

Good Communications Ltd

Health and Safety Manager Report

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Sam Sample

Organisation:

FinxS

Date:

26.09.2016



Manager Health and Safety Behavioural Report

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The Manager Health and Safety Behavioural Report is a tool for use in the drive to create a positive, healthy and safe workplace culture



L E A D



I N F L U E N C E



C O M M U N I C A T E



E M P O W E R

- Empower Managers with information on their behavioural style, so they can make adjustments that could positively affect their own and others' health and safety environment
- Support the design of better processes with psychometric data and feedback from employees
- Engage Managers in health and safety matters with a report that focuses on their particular strengths and challenges
- Provide feedback about the 'soft-skill' competencies that are essential for dealing with and communicating health and safety issues.

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Natural Behavioural Style

The following descriptions are derived from the FinxS Behavioural Analysis questionnaire data. These behaviours take the least effort for them to exhibit, are the most comfortable for them and are likely to be apparent when a spontaneous response is required.

	D	I	S	C
Profile II	35%	40%	25%	0%

{{first_name}} is generally described as...

Social, pleasant, sociable, thorough, organised, goal-oriented, ambitious, independent, emotionally unyielding, nice, easy to approach, people-oriented.

{{first_name}}'s strengths are...

- Is competitive in a people-oriented way
- Can keep people motivated
- Doesn't crush others when changing things
- Takes notice of emotions
- Can generate ideas
- Has a longer perspective in perceiving things
- Can sell one's ideas to others
- Dares to work without instructions
- Is encouraging and positive
- Can be patient
- Does what is best for the team
- Likes people

{{first_name}} is happiest when...

Sam is motivated by social human contacts, good human relationships, acceptance in the team and co-operation. Actually he is not a person who could work for others, but he likes to create good environment and enjoys putting people in a good mood. He likes independence inside an organised company. Sam also needs a certain amount of freedom.

{{first_name}} may try to avoid...

This type of person does not like strict instructions nor chains that make his work boring and limited. He does not like an exaggerated pedantic attitude nor faultfinders. Sam has difficulty approaching people who do not know how to have fun or cannot enjoy each other's company.

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How {{first_name}} approaches communication...

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

{{first_name}}'s general decision-making preference...

He can certainly be a good, deliberate decision maker in his field. In new matters, he may superficially analyse the facts and to some extent trusts his intuition. Sometimes he can be cheated by involving emotions.

Questions Relating to {{first_name}}'s Behavioural Style

The following questions relate to the general workplace and can be used to initiate discussion and reflection on how their Behavioural Style impacts the health and safety environment.

You get along with people very well. What kind of work co-workers would you not want to have?

You usually see good in all people. What good do people see in you?

You live through emotions. What do you do if you feel that things are going well and I say that they are not?

You are not very careful. How can one make sure that you will not make visible mistakes with the customer?

You are enthusiastic and seek acceptance. Can people sometimes manipulate you? When do you put your foot down?

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Adjusted Behavioural Style

	D	I	S	C
Profile I	60%	40%	0%	0%

Questions Relating to {{first_name}}'s Adjusted Behavioural Style

The following questions relate to how {{first_name}} perceives the need to consciously adjust his/her Behavioural Style for the current environment. Some behaviours may be emphasised whilst there may be a decrease in others, if insufficient motivational factors are present. Behavioural modification, especially over the longer term, may require a significant expenditure of energy from the individual.

Presently he feels that he wants to / has to be even stronger, bolder and more independent than he naturally is.

Are you being pressured into generating profit or making decisions?

He feels that he is getting all the attention and feeling of belonging that he wants and does not feel that he should stay away from people.

How do you show it when you are no longer motivated?

He tries to be more active than his natural style and may feel that he has to do several things at the same time and not be able to do them properly. At the same time he may be a little restless.

What would you leave out of your current responsibilities?

He needs an extremely great level of independence in his own work and does not like chains or restricting rules. At the moment, he does not seem to have any.

In making decisions, which issues would you like to keep to yourself?

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Behavioural Competencies in a Health and Safety Context

Managers' actions (conscious and subconscious) are crucial for the creation and maintenance of a positive health and *safety culture (defined here as the common set of assumptions, values and beliefs shared by organisational members (Bahn & Barratt-Puch, 2006).

The model of human behaviour has shifted from one in which workers have to be driven, to a more mature understanding of what makes people 'tick' (Hudson, 1999). This report provides insights into what makes this individual 'tick' and have been selected for their relevance to research findings from recent reputable studies and sources (see appendix), and in response to the NZ Government's initiatives and directives. The report focuses on the following key areas:

- Lead
- Influence
- Communicate
- Empower

Research shows that businesses that show the positive link between health, safety and productivity have a good level of co-operation between management and employees and allow for creative solutions to specific occupational health and safety problems. For those aspiring to this same level of health and safety maturity, improving interpersonal communication is often a primary goal and this is a focus in this report.

This report is a resource to help {{first_name}}, the organisation as a whole, and/or a qualified workplace health and safety advisor or trainer - to understand how {{first_name}}'s Behavioural Style is contributing to the overall health and safety culture.

Improvement areas are highlighted both with feedback from employees and with dynamic health and safety suggestions (found at the conclusion of the report) that are based on the individual's behavioural style.

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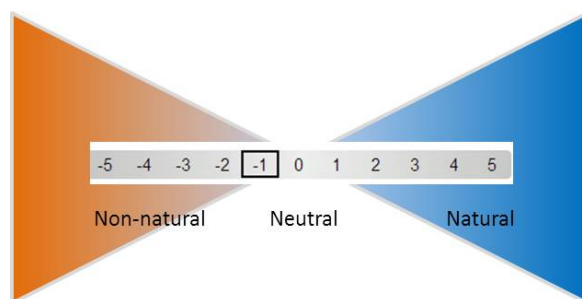
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Score Interpretation

{{first_name}}'s Natural Behavioural Style is plotted on a scale for each health and safety related competency. NOTE: This is not a measurement of ability, but rather a measurement of motivation/preference.

- **a rectangle to the left of 0 shows this behaviour is NOT their preference**
It may be less enjoyable; require more effort or be an action that they rarely take spontaneously.
- **a rectangle to the right of 0 shows this behaviour IS their preference**
It may be more enjoyable; require the least effort from them or be an action they take spontaneously.



This score interpretation applies to the following pages:

- Lead
- Influence
- Communicate
- Empower

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LEAD

In striving toward a 'true culture of safety' organisations must continue to investigate the link between how managers act on a day-to-day basis and health and safety outcomes in the workplace.

Managers play a crucial role in creating, perpetuating and reflecting the organisational health and safety culture*. The relationship between leadership style and psychological wellbeing has been supported through observation and experience. A recent New Zealand study by Massey University, found in particular that bullying (along with other factors) was associated with certain leadership types (Bently, T., et al 2006) and it is not just physical but emotional wellness that contributes to a healthy and safe working environment. The following competencies take into account recommendations from anti-bullying workplace initiatives.

*defined here as 'the collective expression of the values, beliefs and attitudes, as well as the organisation's systems and practices (Reason (1997))



Match Percentage: 43%

□ Person score ■ Expectation

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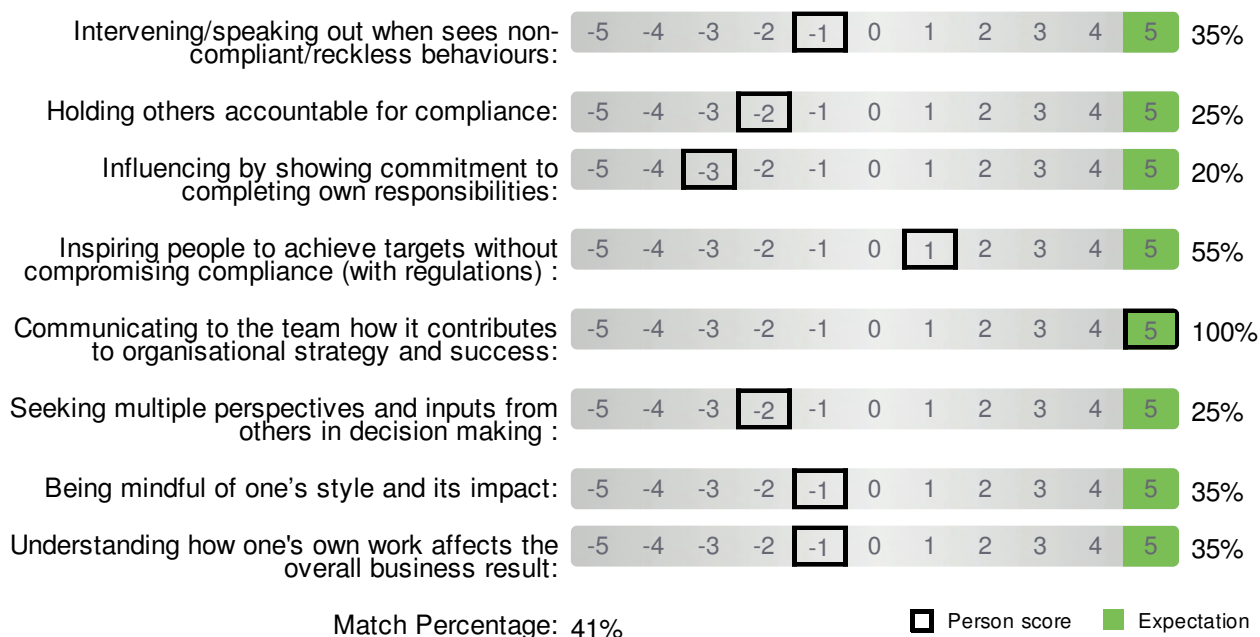
INFLUENCE

Managers influence how workers perceive the importance of health and safety.

Even when health and safety essentials are in place and working well, production can still sometimes be prioritised over safety. Compliance may be driven by control and monitoring may be focused on accident statistics. However in the drive to reduce incident rates, the workforce must be proactively engaged in improving the health and safety environment, and the lessons learned be applied on a day-to-day basis.

How Managers attend to their duties (e.g.; deal with additional work, delegate responsibilities, monitor team workloads, conduct team meetings and deal with conflicts) influences how others perceive the importance of health and safety to that manager, and sometimes the organisation as a whole (although these are not always seen as one-in-the-same).

Managers affect the safety culture in their observable (although not always conscious) actions, and the following competencies show how the Manager is likely to go about influencing others on the health and safety message.



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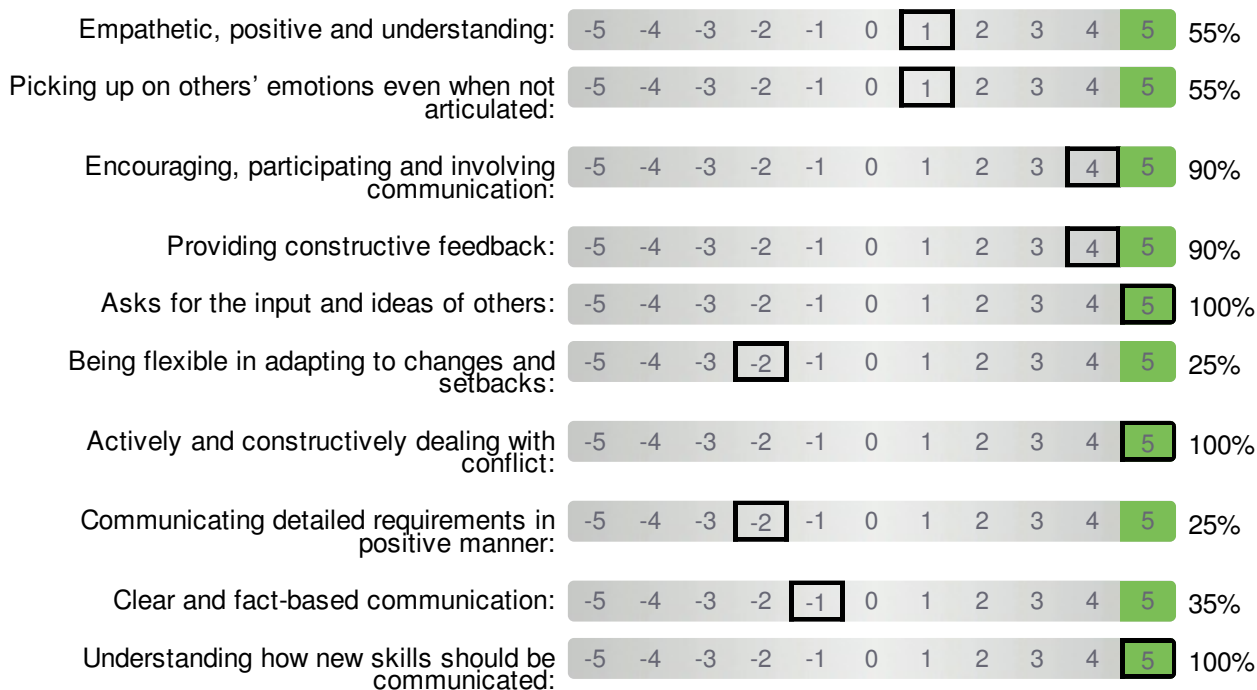
COMMUNICATE

When health and safety essentials are in place and working, sometimes production is still prioritised over safety; compliance may be driven by control and monitoring is focused on accident statistics. However in the drive to reduce incident rates, the workforce must be proactively engaged in improving the health and safety environment, and the lessons learned be applied on a day-to-day basis.

Effective communication on health and safety procedures, risk management, hazard identification and compliance issues is primary. However, Managers must engender open and honest communication for 'on the floor' observations to be realised and integrated as part of a body of health and safety knowledge. This may also enhance a sense of belonging and control over the environment and enhance the ability to engage the greatest resource we have - people.

Weick and Sutcliffe argue that **relationships and continuous conversation are the best way to manage risks that systems haven't anticipated**. A 'near miss' should be embraced as an opportunity to discover new and previously unseen important information.

However, the capacity to find and willingness to report errors only really develops in a culture of trust or 'psychological safety' - where individuals are able and encouraged to speak up and offer honest communication about their observations, without a fear of negative repercussions.



Match Percentage: 68%

□ Person score ■ Expectation

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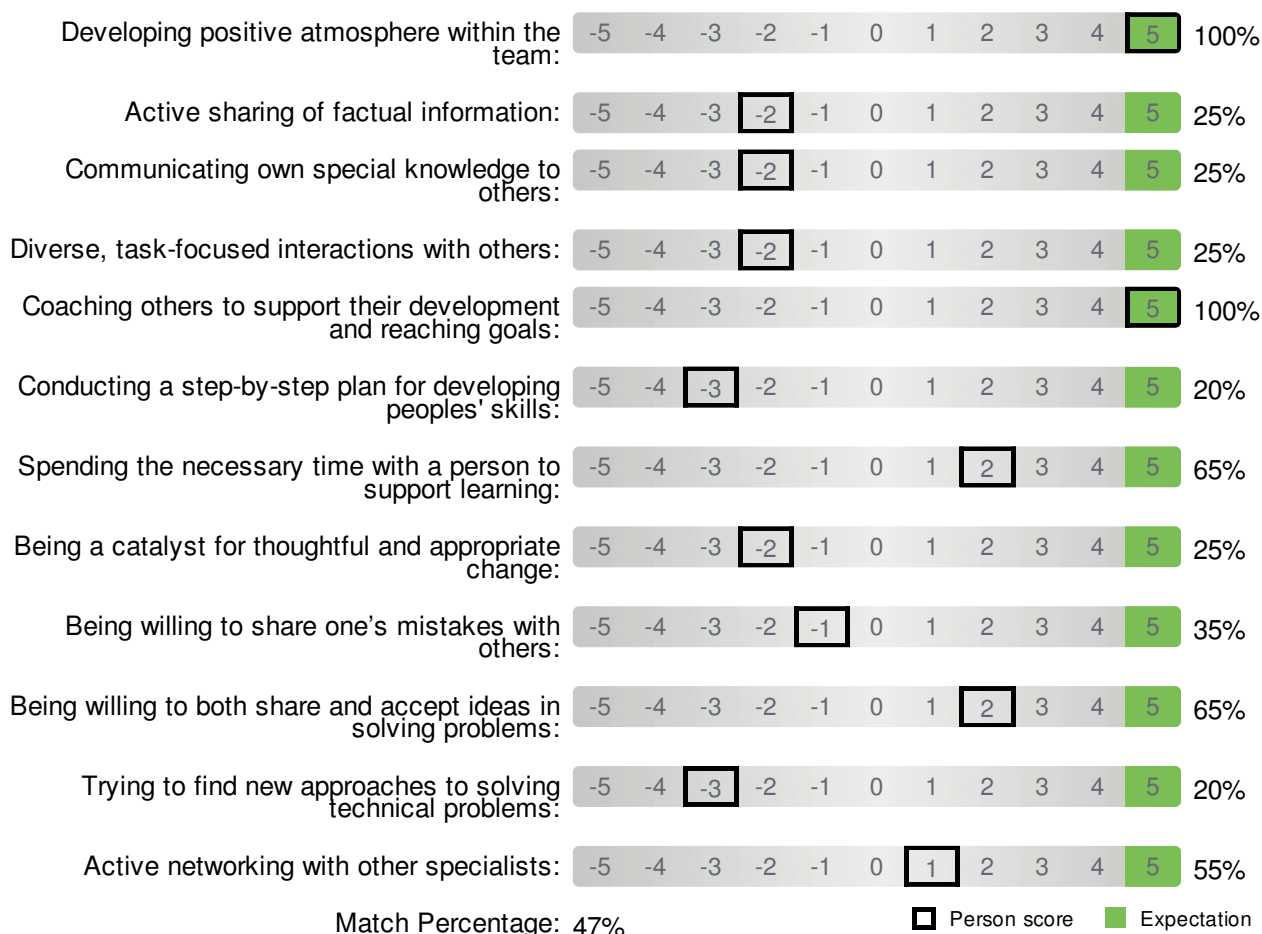
EMPOWER

An assumption that authority equals expertise can result in people failing to report important health and safety related observations because they assume the person in authority already knows or might not be interested in their opinion (based on research by Weick). It is important for Managers to empower employees to instill the idea that there are 'shifting locations of expertise' and that taking advantage of those employees 'on the floor' is essential. This contributes to an employee's health and safety obligation.

A central belief in occupational and health and safety literature is that people perform better when they are physically and emotionally able and wanting to work. They link good levels of co-operation between management and employees; a high-quality working environment; employees being given challenges, responsibilities and job autonomy with higher productivity, better health and safety environments and in the end, higher profits or meeting service levels. Some also highlight the importance that younger employees are placing on leadership qualities such as being pleasant, friendly, open, honest, and hardworking as opposed to the 'demand and control' style.

The managerial competencies chosen by the Health and Safety Executive (UK) as well as those contained within many 'Safety Climate' surveys*, focus on the importance of reducing the potential for stress in teams and in creating a health and safety environment that encourages open communication - where the atmosphere is one of 'collaboration and collective learning' so everyone is involved in safety together. The following competencies were chosen to highlight the importance of these empowering behaviours.

*for example: Health and Safety Climate Assessment Tool devised by the Centre of Construction and Work Health and Safety in Australia



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General Recommendations for {{first_name}}

These tips are dynamic and relate directly to {{first_name}}'s natural behavioural style. They are suggestions that can be put into practice on a day-to-day basis, that may help this particular behavioural style be more effective.

When managing...

- Try to keep your written communication as matter-of-fact as possible
- Learn to find the errors - and do something about them
- Learn to ask for and listen to feedback about what you say
- Make sure you have a detailed follow-up system - and that everybody is aware of it
- Create a system that identifies the problems when they occur

What are the **most important** and useful recommendations to keep in mind?

Which recommendation could assist you in helping to **create a healthier and safer** environment for yourself and others?

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When training or guiding others...

- Learn ways to make sure everybody understands every single detail
- Be careful not to focus too much on the outgoing trainees
- Be careful not to include irrelevant material
- Learn to provide the facts first and only then discuss the opinions
- Practise every section in advance with a timer

In what ways could you **improve on your delivery** of health and safety information?

How could your behaviours affect the way this **information is valued or its importance** is perceived?

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Specific Health and Safety Recommendations for {{first_name}}

The following recommendations have been created to increase {{first_name}}'s awareness of behaviours that can improve the safety and health culture within a working environment.

They can be used to help focus the design, development and implementation of health and safety interventions and training.

- The reporting of mistakes, near misses and more serious incidents is an opportunity for your organisation to improve standards
- Keeping to procedures and policies may seem 'restrictive', but they are there for the safety and health of everyone
- Think about how complying with procedures and rules helps achieve the overall goals of the organisation
- Don't procrastinate with documentation
- Ask your supervisor the key details you need to do your tasks safely
- Ask your supervisor to help you align your personal goals with organisation's health and safety goals
- You are likely to react to situations on an emotional level - try to stay cool and composed

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Appendix

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Thank you for your participation in the
FinxS Behavioural Analysis Assessment and utilising
this Manager Health and Safety Behavioural Report

This report is intended as supplementary and supportive information for use by organisations in their aims to comply with industry and national Health and Safety requirements and to improve the health and safety environment and culture. It should not be used as the sole justification for any changes to the workplace or individual's employment - including a person's role, task organisation or design.

If you have any concerns regarding implementation of any new health and safety initiative, seek professional advice.

For a full analysis and debriefing of this report's contents, please contact the publishers or the consultant who was responsible for commissioning the report.