# Generating Commitment Throughout Your Organisation

1. Develop Current Leaders Throughout the Organisation
   o Leadership is the relationship between the leader and the followers. A leader influences the followers to generate "above and beyond the call of duty" effort towards the goal. In the case of safety, the goal is to keep safe and to continually improve safety.
   o Ensure leaders are the exemplars. People follow both formal and informal leadership. The most effective way to lead people towards high safety performance is to be a model of what is important and what high safety performance is. Talk the walk (not walk the talk).
   o Leaders create leaders. By focussing on current leaders, you will increase the leadership within your organisation.

2. Focus on Discretionary Effort
   o Too often, organisational attention is focused on decreasing unwanted behaviours. At best, the desired behaviours will only be performed to the compliance level. Instead, focus organisational attention on the behaviours that the leaders want people to engage in. Reinforce these to generate discretionary effort.

3. Engage Both Logic and Emotions
   o You need people to volunteer, to step up in organisations. People don't because of the fear of the unknown.
   o Leaders need to engage both the logic and the visceral. People need to make a logical decision (which produce self interests) and one which also feels right at the gut level to remove the unknown. You must engage both hearts and minds.
   o A lot of organisational improvement is right under your nose. Often, it comes from the front line workers because they are closest to the service. This is where volunteering is critical as this is where the "Moments of Truth" occur.

4. Develop Your Values
   o Values are propaganda in most organisations. They are posters on the walls to appease customers, and they achieve little else.
   o Values are about the "how" to do the job, that is, getting the result the right way.
   o Choose 2-5 high-leverage behaviours that you will encourage regardless of the day's pressures, the task, the time etc.

5. Empower Staff
   o Empowerment has been given a bad wrap. Empowerment is giving people the tools and resources to do their job.
   o Remove obstacles, remove the dumb barriers, the dumb rules. Peter Drucker once said that laws created to manage one miscreant are always bad laws because they end up punishing100 innocents.
   o Educate rather than train. Poet Maya Angelou once said, "You train animals, you educate people." A lot of organisations are very good at training for compliance. Shift the focus to educating people to empower. This will generate commitment and, in doing so, will raise the bar.

6. Create Accountabilities
   o These need to be primarily through the line management (rather than Human Resources or Quality, Safety and Environment). Accountabilities set the expectations and allow for reinforcement opportunities on a daily basis.