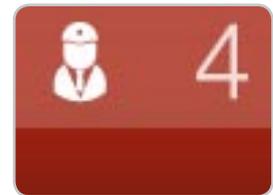


Leadership and worker involvement toolkit

Leadership check tool



Seven steps > Step 4 > Key Tool

This tool examines the key values / beliefs you should show in order to be a successful leader. It will help you to identify:

- How good a role model you are to your workers – bear in mind that your beliefs drive your behaviour.
- Where you could improve your leadership skills.

Instructions: Read each question and tick 'Yes' or 'No'. You will then be given your results and directed to resources for tips and advice on how you can improve. BE HONEST!

Having a vision for the future...

| Would your workers say that you...? | YES | NO |
|--|-----|----|
| 1) Have a clear idea of the goal/performance level you are aiming for when it comes to health and safety (eg, health and safety always comes before production)? | | |
| 2) Demonstrate an on-going commitment to all aspects of health and safety performance? | | |
| 3) Are constantly looking for ways to learn and improve health and safety? | | |

Motivating and inspiring your workers...

| Would your workers say that you...? | YES | NO |
|--|-----|----|
| 1) Inspire them to be safe and healthy, acting as a good role model? | | |
| 2) Encourage them to be responsible for their own and their workmates' health and safety, giving them time and resources to contribute to health and safety decisions? | | |
| 3) Recognise and reward them for behaving in a safe and healthy way? | | |

Showing concern for your workers...

| Would your workers say that you...? | YES | NO |
|---|-----|----|
| 1) Care about their safety and welfare? | | |
| 2) Always make sure that workers involved in any accidents/incidents are OK straight after they happen? | | |
| 3) Put their health and safety above everything else? | | |

Being fair to all your workers...

| Would your workers say that you...? | YES | NO |
|---|-----|----|
| 1) Make decisions with their wellbeing in mind rather than just for the good of the business? | | |
| 2) Make your expectations clear when it comes to health and safety? | | |
| 3) Treat everyone's health and safety concerns and ideas in the same way? | | |

Being a good communicator...

| Would your workers say that you...? | YES | NO |
|---|-----|----|
| 1) Give them clear, regular health and safety updates? | | |
| 2) Seek out and listen to their views and give them feedback on what is or is not possible (and why), especially when making health and safety decisions? | | |
| 3) Are approachable, open and honest when it comes to talking about health and safety? | | |



If you scored mostly 'No' on any of the leadership values above, review the following key behaviours that could help you improve your health and safety leadership.

For more information, you can also check out other information sheets from the toolkit, there is a full list of useful resources on page 3

Key behaviours

How do I create a vision for the future?

- Identify and record your health and safety goal(s). You may want to consult with others to do this. Ask yourself where you want your organisation to be. Consider creating an action plan to determine how you will reach your goal(s).
- Regularly, tell your workers (including sub-contractors) and clients what these goal(s) are. Make sure they understand you.
- Monitor health and safety performance by carrying out audits (eg, weekly site walkabouts) and observations, to see whether the goals are being achieved, what needs to be reinforced (ie, what you need to explain to them again) and how the organisation can improve. This will also help you gauge the level of commitment of your workers.
- Look for ways to make the organisation safer and improve the working environment by removing risks (control the risks at source rather than by PPE).
- Attend health and safety events to show your continued commitment.
- Make time to improve health and safety by organising schedules so that workers have the time to do the job safely. Make sure everyone has what he or she needs to work a healthy and safe way.

How do I motivate and inspire my workers?

- Make sure you always behave in a safe and healthy way.
- Use workers in the development of any health and safety materials.
- Implement reward systems for safe and healthy working practices.
- Give workers feedback on their performance; praise them for safe behaviours and clearly explain to them why they should stop any unsafe behaviours you see. Remember not to blame your workers.
- Make your toolbox talks and safety briefings as engaging and interactive as you can to really have a positive impact on worker behaviour.
- Delegate health and safety tasks to workers where you can, giving them the responsibility to make decisions.
- Encourage workers to look out for each other as well as themselves.
- Consider using personal testimonies to show how poor health and safety practices affect people.
- Show your support and acceptance of workers stopping work when they feel unsafe.

How do I show concern for my workers?

- Ensure a safe working site for all workers, sub contractors and clients.
- Check that workers are physically and mentally fit to complete their work.
- Take a personal interest in each individual's health and safety. Even a simple 'How are you?' can show that you care.
- Tell your workers that you want them to go home safe every day.
- Be seen regularly by your workers on site.
- When an accident, incident or near miss happens, immediately check that the individual(s) involved are okay before carrying out other response procedures.



How can I show my workers that I am fair?

- Act in a respectful way towards your workers (eg, show that you respect their views).
- Treat workers in the same way that you expect to be treated yourself. Talk to them as you expect to be spoken to yourself.
- Provide training, job specifications, inductions and appraisals so that all workers know exactly what is expected of them. Make sure they understand these.
- Behave and act in the same way to all your workers.
- When making health and safety decisions ask yourself, 'Why am I making this decision?' to ensure it is the right choice to make.

How can I be a good communicator?

- Listen to your workers.
- Have an open door approach and encourage them to talk to you about health and safety matters. Deal with problems as quickly as you can.
- Set workers clear health and safety roles and responsibilities.
- Work jointly with your workers on health and safety matters. Discuss issues on a regular basis, (eg, through toolbox talks and safety briefings).
- Talk to your workers about what health and safety issues they think are important.
- Keep your workers informed about health and safety issues using toolbox talks, informal pre-work chats, safety briefings, daily site briefings, etc.
- Communicate with your workers about any decisions or changes that have been made. Always explain why you made the decision you did. Where possible, involve them in the decision-making process.

Key parts of the toolkit that might help you

Step 4

Further tools

- *Communication skills for safety briefings and toolbox talks.*
- *Training Pack 1.*
 - *Training Pack 1* is to train your managers or supervisors. It will help to create a shared commitment that health and safety is a priority and to improve your company's health and safety culture.
- *Training Pack 2.*
 - Training to deliver toolbox talks and safety briefings.

For workers

- *How to give feedback.*
- *Effective communication and gaining co-operation.*

Step 5

Key tool

- You might like to show your workers the motivational video *Turning concern into action.*

Further tools

- *Incentives and rewards.*

The Leadership and Worker Involvement toolkit is aimed particularly at small and medium sized businesses and is designed to help improve your health and safety and bring additional benefits to your business performance and productivity.