

# Effective Safety Leadership Practices

## Take the LUCK Out of SAFETY

### WHAT'S WRONG

#### **FOCUSING ON LAGGING INDICATORS**

**Reactive.** Lagging metrics drive reactive safety management—action taken only when there is a problem.

#### **INJURY-BASED INCENTIVE SYSTEMS**

**Misplaced reinforcement.**  
Can reinforce non-reporting and avoiding injury through sheer luck.

#### **OVERRELIANCE ON TRAINING**

**Necessary but not sufficient.**  
Training alone will not change behavior.  
Retraining rarely solves safety problems.

#### **MOTIVATIONAL SIGNS**

**Little to no impact.** Short-term effect, at best. Signs are ignored within days of posting.

#### **BLAME AND DISCIPLINE**

**Destructive to relationships and engagement.** Discipline is often misused. Leads to underreporting and 'us vs. them' culture.

#### **DISCOURAGING NEAR-MISS REPORTING**

**Fear and avoidance of reporting.** Reporting is cumbersome and often leads to blame.

#### **SAFETY COP**

**Focus on what is wrong.** Safety interactions that focus on pointing out what is wrong undermine trust and engagement.

### WHAT TO DO INSTEAD

#### **FOCUS ON LEADING INDICATORS**

**Proactive.** Measure and manage leading indicators—what people are doing each day to prevent incidents.

#### **BEHAVIOR-BASED REINFORCEMENT SYSTEMS**

**Reinforcement for correct behavior.** Identify and strengthen high-impact behaviors at all levels to ensure sustainable safety improvement.

#### **NEEDS-BASED TRAINING**

**Training only for *can't do* situations.**  
When the root cause is a *won't do* vs. *can't do* issue, change the consequences.

#### **MOTIVATIONAL CONSEQUENCES**

**Impact through follow-through.**  
Demonstrate commitment to safety through actions and consequences, not signs.

#### **ANALYSIS AND ACTION**

**Beneficial to relationships and engagement.** Build joint accountability for corrective actions rather than blaming.

#### **ENCOURAGE NEAR-MISS REPORTING**

**Willingness to report without fear.** Positively reinforce near misses as learning opportunities.

#### **SAFETY COACH**

**Build on what is right.** Shape improvements through positive reinforcement to strengthen safe behavior and build engagement.



**SAFE**  
BY ACCIDENT?

Take the LUCK out of SAFETY  
Leading Practices that Build a Sustainable Safety Culture



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