# PeopleCentric™

BETTER CONVERSATIONS.

Unsafe work environments have undesirable consequences for individuals and organisations.

PeopleCentric offer a range of services that assist with enhancing communication skills and leadership influence to cultivate a healthier and safer workforce

There are multiple ways to increase supervisors' and team leaders' communication skills. Regardless of the method used to gain these skills, communication that builds relationships, fosters cooperation and increases persuasiveness can typically be achieved by using the following 10 positive principles to unlock better conversations.

WORK ENVIRONMENTS.
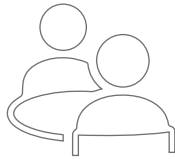
Unsafe work environments have clear consequences for individuals and organisations.

Perhaps the most commonly used marker for workplace safety is the occurrence of accidents – incidents at work that result in physical harm to people.

Although accidents clearly indicate an absence of safety, the question remains whether the absence of accidents actually means that safety is present.

Accidents are generally caused by a multitude of factors (e.g. unsafe behaviours, equipment failures, latent organisational weaknesses) that may or may not coincide to result in an accident.

For example, workers who may routinely ignore a safety protocol may do so precisely because there have been no or rare accidents in that area.

Research shows that safety-related work behaviours, rather than accident statistics, are the most accurate workplace safety indicators.

The question that arises then is - what is key to creating a workplace safety culture where safe work behaviours are the 'norm'? How does one encourage and maintain those safe work behaviours?

10 POSITIVE PRINCIPLES FOR BETTER CONVERSATIONS.

1. **Ask, don't tell**
   that avoids putting someone else down. Instead of 'Do it this way', say 'What we need you to do is…"

2. **Focus on the solution or goal, not the problem**
   Instead of 'That stuff is broken again', say 'I'll put in a maintenance request and follow up'

3. **Turn cant's into cans**
   Instead of 'We can't do that until next week', say 'We'll be able to do that next week'

4. **Take responsibility – don't lay blame**
   Instead of 'It's not my fault', say 'Here's what I can do to fix that'

5. **Say what you want, not what you do not want**
   Instead of 'Don't check your mobile until your break', say 'You can check your mobile in your break'

6. **Offer improvement suggestions**
   Instead of 'Now you really messed that one up', say 'Doing it this way and paying attention to that bit will get it working the way you want'

7. **Focus on the future, don't harp on with the past**
   Instead of 'I told you before not to…', say 'From now on, …'

8. **Turn complaints into requests**
   Instead of 'You never/always…' say 'How about…?'

9. **Share information rather than argue or accuse**
   Instead of 'No, you are wrong', say 'I see it like this…'

10. **Don't close doors, leave them open**
    Instead of 'No, because…' say 'Yes, as soon as…'

Gaining skills in using any, or all, of these keys is a great way to start increasing your supervisors' and team leaders' communication effectiveness.

BETTER CONVERSATIONS.

Key to consistency in safety-related work behaviours are supervisors and team leaders. Research has shown again and again that they are the most important link to employee engagement, and that employee loyalty is not to the organisation itself but to the work unit, and especially the immediate supervisor / team leader.

Supervisors and team leaders are the primary communicators and reinforcement for safety-related issues. Although their impact is sometimes under-estimated, they are generally quite open to the idea that they can actively contribute to the presence of safety by engaging more with their teams.

However, team leaders frequently point out that the biggest obstacle to implementing these practices is time and an uncertainty about their own ability to convey the messages effectively and consistently. Thus, if management is unwilling to reduce paperwork and train supervisors in communication skills, nothing is likely to change.

We know that, for example, construction and infrastructure jobs are involved in complex activities where various stake-holders are present and working under constant challenges. Each job will have several safety and risk factors, requiring quality and safety management systems to be established, communicated, consistently reinforced and rewarded.

The most influential safety factor is personal awareness followed closely by communication. In order to increase awareness, effectively manage error and maintain a safe working environment, employees and team leaders need to feel comfortable discussing non-routine issues in an open, free-flowing exchange of safety-related information.

Individual assessments, like the Leadership Safety Attributes Test (LSAT) are effective tools that helps identifying strengths and areas for improvement in safety communication skills and attitudes.

Once the results indicate the level to which relating safety-behaviour information, voicing safety concerns or clarifying and enforcing rules are likely strengths (or areas for improvement), steps can be taken to increase that individual's communication skills.

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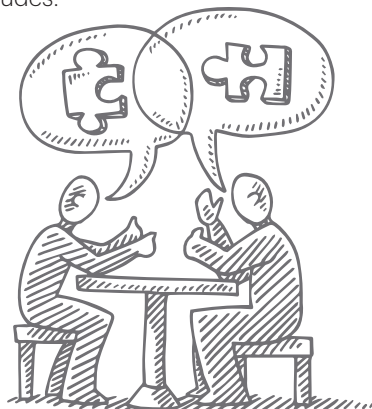
WHAT PEOPLECENTRIC CAN OFFER.

○ **LSAT (Leadership Safety Attributes Test)**
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.

○ **ISAT (Individual Safety Attributes Test)**
Assessing Safety Judgment, using highly relevant, work-related scenarios and questions to measure an individual's propensity to behave in ways that will help foster safe working environments.

○ **TSAT (Team Safety Attributes Test)**
This tool is unique in the safety diagnostics marketplace, providing reports that identify overall team strengths, potential development areas and practical development suggestions.

○ **Saville Consulting Personality & Aptitude**
Ground-breaking psychometrics based on extensive research into successful workplace performance. We can build stronger predictions of success and more comprehensive measures of compatibility within the workplace.

○ **360-degree Feedback**
How an individual perceives themselves and how this compares to other people's perceptions of them is a powerful feedback tool.

○ **Development Centres**
Combining work simulations and assessment methodologies to pinpoint organisation and role specific strengths and development needs. Participants have the unique opportunity to receive immediate behavioural feedback and are able to trial different approaches in simulation exercises.

○ **Culture Survey**
Culture is the social glue that helps hold an organisation together by providing appropriate standards for what employees should say and do. It is possible to determine the drivers that underpin performance, motivation and wellbeing.

○ **Learning & Development**
At PeopleCentric we are full of innovative ideas and customised solutions to motivate your employees to develop and grow. Our specialist training and development services include: leadership development programmes, individual/team/career coaching, creating a coaching culture, team dynamics workshops, high potential identification and development, and tailored workshops and learning initiatives.