

Leading Safely

A leader’s style of leadership and visible demonstration of their commitment to safety through actions is important in shaping the school or professional services culture. A long term focus, commitment and a willingness to walk the walk is essential to leading safely.

Good leaders will display a number of characteristics which allow them to lead and shape their team.

Credibility – Strong safety leaders have a high level of credibility, people believe what they say and trust them to tell the truth, even if it is unpopular or unlikely to be well received. Their actions are perceived by others to be consistent with what they say.

Action Orientated – A good leader will not only direct work and monitor compliance and rules and regulations but also encourages the workforce to solve safety issues in a proactive manner.

Vision – Recognise the gap between the present situation and the vision.

Accountability – Recognising that you are ultimately answerable for the completion of the task by the responsible person. Assigning tasks to the responsible person, ensuring they have the competence, time and resources to carry out the task. Measure the performance of the responsible person.

Communication – Leaders influence the behaviour of their teams by communicating their expectations for safety and then explaining how they and their teams will be held accountable for their behaviour.

Collaboration – A collaborative leader encourages teamwork, asks for and acts upon others input in resolving safety issues and creates a greater sense of ownership.

Feedback and recognition – Providing feedback and recognition for individuals and teams is a powerful tool for encouraging safe behaviour.

Leadership Characteristics	What should I be doing?
Credibility	Asking for ideas on how to improve performance. Following through on commitments and actions. Consistently applying safety standards. Lead by example. Be willing to take safety decisions that may be unpopular. Demonstrate personal concern for wellbeing of employees, students contractors etc.
Vision	Create a vision for safety in your management area. Articulate the vision clearly. Recognise the gap between the present situation and the vision and ensure resources are available. Ensure that your leadership team is engaged with safety and empowered to make decisions.

Action Orientated	<p>Ensure that the management unit has a risk register and safety plan in place so that you understand your significant risks and ensure they are being managed by your team.</p> <p>Learn from incidents, accidents and near misses.</p> <p>Challenge business decisions that may impact negatively on your risk profile, now or in the future.</p> <p>Intervene during day-to-day activities when safety may not be met.</p> <p>Leading or actively participating in safety meetings, audits, accident investigations and safety campaigns.</p> <p>Act as a role model for reporting safety issues and near misses.</p> <p>Create opportunities to talk to staff and students about safety.</p> <p>Support staff and students in their obligation to stop work if they feel it is not safe.</p> <p>Monitor and set goals on leading indicators.</p>
Accountability	<p>Define and communicate clear safety roles and responsibilities as well as goals and objectives.</p> <p>Provide adequate resources including time.</p> <p>Hold your team accountable for performance, include safety targets in the PDPR process.</p>
Communication	<p>Give regular open and honest feedback on performance.</p> <p>Show appreciation for a job well done.</p> <p>Ensure safety objectives are clearly communicated to everyone in the school.</p> <p>Provide the opportunity for the team to get involved and gain ownership of safety challenges and solutions.</p>
Collaboration	<p>Asking for, listening to and showing that you value others views.</p> <p>Encouraging the team to openly discuss safety concerns.</p>
Feedback and recognition	<p>Describe the impact behaviour has on others and the organisation.</p> <p>Celebrate safe behaviour.</p> <p>Involve people in new projects.</p>

Further information on managing and leading at the University of Nottingham can be found on the Leadership and Management Academy's hub here;

<http://moodle.nottingham.ac.uk/course/view.php?id=48651>