

## CEST02\_015

# SAFETY LEADERSHIP AT HIGH-RISK MANUFACTURING SECTORS: ACHIEVEMENTS AND CONSEQUENCES: LITERATURE REVIEW

Salim Main

Department of Health, Safety and Environment, Mellitah Oil and Gas BV Company, Libya  
safety.specialist@yahoo.com

### ABSTRACT

Safety leadership is being progressively perceived as one of key factors in promoting performance across range of domains. Safety leadership concept plays a positive contribution in supporting performance and incident prevention in high-risk manufacturing sectors. In spite of the fact that examining the impact of different safety leadership styles on consequences and achievements variables has been the focus of researches over the past two decades, the understanding of this effect to date can be considered limited due to the applied methodologies and concepts (i.e. What are the most influential leadership styles? How do these influences interact with other behaviours? How does safety leadership support risk management across work systems?). A conclusive standpoint has not been reached yet by the researchers in concern of the description of outcome and performance variables of leadership within safety framework. This limitation reduces the advancement in understanding of this influence. This article aims to critically and systematically review the literature focusing on the impact of leadership on performance and outcomes of safety within high risk manufacturing sectors. This review evaluated the extent of systems thinking clearness within the literature. Concurrent aim is to advance methodological and conceptual approaches linked to safety leadership. The literature review focused on published articles in English between 1993 and 2013. The review found gaps in existing body of knowledge linked to approaches used for conceptualization and measurement of safety leadership, consequences and achievements variables, the exit design of methodological approach, and the resulting influence on applicability of outcomes. In conclusion, this study proposed the use of systems-thinking as a new approach to fill-in this gap and to examine safety leadership, which will aid in advancement of methodological and conceptual studies associated with safety and leadership and their practical implications within high-risk industries.

**Keywords.** Safety, Leadership, Risk, Consequences, Achievements, Systems Thinking.