

Lecture PT7

Leadership Thematics in Safety

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Application of Leadership Thematic to Improve Behaviours Towards Safety

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Application of a Leadership Thematic in safety Improvement in AEL.

- A "Leadership Thematic" is used as an extension of AEL's investigation process (TOPSET) to ensure that immediate causes for incidents as well as underlying issues are correctly dealt with to prevent a recurrence of incidents. It impacts mainly on correcting behaviours that may lead to downgrading incidents and it helps to highlight aspects of management or organisational failure.



Leadership Thematic Philosophy in AEL

- Leaders are, amongst their other roles, accountable for providing means, ensuring ability and holding their teams accountable to perform their tasks.



Providing Means

- Means have to be provided with respect to suitable equipment, works procedures, protective clothing, work area, information regarding potential hazards of processes or materials, operability of processes etc.



Ensuring Ability

- Ability has to be ensured through training, assessment of skills, knowledge of risk control measures, auditing of activities.



Holding Individuals and Teams Accountable

- Leaders, teams and individuals need to be held accountable to carry out their responsibilities in operational or leadership roles.



The Leadership Diagnostic

- Following an investigation into an incident the failure modes that were identified as immediate or underlying causes to the incident are each examined with respect to the leadership roles.
- The factors of means, ability and accountability are each tested as contributors for the failure to have occurred.
- If one of these factors are found to have been a contributor to the failure, then the question is asked “who should have provided for that factor?”
- If none of the factors are considered to have been a contributor to the failure, then it is concluded that it has been a lack of willingness to perform a task correctly has lead to the failure to occur.



Correcting Behaviour

- Correct behaviour for safety improvement is achieved by taking appropriate to eliminate any of the factors that may have contributed to a failure occurring.



Leadership Diagnostic Format

- **Problem Statement**
 - What has failed?
- Did the person(at level 1) have the **means**, and the **ability** to do what was required? If they did, were they held **accountable**?
- What specific **means**, **ability** or **accountability** should the level 1 person be given?
- Who should have provided the means, ability or have held the level 1 person accountable to correctly perform the task?
 - If this has not been done, why not?
- Again work through the means, ability and accountability factors.

