

# Leadership through Health & Safety Culture (LHSC)

A thought leadership program  
creating the right context  
for people to care and perform.



International  
Institute of  
Leadership &  
Safety Culture

BROUGHT TO YOU BY THE INTERNATIONAL  
INSTITUTE OF LEADERSHIP AND SAFETY CULTURE (IILSC)

A DIVISION OF THE WORLD-LEADING  
EXECUTIVE EDUCATION CLUB CEDEP

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“THIS WAS THE MOST IN-DEPTH SAFETY PROGRAM OF MY CAREER AND IT TRANSFORMED THE WAY I LOOK AT MY OVERALL WORK PRIORITIES. THIS PROGRAM HELPED ME SEE THE NECESSITY OF CONSTANT ENGAGEMENT IN DEVELOPING AND MAINTAINING A STRONG SAFETY CULTURE AND DID A GREAT JOB AT IDENTIFYING DIFFERENT VARIABLES THAT AFFECT ENGAGEMENT. 100% WORTH THE INVESTMENT!”

— Carl SCOTT,  
Director of Engineering,  
Sanofi

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# IILSC

## Collective thinking that creates safety excellence

High-impact leadership is central  
to creating a sustainable safety  
culture at work

This is leadership that influences other leaders, builds high-performing teams and nurtures work environments in which everyone shares responsibility and accountability. It is visible leadership that breeds confidence, creating the conditions for innovation and delivering results. Ultimately, high-impact leadership is about shaping safer, more resilient workplaces and practices that have a positive effect on every aspect of people's lives.

To achieve this, we must build leadership confidence, competence and comfort around creating safety by setting the context in which this culture can flourish. To set the right context, whether you're C-suite or a director of health and safety, you must see the risks with clarity, envision their impact on people and understand the options for managing them. This can only be achieved through collaboration and collective thinking. By bringing together leaders and managers from across sectors, and from around the world, to share knowledge, find synergies, forge alliances and drive change.

Safety needs a destination for these brilliant, diverse minds to meet and talk and create better strategies. Such a place is an incubator for ideas and innovation to advance safety worldwide. This is the International Institute of Leadership & Safety Culture (IILSC).

A division of the renowned executive education club CEDEP, the Institute is a global hub for leaders to create safety. Through executive education, consulting, prestige events and digital learning, IILSC is building a global network of leaders from C-suite, the OSH profession and beyond.

By harnessing this collective global intelligence, IILSC is reimagining the relationship between leadership and safety. Through an entirely innovative approach, the Institute is transforming the way we protect and nurture people at work.



## Owned and Operated by CEDEP

CEDEP is an independent not-for-profit executive education club providing a unique and safe space for global leaders to reflect, explore, collaborate, peer-learn, grow and succeed. CEDEP is co-run by its international members from diverse and non-competing industries who understand the value of building long term relationships and tackling real-life business challenges within a collaborative learning community.

CEDEP empowers leaders to shape organisations for a more sustainable and positive future with transformational leadership development programs and

learning experiences, co-designed with its academic team, members, clients and non-resident faculty from the world's top business schools. Based in France, but operating globally, CEDEP delivers programs in person from various international locations and online via CEDEP LIVE.

“INSPIRING  
PEOPLE WHO  
CARE.”

# Overview

## The leadership mindset to embrace an ever-changing world

Global factors beyond our control have very rapidly transformed the world of work and our relationship to it. Forces such as the pandemic, climate change and the advance of artificial intelligence have shaped truly complex and uncertain times.

With such seismic shifts, people's attitudes to work have also changed. The remote working patterns during Covid-19 and the impact of technology on how we communicate day to day are among a wide range of influences on people's reconfigured expectations of the workplace. Our relationship to what we do for a living has changed, which has in turn compelled organisations to reconsider how they engage and care for us.

IILSC's Leadership Through Health & Safety Culture (LHSC), running successfully for more than 15 years and constantly evolving, is a transformational learning experience that shifts leadership mindsets to embrace this ever-changing world and new employee-employer paradigm. This program empowers leaders

to create a culture of care and builds high-performing, resilient organisations. Co-created and updated with L'Oréal and Sanofi, this program enables leaders to rethink their roles, develop the skills and tools necessary to manage change, integrate the health, safety and wellbeing of their people into their leadership capabilities, and turn new health and safety challenges into powerful performance levers. It is a truly unique training experience, which spans over several weeks including an intense in-person week.

In a small, dynamic and highly participative peer group learning environment, our globally renowned faculty of experts and global thought leaders explore new and exciting dimensions of thought leadership that mixes cutting-edge science and research with deep experience.

It's a program that does more than offer new perspectives; it delivers the practical tools, real-life case studies and best practices from different industries to create true leaders of sustainable health and safety culture.

# Why is Safety so Important?

## A culture of care that gives you the competitive edge and saves lives

IILSC's Leadership through Health & Safety Culture (LHSC) will bring to your team and your organisation a new mindset to approach and tackle safety challenges.

As organisations struggle to compete in a more complex and fast-paced world, leaders are looking for a competitive edge that gives them the advantage. Traditionally, companies have focused on things like improved automation to gain this edge over their competitors. Now however, forward-thinking leaders in high-performance organisations agree that the greatest impact overall is achieved by shifting focus to caring for the people in their organisation.

In other words, leaders who demonstrate commitment to their team's wellbeing by developing a culture of care inspire greater

motivation and create happy, engaged teams to boost their organisation's productivity. They are responsible for setting the conditions for people to feel safe to speak up, which can only lead to a safer space.

Creating a strong, sustainable safety program that focuses on the people and risk literacy creates not only better, more inspiring leaders; it is also the key to ensuring consistency and high reliability within your organisation. Creating a culture of care is one of the most valuable and rewarding commitments your company can make.

IILSC's LHSC program makes this possible. Delivered by the best experts in their field, this course of blended learning will help you to sharpen your competitive edge through safety and health excellence.



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# Program Objectives

## Developing the leadership skills to create safety

This leadership journey gives leaders the psychology, philosophy and powerful management skills to:

### BECOME MORE AWARE

Learn to critically analyse the acceleration of our transforming world and the impact on H&S.

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### BECOME PEOPLE-CENTRIC LEADERS

Learn to listen to others, create a psychologically safe environment and better analyse situations.

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### CONSIDER SAFETY AS A CENTRAL ISSUE OF ORGANISATION SYSTEMS AND LEADERSHIP AND REDUCE WORKPLACE ACCIDENTS

Be better able to analyse systems, detect weak signals and uncertainty, and gain the tools to thoroughly review accidents, finding the key factors and real causes.

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### LEARN HOW TO POSITIVELY INFLUENCE PEOPLE

Understand behavioural economics and how to effectively engage stakeholders.

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### KNOW YOURSELF AND OTHERS BETTER

Understand how emotions influence behaviours.

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### LEAD FORWARD WITH THE RIGHT MINDSET

Become a leader of positive change and role model for others to learn exemplary behaviours.

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### CREATE A CULTURE OF CARE, DECODE AND DEVELOP IT

Enhance productivity and protect your company's reputation.

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### IMPROVE CAPACITY

Increase individual and group awareness of day-to-day safety.

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### TAKE AWAY EFFECTIVE TOOLS TO USE IMMEDIATELY

Develop a practical action plan with strategies to use H&S as a performance lever and to drive sustainable improvement.

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“THE LHSC PROGRAM HAS BEEN A REAL GAME-CHANGER FOR UPL BECAUSE MY PLANT MANAGERS ARE NOW AMBASSADORS FOR SAFETY.”

— Stéphane GOLZ  
Head of QHSE & OPEX,  
Europe, UPL

# Program Content

## Five days that will transform you as a leader

Leadership through Health & Safety Culture (LHSC) is a blended learning journey with a virtual kick-off, four-and-a-half days of eight immersive in-person content sessions providing insights and frameworks with leadership faculty, and ongoing follow-up for maximum impact. The LHSC program also includes two self assessments on safety and emotional intelligence.

Throughout the program, participants explore different aspects of safety in the workplace and acquire new management skills to drive thriving organisations filled with inspired and committed workers who respect their managers and each other.

The program is articulated as a journey, starting with reminding the **sense of purpose**, and why participants are here, to truly understand the necessity of developing a culture of care to **shift** towards a new mindset engaging people of different cultures and generations. Then, **blockers and levers** are identified for safety; both human and organisational. Participants examine how emotions play a role in ensuring safety in a business context and become more aware of the need to create the right context for psychological safety. Finally, participants learn how to be their **best self** to implement the learnings.

Lightbulb moments connect the dots between the highly relevant topics and deliver practical and actionable plans. Participants work on a specific organisational strategy to establish safety goals, develop resources, ensure team participation, identify and assess hazards and prevent and control risks.

### Post Program: Achieving impact & capturing insights

This is leadership training that delivers a lasting impact, connecting the dots between the highly relevant topics and delivering practical and actionable plans. After the program, we don't just leave it there.

IN THE WEEKS AFTER YOUR IN-PERSON SESSIONS, YOU WILL BE INVITED TO TAKE PART IN:

- Webinars covering the topics of:
  - Brain science for safety
  - Wellbeing
- Peer Coaching: One-on-one accountability with your Learning Buddy to sustain momentum.
- Action Learning Labs: Led by the program director, these virtual meetings analyse the gap between action plans and harvesting on progress, roadblocks and impact, and also inform the content and design of future sessions.

# Program Outline

## In-person program sessions

### DAY 1: Sense of Purpose

#### EYE OPENER: FACING A FATAL ACCIDENT

Nobody wants to be confronted by a fatal accident; this is what we work so hard to avoid. But if it happens how do you react? How do you lead? How do your people react? What could have been done differently? Participants are taken through the events of a real fatal accident as they unfolded. Practical learning points are shared.

#### TOWARDS INTERDEPENDENCE: DEVELOPING A CULTURE OF CARE

Many organisations rely on lagging metrics such as accident rates to tell them if they are safe, however this approach is fundamentally flawed. Using case studies and pop culture examples, participants will understand they need to redefine their safety targets and strive instead for safety excellence.

### DAY 2: The Shift

#### HOW TO ENGAGE PEOPLE AROUND HEALTH AND SAFETY

How easy is it for you to engage your stakeholders in adopting new behaviours, new mental patterns, and more specifically, new views on safety? We explore other ways than imposing more procedures.

#### CROSS-CULTURAL INFLUENCING STRATEGIES AND NEW GENERATIONS

International airline disasters kick off discussions linking national culture to leadership styles, generational behaviours and the importance of managing with emotional intelligence. Within this context, we then explore three national culture scales - communication, evaluating and leading - from Erin Meyer's book The Culture Map to drive continued reflection and activities around perceptions and biases.

### DAY 3: Blockers & Levers

#### THE INFLUENCE OF HUMAN FACTORS IN RISK JUDGEMENT AND DECISION MAKING

Good leadership in safety requires a long-haul commitment to promoting an elevated level of rationality in safety matters at all levels of the organisation. Yet behavioural research shows that human judgement and response towards risk are subject to deeply ingrained biases and limitations. We develop two major themes in this session: how spontaneous, narrow framing of situations governs the perception and evaluation of risks; and how overconfidence syndrome impairs our ability to appraise uncertainty and looming unknowns.

#### MENTAL RESILIENCE AND ENERGY MANAGEMENT

This high-impact session is run by sports coaches and delivers practical tools for wellbeing and energy management. Participants work to balance and strengthen the four axes of human performance – IQ, EQ, PhQ and SQ – to become high-performing corporate athletes. We also explore how to become more conscious and fully in charge of personal energy and stress levels and how to provide a work environment that gives employees the tools to cope with pressure.

### DAY 4: Make it Happen

#### LEVERAGING EMOTIONAL INTELLIGENCE AND PSYCHOLOGICAL SAFETY TO BOOST HEALTH AND SAFETY

For many years, focusing on emotional health at work was not part of the conversation. And when it came to safety, adhering to strict safety rules was deemed to be the only course of safe action. But our emotional state can make a huge difference to how we approach our jobs and how we respond in a dangerous situation. We examine how to leverage EQ to boost health and safety.

#### HUMAN PERFORMANCE AND TRANSFORMATIONAL LEADERSHIP

Interdependence may sound like a utopian dream – a state that organisations can, perhaps, aim to achieve when they reach the right-hand side of the safety maturity curve. But what if it's not a dream? This session uses case studies and table discussions to help participants explore how organisations and work environments influence behaviour and how individuals and teams, in turn, shape organisational culture.



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# Program Outline

## In-Person Program Sessions

### DAY 5: YOU make the Difference

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#### LEVERAGING YOUR STRENGTHS

After COVID, the way to give feedback and empower teams has evolved to focusing more on the positives and leveraging the strengths of people to unleash their potential. In this session, we examine positive dynamics such as resilience, vitality and trust, and how they lead to positive effects such as improved productivity, performance and health and safety in individuals and organisations. This session is grounded in positive psychology and based on research from the Center for Positive Organisations (Ross School of Business, University of Michigan).

#### Lightbulb Moments

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Throughout the program, we connect the dots between topics and relate to participants' realities, helping them to build an effective action plan that has a real impact.

#### 2 Self Assessments

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- One in safety culture
- One in emotional intelligence





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# Post Program

## WEBINARS

### Working Well: increase energy, focus and productivity

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As our lives get busier and busier, boundaries between work and leisure blur. This fast living is resulting in a pandemic of illbeing: from general weariness to prolonged bouts of sickness, lethargy and sharp increases in stress, depression and mental health issues.

In this session, executive longevity consultant Hari Kalymnios will introduce a simple five-step framework for living a healthier, happier and longer life. Simple, practical and immediately implementable, this interactive session will give participants tools to accelerate improvements in wellbeing.

### Brain Science for Safety

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The brain is the most important tool for achieving success, happiness, health and safety. However, most professionals know little about their brain or about brain science. This session provides a practical insight into the user manual

of the brain to decrease stress, increase intellectual productivity and creativity and promote safety. Special attention is paid to the costs of always being connected, multitasking and stress.

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## 4 WEEKS LATER

### Learning Buddies

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Participants organise themselves into two virtual meeting groups to receive peer coaching on actions to sustain momentum.

## 8 WEEKS LATER

### Action Learning Labs

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During the in-person sessions, participants define concrete actions for themselves and their team. A few weeks after the program, Action Learning Labs are planned with the program director to give participants the opportunity to share with their peers what they have tried to implement as part of the program, receive feedback and discuss ways of making further progress.



# Faculty

The LHSC program is held in France and around the world. In order to respect the planet and limit our carbon footprint, we have faculty all over the world who can deliver their sessions locally.

## Program Directors



**Alastair DAVEY**

Former Global VP HSE Sodexo, expert in health, safety and governance, independent consultant and director of Esen Sol Health & Safety Collaboration Network.



**Alexandre BOLEY**

Expert in environmental health and safety, cross industry expert in advancing multicultural safety and sustainability programs.

## Facing a fatal accident



**Rob RICHARDSON**

Expert in leadership and safety, senior partner at RMS Switzerland, business coach.



**Thomas HINTERSEER**

CEDEP chairman of the board and managing director, over 25 years of oil and gas industry management expertise.

## Towards interdependence – developing a culture of care



**Dr. Andrew SHARMAN**

IILSC CEO, ex-president of the Institution of Occupational Safety and Health, best-selling author.



**Christophe GILLET**

Ex-director business innovation and Amsterdam operations SONY Europe, expert in innovation, transformation, change management and leadership.

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## Cross-cultural influencing strategies and new generations

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**Simone-Eva REDRUPP**

Adjunct professor, cultural and intercultural diversity expert, facilitator and coach, multiple global organisations.



**Mui Hwa NG**

Expert in leadership, inclusion and talent development consultant, multinational leadership development program designer, key assessment tools certified.



**Kimberly BLANCHARD**

Cross-cultural diversity expert, speaker, writer, facilitator, leadership development trainer and coach.

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## Mental resilience and energy management

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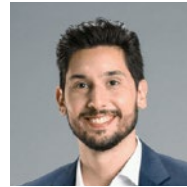
**Bernard DEWAME**

Ex-professional hockey player, senior executive coach at Mentally Fit Institute, expert in resilience and mental fitness.



**Sophie VAN DE VENNE**

Senior executive coach at Mentally Fit Institute, expert in international leadership and performance.



**Flavio UNGARO**

Ex-professional basketball player, senior executive coach and CEO Mentally Fit Institute Latin America, expert in sport inspiration for corporate transformation.

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## The influence of human factors in risk judgement and decision making

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**Philippe DELQUIÉ**

Associate professor George Washington University, USA, expert in decision-making under risk, business analytics, data and risk analysis.

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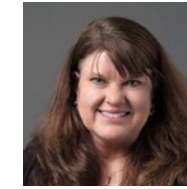
## Leveraging emotional intelligence and psychological safety to boost health and safety - Leveraging your strengths

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**Nana VON BERNUTH**

INSEAD adjunct professor and business coach, CEDEP program director, expert in leadership, collaboration and strategy.



**Laurie CURE**

Executive coach, expert in emotional intelligence and psychological safety, program designer, author.



**Thomas HELLWIG**

Medical doctor, INSEAD adjunct professor and CEDP program director, expert in team dynamics and organisational culture, experienced executive coach, researcher, independent consultant.



**Georges LANDES**

Executive coach, EQi certified, expert in leadership teams and organisational development, executive coach, lead facilitator, speaker and director, executive education learning experiences.

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## Human performance and transformational leadership

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**Alastair DAVEY**

Former Global VP HSE, Sodexo, expert in health, safety and governance, independent consultant and director of Esen Sol Health & Safety Collaboration Network, LHSC program director.



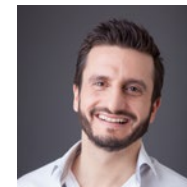
**Jean-Christophe LE COZE**

Director of research at Ineris, expert in human performance and transformational leadership, multinational safety leader, editor Safety Science.

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## Working well – increase energy, focus & productivity

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**Hari KALYMNIOS**

Expert in executive wellness and longevity, senior partner at RMS Switzerland, consultant and author of two books – The Thought Gym and Working Well.



**Théo COMPERNOLLE**

Medical doctor and neuropsychiatrist, expert in brain science and stress management.



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# The Impact on your Organisation

The program is structured in a way that gives participants the mindset, techniques and leadership behaviours to have an immediate, positive and sustainable impact upon their return to their organisations.

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KNOWLEDGE TO NURTURE AND SUSTAIN A SAFETY CULTURE AND THE HUMAN FACTORS INVOLVED IN RISK ADJUSTMENT AND DECISION MAKING.

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SKILLS AND PERFORMANCE TO MASTER BEHAVIOURAL ECONOMICS, ENGAGING STAKEHOLDERS AND LEADING CHANGE.

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BEHAVIOUR FROM PREVENTING ACCIDENTS TO LEADERSHIP, SAFETY AND STRESS MANAGEMENT.

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FOCUS ON ACTION WITH REINFORCED TOUCH POINTS BETWEEN PARTICIPANTS AND FACULTY TEAM.

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“THIS PROGRAM HAS BEEN RUNNING FOR 16 YEARS AND HAS GRADUATED THOUSANDS OF LEADERS FROM OVER 50 COUNTRIES. LEADERS FROM WELL-KNOWN ORGANISATIONS HAVE PARTICIPATED IN THIS INSPIRATIONAL PROGRAM, IN WHICH YOU LEARN HOW TO CREATE SAFETY AS A WAY TO IMPROVE PERFORMANCE.

THIS IS ABOUT PUTTING PEOPLE AT THE CENTRE OF LEADERSHIP IN A CHANGING WORLD, IDENTIFYING EMOTIONAL BARRIERS AND LEVERS TO DEVELOP A CULTURE OF CARE.”



Professor Dr Andrew SHARMAN  
CEO, International Institute of  
Leadership & Safety Culture



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# Program Details

## SETUP

This program can be experienced in two ways:

- Multi-company program:  
To share insights, experiences and knowledge with other companies across varied industries.
- Custom program:  
Highly personalised solution based on your culture, current business challenges and strategic issues.

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## FORMAT

Blended: 4.5 days in person with an online kickoff and post-program webinars.

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## LOCATION

In France at Châteaufort' Cély near Paris during the renovation of our Fontainebleau campus.

Worldwide locations at clients' request.

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## DURATION

40 hours:

- 1 kickoff → 1 hour
- 4.5 days in person (4 hours per half day)  
from Monday morning to Friday midday → 36 hours
- 2 post-program webinars → 1 hour each
- 1 Action Lab → 1 hour

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## IDEAL PARTICIPANT

The LHSC program is for managers and senior leaders from all industries who understand and recognise the benefits of setting the right tone to create a culture of care. It is particularly useful for manufacturing and operations managers, HSE experts, safety and wellness directors, safety engineers and consultants, risk managers, security and environment managers, and executives involved in plant management or distribution.

*Please note that we have a specialist program for the oil and gas sector.*

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# What our founding member L'Oréal says about the LHSC

“LHSC is vital for any company and has had a phenomenal impact at L'Oréal.

It's not just a matter of saying health, safety and wellbeing is a core value, but how do you put that into action?

This unique program has been a game-changer for L'Oréal management and has transformed our entire culture. It's about being a complete leader.

And there's nothing like it.”



— Malcolm STAVES  
Global Vice-President Health & Safety,  
L'Oréal



# Find out more about IILSC's Leadership through Health & Safety Culture (LHSC):



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