# Dr. AMY SILVER

# Leading Safety

**Programs** for 2024

# Why

## SAFETY IS QUITE RIGHTLY A PRIORITY FOR MANY INDUSTRIES.

Over the past 10 years, Key Work Health and Safety Statistics Australia report more than 1850 traumatic injury fatalities in Australian workplaces. Over 1,140,000 workers have made a serious workers' compensation claim involving more than one week of working time lost. This is an average of one in every twelve workers.
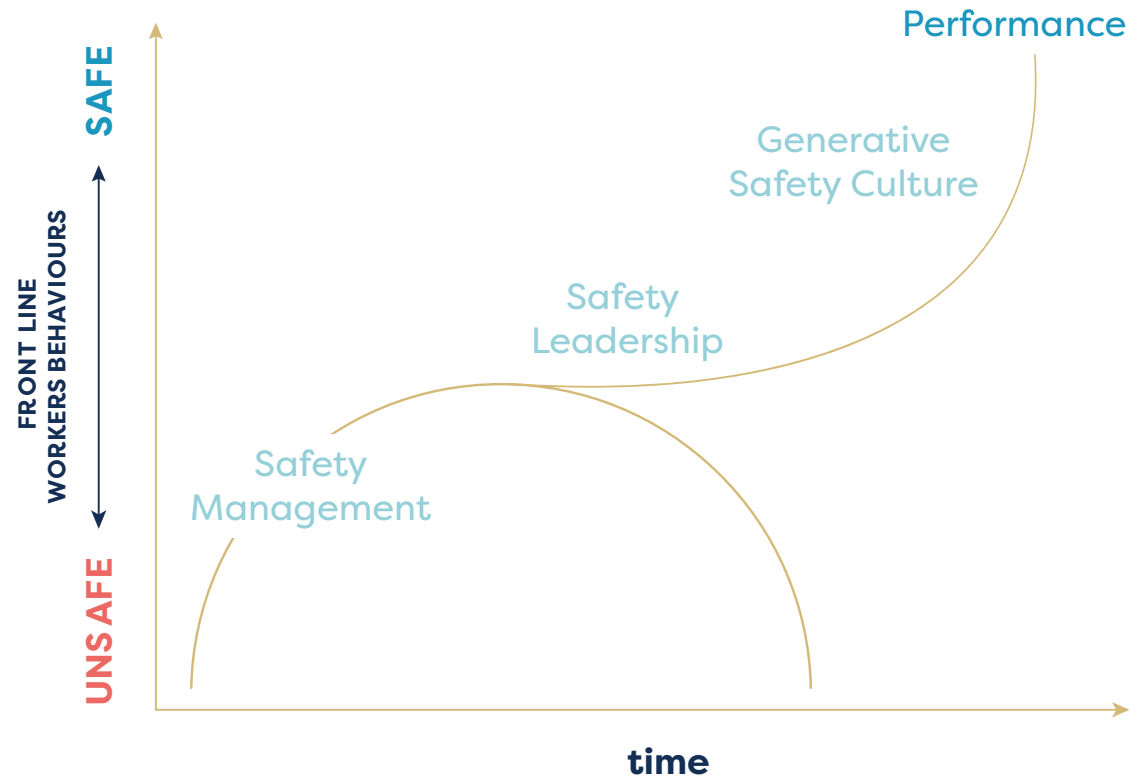
While safety messages are often clear, we know that safety risks are taken.

It is essential to support leaders in not only managing safety messages but in leading safety behaviours.

> **Even with meticulous regulation, without effectively engaged leadership, the guidance provided by that regulation goes unnoticed or even ignored, making leadership the most critical element in keeping pace with the changing occupational environment and the promotion of positive safety behaviours.**

(Lundell and Marcham, 2018, Professional Safety Journal)



FRONT LINE WORKERS BEHAVIOURS

SAFE

UNSAFE

Performance

Generative Safety Culture

Safety Leadership

Safety Management

time

**In order to create a culture of high performance and high safety, safety messages need to be embedded throughout the whole organisation.**



Physical Safety Leadership

SAFE CULTURE

Psychological Safety Leadership

Geographically dispersed locations, turnover, workers not taking on safety messages, hidden danger and risk-taking, and leaders using outdated methods for managing, make risky environments even riskier.

Psychological safety is defined by how safe people feel to voice ideas, ask questions, ask for help, and raise known risks or mistakes without fear of negative consequences. Without psychological safety, we get restrictions on the flow of communication, knowledge, and innovation. It is very clear from the literature a collective is high-performing, only when there is psychological safety (Google, 2017; Edmondson, 2020). With psychological safety as a climate, we can build teams capable of ongoing learning, inclusion, efficiency, trust, and engagement. If organisations increase psychological safety, employees become more engaged in their work, and productivity increases by 12% (Gallup, 2017).

Leaders must be able to provide a dual focus on safety, both physical safety and psychological safety for high performance.

# Physical and Emotional Safety Messages

## leaders leading WITHOUT psychological safety

| LEADERS | WORKERS |
|---|---|
| encouraging risk taking over timelines | shortcuts |
| blame | fear of management |
| managing by numbers | silencing or minimising of risks or incidents |
| not encouraging open conversations | fear of sharing information |

**RISKY CULTURE**

## leaders leading WITH psychological safety

| LEADERS | WORKERS |
|---|---|
| prioritisation of safety | prioritisation of safety |
| shared ownership of safety | engagement |
| proactive behaviours and continuous improvement | proactive behaviours and continuous improvement |
| two-way communication | two-way communication |

**SAFE CULTURE**

**SAFE CULTURE**

1. COLLECTIVE SAFETY GOALS

2. LEADER LED TWO WAY COMMUNICATION

3. LEADER SELF MANAGEMENT

high performance leadership

workers safety behaviours

psychological safety

# Pillar One
## Collective Safety Goals

**WE ARE ALL SUBJECT TO MAKING DECISIONS THAT SERVE OURSELVES.**

Clarity over the collective goals ensures we maintain behaviours which serve the whole. For the high-performance safety we aspire to, there is a need for the whole team to work together. Leaders need to understand the impact of their leadership style and how it impacts the way the 'whole' works together. The scientific and practical evidence is clear that those teams with high psychological safety have higher performance. When communication is unlimited by interpersonal friction or interpersonal fear we have inclusive, safe, connected teams capable of shared responsibility and open, honest conversations.

**The key concepts of this Pillar are:**

- What are the shared collective safety goals
- The value of a team (as opposed to a group)
- High-performance teaming in safety behaviours
- Psychological safety and collective intelligence
- How safety behaviours are influenced by psychological safety
- The stages of psychological safety
- Assessing psychological safety
- How leaders create psychological safety to increase adherence to safety behaviours

# Pillar Two
# Leader-Led Two-Way Communication

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Sustainable high performance relies on two-way honest communication between leaders and their teams. Leaders who understand how to use trust create influence and enable psychological safety. Conversational excellence reduces the power imbalance of hierarchy and enables the openness required for elevated safety behaviours.



**The key concepts of this Pillar are:**

- Communication and trust are the currency of influence
- Conversational excellence creates psychological safety
- Two-way open communication - essential to lead to safety behaviours
- Fear undermines honesty and openness in workers
- The power imbalance of the hierarchy
- How fear can aid and restrict our communication capability
- How to help each other, ask for help, raise awareness of risks and create solutions
- How to lead others towards effective communication for proactive safety behaviours

# Pillar Three
# Leader Self-Management

**FOR ALL LEADERS THE TOOL THEY HAVE IS THEMSELVES. IF THEY ARE BEHOLDEN TO THEIR EMOTIONS OR THEIR HABITS, THEY REDUCE THEIR INFLUENCE.**

When leaders are not in control of their own behaviours and emotions, they create a climate of risk. Successful leaders choose the most suitable response instead of reacting unconsciously. Leadership of self is really how we lead others. Self-awareness is critical. This will help leaders role model the correct safety behaviours and influence using up-to-date leadership styles.

**The key concepts of this Pillar are:**

- Managing self for psychological safety
- The role of the leader
- Deliberate decisions about behaviours, not reactive or habitual
- Behaviours, thoughts and choices
- Understanding habits of behaviour and belief
- Agile behaviour for sustainable success
- How to manage our state for influence
- The courage to lead the future

# Advance Program
## LEADER LED SAFETY

# Masters Program
## LEADER LED SAFETY

# Transform Program
## A WHOLE CULTURE SHIFT

| **6-WEEK PROGRAM** INCLUDING | **6-10 MONTH PROGRAM** INCLUDING | **PHASE ONE:** DISCOVERY |
|---|---|---|
| ✓ PRE-SELF-REPORT DIAGNOSTIC | ✓ PRE-SELF-REPORT DIAGNOSTIC | ✓ ELT/SENIOR LEADER WORKSHOP |
| ✓ 1 FULL DAY TRAINING ON EACH PILLAR (OR 3 X 2-HOUR ONLINE WORKSHOPS) | ✓ SPREAD ACROSS THE PROGRAM, **3 FULL DAYS OF IN-PERSON TRAINING** ON EACH PILLAR (OR 9 X 2HOUR ONLINE) | ✓ QUALITATIVE AND QUANTITATIVE RESEARCH ON CURRENT PSYCHOLOGICAL SAFETY IN THE TEAM AND NEXT LAYER DOWN. ALSO ON THE EFFECTIVENESS OF LEADERSHIP AND COMMUNICATION WITHIN AND BETWEEN LEADESHIP. |
| ✓ PRACTISE TASKS TO TAKE BACK TO TEAMS | ✓ PRACTISE TASKS TO TAKE BACK TO TEAMS | ✓ REPORT AND RECOMMENDATIONS |
| ✓ DATA GATHERING FROM TEAMS TO SHOW PROGRESS | ✓ DATA GATHERING FROM TEAMS TO SHOW PROGRESS | ✓ PRESENTATION BACK TO ELT/SENIOR LEADER TEAM |
| ✓ PEER MENTORING SET UP | ✓ PEER MENTORING SET UP | ✓ FULL PROPOSAL FOR COMPREHENSIVE AND PARTNERED PROCESS TO SHIFT CULTURE FROM TOP TO BOTTOM WITH TRAINING, COACHING AND WORKSHOPS. POTENTIAL FOR 2-3 YEAR PROGRAMS RUN BY AMY AND HER TEAM. TRAIN THE TRAINER FOR YOUR COLLEAGUES ARE ALSO PART OF THIS SAFE CULTURE PROGRAM TO EMBED THE SYSTEM. MORE DETAILS CAN BE PROVIDED. |
| ✓ SMALL GROUP ONLINE COACHING WORKSHOP (N<8 PER GROUP) | ✓ SPREAD ACROSS PROGRAM, **3 SMALL GROUP ONLINE COACHING** WORKSHOP (N<8 PER GROUP) | |
| ✓ 1 X ASK ME ANYTHING ONLINE SESSION WITH AMY TO BE RUN 1 MONTH AFTER COMPLETION OF THE PROGRAM | ✓ 1 X ASK ME ANYTHING ONLINE SESSION WITH AMY TO BE RUN 1 MONTH AFTER COMPLETION OF THE PROGRAM | |
| ✓ COPIES OF AMY'S BOOK THE LOUDEST GUEST: HOW TO CHANGE AND CONTROL YOUR RELATIONSHIP WITH FEAR | ✓ COPIES OF MY AWARD-WINNING BEST-SELLING BOOK THE LOUDEST GUEST: HOW TO CHANGE AND CONTROL YOUR RELATIONSHIP WITH FEAR | |
| ✓ POST SELF-REPORT DIAGNOSTIC | ✓ POST SELF-REPORT DIAGNOSTIC | |
| $16k per group (n<16) | $36k per group (n<16) | $POA |

# Dr Amy Silver

## ClinPsyD MPhil MA BSc (Hons) MAPS

**Amy Silver** is a psychologist, speaker, facilitator, and coach. She partners with organisations and teams to foster sustainable high performance. Her leadership programs focus on psychological safety, courage and effective communication.

Amy has spent over three decades developing IP on how fear restricts us and safety expands us individually and collectively. Amy and her team deliver in industries such as mining, forestry, utilities, chemicals, pharmaceuticals, finance, and health. In addition, they deliver programs for many Boards, Associations, Local Governments, State Governments, and Government Agencies.

Amy has a Doctorate in Clinical Psychology, Master's in Forensic Psychiatry, Master's in Performance, BSc(Hons) in Psychology, and further therapeutic training in cognitive therapies such as Cognitive Analytic Therapy, Compassion Therapy, and Acceptance and Commitment Therapy. She has taught and researched for Oxford University and had a number of clinical roles before focusing on how fear impacts us at work.

**She regularly comments in the media**. She can be seen talking or writing about how fear and other emotions impact our behaviours. This includes Harvard Business Review (HR), ABC Radio, The Australian, HR Director, AFR, CEO World, and she is a regular on New Zealand's The AM Show.

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