Unseen Behaviours of Great Safety Leaders

Applying Behavioural Profiling to Safety Leadership

Baselining
Frame Control

Critical for any Influence | Persuasion | Communication
Set Frame of Reference for Every Interaction

Frames for this Presentation
1. Great Leaders are Great People Readers
2. Trust vs. Distrust | Oxytocin vs. Cortisol
3. Authoritative Leaders are Contagious
4. 10 States of Mind influence Behaviour
5. We need to both Read Body Language and display Authoritative Body Language
Dunning Kreuger Effect
(the less competent we actually are, the higher we rate our competence)

HSE

Supervisor

Business/Technical Solutions

Enterprise/Technical Solutions

Functional Solutions

Manage Self

Manage Others

Manager of Managers

Functional Manager

Business Manager

Group Manager

Enterprise Manager

Adapted from:
The Leadership Pipeline
R. Charan et. al., 2nd Ed. Kindle version 2011
Failure Matrix

In almost any situation, our failures can be traced back to one of these four critical areas of mastery.
Failure and success modes | Ethos ("who" you are is key)
We are all:

SUFFERING AND INSECURE
WEARING A MASK

WE ARE ALL PRODUCTS OF CHILDHOOD PAIN
WE ALL PRETEND WE ARE NOT
We are all:

Drug Addicts

Addicted to Neuropeptides
Every Good Day
Every Bad Day

only ever happens here

(How much influence can your Supervisors and you have if they/you can influence the neuropeptides others produce?)

How much more effective will you be at reducing preventable at-risk behaviour leading to errors and incidents?

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NEUROCHEMICALS

GODS vs CANs

Arousal & Stress
Noradrenaline
Adrenaline
Cortisol

Connection, Pleasure & Calm
Oxytocin
Dopamine
Serotonin
GABA

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Social Status is the Key Driver of Interpersonal Interactions

Do your conversations promote Cortisol or Oxytocin

Trust and Distrust operate on separate neural pathways
Safety Leadership Success Matrix

- Task
- Self Management
- Communication Leadership Influence
- R.E.A.D. of Others
States of Mind

Perception of Leader

and

At-Risk Decision Making of workers

Unconscious Decisions / States of Mind

Conscious Decisions / States of Mind

4 At – Risk Conscious States of Mind
4 At – Risk Unconscious States of Mind
2 At – Risk Physiological States
1 At – Risk Psychological State of Mind
Authoritative (Felt) Leadership
Safety Leaders should be ...

- Controlled
- Calm and smooth
- Movement
- Appearance
- Confidence
- Rapport
- Trust
- Internalised
- Feelings
Safety Leadership Success Matrix

- Task
- Self Management
- Communication
- Leadership
- Influence
- R.E.A.D. of Others
Decision Drivers

3 - 4 Decision Making styles are suited to Safety Professionals / Supervisors / Frontline Leaders

2 styles are unsuitable to working/supervising in high risk industries
R.E.A.D.

Others

• Read ........
• Evaluate ......
• Align ..........
• Deliver ..........
Safety Leaders should be able to identify **Stressed** or **Open** and **Focused** Behaviours

We want to promote the **Open / Focused** behaviours
Authoritative Leadership Tripwires and Felt Leadership (we build Distrust if we fail in any of these areas)
Power Based Hierarchies Fester Resentment

Capability Based Hierarchies Build Aspiration

Authoritative Leadership is Contagious

Supervisor Behaviour is the greatest influence on Worker behaviour

Visionary | Focus | Warmth | Authoritative Charisma are essential to Lead Effectively
Successful Safety Leaders

Ongoing Supervisor Development

- Authoritative Leadership
- Communication capability
- 4 x Charismatic capability
- Voice Development
- R.E.A.D. capability
- At-Risk Behaviours identification and management
- 3 Distinguishing Supervisor Capabilities
- Multiplier Effect
Takeaways

Micro: be aware of you doing these and notice others doing:
- Blink Rate
- Shoulder Angles
- Blading
- Lip Compression
- Palms
- Turtling
- Facial Touching
- Voice
- Language Patterns

Macro: manage yourself and develop your Supervisors
- Frame Control
- Cortisol vs. Oxytocin
- Trust vs. Distrust
- Failure Matrix
- R.E.A.D. Method
- Authoritative Leadership
- Authority Tripwires