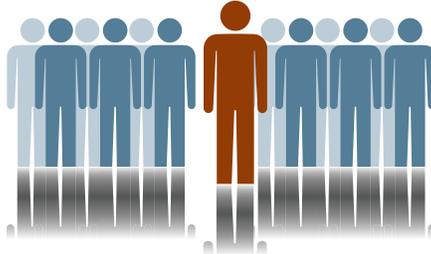




Leadership Development



Leadership development is the process of identifying and developing employees in leadership positions or with leadership potential. These are individuals who can:

Influence safety and health performance improvement; positively and knowingly affect safety culture; and help the organization achieve the goal of zero fatalities and a continual reduction in injuries -- the 0:50:5 goal.

The CORESafety Safety and Health Management System (SHMS) includes seven leadership expectations:

- Ensure all leaders understand the importance of their personal leadership, their responsibility to demonstrate their leadership and commitment to 0:50:5.
- Identify the desired leadership competencies specific to your company (to achieve 0:50:5) or adopt those recommended by **CORE**Safety.
- Determine the level of management that will undergo leadership development: line supervisors, middle managers, senior managers, etc.
- Assess managers to determine how they compare with the defined leadership competencies.
- Either develop and deliver your own leadership process, or access an external development process from NMA or a consultant.
- Ensure all managers who undergo formal leadership development create a personal development plan.
- Link each development plan with the company's performance management program to ensure that continuous improvement is sustained over time.

How it works

Leadership is critical for excellent safety and health performance. Effective leaders determine the importance given to safety and health management, help define and drive the culture, ensure adequate safety and health resources, set the example through personal behavior, communicate a strong personal safety and health vision for the company, and hold others accountable for their safety and health responsibilities.

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CORESafety encourages management to set safety and health policy and expectations relative to safety and health performance and how it will be accomplished. They should collaborate and constantly communicate with all affected employees and other stakeholders and provide reinforcement and recognition for progress made. Senior management must take the responsibility to ensure their company's SHMS is well designed and effectively implemented. Companies should promote strong leadership and utilize a leadership development process to enhance their management team skill sets to yield optimal results.

Several factors should be considered when developing or selecting a leadership development program:

- Which specific competencies are needed to support the safety & health management system?
- How do the candidates get feedback on their current performance and on the specific competencies in which they have opportunities to improve?
- How is the program content delivered? Does it match the learning style of the participants? Adults learn differently from younger students.
- How long does the program last? A 2-3 day class is very unlikely to drive sustainable improvement. Exposing participants to new concepts over a longer period will improve learning.
- How does the operation's ongoing performance management system support the leadership development program? Classes alone will not succeed; participants must be held accountable for using their new skills in their daily routine.

Flow of the Process

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 goals will affect your approach to leadership development.

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There are a number of competencies that are strongly associated with safety performance. These include, but are not limited to:

- **Accountability:** Communicates clear safety roles and responsibilities, ensures people receive frequent, fair appraisal of efforts and results; holds people accountable for their responsibilities; applies positive and negative consequences as appropriate.
- **Vision:** Has and communicates a vision; describes compelling and vivid picture of what desired safety state could/needs to be.
- **Credibility:** Is perceived as honest and reliable, treats others with fairness, dignity and respect; follows through on commitments, even in difficult times.
- **Action-oriented:** Is performance oriented, proactive in reducing hazards and risks; persistent in solving safety problems.
- **Communication:** Maintains good interpersonal listening and speaking skills; actively keeps all people informed about relevant safety information and the big picture, as well as details.
- **Collaboration:** Promotes cooperation and collaboration to solve safety problems. Gets people involved.
- **Feedback & recognition:** Gives positive feedback about good safety performance, publicly recognizing safety contributions of others and celebrates safety success.

Leadership Development

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

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 goals.

It is not necessary for every leader in every mining company to exhibit all of these competencies. Big changes in safety culture and performance can be realized with relatively small changes in leadership behavior. However, the more integrated these competencies and their resulting behaviors are for as many individual leaders as possible, the more positive change can be expected.

Workbook Materials For Module 1

Leadership Development

Responsible Person – A person authorized and empowered by management should be assigned to head the establishment of the leadership development program and serve as a facilitator for the group in identifying and developing employees in leadership positions.

Name: _____

Work Area: _____

Responsibility: _____

Work Areas – It may be desirable but not a priority to select leaders for specific areas or work groups. Leaders can and should come from any area if the employee matches the competency requirements of the program. Work area consideration may be preferable should there be a high hazard/risk potential and the elimination/mitigation plan requires progressive leadership.

Work Area 1 _____

Work Area 2 _____

Work Area 3 _____

Work Area 4 _____

Work Area 5 _____

Identifying Potential Leaders – To determine who among their peers is a safety and health leader, an individual must be evaluated against organizational specified competencies that are strongly associated with safety performance and in line with the seven leadership expectancies. Competencies should include but not limited to

- **Accountability:** Communicates clear safety roles and responsibilities, ensures people receive frequent, fair appraisal of efforts and results; holds people accountable for their responsibilities; applies positive/negative consequences as appropriate.

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- Vision: Has and communicates a vision; describes a compelling and vivid picture of what desired safety state could/needs to be.
- Credibility: Is perceived as honest and reliable, treats others with fairness, dignity and respect; follows through on commitments, even in difficult times.
- Action-oriented: Is performance oriented, proactive in reducing hazards and risks; persistent in solving safety problems.
- Communication: Maintains good interpersonal listening and speaking skills; actively keeps all people informed about relevant safety information and the big picture, as well as details.
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Leadership Evaluation Worksheet

CANDIDATE: _____

WORK AREA: _____

JOB TITLE/RESPONSIBILITY: _____

WORKFORCE/SUPERVISORY: _____

MANAGEMENT LEVEL: _____

YEARS MANAGEMENT EXPERIENCE: _____

DIRECT REPORTS: _____

COMPETENCY RANKING: _____

(Average of categories from following table)

LEADERSHIP COMPETENCY RANKING

	5 - Highest 1 - Lowest				
Competency	5	4	3	2	1
Accountability					
Vision					
Credibility					
Action-Oriented					
Communication					
Collaboration					
Feedback & Recognition					
Other					
Other					

REMARKS: _____

Leadership Development



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Leadership Development and Training

All leaders 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 competency standards, performance management and succession planning processes.

For each competency standard a training development plan should be created with company expectations in mind. This plan shall be used for dedicated training to those who rank lower in their classification. The plan should also be used as an ongoing skills refresher program.

For each person chosen as a safety and health leader, using the leadership competency ranking, set a training program with timetable concentrating on the lowest ranked competencies.

Leadership Training Schedule

CANDIDATE: _____

WORK AREA: _____

JOB TITLE/RESPONSIBILITY: _____

WORKFORCE/SUPERVISORY: _____

MANAGEMENT LEVEL: _____

Training Schedule

Competency	5 - Highest 1 - Lowest				
	Ranking	Training Module	Date Scheduled	Person Responsible	Date Completed
Accountability					
Vision					
Credibility					
Action-Oriented					
Communication					
Collaboration					
Feedback & Recognition					
Other					
Other					