How Leadership Styles Impact Employee Safety Cheat Sheet

by [deleted] via cheatography.com/2754/cs/8265/

Introduction

Everyone develops a unique leadership style over time. Your style will depend on many factors, including personality traits, experience, values and the organizational culture in which you have worked. Over time, these shape the way in which we lead others.

Research has shown that our leadership style can be broken down into two distinct parts. These two parts generally can be described as: 1) our focus on process, tasks and results and, 2) our focus on people and relationships. Think of these as two independent continuums, such that your leadership style could be high or low on both process and people. Depending on your level of process focus and your level of people focus, this will say a lot about your natural leadership style

Credit: Esteban Tristan http://ehstoday.com/safety-leadership/how--leadership-styles-impact-employee-safety

Transacter

Transactional leaders, who have a high process and low people focus, tend to be autocratic and directive in their leadership style. As the name suggests, they view the leader-subordinate relationship as a transaction where rewards or negative consequences are contingent upon successfully meeting (or not meeting) specific goals. They are naturally comfortable creating clear boundaries between themselves and their team members.

Therefore, transacters tend to provide consistency and clear expectations, but also can be demanding and lack empathy, which hinders their ability to build strong relationships and engage with employees.

How Transacters Impact Safety

Safety Leader Strengths	Safety Leader Blind Spots
Set clear expectations for safe behavior	Impersonal or intimidating style can discourage near-miss reporting
Approach employees regarding at-risk behavior and discipline safety violations	Employees may feel as though they are not heard or supported with respect to safety concerns.
Provide structure and consistency regarding safety policies and procedures.	Can drive a pure compliance or "-Check-the-box" approach to safe behavior

Transformer

Transformational leadership has been researched for decades and has been linked to many positive outcomes. Being naturally high on both people focus and process focus, this leadership style strikes a natural balance between looking out for people's wellbeing and morale, while ensuring that goals and deadlines are met in a consistent manner. Leaders who naturally are high on process and people focus will find it easier to achieve this balance and inspire their direct reports to achieve success.

Transformers know how to motivate each individual, and know how to get the most out of their people while keeping them engaged. Their high standards can be demanding on some, and they are known for pushing people outside their comfort zone

How Transformers Impact Safety

Safety Leader Strengths	Safety Leader Blind Spots
Can inspire employees to make safety a life-style rather than just complying with safety policies	Push some indiviiduals too far outside their comfort zone with respect to safety expectations
Communicate cler and consistent expectations for safe behavior, apply discipline for safety violations when needed	Some employees may feel the leader is not genuine in their concerns for employee safety
Strong personal relationships promotes employee engagement with safety	High expectations for safety engagement and participation may demotivate some employees.

Relater

If you ever worked for someone who was more like a friend than a boss, then he or she likely was a relater. With a high people and low process focus, relaters care more about the person and their well-being than meeting goals or objectives. They are approachable and non-threatening, making it easy for their subordinates to work for them. Employees respond well to their supportive nature and genuine interest in them.

While this style has many benefits, individuals with this leadership style can struggle to set clear objectives for their direct reports, and often avoid difficult conversations about performance. As a result, some of their direct reports may take advantage of them, knowing they are unlikely to confront them or apply consequences for their performance.

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How Relaters Impact Safety

Safety Leader Strengths	Safety Leader Blind Spots
Fosters employee morale and engagement in the safety culture through personal relationships	Struggle to set clear expectations for saftey behavior
Employees feel more comfortable apporaching leader about safety concerns	May avoid conforting employees about risk behavior or safety violatuions
Demeaner facilitates near-miss reporting and other lead indicators	Some employees may take advantage by ignoring policies and procedures.

Overseer

The overseer leadership style is very similar to laissez faire leadership, where a supervisor leads from afar and provides his/her subordinates with a high level of autonomy in how they perform their work. Being low on process focus, individuals with this leadership style are not highly structured or detailed in their planning and are "-hands-off."

Leaders with this style place a high degree of trust in their subordinates and avoid micromanaging them. Because they also have a lower people focus, overseers also tend to be a bit detached from their subordinates in that they do not feel a strong need to know them on a personal basis or build strong relationships with them.

While most employees enjoy autonomy, overseers may be out of touch with their team’s activities and fail to provide clear expectations for performance.

How Overseers Impact Safety

Safety Leader Strengths	Safety Leader Blind Spots
Employee feel they are trusted to work safely and avoid unnecessary risks	Makes assumptions about employees' level of safety knowledge and training.
Provides automony and flexibiity in deciding how to safely handle a task	Employees have unclear expectations about expectations for safe behavior
Unlikely to use fear or punishment as a means of enforcing safety	Difficulty building relationships makes it hard to engage employees in safety cultures

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