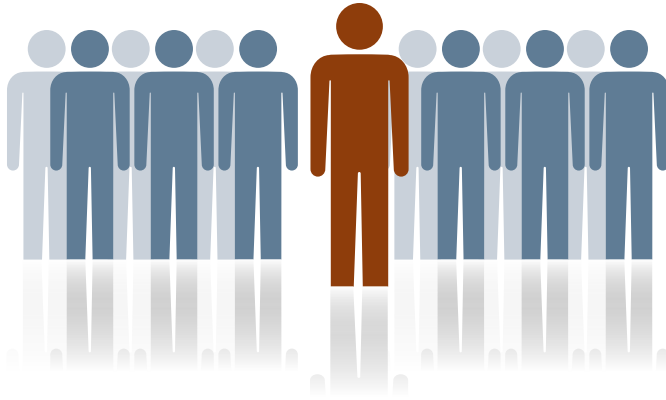# Leadership Development

Projected Implementation Date: December 2012

Identifying and developing employees in leadership positions or with leadership potential who can:

- Influence safety and health performance improvement.

- Positively and knowingly affect safety culture.

- Help the organization achieve the 0:50:5 objective.

Leadership development is a process that begins with leaders understanding their strengths and weaknesses. This understanding helps leaders focus on areas of potential improvement.

To effectively influence safety and health performance improvement, leaders should:

- Hold themselves and their subordinates accountable

- Be action-oriented

- Be collaborative

- Be an effective communicator

- Have integrity

- Provide effective performance feedback

- Be systems-focused

- Have a personal vision and passion for safety excellence

Identifying Potential Leaders

Determining who is a safety and health leader will affect your approach to leadership development.

Think carefully about leaders in your organization. Is it top line managers? What about staff positions? Is it anyone who can control their own behavior and influence others? If the latter is

true, there are a number of strong leaders among the entire workforce, including non-salaried positions. Determining who is a safety and health leader for the purpose of achieving the 0:50:5 goal will affect your approach to leadership development.

Linking Leadership Development to Other Processes

Some people are natural leaders. The majority of leaders, however, can benefit from additional development of their leadership skills. Development does not end at the conclusion of leadership training. It should link to the company's performance management and succession planning processes. Leaders who are held accountable, by themselves and by the company, will have far greater success in making change permanent and positive. They also will have greater success in enhancing the organization's culture and ensuring adequate resources to achieve the 0:50:5 goal.

Expectations:

1.1   Ensure all leaders understand the importance of their personal leadership, their responsibility to demonstrate their leadership and commitment to 0:50:5.

1.2   Identify the desired leadership competencies specific to your company (to achieve 0:50:5) or adopt those recommended by **CORE**Safety.

1.3   Determine the level of management that will undergo leadership development: line supervisors, middle managers, senior managers, etc.

1.4   Enable managers to be assessed using 360° feedback to determine how they compare with the defined leadership competencies.

1.5   Either develop and deliver your own leadership process, or access an external development process from **CORE**Safety or a consultant.

1.6   Ensure all managers who undergo leadership development establish a personal development plan.

1.7   Link each development plan with the company's performance management program to ensure continuous improvement is sustained over time.

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Regulation

Partial or full MSHA and/or OSHA regulatory requirement: ☐ Yes ✓ No

Metrics

1   Percentage of managers who have completed leadership development

2   Average percentage improvement in individual scores

Resources

CORESafety resources can be found with the latest updates at:
coresafety.org/resources/module1

Leadership Development

Notes