



4 SAFETY STRATEGIES FROM A CHANGE LEADER

Leonard Hayes, manager of Environmental Services culture and training in the Northwest, has helped his department become a program-wide leader in workplace safety. Here are four ways he got results.

- 1 Give information and recognition.** Give people the information they need to understand the issue and its impact. Provide regular reminders, in huddles and emails, with relevant safety tips. And recognize success, so teams know *you* know they are working hard and making a difference.
- 2 Be present.** Make regular rounds with your teams on the floor. Be available. It shows your care and concern, promotes mutual learning and builds mutual respect.
- 3 Create a culture of safety and learning.** Encourage safety conversations and small tests of change. Build training into every team meeting. Ask questions, identify needs jointly and be open to new solutions. And when mistakes are made—especially if *you* make them—acknowledge and learn from them.
- 4 Listen, respond, follow up.** When people identify a problem or raise a concern, act on it. If it's within your control, fix it. Or talk with others to get the information or resources needed. Then let people know what's been done.