



# RISK MANAGEMENT FOR LEADERS

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Certificate Series

## A Framework for Success

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The webinar will begin soon



# RISK MANAGEMENT FOR LEADERS

Certificate Series

## A Framework for Success

ICW Group Risk Management Services



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Director of Risk Management – East

Today's Presenters:



# RISK MANAGEMENT FOR LEADERS

Certificate Series

# Risk Management for Leaders Certificate Series

## A Framework for Success

Commitment to Safety – A Way of Doing Business

Cultural Impact on Safety

Engaging and Empowering Teams

Continuous Improvement – A Fundamental of Growth

The Power of Communication and Transparency



# Risk Management Leadership

This presentation was developed to express the vital role the management team plays with the safety for all employees and the control of operating cost.





# What's at Risk?

- Competitive Risk
- Reputational Risk
- Operational Risk
- Financial Risk
- Compliance Risk
- Strategic Risk
- People Risk

But most of all Quality of Life!





## Poll

Who plays the most important role in workplace safety?

- a. Company Safety Professional
- b. Supervisors
- c. Front line employees
- d. Executive leadership





## Poll

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- b. Supervisors**
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## Did you know?

*15% of a company's accidents can be controlled by employees – while 85% can be controlled only by management.*

– Dr. W. Edwards Deming



# Common Leadership Mistakes

- Focusing on rules enforcement
- Criticizing more than complimenting
- Unfamiliar with “Inspect, Don’t expect” philosophy
- Quick to blame their crew
- Quicker to take credit
- Blaming senior management
- Fancying yourself a leader

from **People Work** by Kevin Burns

## Manager

- gives direction
- has subordinates
- holds authority
- tells you what
- has good ideas
- reacts to change
- tries to be a hero
- exercises power

## Leader

- asks questions
- has followers
- is motivational
- shows you how
- actions good ideas
- creates change
- makes heroes
- develops power

# Resources

*Start with Why* – Simon Sinek

*Dare to Lead* – Brené Brown

*The Fearless Organization* – Amy C. Edmondson

*Safety by Objective* – Dan Peterson

*People Work* – Kevin Burns

*Practical Loss Control Leadership*  
– Bird and Germain

*Difficult Conversations* – Stone et al.





# Leadership Responsibilities

- 1 Commitment to Safety
- 2 Cultural Impact on Safety
- 3 Team Engagement
- 4 Continuous Improvement
- 5 Communication and Transparency





1

## Commitment to Safety

The crucial role of leadership in modeling safety behaviors and committing to safety as a core value.



# Leadership Responsibilities

1. Leaders are responsible for the safety and health of others.
2. Demonstrate safety leadership through actions.
3. Care deeply about their people.
4. Budgeting for safety provides significant opportunities for managing long term costs.
5. Risk management provides an operational strategy to improve overall management.

# Safety Leadership Through Actions

- Make safety practices a visible priority in daily operations.
- Promote genuine involvement from all levels of leadership.
- Make decisions that prioritize the well being of employees.
- Avoid mediocrity, complacency and status quo.
- Establish an organizational budget for safety.

# Investing in Safety

Do **YOU** have a budget for safety?

# Safety – An Operational Strategy to Improve Overall Management

*“The first duty of business is to survive, and the guiding principles of business economics is not the maximization of profit – it is the avoidance of loss”*

– Peter Drucker





2

## Cultural Impact on Safety

“Creating an environment where safety is integrated into every aspect of the organization, with management and employees working together toward common safety goals.”

– Dan Peterson







## Poll

According to Deming, what percent of incidents are controlled by management?

- a. 15%
- b. 50%
- c. 85%
- d. 95%



## Poll

According to Deming, what percent of incidents are controlled by management?

- a. 15%
- b. 50%
- c. 85%**
- d. 95%

# Leadership Responsibilities

1. Establish the organization's risk tolerance.
2. Set expectations for safety.
3. Build a positive attitude toward safety.
4. Value production and safety equally.



# Leader's Responsibilities

Establishing the Organization's Risk Tolerance

# Evolving Risk Tolerance



Football  
Wilderness Survival  
Back Country Skiing



Mountain biking  
Traveling  
Surfing



Golfing  
Fishing  
RV Camping



Fitness  
Coaching  
Family

A blurred background image of three business professionals (two men and one woman) in a modern office setting, engaged in conversation. The image is overlaid with a semi-transparent blue gradient at the bottom.

# Leader's Responsibilities

Setting Expectations for Safety



# Setting Expectations

- Integrate safety into daily operations.
- Create accountability at all levels of organization.



# Leadership Responsibilities

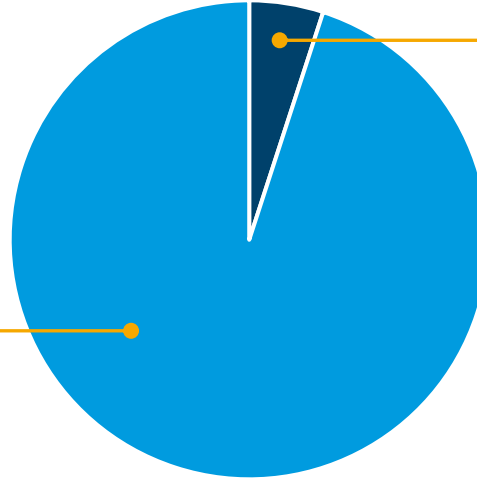
Being human, leaders have the human tendency to rationalize regarding accident causes; to focus on the “Careless” or “Unsafe” acts of employees and avoid blaming themselves.



# Did You Know That...

All Claims are Caused by...

**Unsafe Act**  
**90-95%**



**Unsafe Condition**  
**5%**

# Examples of Unsafe Actions

- Unauthorized operation
- Failure to secure
- Working at unsafe speeds
- Failure to warn
- Removing safety devices
- Using defective equipment
- Using equipment improperly
- Unsafe position or posture
- Servicing moving equipment
- Horseplay
- Improper or not using personal protective equipment

# Examples of Unsafe Conditions

- Lack of Warning Systems
- Fire hazards
- Unexpected movement
- Poor housekeeping
- Poor illumination
- Protruding objects
- Atmospheric conditions
- Unsafe design or layout
- Defective tools, equipment

# Personal Factors to Consider

- Attitude
- Fatigue
- Morale of the workforce
- Stress factors
- Substance abuse
- Experience level
- Literacy level
- Physical restrictions
- Maturity level
- Language barriers



# What Are You Willing To Risk



Safety is not about accident statistics, charts, graphs, finding out who is to blame...



Safety is about coming home every evening and embracing your family and friends.



It's about quality of life. As individuals you either accept safety or ignore it.

3

## Team Engagement

The importance of involving employees in safety decisions and practices to foster ownership and accountability.



# Leadership Responsibilities

1. Create ownership and accountability.
2. Team empowerment.
3. Atmosphere of psychological safety.

# Ownership and Accountability



Involve all levels of team in planning and feedback.



Delegate responsibilities with measurables.



Integrate into performance metrics.

# Team Empowerment



Give them a voice.



Resources to be  
successful.



Skills to be successful.

# Psychological Safety



Model vulnerability.



Foster a listening environment.



Encourage team engagement.



Express gratitude and appreciation.



Normalize learning from mistakes.

4

## Continuous Improvement

The need for ongoing assessment, learning, and improvement in safety practices.



# Leading the Same Old Way

How are we managing our Risk Management programs?  
Is it an active living program that improves and grows with time? Or is it inactive until something drastic happens?



59 Chevy

VS



2009 Malibu





# Leadership Responsibilities

1. Create an environment of continuous learning.
2. Establish systematic approach for continuous risk assessment.
3. Create Leadership accountability.
4. Empower leaders to make upstream changes.
5. Confront mediocrity and complacency.

# Continuous Learning



Encourage  
a Growth  
Mindset



Access to  
Learning  
Resources



Make  
Time for  
Learning



Celebrate  
Team  
Growth



Incentivize  
Continuous  
Education

# Continuous Risk Assessment



Establish a systematic approach for continuous risk assessment



Empower leaders to make upstream changes based on risk information



Learn from incidents.

# Ways to Identify Your Exposures

- Include safety by design
- Planned safety observations
- Job Hazard Analysis
- Risk inventories / exposures
- Annual reports
- Purchasing



# Leadership Accountability



Establish clear goals and objectives.



Measure safety as a performance metric.



Ensure leaders understand their safety responsibilities and the impact of their actions.

# Empower Leaders



Empower leaders to address hazards identified.



Create a budget for safety.



Celebrate risk management wins.

# Confront Mediocrity and Complacency



Shake it up.



Increase frequency and quality of training.



Ongoing communication, recognition and problem solving.



Provide positive and constructive feedback.



5

## Communication and Transparency

The necessity of open communication and transparency in promoting safety awareness and reporting incidents.



# Communications

- Methods of Communication
- Environment open to communication
- Confirmation of understanding
- Having difficult conversations
- Normalize learning from mistakes.





## Learning Styles

How can understanding your workers learning style greatly increase the effectiveness of you Risk Management program?

# Learning Styles

You can greatly increase your learning ability by identifying your learning style and modifying your learning strategies to leverage your preferred mode of acquiring and processing information.



**Visual** = absorbing information in written form



**Auditory** = hearing lectures or verbal instructions



**Kinesthetic** = doing or hands-on methods



## Training to Learning Styles

What methods do we use to train our employees?  
Does it touch on each learning style? When we train  
do we combine seeing, touching, hearing?



# Transparency

- Foster open dialogue and candor.
- Demonstrate vulnerability.
- Ensure everyone feels seen and heard.



# Take Aways

- Commitment to Safety
- Cultural Impact on Safety
- Team Engagement
- Continuous Improvement
- Communication and Transparency



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✓ A Framework for Success

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# Earn Your Risk Management for Leaders Certificate



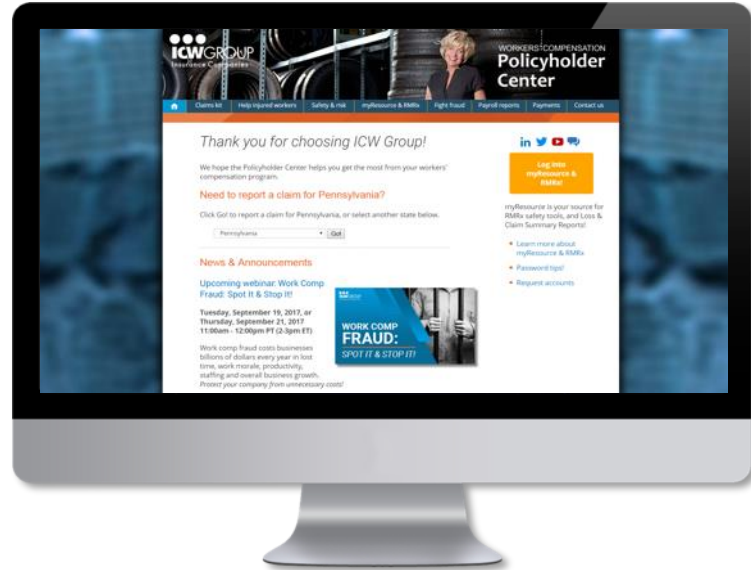
Social Media Badge

# Safety Resources Available to You

## Policyholder Website

- Injured Workers Resources
- Safety Webinars on demand
- Safety *OnDemand*®
- And More!

[icwgroup.com/safety](http://icwgroup.com/safety)





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**QUESTIONS?**

Contact Us:

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[riskmanagement@icwgroup.com](mailto:riskmanagement@icwgroup.com)



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**THANK YOU!**

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