

Developing Safety Leadership

An Innovative Programme for Senior Managers to Improve Healthy & Safety Performance in a Global E&C Organisation

Programme & Participants · During 2007-2008 Kingsfield was intimately involved in the design and delivery of a bespoke and innovative Safety Leadership Programme for one of the leading engineering & construction (E&C) organisations with 22,000 employees worldwide. Nearly 300 of their top managers attended the two day seminars in 17 events across the globe.

Aims · The Programme was part of an initiative to improve safety climate and safety performance with a view to becoming the reference company in HSE in the industry.

The aims of the leadership seminars were to engage senior leaders with their vital role in Health, Safety and Environmental (HSE) matters and to foster their active commitment and contribution to HSE in the future.



The Programme's rationale was rooted in academic research and the link established between transformational leadership qualities and safety performance.

Programme Content · The use of personal profiling gave participants valuable insight into their own communication and leadership styles, how they might impact on others and how their HSE messages might be perceived. Safety as a core value in the organisation was addressed and its deeper meaning and business impact debated amongst peers. An exploration of personal transformational leadership qualities and strengths led to individual HSE leadership commitments and actions.

Kingsfield also coached a team of client internal facilitators for the further roll out of the initiative.

Outcomes & Feedback · Despite initial scepticism - managers weren't necessarily looking forward to attending "*yet another HSE seminar*" - the leadership seminars resulted in very high approval ratings (99%) amongst participating managers who engaged deeply with their own role and contribution to organisational safety performance. The very positive results were achieved through a creative seminar design and a deliberate facilitative approach and delivery. The events managed to build considerable energy and momentum for a new era of HSE engagement in the organisation, which was harnessed for the subsequent roll out of the initiative.