

Case Study Bank

Read the first two examples to understand the structure and approach. Then use the same format and apply it to case studies 3 and 4.

1. Workplace Accident

Scenario

A warehouse worker slips on a wet floor with no warning sign and breaks their arm.

What went wrong?

- No hazard control (wet floor not managed)
- No warning signage
- Poor housekeeping and supervision
- Lack of risk assessment implementation



What should leadership have done?

- Ensure cleaning procedures include signage and barriers
- Implement and monitor risk assessments
- Provide training and supervision
- Promote reporting of hazards

What would you do as a director?

- Investigate the incident thoroughly
- Review and improve risk controls
- Ensure accountability at management level
- Reinforce a safety-first culture across the organisation

2. Near Miss

Scenario

An employee narrowly avoids injury when a heavy object falls from poorly stacked shelving.

What went wrong?

- Unsafe storage practices
- Lack of inspection and monitoring
- Near misses not taken seriously enough previously



What should leadership have done?

- Introduce safe storage systems
- Encourage reporting of near misses
- Act proactively before incidents occur
- Regular workplace inspections

What would you do as a director?

- Treat near misses as learning opportunities
- Strengthen reporting culture (no blame)
- Allocate resources to fix storage risks
- Monitor improvements and follow up

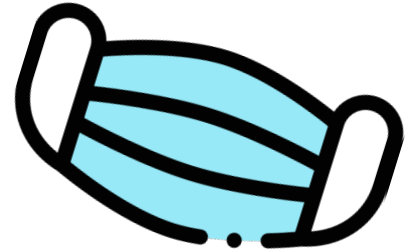
3. Poor Leadership Case

Scenario

Senior managers regularly ignore PPE rules and rush deadlines, encouraging unsafe shortcuts.

What went wrong?

(Think about behaviour, culture, and priorities)



What should leadership have done?

(Focus on expectations, systems, and accountability)

What would you do as a director?

(Think strategic actions and business impact)

4. Good Safety Culture Example

Scenario

A company has high reporting rates of hazards, regular safety meetings, and strong worker involvement.

What went right?

What should leadership have done?

What would you do as a director?



Quick Guide to Leadership and Culture

<i>Area</i>	<i>Key Points</i>	<i>Impact on Business & Safety</i>
Tone from the Top	Leaders set organisational priorities and expectations Safety must be positioned as a core business value Visible leadership drives culture and performance	Compliance Strong reputation Reduced risk
Leading by Example	Consistently follow safety procedures Challenge unsafe behaviours at all levels Make decisions that prioritise safety alongside productivity	Improved employee behaviour Fewer incidents
Employee Engagement	Involve employees in decision-making Encourage reporting of hazards and near misses Promote a positive, no-blame culture	Higher morale Increased productivity Early risk identification
Communication	Clearly communicate expectations and responsibilities Maintain open, two-way communication Act on feedback from employees	Fewer errors Better compliance Improved outcomes
Training	Ensure employees are competent for their roles Provide ongoing training and development Use competent advice where needed	Reduced incidents Improved efficiency

Questions

1. Why is “tone from the top” important in managing health and safety?

How is this demonstrated (or not) in your organisation?

2. How can leaders influence employee behaviour through leading by example?

Provide an example from your workplace if possible

3. How does employee engagement improve safety performance?

How are employees currently involved in your organisation?

4. What impact does poor communication have on safety and business outcomes?

Have you seen this in your organisation? What were the consequences?

5. Why is training important for both safety and business performance?

How effective is training in your organisation?