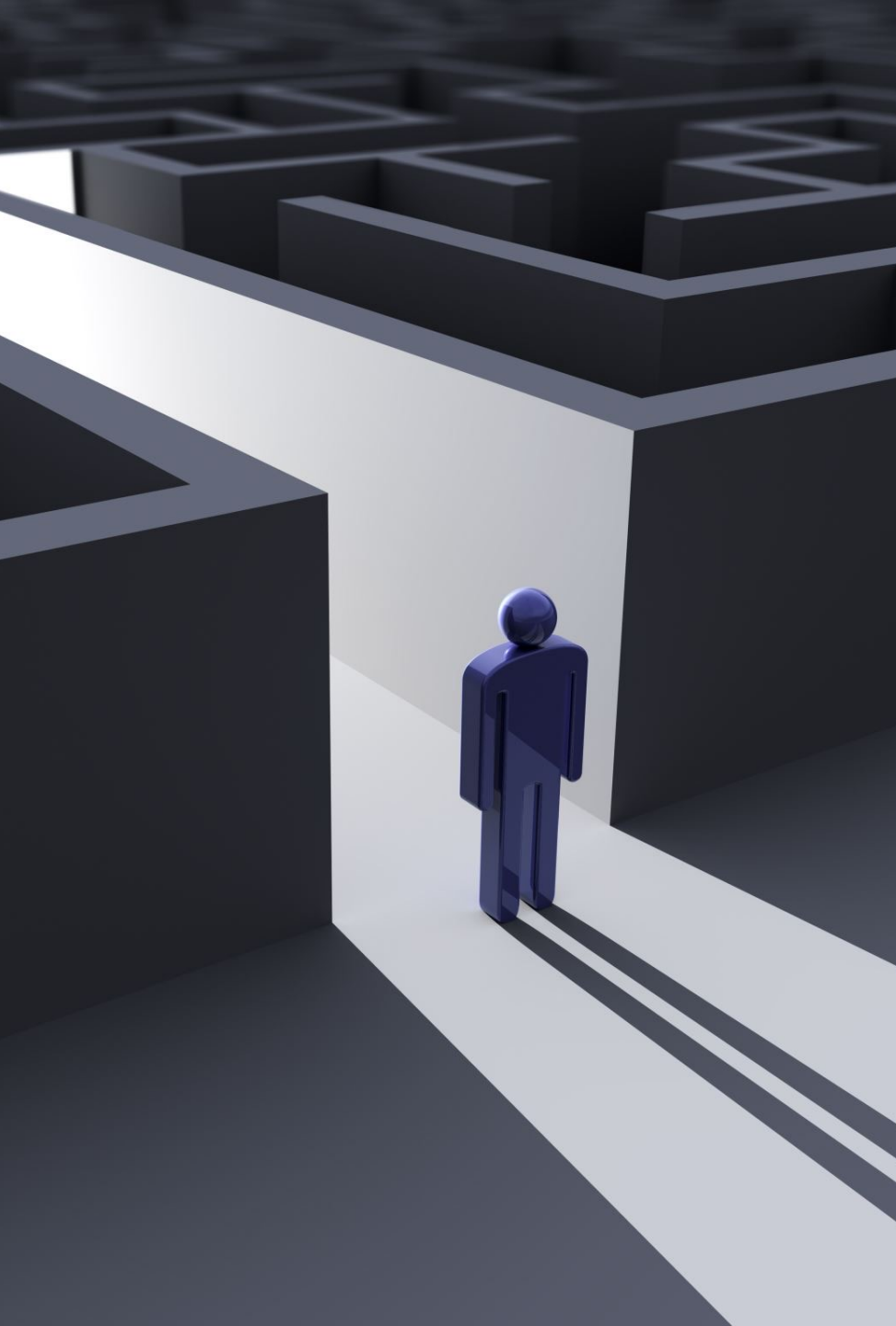
Safety-coaching framework is designed to develop safety leaders who can help all employees see safety differently so that they can generate different choices and different outcomes.



The focus of safety coaching is on creating a context in which employees will inevitably learn about themselves and the particular ways that they behave in each context.



This is different from safety training, in which employees receive information that is only “about” safety



ACTIVE Safety Culture

- Awareness – Overcome the barriers to learning
- Communication – Emotions and language as sources of information
- Trust – An emotion that lets us coordinate actions
- Interpretation – See the world differently to produce different results
- Vision – Creating a safer future through declarations
- Engagement – From Compliance to Commitment to engage whole person



Safety Culture Maturity Levels

- Level 1: Pathological/emerging
- Level 2: Reactive/managing
- Level 3: Calculative/involving
- Level 4: Proactive/cooperating
- Level 5: Generative/continually improving



Safety Culture Maturity Levels

- Level 1 (Pathological): Who cares as long as we're not caught
- Level 2 (Reactive): Safety is important, we do a lot every time we have an accident
- Level 3 (Calculative): We have systems in place to manage all hazards
- Level 4 (Proactive): We work on the problems that we still find
- Level 5 (Generative): Safety is how we do business around here

Assessing Safety Culture

Safety Culture Survey

- **Objectives** - the goal of the survey should be clearly declared for all intended respondents.
- **Sample size** - should be sufficient to permit valid conclusions to be drawn from the information collected.
- **Neutral and unbiased** - the survey is best to be conducted through the use of checklists, questionnaires and interviews as necessary, in a way that will encourage openness of the participants.
- **Reducing risk of bias** - the random selection of the participants will help reducing the risk of receiving biased information.
- **Formulating and sequencing survey questions** - open-ended questions requiring narrative responses should be avoided in surveys. Rather, questions should elicit specific responses (which can be scored). These might include evaluating an opinion along some predetermined scale, e.g. from *strongly disagree*, through *neither agree nor disagree*, to *completely agree*.
- **Prior coordination** - should be made with the authorities governing the target respondents, unions and professional associations.
- **Assurance of confidentiality** - regarding the information collected through the survey.

What to expect from Safety Culture Survey



Perceptions and opinions of operational personnel;



Level of teamwork and cooperation among various employee groups;



Problem areas or bottlenecks in daily operations;



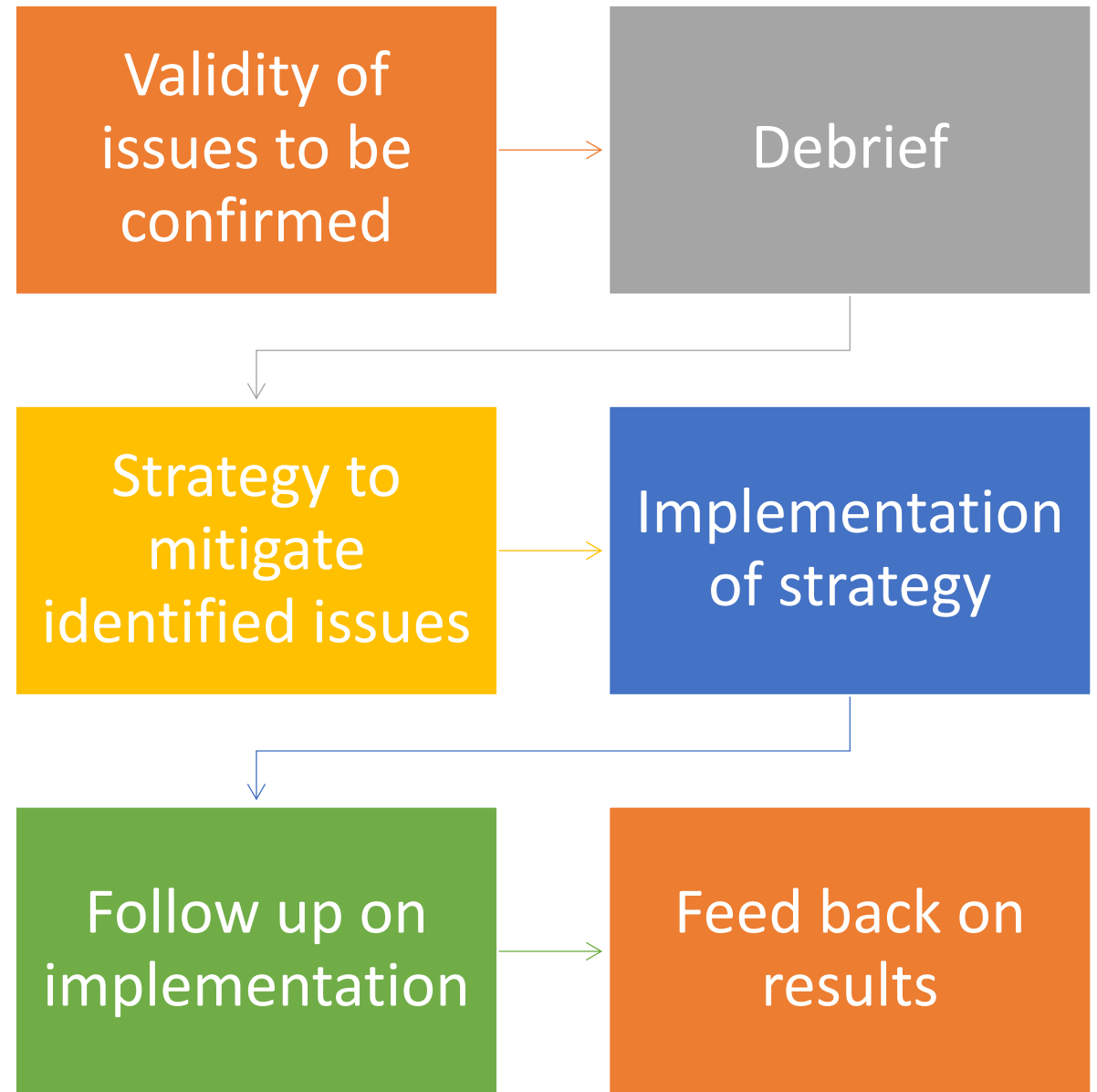
Corporate [safety culture](#);



Current areas of dissent or confusion.



Post Survey



An aerial photograph of a vast desert landscape featuring large, undulating sand dunes. The dunes are a light tan color, contrasting with the darker, more rugged terrain in the background. Several small figures of people are visible on the dunes, providing a sense of scale. One group is clustered at the bottom center, while two others are further up a dune on the right side. The lighting creates soft shadows, emphasizing the curves of the sand.

Safety Culture Survey Exercise

10 Questions by each team

*Thank
you*

