



Thank you for taking the time to reflect on your own leadership.

We know that the more senior you become in an organisation, the more your leadership skills (business acumen, emotional intelligence and coaching skills) become paramount. The application of your technical knowledge becomes less imperative except how you advise and coach others.

Purpose and intention of the tool:

This tool is intended for you to reflect on your growth as a H&S leader, identify your areas of strengths and the opportunities for improvement on your journey to the Executive level of health and safety leadership.

When you share your results back with the GM Safety Forum, your personal information will not be shared; instead, the aggregated data will be collated anonymously to help the Forum support:

- Obtain a baseline and track your personal development; and
- Identify areas where our members would like support to develop their executive H&S skills.

How to use the tool:

Step 1: Complete the tool as a self-reflection. Choose the answer that best describes your abilities – most of the time. Be as honest as you can – remember, this is for your own benefit!

Step 2: Obtain 360 feedback from your manager, a peer / colleague, and at least one direct report. Send them a blank copy of the reflection tool for them to complete and return to you.

Step 3: Collate all the feedback, including your own, and average the results for each element into one master summary.

Step 4: Be prepared to share your strengths and opportunities for improvement once per year as part of our strategic planning together. We will then review for common themes and tailor our events around these.

If you would like support or guidance, please reach out to any of the GM Safety Forum Steering Committee.

Thanks again for taking the time to reflect on your own leadership and to support the GM Safety Forum in building a contingent of strategic H&S leaders across New Zealand.

This tool has been adapted from the H&S Body of Knowledge (www.ohsbok.org.au) and leadership competencies; source: Fletcher Building 2024.



GM Safety Capability Reflection Tool

GM Safety Forum

Name	Position	Current Tier*
Current Employer	Date of Review	

PART 1: Technical

	Level 1 - Awareness	Level 2 - Knowledge	Level 3 - Skill	Level 4 – Mastery
1. Responsiveness to Changes in the Modern Workplace	☐ Awareness that the way people work and the tasks they do is impacted by technological, operational and societal change.	☐ Supports management to modify H&S Management Systems and risk control strategies to meet the challenges of the modern workplace.	☐ Deeply understands the challenges of the modern workplace and can identify where H&S Management Systems and risk control strategies need to reflect business change.	☐ Integrates a deep understanding of the challenges of the modern workplace, human psychology and influences key decision-makers to ensure H&S is built into business change.
2. Incident Investigations	☐ Knows how to respond to different levels of incidents and supports the business with immediate actions and incident reporting.	☐ Supports the business in applying appropriate procedures and incident investigation methodologies, including identification and engagement with stakeholders.	☐ Knows the difference between direct and indirect causes of incidents and unsafe conditions. Demonstrates the ability to critically review incident investigations and application of just culture principles.	☐ Integrates a deep understanding of causation models into incident investigation including just culture application and worker decision making; proven delivery of a complex investigation including engagement with legal counsel, regulators and families.
3. Law, Regulations & Societal Context	☐ Knows H&S specific law and refers to the relevant national and international Standards to comply with laws that govern the risks within the business.	☐ Draws on H&S laws and regulations (regional/national) that govern the risks within the business; considers the spirit and intent of the law when assessing risk profiles and developing H&S management systems.	☐ Knows H&S and related laws (e.g., workers comp, product liability and basic contract law). Develops H&S Management systems that meet intentions of law with context of the business. Engages expert advice when required, is up to date with compliance and enforcement requirements.	☐ Deeply understands H&S and related laws; understands different market, social and political influences that shape and regulate H&S law including workforce evolution. Connected to industry associations and influencing organisations; able to create strategic frameworks to declutter & ensure managements systems are effective.
4. Risk & Decision Making	☐ Understands risk from an H&S perspective and how risk is assessed (e.g. likelihood vs consequence).	☐ Identifies where organisational decision making can be improved, including where there has been good and poor decision making around risk.	☐ Has a broad knowledge around risk perception and how can communicate risk and influence the business to factor H&S risks into decision making.	☐ A deep understanding of decision-making processes, integration into business practices and routinely influences decision-makers about risk, balancing priorities, risk perception and communication.
5. Prioritization of Critical Risk	☐ Defines a critical risk and can distinguish critical from non-critical risks.	☐ Coaches management to understand critical risks. Inspects and audits sites to check that effective controls are in place and verified to manage critical risks.	☐ Uses risk prioritisation methods to inform H&S action plans, critical control decisions and management strategies. Supports leaders in Critical Control Verifications to identify critical risks and their controls are in place.	☐ Demonstrates ability to create a business case to support proposed critical risk interventions and evaluation of the effectiveness of controls. Uses risk prioritisation methods to develop complex risk control programmes and mitigation plans during regular operations and change.

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PART 2: Leadership & Behaviour

	Level 1 - Awareness	Level 2 - Knowledge	Level 3 - Skill	Level 4 - Mastery
1. Skilled Communication	n/a	☐ Balances straight talk and respect; listens. Communicates with clarity and simplicity, so others easily understand. Knows who to keep informed.	☐ Skilled at adapting their message to their audience. Can draw out others' ideas and perspective and constructively challenge. Can identify and communicate insights from data and analytics and report on these in a compelling way. Teams are inspired by purpose and vision.	☐ Communicates in a clear, compelling and inspirational way – internally and externally. Creates organisational capability for effective communication. Ability to prepare reports, Board papers, and other strategic documents in a clear, articulate, evidence-based way.
2. Stakeholder Management	n/a	☐ Understands and delivers to the needs of people who engage with and depend on the team.	☐ Anticipates and balances the conflicting demands of stakeholders, managers and supports a just culture.	☐ Develop and maintains relationships with key stakeholders; facilitates alignment of objectives, resource and effort.
3. Navigate complexity & ambiguity	n/a	☐ Rationally defines problems, turns them into simple, tasks for the team. Creates comfort with change. Makes decisions that move the team's work forward.	☐ Distils both problems and opportunities; gives others clear, simple information relevant to their level. Shifts gears comfortably, especially under pressure.	☐ Manages the tension between future goals and present needs across a broader landscape. Handles risk and uncertainty; makes sound judgements and trade-offs. Embeds simplicity.
4. Drives Disciplined Execution & Outcomes	n/a	☐ Sets clear plans, reviews progress and consistently delivers results. Supports and holds others to account to deliver on their targets.	☐ Supports the KPIs and reporting with transparency. Holds regular progress reviews and keeps others on track. Coordinates across teams to execute efficiently. Consistently delivers results.	☐ Deeply understands business operating model. Spots and removes systemic barriers to delivery. Promotes disciplined planning and delivery. Role models ownership and delivery of outcomes.
5. Apply Strategic Vision	n/a	☐ Can anticipate. Looks beyond their team's current tasks and goals; sees opportunities.	☐ Translates business strategy into operationally focused goals and plans. Galvanises commitment. Contributes to Business strategy.	☐ Defines/drives business strategy; translates this into their business and cements commitment. Uses strategy to allocate and deploy capital.

*Tier 2 = reports to CEO; Tier 3 = reports to Executive (e.g. CPO/COO); Tier 4 = reports to non-Executive



Summary / Comments



What can you **START** doing to further your leadership maturity?

1.



What's a distraction and you should you **STOP** doing?

2.



What's working and you should **KEEP** doing?

3.



Capability & Competency Guide to Safety Leader Maturity

		Jr Advisor	Sr Advisor	Manager	Leader	Technical
		Entry level, incl. step up from HSR	Trusted advisor at Site/Mgr level	Trusted advisor at BU/GM level	Strategic partner at Div/CE level	Specialist role (e.g. Occ. Hygienist, Ergonomist, Occ. Therapist)
Capability	Technical Skills (INSPHO)	Awareness	Routine <i>(Creative Mastery for some aspects)</i>	Comprehensive	Creative Mastery	N/A - fully qualified in area of speciality
	Leadership & Behaviour Skills	Nice to have	Good to have	Critical	Critical	Good to have
Competency	Experience <i>(gained internal or external in relevant role)</i>	1-2 years	3-5 years	5-10 years	10+ years	1-10+ years with full qualification
	Education	Cert IV	Dipl. / Adv Dipl.	NEBOSH (Int) Dipl. / Bachelors <i>(or recognised equivalency)</i>	Grad Dipl. / Masters <i>(or recognised equivalency)</i>	Fully qualified in area of speciality
	AIHS <i>(or recognised equivalency)</i>	N/A	COHSPrac	COHSProf	COHSProf / ChOHSPProf	Nationally recognised (e.g. COH)
	NZISM <i>(or recognised equivalency)</i>	PractNZISM	PractNZISM	ProfNZISM	Prof / CertProf / CertFelINZISM	Nationally recognised (e.g. NZOHS)