



WELCOME

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President



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HSE CHAMPIONS

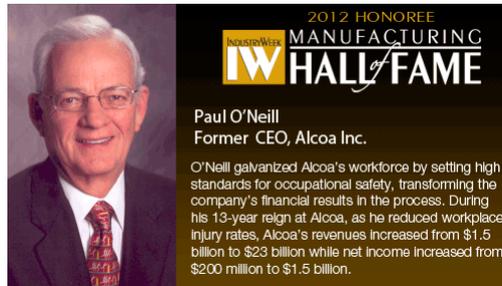
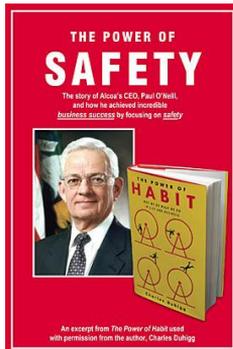
- Discuss the qualities of a good leader
- Explain the role of leaders in building/maintaining safety culture
- Identify the current status of your ESH leadership abilities
- Describe OSHA's expectations of leadership

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PAUL O'NEILL CEO OF ALCOA IT'S ALL ABOUT SAFETY

https://www.youtube.com/watch?v=tC2ucDs_XJY



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(SAFETY) LEADER DEFINED

- A person who rules or guides or inspires others
- A person that guides, gives direction, and inspires
- Leaders cast vision and motivate people

Vision → **Inspire/Motivate** → **Guide**



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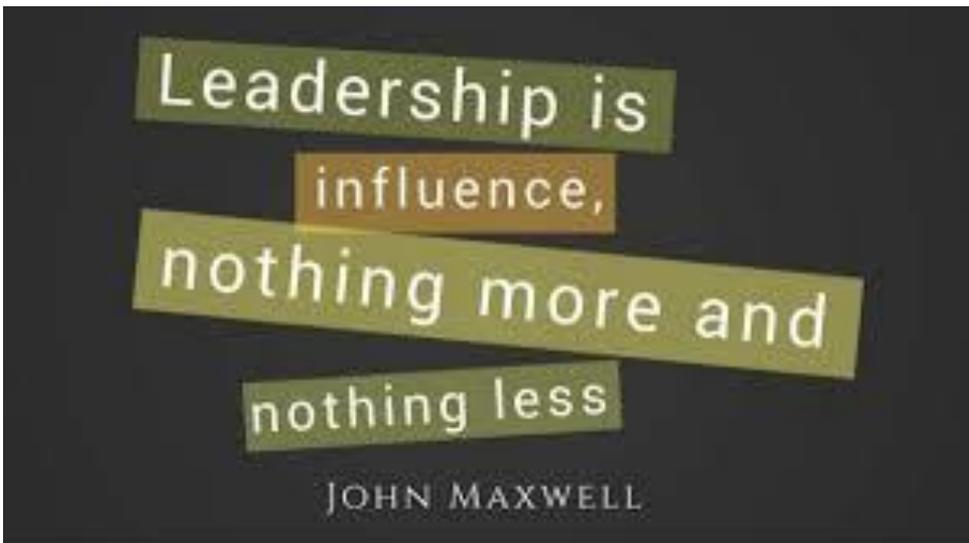
Vision → Inspire/Motivate → Guide



HOW LEADERS SUCCEED



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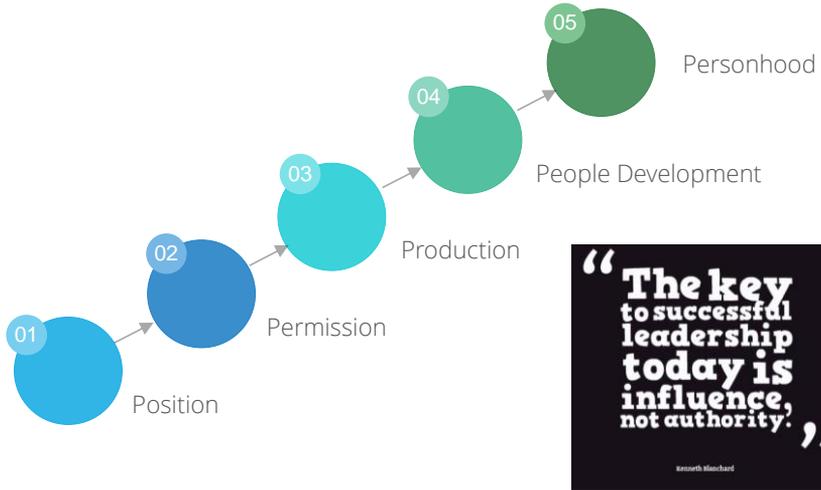


Ability to get followers

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Levels of Leadership¹



¹ *Developing the Leader Within You*, John C. Maxwell

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HOW LEADERS GET IT DONE



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HOW LEADERS SUCCEED

Effective Communication & Listening



Levels of Leadership



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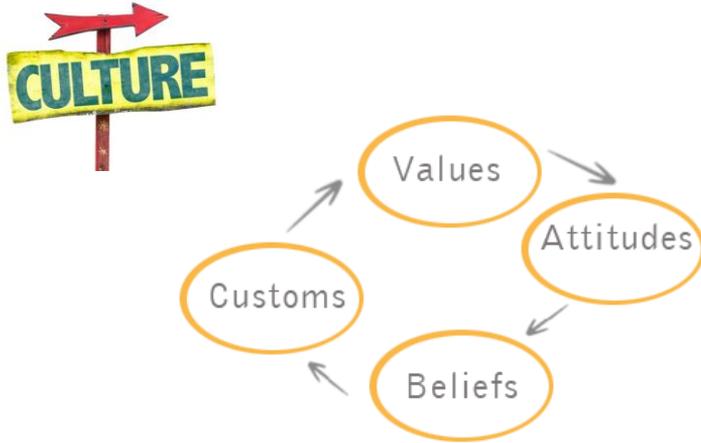


WHAT IS CULTURE?

Discussion

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101 Amazing Facts about Google...
Learn the secrets of the Googleplex

A graphic featuring three colored boxes: a blue box with the number '101', a green box with the word 'Google', and a red box with the word 'Facts'. To the right is a photograph of a yellow sign with 'CULTURE' in green letters on a red post with a red arrow pointing right, set against a background of trees.

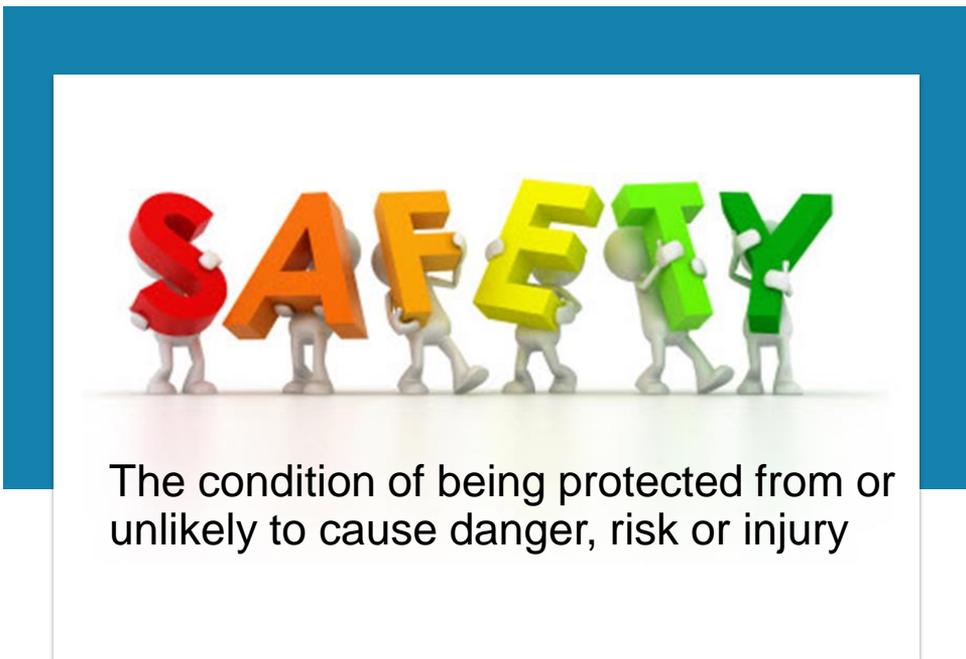
Wall Street Takes Notice:
Corporate Culture Can Drive
Performance

The Google logo is on the left. On the right, there is a photograph of a black street sign for 'WALL ST' with a white arrow pointing right. The text 'Wall Street Takes Notice: Corporate Culture Can Drive Performance' is overlaid on the image. The 'denison' logo is in the bottom right corner.

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OSHA PERSPECTIVE



Employer
(Supervisor)
responsibilities
include:

- Workplace free from recognized hazards
- Examine workplace conditions
- Assure employees have safety equipment
- Provide effective training



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GOOD LEADERSHIP LINKED WITH HEALTHY WORKERS

Employees working under good leadership were found to be..

- 40% more likely to fall into the highest category of well-being (lowest levels of stress, anxiety and depression)
- 27% reduction in sick leave
- 46% reduction in disability pensions

Journal of Occupational and Environmental Medicine (Vol. 50, Issue 8)



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YOU CANNOT
SELL (INFLUENCE)
ANYTHING UNTIL
YOU, YOURSELF
ARE SOLD

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*Vision is
dreaming with
your eyes wide
open. -Willie
Jolley*

VISION

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LEADERSHIP SKILLS

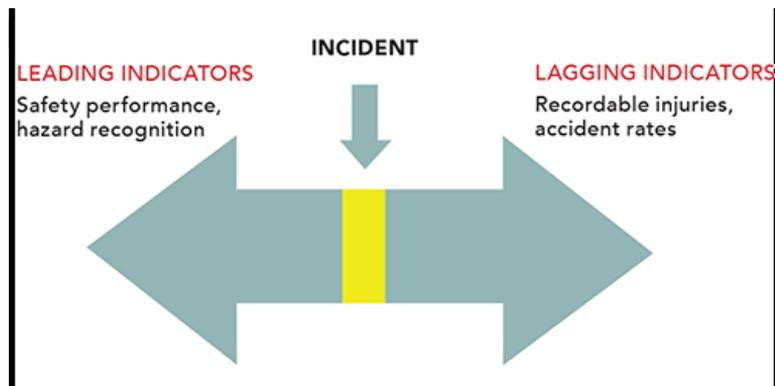
1. **GOALS:** Let them know what you expect
2. **TOOLS:** Provide them the tools and resources to do the job
3. **FEEDBACK:** Measure performance and let them know how their doing
4. **COACHING:** Help them succeed
5. **ACCOUNTABILITY:** Hold people accountable for results and how those results are achieved



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GOALS



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TIME



PROPER
EQUIPMENT



PPE

TOOLS

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FEEDBACK AND COACHING

- Timely
- Make it personal
- Self discovery

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Communicate and build trust

- Repetitively
- Deliver what you promise
- Develop relationships on personal level
- Environment is constantly changing
- People forget fast
- Other competing messages
- Invested time and \$ to date you don't want to lose

EFFECTIVE FEEDBACK AND COACHING WHAT ELSE IS CRITICAL?

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HOLD ACCOUNTABLE

- Enforce the ESH Program
 - Managers, supervisors, crew leaders, peers
- Performance Measures
 - Supervisors, managers, employees
 - Leading vs. Lagging Indicators
- Discipline Program
 - Consistent with rest of your policies
 - Something you do 'for' someone, not 'to' someone
 - "Promote standards in order for an individual to choose to be at their best."

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EMPLOYEE ENGAGEMENT

Involve Workers in All Aspects

1. Develop program and goals
2. Report hazards and solutions
3. Analyze hazards
4. Define safe work practices/JHA
5. Conduct site inspections
6. Develop/revise safety procedures
7. Participate in investigations
8. Train coworkers/new hires
9. Develop training programs
10. Evaluate program performance



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COLIN POWELL

“The essence of leadership is holding your people to the highest possible standard while taking the best possible care of them.”



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A celebration helps team members find the "magic" in their day to day.

- Evaluate your message
 - People buy benefits, not features
 - Get attention
 - Motivate to do something
- Track progress publicly
- Recognize
- Celebrate successes

WHAT ELSE IS CRITICAL?

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COMMON SENSE

...is a myth

- Based on assumption everyone has same training, life experience and uses same thought process to reach same conclusion
- Decisions based on personal perception of risk and reward
- Build a safe work culture through reinforcing safety behaviors

Source: Safety and Health Magazine, Oct. 2008



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POSITIVE SAFETY CULTURE

- Sell yourself on the idea of safety!
 - If *you* are not sold on the idea, you won't be able to sell it to your team.
 - Find your "why"
- Discover what employees' value--it might not be the same for everyone.
 - Use this to drive employees to make safer choices around the workplace.
- Build relationships
 - Be present and approachable.
- Take notice
 - If you see an associate wearing excess or non-mandatory PPE, or not wearing PPE

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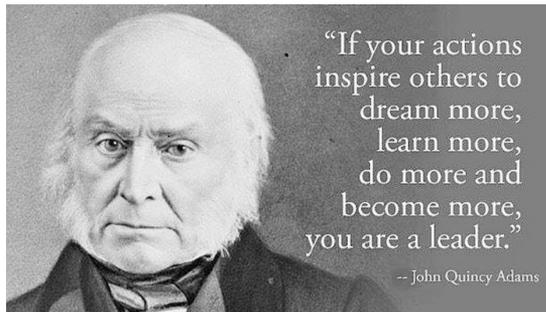
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CONCLUSION

"People don't care how much you know until they know how much you care."

-- Fred Smith

<https://startwithwhy.com/commit/leaders-put-people-first/>



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YOUR ACTION ITEM FOR LEADERSHIP DEVELOPMENT

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Questions/

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