

Supervisor Leadership Skills for a Safe Workplace Training Course

Presented by Marie-Claire Ross

1. Introduction

Thanks for undertaking “Supervisor leadership Skills for a Safe Workplace” training. Use this workbook as you go through the training video.

2. The Importance of Supervisors

Can you think of a time when you had a supervisor and they treated you really badly? How did they make you feel?

Can you think of a time when you had a supervisor and they treated you really well? How did they make you feel?

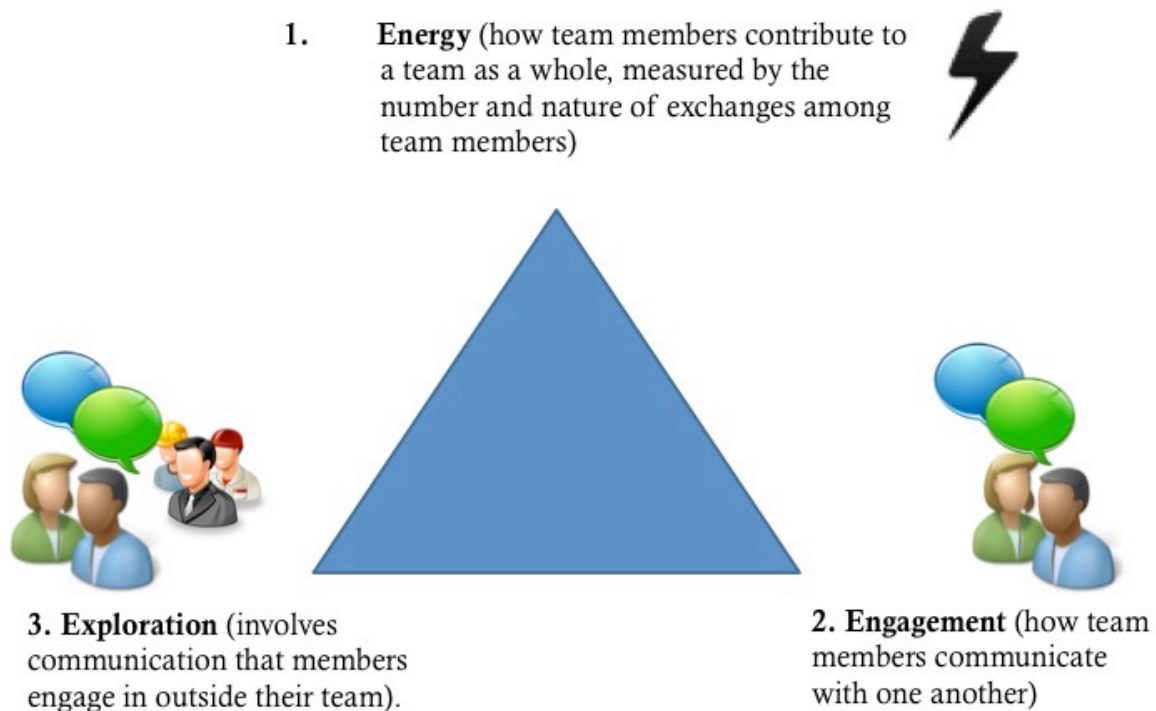
3. The New Workplace Culture Model



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Notes:

4. How to Connect Well with Your Team



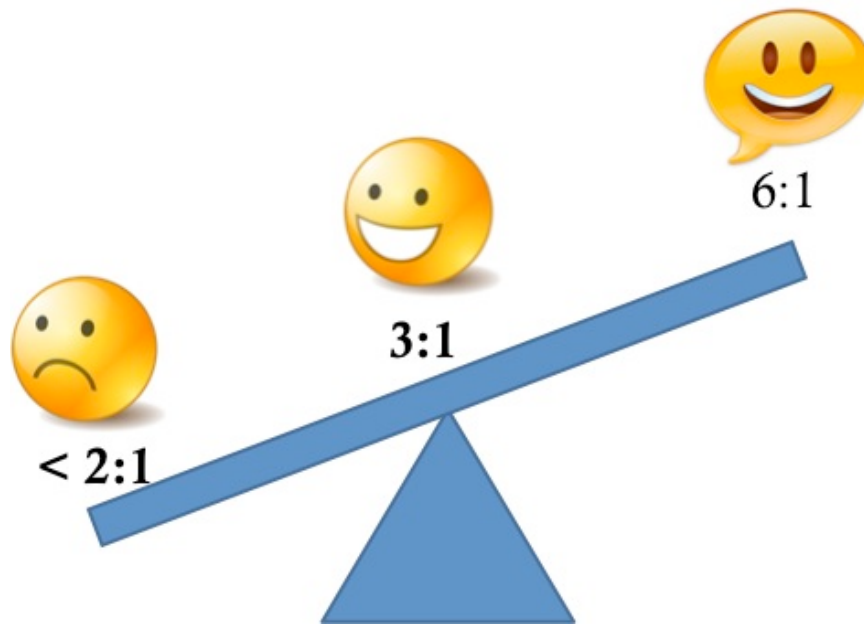
Notes:

5. 9 Connect & Collaborate Skills

5.1 Positivity

When to use:

- To lift morale and workplace happiness,
- To encourage staff to achieve goals,
- To promote a positive team spirit, when a negative complaining environment is taking over.



This is called a Positivity Ratio discovered by research undertaken by Barbara Frederickson.

She found that the base level for improving workplace performance is 3:1.

This is the tipping point for individuals, marriages and business teams to flourish.

6:1 is optimal performance, while poor performing companies operate at <2:1.

You can find out more about your own personal positivity ratio, by visiting the website:

<http://www.positivityratio.com/single.php>

Write down three positive comments about each of your team members:

Team Member (write name)	Positive Comment 1	Positive Comment 2	Positive Comment 3

Think of five comments you can make at your next toolbox meeting to increase the team positivity ratio. Write them down below:

Share this concept with your colleagues and encourage them to make more positive comments.

5.2 Gratitude

When to use:

- Poor morale,
- Staff feel unappreciated,
- Negative, complaining environment and want to make it more positive and uplifting,
- Staff aren't collaborating and are critical of others.

Put down your headphones and express gratitude to the next person you see. Write down what you will say.

When you get home, say thank you to your wife/husband/partner/parent/friend/children for why they are so important to you.

5.3 Stories & Metaphors

When to use:

To help team members:

- Understand complicated information,
- Undertake behaviours correctly,
- Listen during boring information,
- Realise that anyone can be injured and that those that think "that won't happen to me" can actually get hurt.

Take around 5-10 minutes to write down a story that demonstrates how a team member recently performed that exemplifies the type of behavior you want to encourage.

5.4 The Art of Questions

When to use:

- When staff are not being accountable for safety,
- If staff aren't speaking up in meetings,
- If you want staff to act smarter at work,
- To increase workplace happiness, autonomy and feelings of control.

Four Types of Questions



Questions assumptions.

Eg: *"Why do you think it has to be done that way?"*



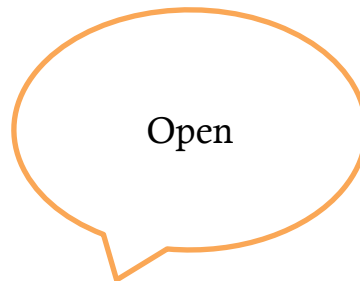
Questions when no-one has the answer yet.

Eg: *"What do you need to do to remember to use three points of contact when going down stairs?"*



Helps others to see what you can see.

Eg: *"What would happen if that pallet was put away over there?"*



Elicits ideas or explanations.

Eg: *"What can we do to get to zero injuries?"*

If you have young kids, try getting them into bed tonight by only asking them questions. If you don't have kids, challenge yourself by spending an hour at work only asking questions of your colleagues. Write down four styles of questions that you could ask.

5.5 Handling Complaints

Imagine that an employee comes up to you with a complaint. Write down how you plan to handle it. Eg: Would you smile, say thank you, shown concern, ask questions etc?

5.6 Debate Maker

When to use:

When staff:

- Aren't coming up with safety ideas,
- Are disinterested in safety,
- Appear not to be doing any "thinking",
- Are refusing to be accountable for safety,
- Have a difficult safety issue, that no-one knows what to do.

Think about a particularly difficult safety issue. Write out 10 questions to encourage staff members to think about how to solve it.

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Write down potential research that is required for your safety issue, then ask in your next meeting who wants to be responsible for each research task. At the meeting, get people to defend and then criticize, their viewpoints.

5.7 Working with Senior Management

Supervisors are important because they act as a gateway between senior staff and frontline staff.

Think about when you have not agreed with a senior management initiative. Write down 5 questions to get senior management to think about the issues you can see and which they might not even be aware of (Hint: refer to Discovery and Guiding Questions).

5.8 Difficult Safety Conversations

When to use:

When staff:

- Are undertaking safety procedures incorrectly,
- Are disinterested in safety,
- Appear not to be doing any “thinking”,
- Are putting the safety of other people at risk.

Remember, in Australia (and other countries) there is a legal obligation for companies to consult with staff about safety, so feeling uncomfortable about talking about safety can make you criminally liable, if you let it go unchecked.

Think about someone who has recently undertaken a safety process incorrectly, but who you didn't correct. Using the Six Step Plan for a Difficult Safety conversation, write down how you would talk to them about it. Use words and language that you are comfortable with.

1. Approach the person with an attitude of solving the issue (write how you plan to approach them) _____
2. Describe their behavior objectively _____
3. Express your feelings and thoughts about the person's behaviour _____
4. Let them know what behaviour is expected _____
5. Explain the benefits that will result from the new behaviour _____
6. Ask for commitment to the new behavior _____

5.9 Removing Gender Bias

Ensuring women are included in safety discussions fosters a healthy and happy workplace.

If you're a male, think about how you treat women in meetings. Do you know if you avoid eye contact? Write a plan on how you will now include females in your group.

Actions from Summary of Connect and Collaborate Skills: _____

6. Running a Great Toolbox Meeting

Actions from Running a Great Toolbox Meeting: _____


7. Using the Toolbox Meeting Template

Digicast Weekly Toolbox/Safety Meeting Template
Create and execute your toolbox meeting to engage and align staff with safety

Date:	Shift:
Supervisor:	Location:
1. Gratitude	
Encourage each staff member to every team member for any positive safety or workplace behaviours. Let people know that this technique will help them talk openly about safety. Also, keeps your positivity ratio high. Write down who you are thankful for (start with this to get ball rolling):	
2. Story	
Write down a story about great safety behavior that you saw in the workplace (and want to reinforce) and thank the person. If you have no story, ask someone else to tell a story. Can also be outside work, if safety related. Incorporate your company values, where possible.	
3. Performance Data	
Go through your performance information. Where possible, show colourful charts or pictures, to help people understand. Encourage people to improve and the reasons why.	

1

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Before your next safety meeting, fill out this double-sided template to help you remember what you have learnt in this training.

Remember, to try out a new technique first, before you decide whether or not it will work. Practise as much as you can.

Some techniques can be merged together. For example: You can give gratitude by telling a story.

Further Information

Visit <http://www.digicast.com.au/resources-supervisors> to get access to:

- Q Recommended reading list.
- Q Sign up for regular training information emailed to your inbox, to help you remember your new skills.

If you need a certificate or have any questions, please contact Marie-Claire Ross on 61 3 9696 4400 (Australian Eastern Standard time) or mc@digicast.com.au

For more regular information about improving workplaces, sign up for our blog at:

<http://www.digicast.com.au/subscribe-to-the-workplace-communicator-blog>

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Thank you.