

Leading Health & Safety as a Performance Lever (LHSP)

Being people centric in a transforming world.



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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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

Leading Health & Safety as a Performance Lever

Leading Health & Safety as a Performance Lever is a pioneering 3-day program that explores H&S leadership within large corporations in an ever-changing and uncertain world.

The global pandemic accelerated emerging trends and triggered new risks in H&S but also new opportunities. It underscored the necessity of proactive thinking and preparation for the unknown – and this program is designed with that foresight in mind. While we cannot predict the future, we deeply understand that the fundamental principle of any strategy to ensure people's safety will remain unchanged: we must put people at the centre and genuinely care for each of them.

This program is dedicated to operational senior leaders and H&S senior managers, who will engage with various experts to identify trends of the new world, the impact on organisations and how to turn these challenges into opportunities to bring performance to a higher level. Participants will collaborate and define how to create an environment where H&S is truly lived as a core value and competitive advantage by management and employees.

This pioneering and highly relevant leadership journey will enable participants to:

- Critically analyse the acceleration of our transforming world and the impact on H&S.
- Be people-centric leaders to embrace the new world.
- Develop a practical action plan with strategies to use H&S as a performance lever.

Objectives

This program encourages managers across all industries and sectors to reconsider their roles as H&S leaders. It fosters a collaborative environment for reflecting on enduring core principles and identifying potential future shifting dynamics to adapt accordingly.

PROGRAM OBJECTIVES FOR PARTICIPANTS ARE TO:

- Gain a deeper understanding of future trends by exploring key industry, generational and leadership concepts.
- Embrace humility and authenticity by questioning our existing safety management and personal leadership practices, acknowledging that discomfort often accompanies learning.
- Transition to a testing mode by developing innovative action plans in two dimensions:
 - Me: Identify what I need to change as a leader to ensure I create an environment of trust and psychological safety, moving towards servant leadership.
 - My team: Implement actions that will bring the safety culture to the next level, be embraced by all generations, and prepare for future challenges.





Content

The Leading Health & Safety as a Performance Lever program is divided into two parts:

Part 1: Leadership is not about you, it is about the people

We explore current trends in our fast-transforming world, industry 4.0, the needs and expectations of the various generations in the workplace, how they relate to H&S and how H&S can be used to unlock higher performance levels.

Part 2: Leadership is all about you

We develop personal wellbeing and H&S leadership skills focusing on advanced emotional intelligence, peer coaching, identification of weak signals, psychological safety, trust and an introduction to the principles of Human & Organisational Performance (HOP). Throughout the program, participants develop a specific two-fold action plan with actions to pursue further personal development and bring the safety culture maturity to the next level in the organisation.

Program Outline

In a peer group learning environment, our faculty of global thought leaders take participants through collaborative sessions and brainstorming sprints interspersed with bite-sized and interactive moments with our program director based on best practices and real-life experience.

DAY 1

CHRONIC UNEASE: WILL IT ALWAYS BE FINE?

This program is about leadership applied to safety. It is about the life of our people. There is no bigger WHY than this one. Sébastien Roche shares his personal story as an operations manager who identified weak signals and was the only one to act upon them when the whole organisation and management team failed.

LEADING CHANGE (MICROLEARNING VIDEO)

How easy is it for you to engage your stakeholders in adopting new behaviours, new mental patterns and more specifically, new views on safety? There must be another way than imposing more procedures. How do you explain that intelligent people around you, who care about their employees and don't want to sabotage their company, do not give workplace safety the attention it deserves – and requires? We explore the reasons why.

AI DRIVEN INSIGHT AND IMPACT OF INDUSTRY 4.0 ON SAFETY

This session focuses on the acceleration of world transformation, in particular how automation, robotics and AI will impact the workplace, and the implications for human-machine interactions. The implementation of new technologies creates new opportunities and new risks. We learn to identify these risks to make the right decisions when choosing a technology and to prevent accidents in the workplace.

UNDERSTANDING THE TRANSFORMING WORLD, NEW GENERATIONS AND FUTURE OF WORK

With incoming Generations Y and Z making up a sizeable chunk of the organisational workforce, change is imminent. Leadership and organisational paradigms are being reimaged, and workplaces can catch up with the digital times – and catch on with the next big trends.

This is even more important when we look at this from the health and safety prism, because young people often start as front-liners and thus face the biggest risks in our industries. Based on a bespoke study, this session explores the relationship between young generations and safety, risks, rules and leadership. By taking the time to listen and understand them, we have an opportunity and an obligation to adapt the way we manage and lead safety to ensure it will resonate and help them stay safe. In this session, we explore the knowledge we have gained on young generations and safety.

HOW MENTAL MODELS IMPACT SAFETY MANAGEMENT (MICROLEARNING VIDEO)

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 human judgement and response toward risk are subject to deeply ingrained biases and limitations. This poses a challenge for improving safety behaviour but also provides keys to enhancing awareness and rationality about

safety. We explore 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.

ENGAGING YOUR PEOPLE WITH IMPACT

H&S communications take several forms and can be challenging for operational managers and supervisors. These include personal communication skills, achieving clarity around rules and expectations or raising awareness of safety issues. We often mistakenly assume that just because we have communicated a certain message, it has been received and understood. In this session, we explore personal biases and filters and the consequences of poor communications in H&S – and examine the huge power of communications when done well. We also provide a toolkit and a self assessment to keep safety central to management routines and make it easy for managers to communicate in a positive and impactful way.

DAY 2

CHRONIC UNEASE: CHALLENGING THE GREEN

This session explores how the sociology of organisations helps leaders analyse recurring difficulties of implementing HSE policies. Leaders can involuntarily set processes and habits that prevent capturing the systemic risks. Participants explore a case study and then, in teams, are put into a situation where they identify potential H&S risks - and possibly miss the most important one. We deliver the practical tools drawn from the sociology of organisations to overcome these effects.

BRAIN SCIENCE FOR SAFETY (MICROLEARNING VIDEO)

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, as well as how our brain is wired or not to identify weak signals and what to do about it.

RESILIENCE AND ENERGY FOR PERFORMANCE

The session provides practical guidance for supporting mental health and wellbeing in the workplace. Leaders now must bring energy to their teams. We explore the key pillars of why safety and mental health matter today; how to cope with the corporate paradox of stretching people for growth and keeping a work-life balance; what the impact of the pandemic has been on wellbeing programs; and why employees and managers need to take care of themselves first to better support the people around them.

DAY 3

EMOTIONAL INTELLIGENCE – EQI DEBRIEFING, PSYCHOLOGICAL SAFETY AND TRUST, HUMAN AND ORGANISATIONAL PERFORMANCE

Emotional intelligence (EQ) is the ability to recognise, understand and manage emotions effectively. Research shows that leaders with higher levels of emotional intelligence achieve stronger outcomes such as employee engagement, retention, quality metrics and financial performance. And often, the very

skills that make leaders successful are the challenging ones. This session provides a deep dive into emotional intelligence to gain better self-awareness to use self-regulation. We learn to think before we act and create the right context for our teams, making them feel comfortable to express themselves. We then explore the topics of trust and psychological safety as the foundation for a robust and mature safety culture.



Post Program

Action Labs

Three months after the program, we organise peer-coaching Action Lab calls with small groups of three to five participants. During the three-day program, we ask participants to define some concrete actions for themselves and their team. At the Action Lab calls, they share what they tried to put into action from the program with their peers and two coaches, receive feedback and discuss ways to progress further. This is done in form of a structured discussion.



“IT’S NOT JUST ABOUT SAFETY,
IT’S ABOUT LEADERSHIP. AND IT
REALLY IS ABOUT IMPROVING
THE WAY WE INTERACT WITH
PEOPLE AND FOCUS ON HOW
WE CAN BUILD THE ENGAGEMENT
WITH THEM AND THEIR LEVEL
OF INTEREST AND ENTHUSIASM.”

— Robert LOWE
HSE Global Operation Unit Head,
Sanofi

Faculty

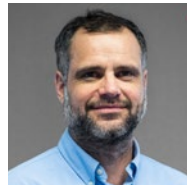
Program Director



Muriel BARNIER

Expert in global health and safety, co-founder of SynapsCo Learning, Safey Leadership Academy (for oil and gas) program director.

Chronic unease: will it always be fine? AI driven insight and impact of industry 4.0 on safety



Sébastien ROCHE

Innovation in industry expert, co-founder, CEO and CTO of jll Spear, president of optim.aize and director of ASE-SEREM.

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- Understanding the transforming world, new generations and future of work
 - Engaging your people with impact



Muriel BARNIER

Expert in global health and safety, co-founder of SynapsCo Learning, Safey Leadership Academy (for oil and gas) program director.

Chronic unease: challenging the green



Sébastien OLLÉON

Partner and consultant at Cabinet Grand Angle, entrepreneur, organisation and management expert, CEDEP program director.

Resilience and energy for performance



Sophie VAN DE VENNE

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

Emotional intelligence – EQI debriefing, psychological safety and trust, human and organisational performance



Nana VON BERNUTH

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



Muriel BARNIER

Expert in global health and safety, co-founder of SynapsCo Learning, Safey Leadership Academy (for oil and gas) program director.

**“SAFETY IS A VALUE.
IT’S THE FIRST VALUE IN OUR JOB.
AND WHEN YOU ARE LEADING
AN OPERATIONAL TEAM AND AN
ENTITY WITH INDUSTRIAL RISK,
THE SAFETY OF PEOPLE IS THE
ONLY WAY TO SLEEP WELL
AT NIGHT.”**

— Mathilde POUGNANT
Industrial Director,
L’Oréal

Impact

Participants return to their organisations changed and challenged, looking at things from new perspectives, more prone to listen to people and with an enhanced ability to observe differently. They will have higher sensitivity when identifying trends and weak signals and will be equipped with tools and a desire to lead by taking a collaborative, transformational approach.

Participants also return with a practical, immediately actionable plan, yet they will adopt a mindset of testing and learning rather than imposing their will. They will understand that their primary role as leaders is to create an environment where people can thrive, fostering trust and a strong culture of learning. This approach will enable their organisation to excel in the present and prepare for the future.

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.

FORMAT

Blended: 3 days in person.

LOCATION

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

Worldwide locations on clients' request.

DURATION

24 hours: 3 days in person (4 hours per half-day).

IDEAL PARTICIPANT

The Leading Health & Safety as a Performance Lever program is for operational senior leaders but also H&S senior managers from all industries who recognise the need to develop more relevant H&S leadership skills within our current global context.

Please note that we have a specialist program for the Oil & Gas Sector.

Find out more about IILSC's Leading Health & Safety as a Performance Lever:



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