



People  
Solutions



The Leadership Safety Attributes Test (LSAT)  
Data driven safety solutions

# The Leadership Safety Attributes Test (LSAT)



People Solutions has created a new safety leadership tool - the Leadership Safety Attributes Test (LSAT).

The LSAT defines and identifies safety leadership strengths, as well as areas of development for individual leaders and teams of leaders. It gives leaders awareness and understanding of their own behavioural style, and helps them to better target and drive safety culture change in their organisation.

## A focus on leadership behaviours

Most mature organisations have well-established processes and systems to manage the safety of their people. However, many of the same organisations still have lost time injuries, accidents and near-misses they would like to avoid. Why do they still occur? The answer can often be found at the top.

When we investigate in more detail, we find 80-90% of incidents can be attributed to the decisions and consequent actions of the employees and, more importantly, their leaders.

At People Solutions, we believe that successful safety culture change can only happen when organisations understand and act on both their systems/processes AND leadership behaviour. The challenge is to identify the required leadership behaviours that create a safe work culture, and to objectively understand which leaders display these behaviours.

Our research shows that the LSAT is a reliable and valid measure of safety leadership behaviour.

## The LSAT format

The LSAT can be administered online in an unsupervised setting. It takes on average 30- 35 minutes to complete and is suitable for all levels of supervision and management with a reading level of approximately Grade 9.

Participants are presented with 15 hypothetical work-related scenarios and asked to rate the effectiveness of potential behavioural responses. The responses to the situations have been carefully designed to be plausible. A sophisticated algorithm is then used to determine the score.

The LSAT can be administered and managed by the People Solutions team, or businesses can accredit their own employees to bring the capability "in-house".



## 1 What differentiates a good safety leader?

At the most basic level, leaders are required to effectively manage safety risk by ensuring that employees comply with safety rules and regulations. However, a true leader (as opposed to a manager) must also influence their staff to strive for positive safety outcomes in the absence of direct supervision. A good safety leader knows which style and behaviour to adopt in any given safety situation.

The LSAT is based on a situational leadership model (Bass and Avolio's Full Range Leadership Model) and breaks safety leadership into two safety leadership styles and five underlying leadership behaviours.

The styles are 'Motivating for Safety' (transformational leadership) and 'Managing Risk' (transactional leadership). The underlying leadership behaviours include:



### Monitoring

Proactively monitoring people's task performance for safety problems and correcting issues pre-emptively to maintain a safe working environment.

### Rewarding

Clearly identifying safety goals and providing followers with rewards such as praise and acknowledgment for their effort towards, and achievement of, safety goals.

### Inspiring

Communicating a compelling vision for safety, using positive and encouraging messages that build safety motivation and confidence in followers.

### Supporting

Expressing genuine concern for the safety and welfare of individuals through the identification of their individual needs and the provision of safety coaching and learning opportunities.

### Innovating

Enhancing followers' awareness of, and interest in, safety issues and increasing their ability to question, reframe and solve problems creatively when it comes to matters of safety.

## 2 How do you measure the qualities of a good safety leader?

The LSAT question format requires the leader to identify effective or ineffective behaviours, which in turn allows us to understand if they know when (or when not) to use various leadership styles.

How effective a leader deems each potential behavioural response is likely to be a function of their preferred behavioural style (their personality) and/or their learned responses to particular situations.

The LSAT reporting format allows for the participant to understand results for each of the five safety leadership behaviours, their impact on safety culture and suggested development strategies.

## 3 What are the business impacts of focusing on safety leadership behaviour?

Creating awareness and understanding of leaders' behaviours in safety situations provides context to why employees may or may not be promoting and/or using the systems and processes appropriately, or to their full potential. Initial studies on the LSAT have found that high LSAT scores have a:

Significant negative correlation with their team's accident history (i.e. fewer reports of accidents and near misses in their team)

Significant positive correlation with their team's safety participation behaviours (i.e. the degree to which the team engages in a range of non-core safety 'support' behaviours).

People Solutions has developed the unique Leadership Safety Attributes Test (LSAT) as a valid and reliable measure of safety leadership. It is the first safety leadership tool on the market.

### An example of how the LSAT can be used:

An organisation had been experiencing a high number of injuries relating to various, repetitive manual tasks. To reduce injuries, the organisation introduced several new and improved procedures and tools. This action initially brought a reduction in injuries, however six months later, the same injuries reappeared at similar frequency rates.

The organisation engaged People Solutions to analyse leader behaviour using the LSAT. Results highlighted opportunities for improvement around *rewarding* effective safety behaviours and *inspiring* employees to engage in the strategy to transform their safety culture.

This development solution, targeting systems/processes AND leadership behaviour, saw a reduction in injuries as well as an increase in employees reporting hazards and offering suggestions for changes to current safety processes.

### Want to find out more? Contact People Solutions

At People Solutions, we enable you to fulfil your organisational potential by helping you assess, develop and harness the potential in people. Our professional and organisational development consultants provide the insights, coaching and support that individuals, teams and organisations need at every stage of the human resource journey.

People Solutions used the data to create a tailored development solution targeting:

Improving the safety vision, giving employees the reasons why the business was investing in assessing and developing its safety culture

Improving the incentive structures to recognise positive safety behaviours

Individual coaching for key leaders