



## Does Company Size Affect the Impact of a Safety Leadership Training Program?

### **Change in frontline supervisors' safety leadership practices after participating in a leadership training program: Does company size matter?**

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#### **Overview**

Most construction contractors believe that strong frontline leadership is critical for establishing an effective safety program. However, a 2012 survey found that more than 90% of construction workers worked for small- and medium-sized companies, and those firms may not have the resources to help supervisors develop the leadership skills needed to build a strong job site safety climate. The authors of this study previously created the Foundations for Safety Leadership (FSL) training program, which teaches supervisors skills they need to practice on site to be effective safety leaders, such as Leading by Example, Actively Listening, and Practicing 3-Way Communication. An evaluation of the FSL showed that supervisors participating in its training demonstrated improved understanding of safety leadership skills, use of the skills, and crew-reported use of safety-related practices, compared to non-trained frontline leaders. For this paper, the authors conducted additional analyses on data collected for the earlier study to determine if leadership skills post-training differed depending on company size.

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#### **See abstract:**

<https://bit.ly/330u2eP>

#### **Learn more about the FSL:**

<https://bit.ly/2Eznsmb>

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#### **Key Findings**

- Regardless of company size, frontline leaders who participated in the FSL training improved their understanding of safety leadership skills from before to after the training. They also reported greater use of safety leadership skills, safety practices, and crew reporting of safety-related conditions from before the training to two weeks after.
- The FSL training may be even more effective at improving the safety leadership skills of leaders working for smaller construction companies or those with lower baseline levels of safety leadership skills.
- Further research is needed to better understand how the FSL, in combination with other safety management interventions, can help small companies improve their safety climate and safety outcomes.



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