



ISO 45003: psychosocial risk management and effective leadership

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Leadership role

- ▶ In this era we better understand the value and role of leadership and the ability to exercise it at all levels
- ▶ Global events highlight the power of political and economic leadership, the power to influence people's daily lives but also the power to influence the course of humanity and our planet

Realize leadership

- ▶ Leadership skills are often referred to as "softskills", as if to indicate secondary skills not based on actual scientific evidence
- ▶ The unknown scientific nature of leadership has often led to not understanding its value and not investing enough in developing this important management skill

Realize leadership

Psychology specifies the scientific characteristics of leadership; psychology is the science that studies the psychophysiological aspects of leadership

Psychology helps us understand that investing in leadership development leads to tangible improvements in organizational effectiveness and efficiency

Realize leadership

- ▶ Many scientific studies have been conducted to understand which variables influence the behaviors manifested by executives, managers and bosses
- ▶ Many of these scientific studies have not always been taken into consideration despite offering indications for understanding the functioning of our mind and our social brain in interacting with others

Realize leadership

- ▶ Research in neuroscience and cognitive social neuroscience provides a clear key to understanding how the mind works, how it determines decisions and how it affects behaviors even in the workplace

Realize leadership

Research relating to leadership in the neuroscientific field has investigated certain aspects with particular rigor

- ▶ Making decisions and problem solving
- ▶ Regulating emotions
- ▶ Collaborating with others
- ▶ Facilitating change

ISO 45003 Standard **targets**

ISO 45003 is a guide for

- ▶ Psychosocial (Organizational) Risk Management
- ▶ Wellness at Work

It is part of the Occupational Health and Safety management system

(ISO 45001 / ISO 45002)

ISO 45003 Standard **targets**

- ▶ ISO 45001 identifies the organizational risk assessment process:
 - Understanding the organization and its context
 - Context analysis to evaluate opportunities as well as risks
 - Risk Based Thinking management
 - Organizational resilience

ISO 45003 Standard **targets**

- ▶ ISO 45001 promotes work wellness as a basis for organizational efficiency
- ▶ The leadership and responsibility role aims at making organizational choices to achieve strategic and turnover objectives
- ▶ Business objectives are achieved by increasing organizational efficiency through integrated occupational safety

ISO 45001 leadership

- ▶ Safety objectives contribute to increasing organizational efficiency and effectiveness, are integrated in strategic planning, in organizational processes, are found throughout the deming cycle and really impact on all company operations, creating wellness for people who contribute to build a healthy and rich organization
- ▶ Security objectives must be compatible with the guidelines and decisions of the company's strategic management

ISO 45001 leadership

Leadership = commitment

- ▶ Consultation and participation of workers
- ▶ Performance evaluation and improvement require the definition of mechanisms, times, training, resources necessary to involve all workers in the processes of the organization's business system
- ▶ Leadership guides and supports people to contribute to the management system effectiveness for safety and business
- ▶ Leadership protects workers from reporting accidents, dangers, risks and opportunities retaliation

ISO 45003 leadership

Leadership = commitment

- ▶ Leadership develops, guides and promotes a culture in the organization which supports the expected results of the business-oriented safety management system
- ▶ It is through the people who work for the organization that we can achieve the proposed organizational results

ISO 45003 leadership

- ▶ Top managers choose a leadership style and an organizational structure based on the best achievement of organizational objectives, and recognize the safety objectives as opportunities that facilitate the achievement of this objective
- ▶ top managers are aware of the roles and responsibilities in managing psychosocial risks
- ▶ top managers strengthen the sustainability of psychosocial risk management by including it in strategic plans and existing reporting systems, processes and structures

ISO 45003 leadership

Top managers exercise leadership and can express managerial skills and commitment to implement an integrated system of strategic management processes of the organization that are really suitable for achieving the proposed organizational objectives

ISO 45003 **targets**

- ▶ Psychosocial risks must be integrated into the broader business processes of the organization since they represent the opportunity to achieve higher efficiency and organizational resilience goals

ISO 45003 **targets**

Psychosocial risks relate

- ▶ The organization of work
- ▶ The social factors of work
- ▶ Aspects of work environment:
 - dangerous equipment
 - dangerous activities
- ▶ **Wellness at work**
 - satisfaction of the physical, mental, social and cognitive needs and expectations of workers in relation to their work
 - Wellness at work can also contribute to the quality of life outside the work period

ISO 45003 **targets**

- ▶ *Effective psychosocial risk management is opportunity*

The management of psychosocial risks can lead to positive results for the organization also thanks to greater job satisfaction that increases commitment and motivation to work with a positive impact on company productivity levels. The benefits also depend on better employee involvement, greater productivity, a greater propensity for innovation and organizational sustainability

High Level Structure

High Level Structure , the common structure to all the new ISO standards to achieve the best integration between multiple systems

enhances 3 elements

- ▶ Safety
- ▶ Organizational context
- ▶ Leadership

High Level Structure

- ▶ Safety understood as an approach to the organization based on risk-based thinking and not on simple preventive actions, more value for the human factor and psychosocial risks, well-being, health
- ▶ Organizational context: definition of the internal and external context, of the needs and expectations of the interested parties, identification of the critical success factors of the organization, approach to processes from a system perspective animated by knowledgeable and competent people
- Leadership: achieved by top management who express management skills and commitment to implement an integrated system of strategic management processes for the organization

High Level Structure

Leadership means

Involvement and responsibility of senior management and top management for every aspect relating to the organization and management of the company

High Level Structure

Leadership

- ▶ Top management must develop skills for:
 - ✓ Leadership and responsibility
- ▶ identify and implement a management system in concert with the strategic management processes
- ▶ Ensure that the management system achieves the expected results and places the necessary resources
- ✓ communicate the importance of the management system
- ▶ increase employee awareness and involvement

Thanks