

LEADERSHIP

- Failures in leadership are invariably failures in CHARACTER rather than COMPETENCE
- General Norman Schwarzkopf



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OHS Leadership Learning Experience (3 days)

For Managers, Supervisors & OHS Professionals

Summary

Day 1 Leadership Theory (Highly Interactive)-Includes dinner with guest speaker on leadership, (Participants are advised to stay at the venue overnight if they are going to have a few drinks)

Day 2 Putting the theory into practice (including over night adventure-based exercise)

Day 3 Concentration on OHS Leadership

Afterwards Follow-up in the workplace

OHS professionals need OHS leadership competencies for at least 4 reasons-

- 1 To lead the safety function
- 2 To lead other safety professionals
- 3 To lead teams and/ or projects working on safety work
- 4 To work within a team management environment to achieve mutually agreed goals.

Supervisors / managers need OHS leadership competencies to-

- 1 Set the safety example
- 2 Lead the safety effort in the organisation
- 3 To work within a team management environment to achieve mutually agreed goals.

The following is based on the author's leadership learning in the Australian Army, leadership learning the author participated in with a past employer, leadership work the author has done with the "Connect" Program for at risk youth, examining Intel and McDonalds leadership learning programs and wide reading on leadership. A few drinks and discussion with experienced learning facilitators has also helped.

Note-An experiential learning approach will be used for the workshop with lots of activities, discussions, case studies, exercises and an outdoor activity

OHS Leadership learning experience –Workshop (Three days plus overnight camp) +Follow-up

George's OHS Leadership paper and What Makes a Safety Management System Fly as pre-reading

Day 1-Start8am

Guest speaker on the importance of embracing change

Facilitator gives an overview of the OHS leadership learning experience-subject to change dependent on participant needs

Define the rules or principles the programme will be run by.

Participants give a professional and personal self-introduction (about 10 minutes), what they expect from the program and discuss their needs

Inform all participants they will have to complete a safety WOW project.

Inform participants they will be required to nominate the most outstanding participant on the course

Re-think commitment to learning program and give the opportunity to opt out

Discuss Leadership versus Management

Personal qualities of leaders

Trust & values

12.30-1pm Lunch (Buffet)

Vision & Mission

What leaders have to do

In extremis leadership

Discussion on required enhancements on our personal leadership style

7pm -10pm (bar closes) Course Dinner with Leadership guest speaker ((Participants are advised to stay at the venue overnight if they are going to have a few drinks)

Day 2 8am Start

Case study on leadership approach

More leadership theory

Force-field analysis on organisations Safety Management System

12.30-1pm Sandwich & juice lunch

1pm-Leave for canoe trip at Fernvale

Travel to Fernvale, brief on canoes, canoe trip(will bring out team building and leadership issues)

Overnight camp (shelters will be provided but bring sleeping gear, toiletries, food for tea & breakfast, plates, cooking utensils, cutlery, any medication, water bottle etc.)

Will cook tea over open fire(bar-b -q plate available), with the exception of food and drinks whatever you take will have to be carried on the canoe with you. Soft drink, orange juice and a few beers & wine will be provided)

It is suggested you develop a checklist of what you are taking with you, remember not too bulky, and liaise with each other and George on what you are taking. What you take could include sleeping bag, pillow, high density foam mattresses will be available, can stew, baked beans, spaghetti, various types noodle dishes, vegetables, salad, steak, sausages, chicken, sardines, cereal, long life milk, tea, coffee, plates, knife / fork / spoon, small fry pan, bread, butter, jam, vegemite, cooking oil etc. You may wish to liaise with other group members on what to take (leadership & teambuilding)

Erect shelters, cook tea, overnight camp, guided discussion around the campfire (Discussion on what is important in your personal and professional life, develop an action plan to improve your general effectiveness and particularly effectiveness as a safety leader), few beers & wine, go to bed

7am,pull down shelters, pack gear, have breakfast, return to Brisbane

Day 3-10am-Back in the training room

Participants talk to the 1-2 page summary they have prepared of George's OHS Leadership paper and explain what safety leadership means to them

Safety leadership theory

Group discussion "What makes an excellent safety leader?" (Video taped for later sharing with direct reports if deemed appropriate)

As a group define the criteria for a safety WOW project

Complete a leadership personality profile

Noon-Sandwich, juice, fruit lunch

In training room group problem-solving exercises

Participants propose their safety WOW project and discuss with other participants

Participants share stories about their best leadership efforts

Observe video of direct reports talking about the style of leadership they believe is necessary

"Where to from here?"-What additional assistance is need to participants in their journey to becoming excellent safety leaders?

Discussion "Rate yourself as a OHS leader and share steps and plan to become an excellent OHS leader"

Presentation of Kouze & Posner's text "The Leadership Challenge" to all successful course participants

Presentation of the text "Leadership Lessons from West Point" to the participant judged by peers as the outstanding participant on the workshop

De-brief & evaluation

Finish 4pm

After the training program

Share leadership plans with direct reports and get feedback

Write a reflective journal for at least 3 months, at least weekly, discuss monthly with your mentor and team leader, share with team as appropriate

Monthly discuss improved approach with team

Monthly discuss with stakeholders progress on the safety WOW project

Celebrate success of the safety WOW project