



# The SafeAlign<sup>®</sup> **Leadership** Development System

Technical White Paper

## Executive Summary

High-functioning organizations focus on building safety leadership skills in managers and front-line leaders. Organizations that invest in leadership development experience fewer injuries, a more engaged workforce, lower turnover, and higher levels of performance.

The SafeAlign System uses common managerial safety activities as a lever to improve transformational leadership, instill a safety value in people, and control exposure. By focusing on improving the quality of safety leadership activities, SafeAlign helps build leadership credibility and creates a culture where change is embraced and workers are engaged. All of this is accomplished by first integrating safety into a leader's daily workflow.

This white paper introduces the core principles of SafeAlign and outlines how this comprehensive system strengthens supervisory and manager safety leadership, resulting in an enhanced culture, more exposure control, and fewer injuries.

The SafeAlign Leadership Development System reduces workplace injuries by getting the organization to focus on identifying and controlling exposure. This is achieved by strengthening the quality of supervisor and manager safety activities and enhancing transformational leadership skills. The outcome of this work is both a more engaged workforce and a culture of commitment.

## How It Works

**The SafeAlign System enhances leadership skills by focusing on safety activities that reduce exposure, thereby reducing injuries. It consists of four steps:**

### 1. Laying the Foundation

Effective leadership development systems require customization related to real issues and exposures the organization is dealing with. Once a better understanding of the organization's past efforts is established, it becomes easier to recognize the foundational elements that carry the highest probability of success. Critical in this step are

the formation, chartering, and organizing of an oversight group tasked to meet regularly. This group will:

- Set the objectives for the initiative.
- Recommend workshops and their sequence.
- Confirm the rollout schedule and plan.
- Develop a communication plan.
- Establish safety activity targets.
- Agree on the dashboard elements.
- Remove barriers to the implementation of the tracking technology.
- Align around the attributes of the desired culture.
- Outline the process for onboarding new leaders.

### 2. Developing Skills

This step uses a multiplatform learning approach to enhance the effectiveness of specific safety activities and leadership best practices. It includes knowledge and skill-building workshops, reinforced through in-field coaching and technology-based prompts of key concepts. Every manager and front-line leader participates in this development activity.

## SafeAlign® System Attributes:

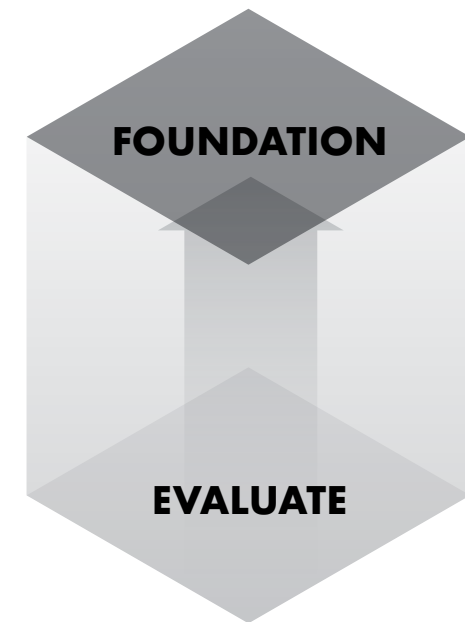
**Customized design to fit each organization's needs and objectives.**

**Blended learning approach with consistent refresher content.**

**State-of-the art and real-time tracking of on-going safety activities and exposure reduction.**

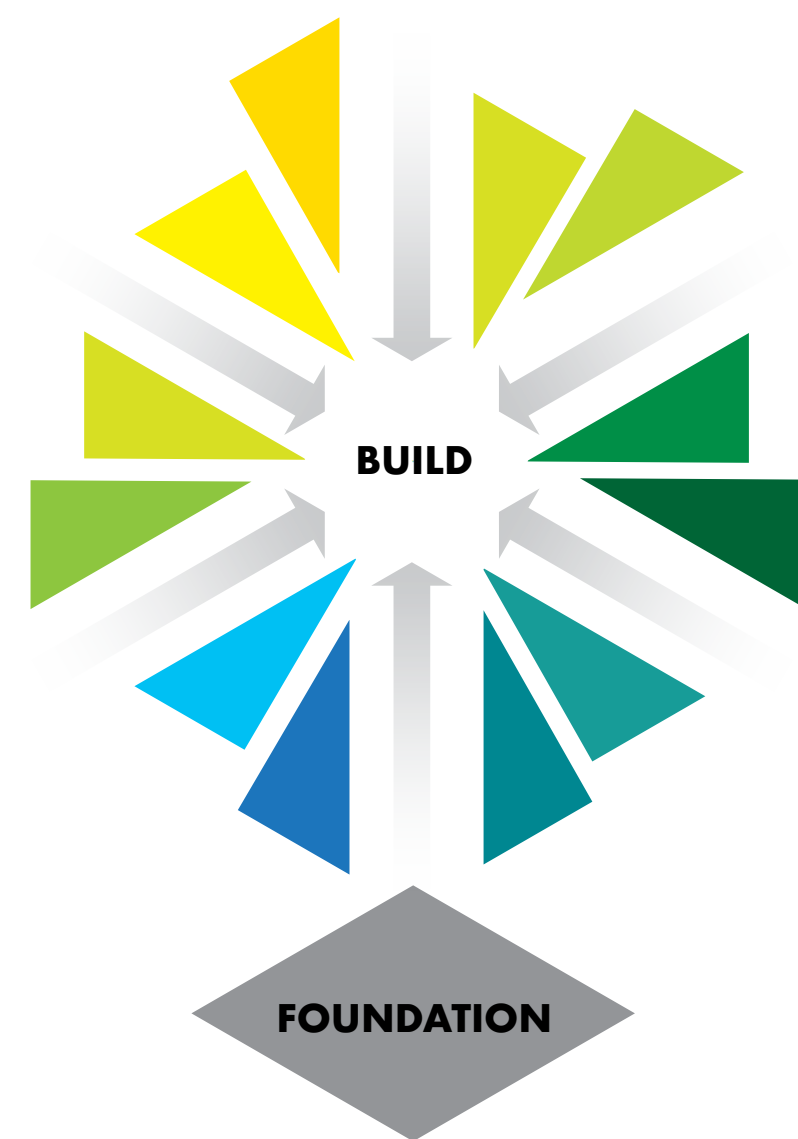
**A robust governance and oversight structure.**

## Core Methodology



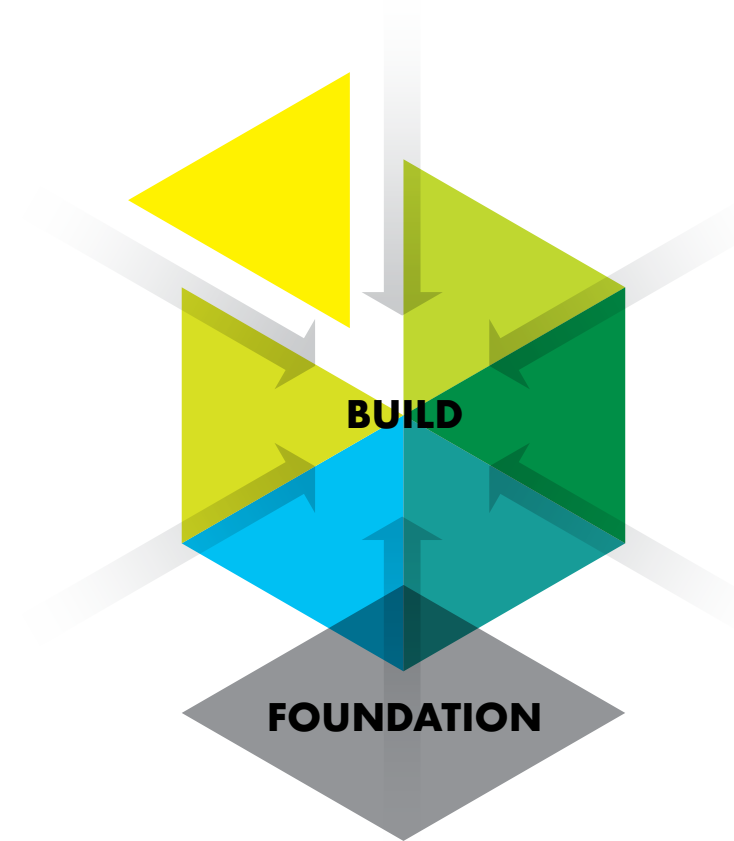
### LAYING THE FOUNDATION

- Establish oversight and governance
- Clarify objectives
- Plan timeline and milestones
- Develop engagement scorecard
- Set targets
- Install technology platform



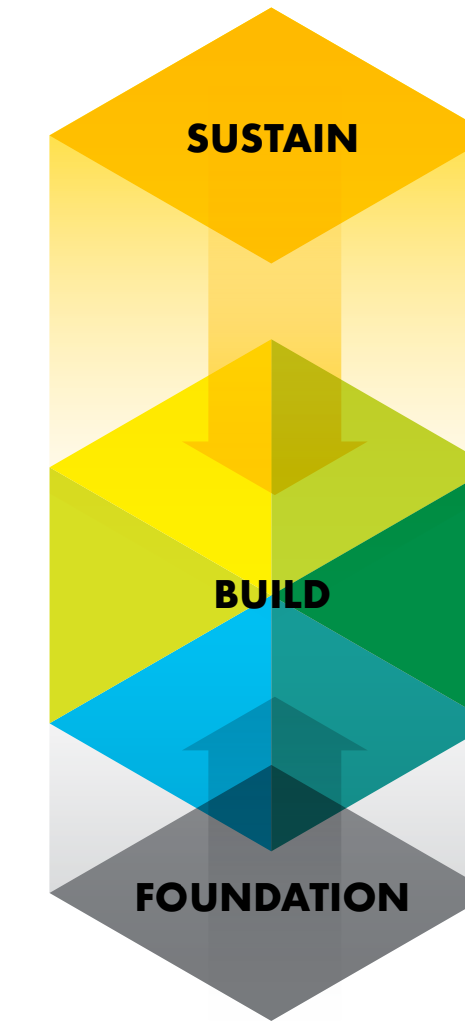
### DEVELOPING SKILLS

- ▶ **Leading with Safety®**
- ▶ **Safety Contacts**
- ▶ **Job Safety Briefings**
- ▶ **Physical Hazard Inspection**
- ▶ **Field Verification of Life-Saving Controls**
- ▶ **Controlling Brain-Centered Hazards™**
- ▶ **Understanding and Influencing Behavior**



### DELIVERING RESULTS

- Higher-quality leader safety activities
- Increased demonstration of transformational leadership
- Reduced exposure
- Increased human performance reliability
- Fewer injuries



### CREATING SUSTAINABILITY

- Developing leader of leader coaching
- Leveraging data by:
  - Reinforcing engagement
  - Tracking exposure reduction
- Conducting refresher training and new-leader onboarding



## 3. Delivering Results

A critical element of success is tracking leader engagement, as well as exposure control and reduction. Tracking ensures that leaders at all levels of the organization are using their newly acquired skills and fulfilling their commitment to the process. To build credibility, these leaders need to track the exposures identified through the various safety activities.

## 4. Creating Sustainability

Almost all organizations struggle with sustaining leadership development efforts. The top two challenges to sustainability are failing to integrate new leaders into the system and drifting away from using the newly acquired skills.

Transitioning must deal with leadership drift, which occurs when leaders move away from best practices approaches to their safety activities. SafeAlign deals with these issues through governance and oversight, tracking of leader participation, and ongoing Leader-of-Leader coaching.



**Additional workshops are available beyond the core and are introduced based on specific client needs.**

### **What Is Leader-of-Leader (LL) Coaching?**

LL coaching involves training leaders on how to coach the people they directly manage through observation and feedback. In this scenario, LL coaching, periodically, takes place in the field, where front-line leader's performance of safety activities can be observed. Observation is followed by a discussion of safety activity effectiveness and the application of leadership skills. The commitment to the process by LLs will result in improved safety activity participation and a recommitment to the process by front-line leaders.

The challenge of teaching new leaders is unique to every organization. Options include developing internal expertise, remote training, and remote coaching. One element proven to be crucial for the successful integration of new leaders is the LLs' acknowledging that they are responsible for taking the new leader into the field and

conducting coaching, even after the person has been trained. To achieve this, DEKRA OSR consultants work with the governance team to identify the methodology that is most practical for the organization.

### **The DEKRA OSR Approach: A System for Continual Improvement**

The SafeAlign System has eight focus areas, or modules. Each module includes a classroom component, and six of the modules include an in-field coaching component.

For most organizations, Leading with Safety® and Safety Contacts are the first modules after which a new learning module is added every two to three months.

Except for Safety Contacts, each module is four hours long. Safety Contacts is a six- to eight-hour workshop, because it has two field excursions built into the curriculum.

### Module 1: Leading With Safety

Participants learn the concept of exposure and why focusing on exposure is more effective than focusing on injury prevention. They also learn how their actions as leaders impact culture and safety performance and why a personal safety vision is important — for both employee engagement and creating a change in beliefs and actions. Each participant will leave the workshop with their Personal Safety Vision statement that will be used in future workshops.

### Module 2: Safety Contacts

Participants learn how exposures contribute to the majority of injuries and how to provide feedback in ways that not only reinforce their Personal Safety Vision but lead to moments of transformation for the people they contact. Safety contacts give supervisors and managers the opportunity to identify exposure, evaluate whether the exposure is controlled, and engage workers in a discussion that can lead to changes in beliefs and understanding.

### Module 3: Job Safety Briefings

Participants learn the critical attributes of a Safety Briefing, including a discussion of the most crucial exposures, when pause work is expected, and when the team should re-brief. Leaders will develop communication and collaboration skills that engage workers and motivate participation.

### Module 4: Physical Hazard Inspection

Participants learn the steps to conducting a three-level hazard inspection and how to discuss them with employees and other leaders. Leaders learn how to detect – immediate and potential – hazardous conditions, actions, and circumstances and how to respond effectively.

### Module 5: Field Verification of Life-Saving Controls

Participants learn about exposures that can lead to serious injury or fatality. Using a clients' developed checklist, leaders learn how to verify controls that

protect employees from harm. Once controls are verified, leaders learn effective communication techniques that reinforce consistent use of controls going forward.

### Module 6: Controlling Brain-Centered Hazards™

In this session, participants learn about the neuroscience surrounding brain-centered hazards, how to recognize them, and the actions necessary to control these hazards in the workplace.

### Module 7: Understanding and Influencing Behavior

For most organizations, more than half of the injuries involve soft tissue. These injuries also happen to be the most expensive to resolve. Participants learn about load factors that contribute to soft tissue injuries. They learn how to discuss reducing the load and increasing the capacity with employees. The steps of preventing soft tissues injuries are discussed and practiced.

#### The SafeAlign Advantage

**Provides a proven track record of injury reduction, culture enhancement, and relationship improvement.**

**Develops safety leadership confidence and skills.**

**Moves your organization from focusing on preventing injuries to focusing on understanding and reducing exposure.**

**Sustains the intellectual property and expertise of your organization.**

**Delivers real-time data for efficient decision-making.**

**Streamlines data analysis through digital enhancements, talk-to-text, and real-time information sharing.**

**Provides e-learning and web-based instructional opportunities, as well as refresher video instruction.**

## Conclusion

Expecting leaders to develop skills and capabilities by reading books or watching videos is unrealistic. Organizations that are serious about strengthening their safety leadership understand it is crucial to invest in a system that delivers tangible results.

For over a decade, thousands of leaders from around the world have benefited from the SafeAlign Leadership Development System. The system's structure ensures consistent learning that travels deep within an organization while providing the flexibility required to adapt the content and approach to what that organization needs in order to transform its safety culture.

The DEKRA OSR support team possesses years of expertise in leadership, culture, and safety change management. They are committed to transforming the safety culture so it thrives within organizations for years to come. Their commitment matters. The comprehensive nature of SafeAlign means organizations will experience fewer injuries, enjoy a more engaged workforce, see lower turnover, and experience higher levels of performance than ever thought possible.

**Contact us to learn how we can help your organization build safety leadership expertise that will deliver safer outcomes and fewer injuries.**



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