



2025

CINCINNATI, OH
OCTOBER 28 & 29

From Words to Action: The Importance of Leading Safety

Session Presenters: David Watts & Leigh-Ann Stewart

INTRODUCTIONS



David Watts

Operations and Safety professional

TemperPack Technologies Inc.:

- SVP Quality, Safety, & Environment
- SVP & General Manager
- VP Human Resources
- VP Manufacturing
- Director of Operations

Other Organizational Experience:

Amazon Fulfillment, Target Distribution, Walmart Distribution

- Bachelors: Business Management, MBA



Leigh-Ann Stewart

27 Year Safety Professional

Corporate Safety Roles Include:

- Whistler Mountain Ski Resort
- City of Vancouver
- Kal Tire - the largest tire dealer in Canada

Named one of the Top Women in Safety (3 years)

Canadian Registered Safety Professional (CRSP)

Co-owner Simply Safe

Proud SafeStart Implementation Consultant

AGENDA

In today's session, we want to:

1. Identify two key leadership actions that may help improve the effectiveness of your controls.
2. Discuss how safety leadership impacts other operational results.
3. Provide real-life and practical examples of the mindset of strong safety leaders.

• Leaders create our culture



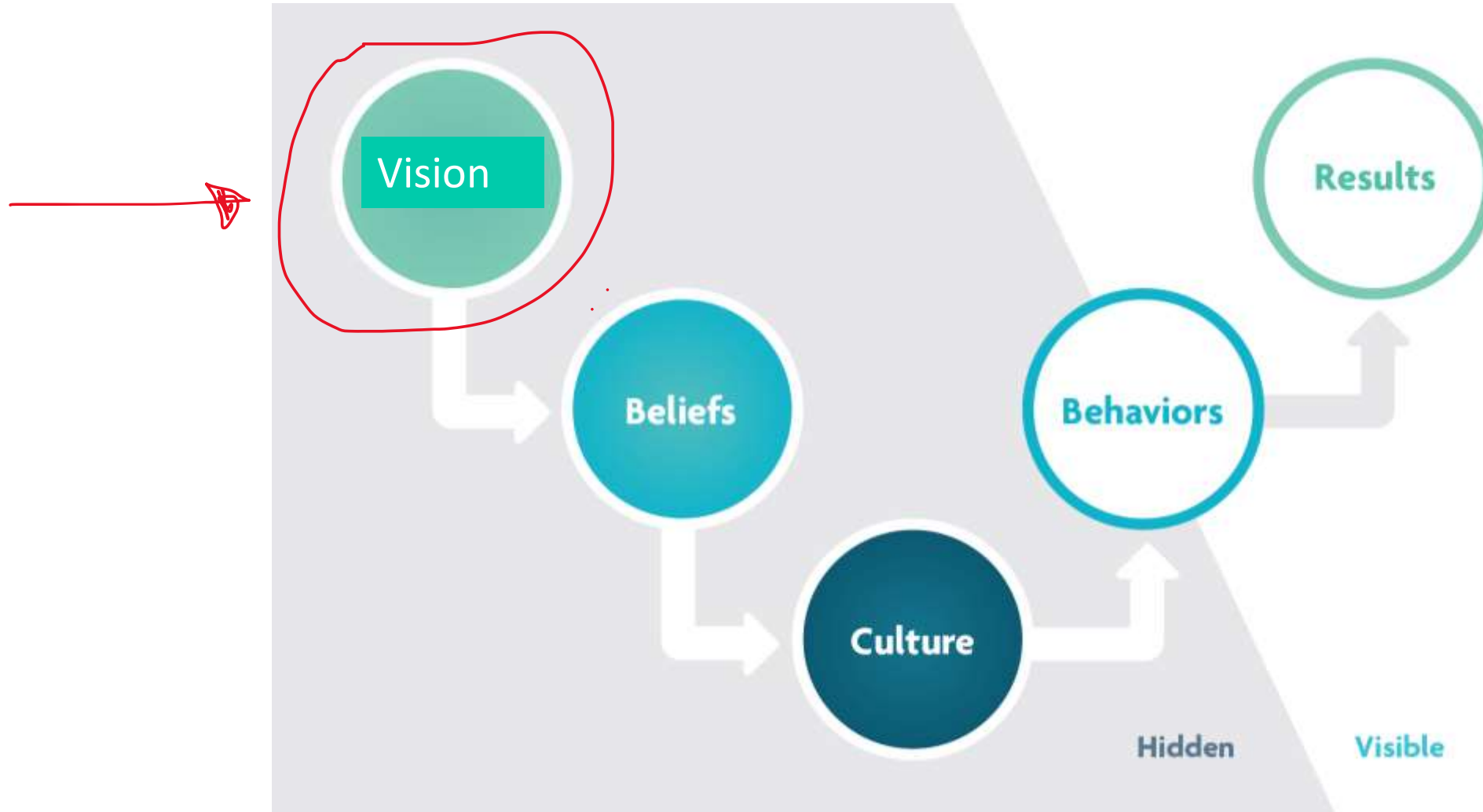
We set our safety culture by:

- What we demonstrate personally
- What we encourage and tolerate in others

LEADERS CREATE THE CULTURE



LEADERSHIP ACTION #1 – HAVE A VISION



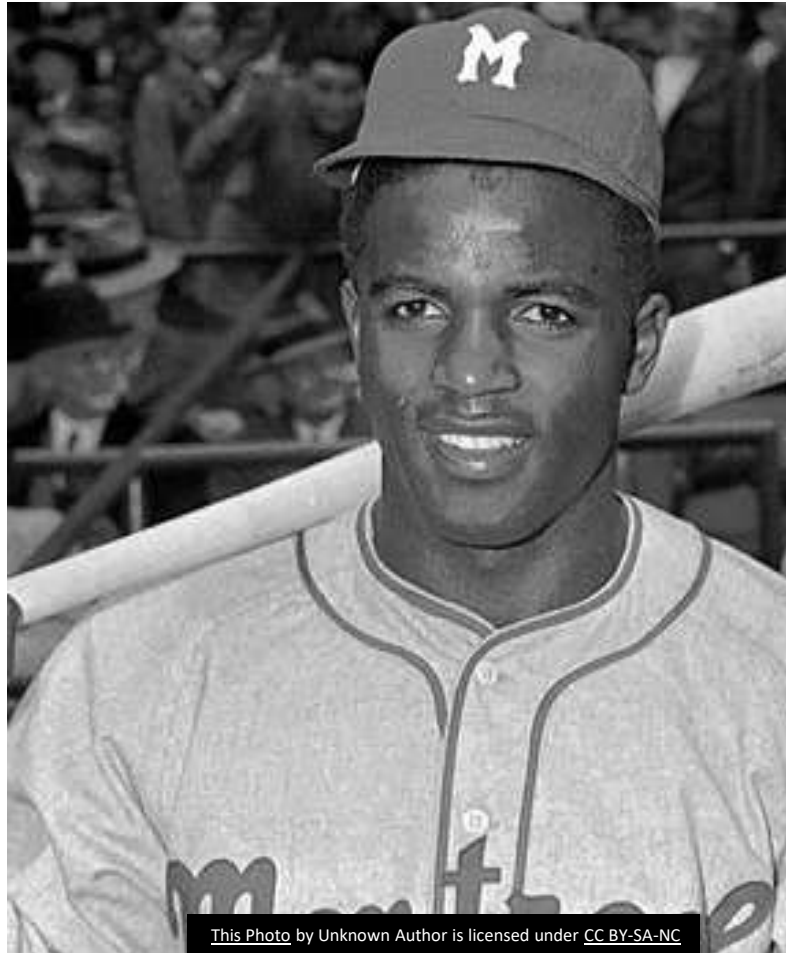
**“Without Vision, Belief has
no direction.**

**Without Belief, Vision has
no power.”**



LEADERSHIP ACTION #1 – HAVE A VISION

Who is this?



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LEADERSHIP ACTION #1 – HAVE A VISION

Jackie Robinson

First African American to play in Major League Baseball (MLB)

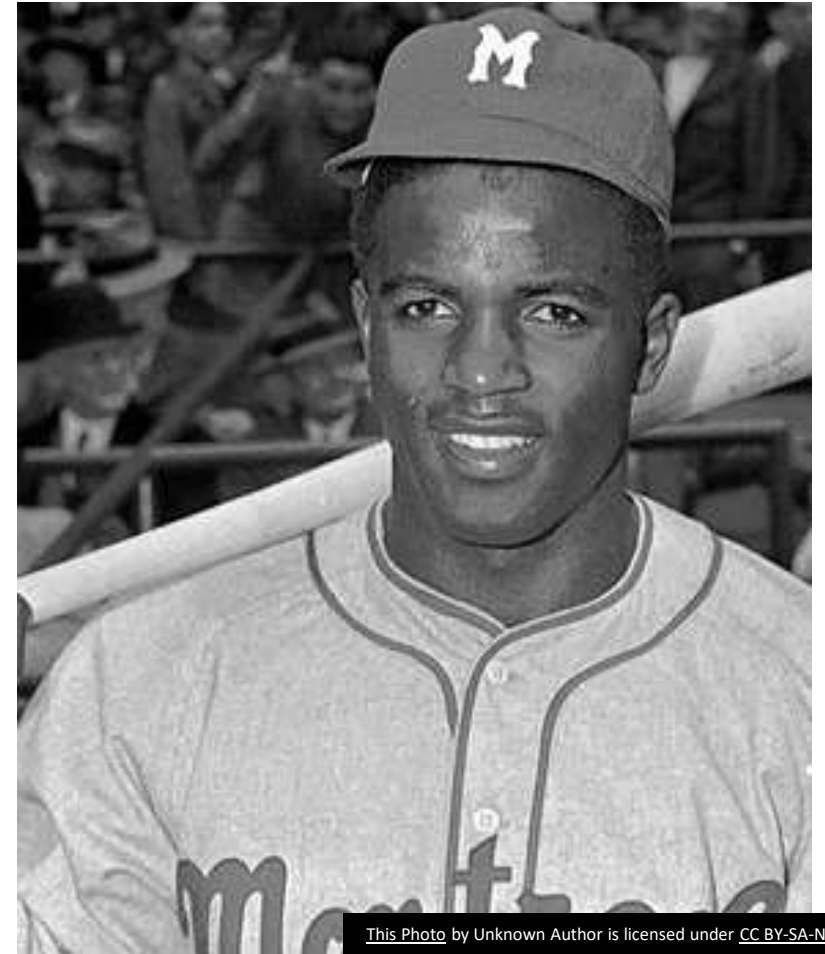
- Born: January 31, 1919, in Cairo, Georgia.
- Faced systemic racism and limited opportunities in segregated leagues.
- Debuted April 15, 1947, with the Brooklyn Dodgers.
- Showed courage under pressure despite hostility from fans and teammates.

Key Achievements

- Rookie of the Year (1947) and six-time All-Star.
- Inducted into the Hall of Fame in 1962.

Legacy

- Symbol of hope and resilience, inspiring civil rights movements.
- Founded the Jackie Robinson Foundation to promote education and break barriers.



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LEADERSHIP ACTION #1 – HAVE A VISION

Who is this?



LEADERSHIP ACTION #1 – HAVE A VISION

What's Your Vision For Safety?



Examples:

- “Safety is how we do business — not something we do when it’s convenient.”
- “We lead with safety — in every decision, in every action.”
- “We don’t delegate safety — we demonstrate it.”
- “Our role as leaders is to make safety personal, visible, and non-negotiable.”
- “A strong safety culture starts with leadership that listens and acts.”
- “Safety excellence is a journey, not a destination.”
- “We measure success not only by results, but by how safely we achieve them.”
- “Continuous improvement in safety is the measure of our leadership.”
- “Safety leadership means protecting people through proactive choices, not reactive fixes.”

Don’t allow what’s never been, impact what could be!

WHAT DOES THIS LOOK LIKE IN PRACTICE?

What you might hear:

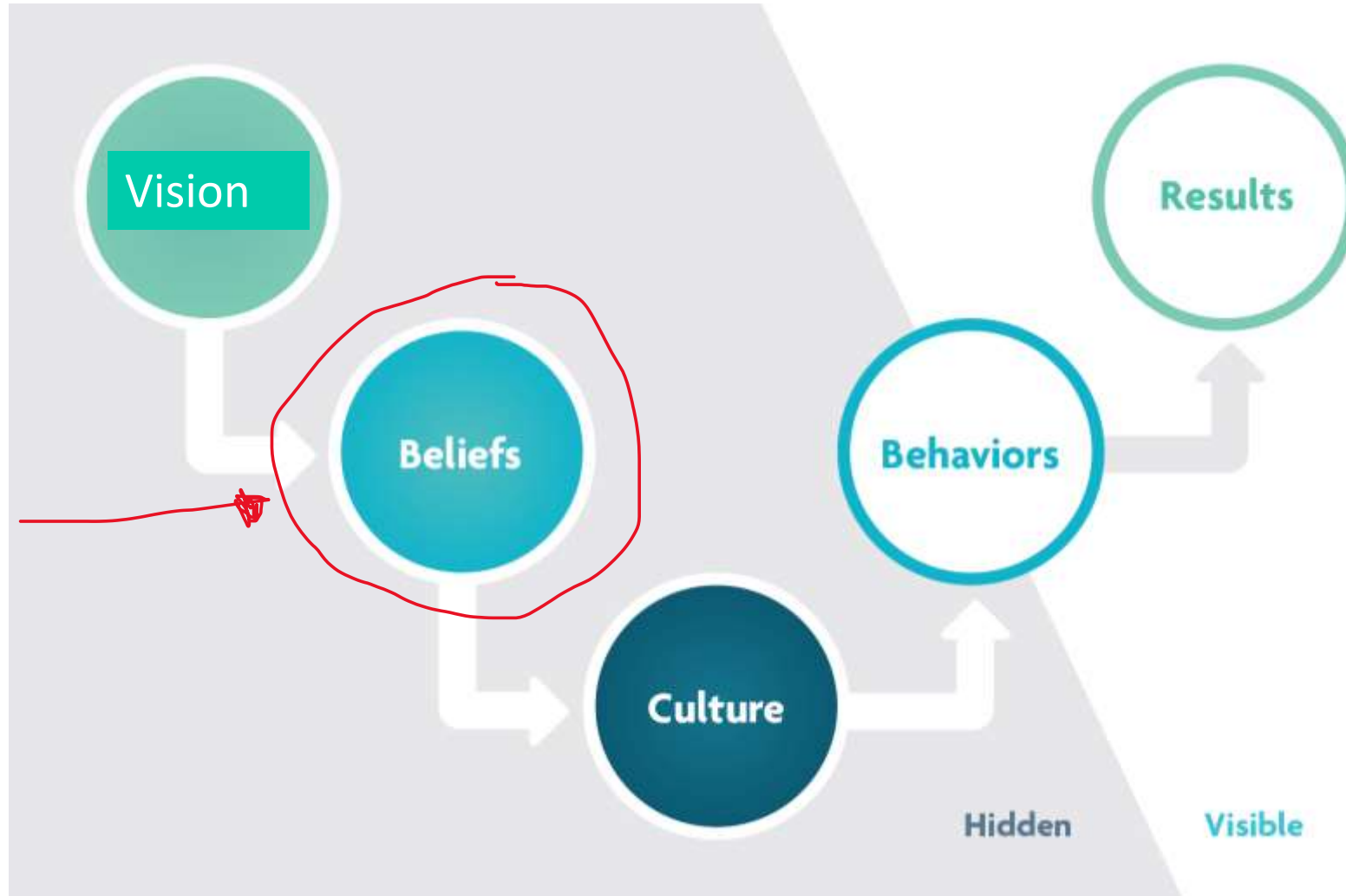
- The vision shared over, and over and over and over
- An authentic message – sounds like the person saying it
- You'll hear others saying it, but in their own way, in an authentic way

- Tips for creating a Vision

What you might see:

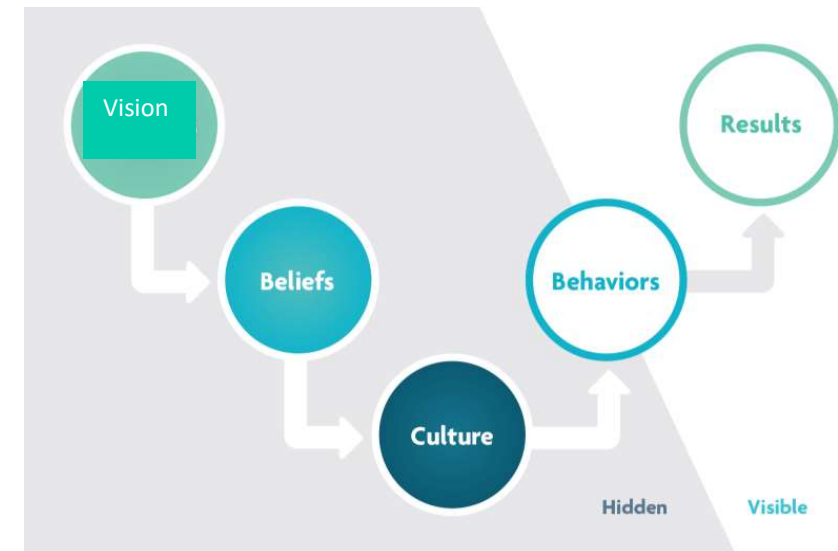
- See leaders sharing the vision
- See that objectives, goals, and action plans will align with the overall vision.
- See others sharing it and how it relates to the work they are doing. Trickle down effect. (eg. Putting a man on the moon)

LEADERSHIP ACTION #2 – LEADERS BELIEFS



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Aspect	Vision	Beliefs
Definition	<i>A picture of the future</i> you want to create. It's your desired direction or goal.	The <i>principles or convictions</i> you hold to be true — what you deeply value and stand for.
Focus	Future-oriented — what “could be.”	Present and internal — what “is true” for you.
Purpose	To inspire and guide action toward a goal.	To shape how you think, decide, and lead.



LEADERSHIP ACTION #2 – LEADERS BELIEFS



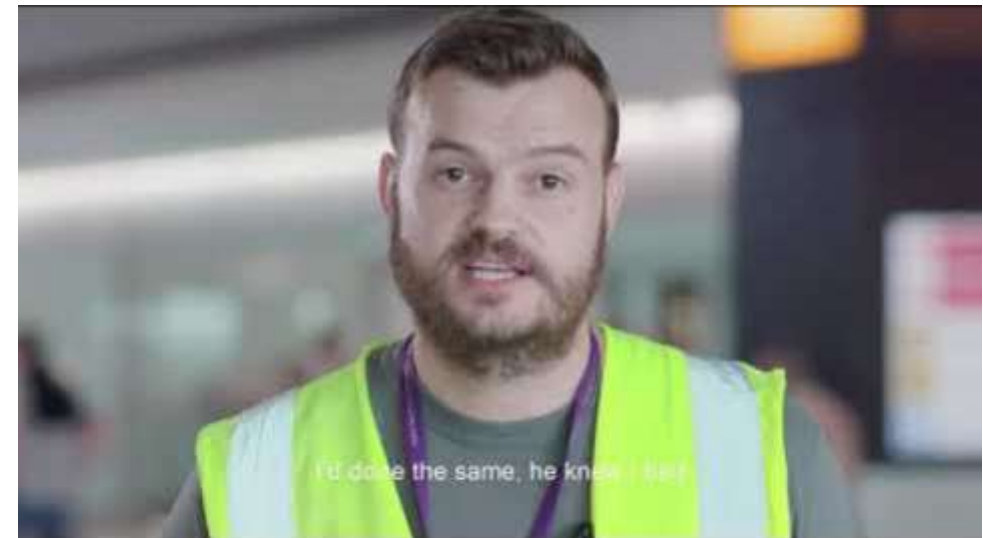
- Many of life's barriers and obstacles come from within. We create limits for ourselves.
- Once these limits are broken, we realize the biggest barriers were our own beliefs.

LEADERSHIP ACTION #2 – LEADERS BELIEFS

If a common belief is that addressing unsafe behaviors is “over the top” or prohibiting efficiency and productivity. Leaders tend to “look the other way”

We have a moral obligation to say something when we see something unsafe

We set our culture by what we demonstrate personally & what we encourage and tolerate in others.



LEADERSHIP ACTION #2 – LEADERS BELIEFS

Another common belief is that reinforcement through discipline is the only way to drive safety results.

This drives a negative mindset and often results in “the blame game” or the perception that Safety is negative versus a culture of engagement.

Leaders have to own this dynamic. If Leadership is positive about safety and makes it engaging and personal, the organization will follow.

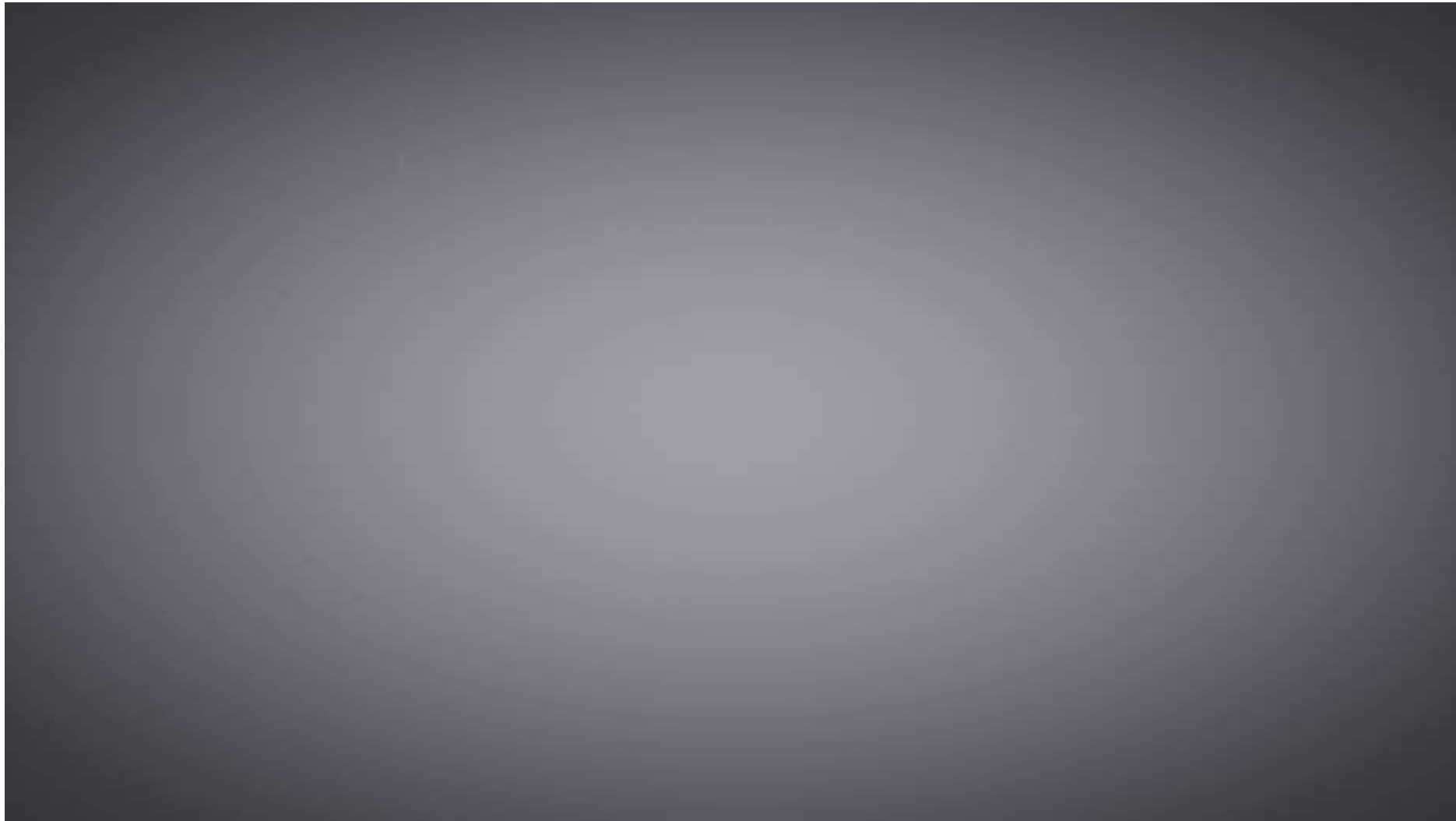


WHAT DOES THIS LOOK LIKE IN PRACTICE?





- Who were the leaders in this example?
- Who showed courage in this story?
- What leadership actions were displayed?
- What were the beliefs and values that guided their actions?
- What culture is being created through their leadership?



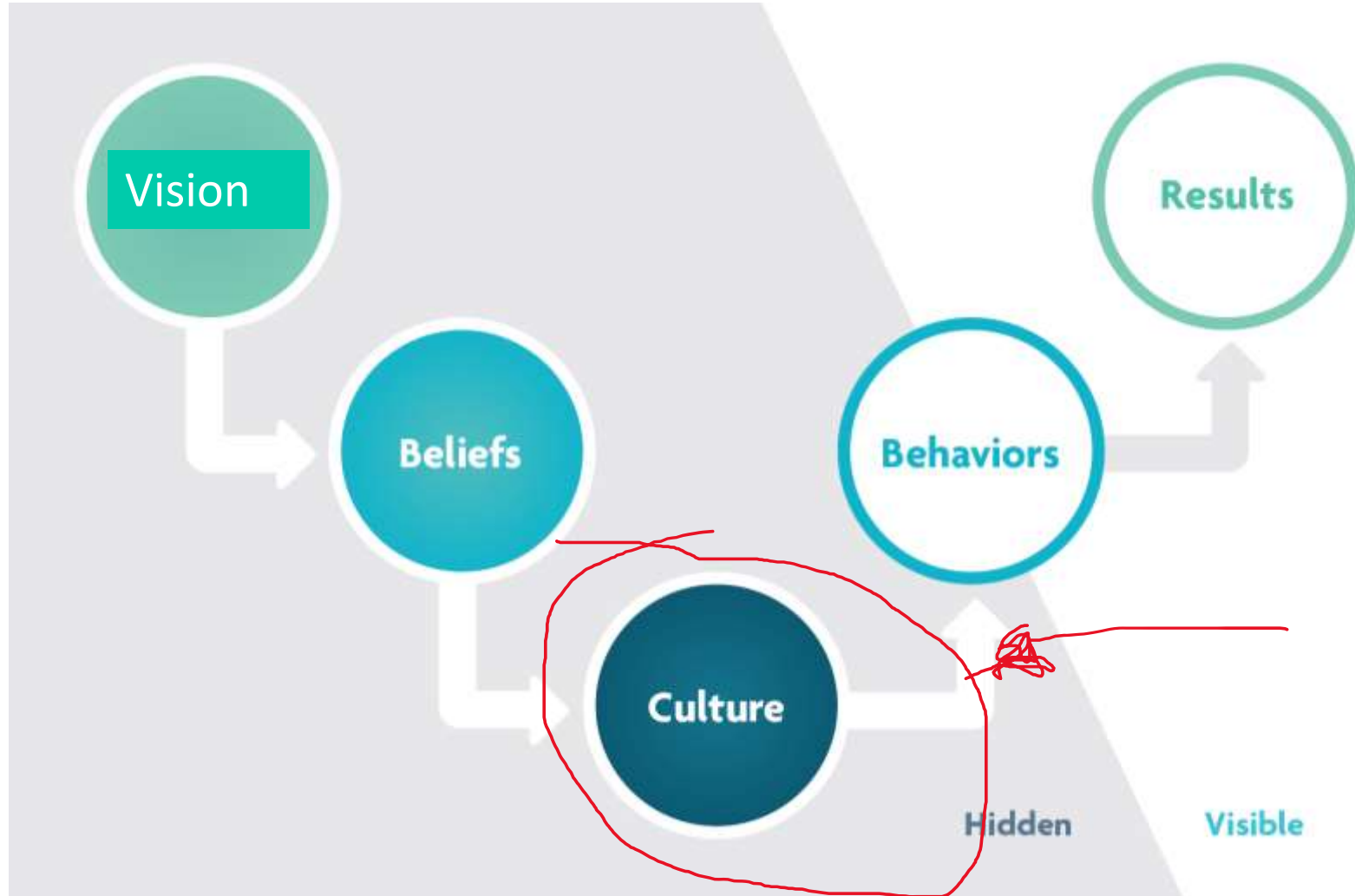
BLAME

**CLOSED-MINDED
BEHAVIOURS**

INCIDENT COVER-UPS

FOCUS ON PUNISHMENT

THE RESULT = YOUR CULTURE



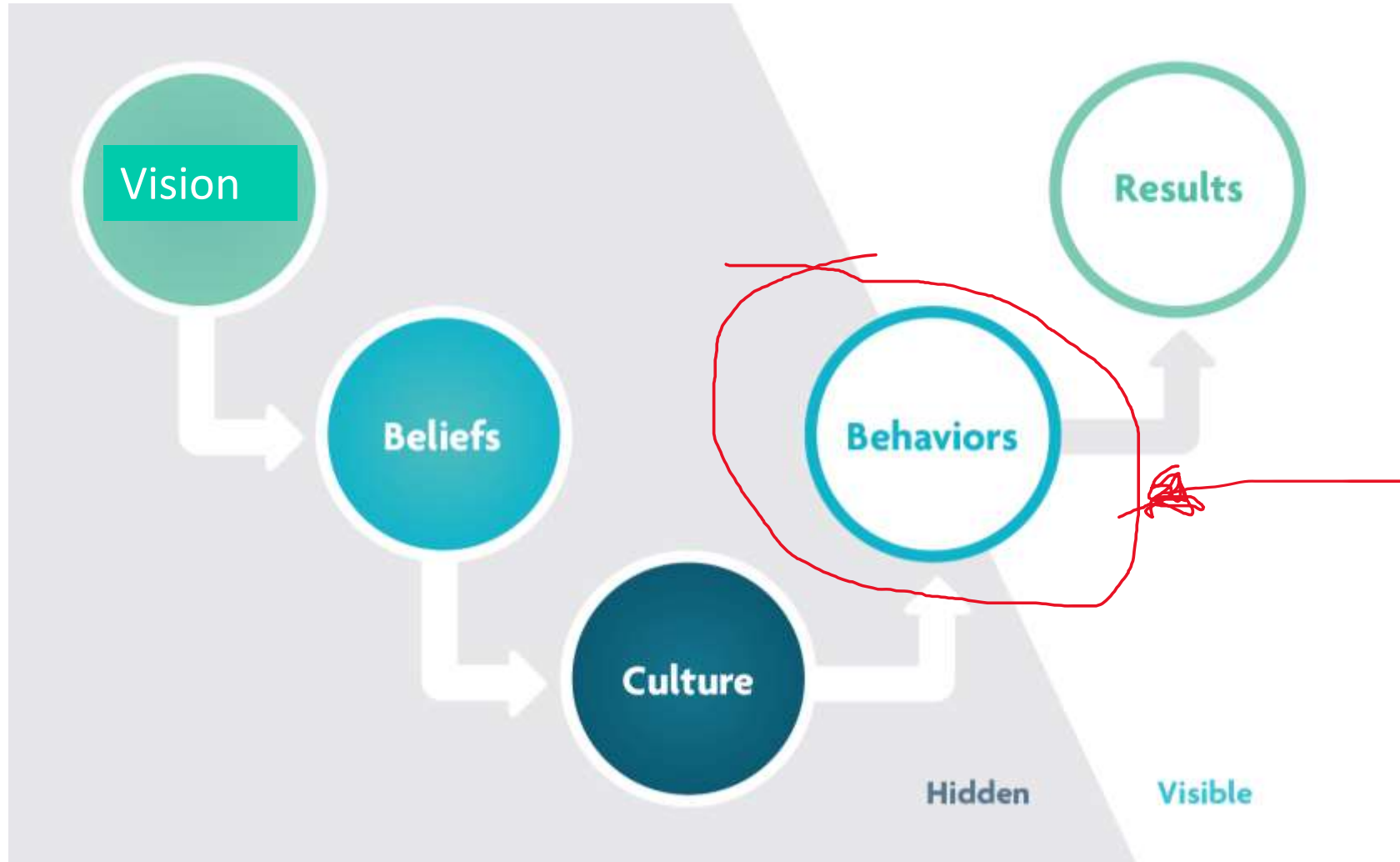
- Leaders create our culture



We set our safety culture by:

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VISIBLE OUTCOMES - BEHAVIORS



VISIBLE OUTCOMES - BEHAVIORS

Behaviors drive results!

What behaviors would you see by your leaders & by employees out on the shop floor?

What Results might you see with BAD behaviors?

What Results might you see with GOOD behaviors?



Examples of what you'd like to see Leaders doing:

- Communication – safe production, walking the talk, leading by example, share the vision, explain the ‘why’
- Performance Management – holding team members accountable, feedback, coaching, mentoring
- Providing the right tools for the job
- Provide training and mentorship
- Reaction to failure/successes – recognition, post incident focus is on learning

WHY BEHAVIORS MATTER

- Poorly maintained equipment
- Icy roads
- Weather conditions
- Wrong equipment

4%
Unsafe
Conditions

96%
At-Risk
Behavior

- Inattention/Concentration
- Unaware of danger
- Not following procedures hazardous body position
- Caught under/between
- Using inappropriate tool for the job



CHALLENGES

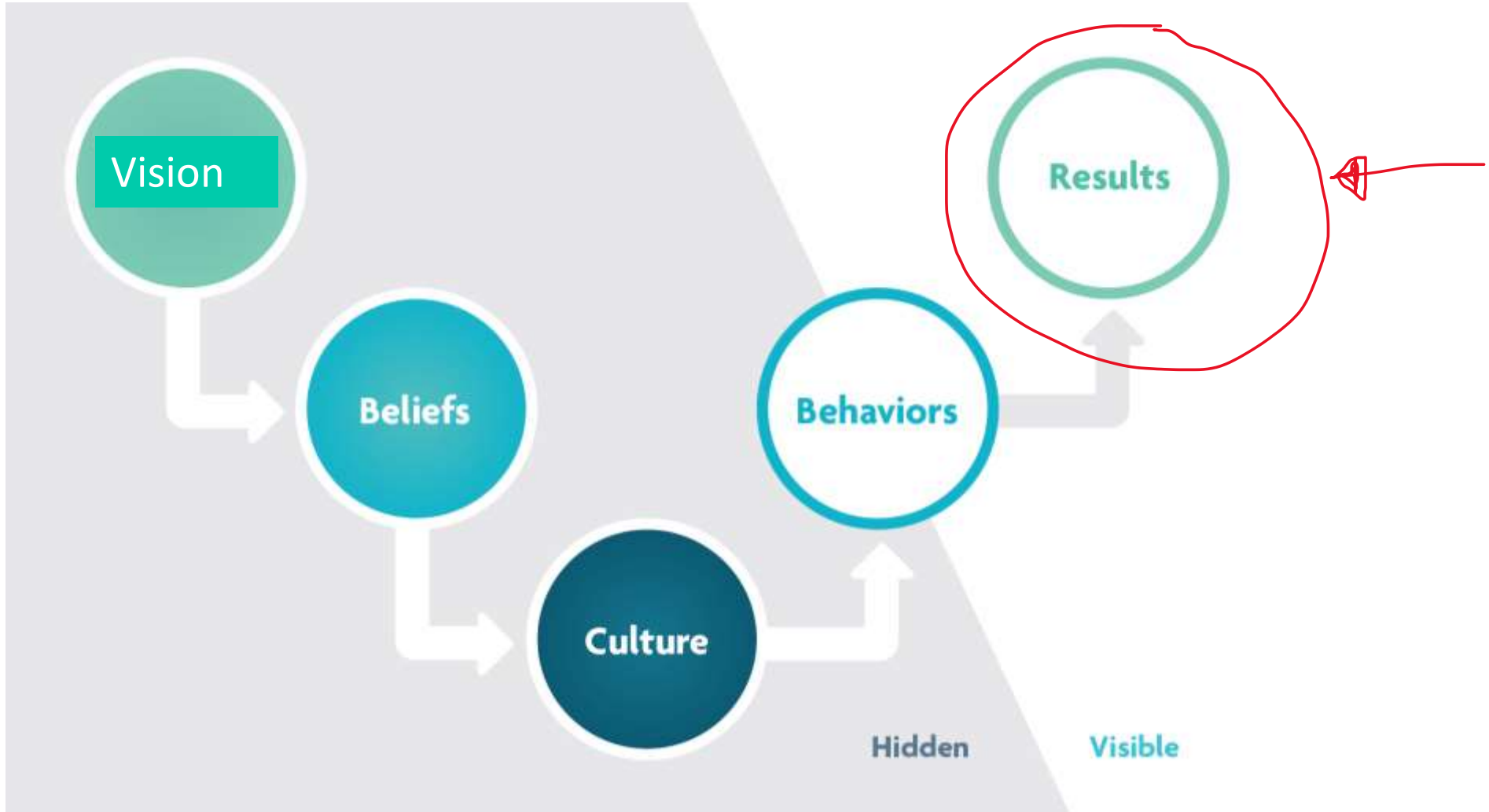
What might be affecting your leader's ability to lead by example?

- **Competing priorities**
- **Leadership skills & attitude**

How might these challenges affect your Leaders' Beliefs and Behaviors?



RESULTS



**HOW DOES SAFETY GET INTEGRATED INTO
OTHER AREAS OF OPERATIONS?**



Key Learning: The leadership skills needed to run a safe company are the EXACT SAME skills needed to run a profitable company

QUESTIONS?



SAFESTART[®] FORUM

FOR HUMAN FACTORS PRACTITIONERS



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THANK YOU FOR ATTENDING!