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MAKE IT SAFE VANCOUVER

LEADING WITH PURPOSE, LEADING FOR SAFETY

Driving Engagement and
Culture

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“The function of leadership is to produce more leaders, not more followers.”

—Ralph Nader

Lead to develop more safety leaders in our organizations.

“Think of a time when you felt fully engaged at your work.

What made it possible?”

What is Employee Engagement?

Employee Engagement

Employee engagement is the level of enthusiasm and commitment an employee feels toward their job and company, influencing their willingness to contribute to organizational success and maintain a sense of well-being.

“Engaged Employees are psychological ‘owners,’ drive performance and innovation, and move the organization forward.”

–Gallup, 2017

The Engaged Organization

- People grasp the big picture and aligned around common purpose
- Accountability is fully distributed as people understand the whole system
- Performance gaps are quickly identified and resolved
- Creativity is sparked from all levels to contribute best ideas
- Capacity for future changes increases

–R. H. Axelrod 2000

The Engaged Employee

- Better physical and emotional health
- Feel heard and seen
- Feel that their job uses their strengths
- Derive satisfaction from the work they do
- Strong attachment to the organization
- Organizational citizenship
- Cheerlead the organization
- Committed to organizations vision, purpose, and values

Who is Responsible for Employee Engagement?



As a Leader, the
Engagement of
Your Team is in
Your Hands

Managers Account for at Least 70% of the Variance in Employee Engagement

–Gallup 2022

Factors that Reduce Employee Engagement

- Lack of Recognition
- Poor Management Practices
- Inadequate Compensation and Benefits
- Limited Career Growth and Development Opportunities

- Lack of Work-Life Balance
- Lack of Clear Communication
- Economic and Organizational Uncertainty
- Unhealthy and Unsafe Work Environment

Safety Culture

Safety Culture Defined

Workplace safety culture embodies the shared values, beliefs, practices, and behaviors within an organization that prioritize safety.

Characteristics of Safety Culture

- Safety is a core value for all
- Actions reflect commitment to safety
- All levels uphold safety standards
- Decisions prioritize everyone's safety
- Everyone plays a role in maintaining safety
- Continuous improvement of safety **practices**

Poor Engagement Weakens Safety Culture

- Lower safety rule compliance
- Less hazard awareness
- Fewer hazard reports
- Weakened team collaboration
- Reduced safety training participation
- Slower emergency response
- Increased incident rates
- Eroded safety culture

Engaging Employees for a Safer Workplace

“Great safety leaders drive culture by engaging employees who take ownership, elevate standards, and build a lasting culture of safety.”

Employee Engagement Impact on Workplace Safety Culture

- Proactive safety actions
- Following safety protocols
- Better communication of risk
- Active in safety programs
- Fewer accidents
- Advocating safety culture
- Continuous feedback and improvement

Workers Take Ownership of Safety

Leading by Example, Engaging by Action

Leadership Traits That Promote Engagement

- Relational and approachable
- Emotionally intelligent
- Trustworthy and authentic
- Accountable and responsible
- Ethical role model
- Humble and supportive
- Collaborative and inclusive
- Inspiring and visible



How Can Employers Engage Employees?



Engagement as a Strategic Priority



Employers must align engagement approaches with organizational strategy, infrastructure and capacity (Bates, 2018)



Half measures and inconsistent approaches lead to failure and lack of employee confidence.

The Enemy of Engagement

Workplace frustration,
not motivation, is the
primary cause of
employee
disengagement

Worker frustration
stems from systemic
issues rather than a
lack of effort

–Royal and Agnew, 2011

Addressing Workplace Frustrations

- Focus on fixing workplace frustrations
- Provide clear goals and adequate resources
- Tackle operational issues
- Improve workflow, expectations, and support
- Address employee frustrations

Engagement-Boosting Tips for Leaders

- Show interest in their daily tasks
- Encourage open communication
- Give clear, practical feedback
- Recognize hard work and small achievements
- Offer support and remove barriers
- Assign tasks based on strengths
- Foster teamwork on the floor
- Promote skill development



“Always treat your employees exactly
as you want them to treat your best
customers.”

– Stephen R. Covey



Leadership Challenge

What actions will you take to increase employee engagement and strengthen safety culture?

Get the help you need



Dr. Steve Conway
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01 | Resources and Information

02 | Mental Health and Wellness Training

03 | Leadership Training

04 | Consultation and Coaching