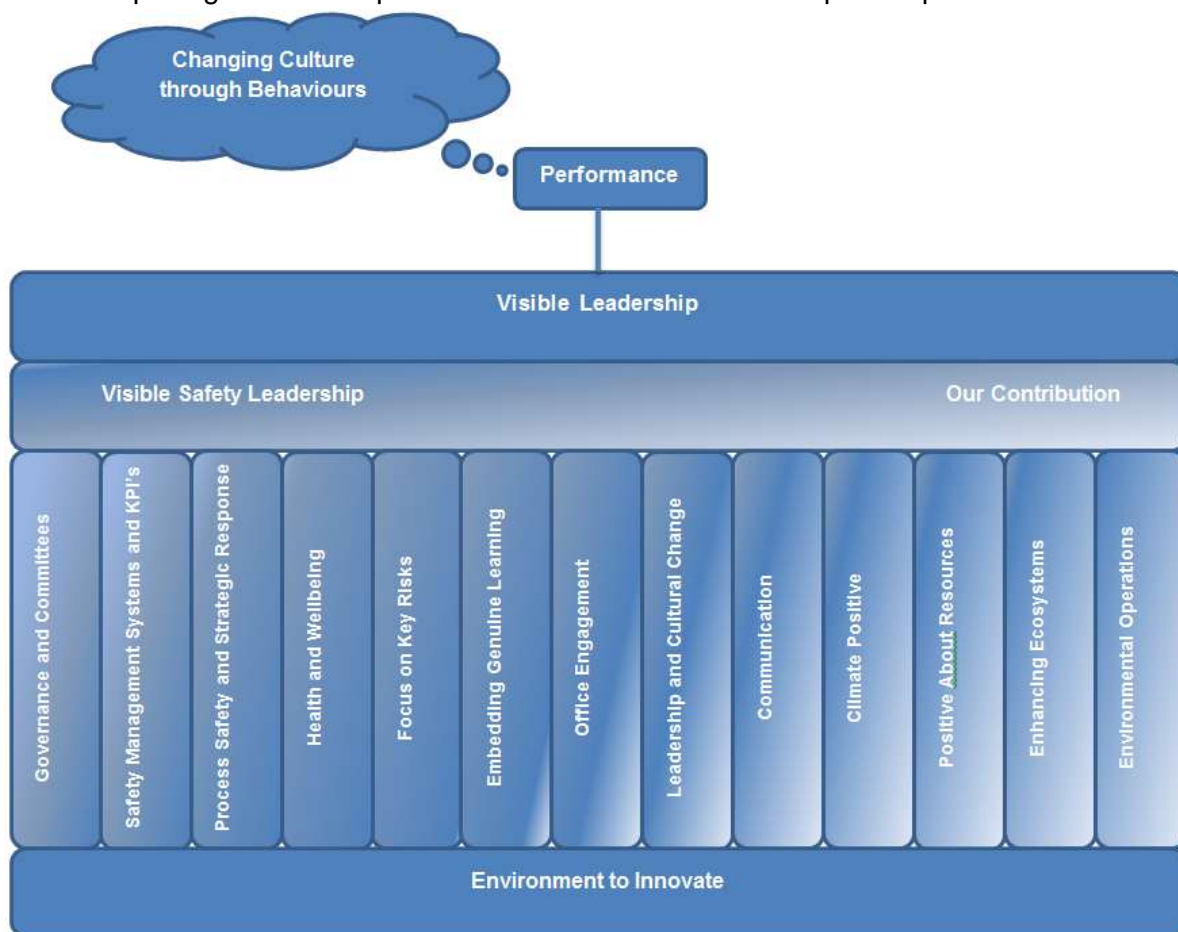


National Grid



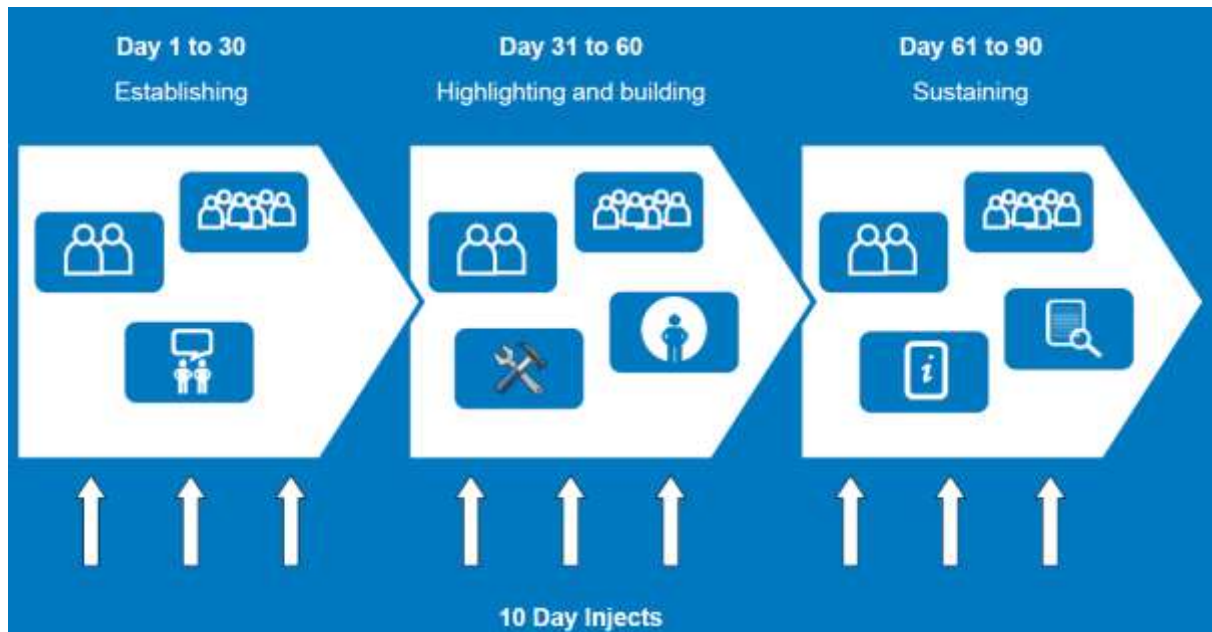
National Grid’s Leadership and Cultural Change programme is aimed at encouraging staff to develop through the provision of suitable learning tools. National Grid wants to promote the importance of health and safety within this programme by instilling confidence in staff to challenge unsafe behaviour and to learn how to address the root causes of incidents. This brings together a number of related business aims and objectives within an overall Visible Leadership Programme that provides the framework to drive improved performance.



The familiar Bradley Curve illustrates an organisation’s path from a Pathological State, relying solely on engineering systems, to ideally a Generative State, where ‘Safety is in our DNA’. Most of us are honest enough to admit that a Proactive State is a closer definition of current performance however, and that individual parts of the organisation may be at different stages of development too.

Whilst we are always aware of the hazards and risks inherent within our businesses, we must bear in mind the impact that we have as individuals on health and safety and need to

be mindful of our and others' attitude and influence in achieving this. This places a high importance on engaging with colleagues through Safety Conversations with an emphasis on encouraging people to think for themselves and equipping them with the tools and skills to meet the needs of their role. The programme therefore looks to influence behaviour by helping employees take ownership to both help shape the culture and become better leaders.



Training and implementation is staggered over three months, which reinforces its importance and allows time for effective change to be established. There are opportunities to gear the programme according to the needs of individual parts of the business and the best time in which to introduce the initiative. At all times a focus on replicating and promoting positive behaviours is reinforced with an emphasis on looking for opportunities to improve rather than simply highlight organisational and individual failings.