

AHMP Orlando 2013

# DARE TO LEAD



Eddie Greer, CSP, OHST, STS  
Board of Certified Safety Professionals  
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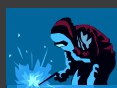


“ I will  
prepare  
and  
perhaps  
my time  
will come”

## Refused to QUIT !!

*“Always bear in mind that your  
own resolution to succeed, is  
more important than any other  
one thing.”*

– Abraham Lincoln



Safety...  
A Great Profession!



### Why?



### WE MAKE A DIFFERENCE!!



## Great Professional??

# Learn to LEAD



## LEADERSHIP...

Inspiring others to exceed their  
perceived talents through guided  
empowerment and being enabled.

Rally people to a better  
future

Attract followers


Knowledge in not enough  
You MUST understand

## LEADERSHIP AS A SYSTEM

Every system is made up of:

Inputs

Processes



Outputs

## THE LEADERSHIP SYSTEM

**Inputs**

- Education
- Knowledge
- Experience
- Materials
- Skills
- People
- Money
- Time
- Culture

## THE LEADERSHIP SYSTEM

Inputs	Processes
<ul style="list-style-type: none"> <li>- Education</li> <li>- Knowledge</li> <li>- Experience</li> <li>- Materials</li> <li>- Skills</li> <li>- People</li> <li>- Money</li> <li>- Time</li> </ul>	<ul style="list-style-type: none"> <li>- Planning</li> <li>- Designing</li> <li>- Leading</li> <li>- Managing</li> <li>- Controlling</li> <li>- Educating</li> <li>- Training</li> <li>- Identifying</li> <li>- Measuring</li> <li>- Analyzing</li> <li>- Correcting</li> </ul>

## THE LEADERSHIP SYSTEM

Inputs	Processes	Outputs
<ul style="list-style-type: none"> <li>- Education</li> <li>- Knowledge</li> <li>- Experience</li> <li>- Materials</li> <li>- Skills</li> <li>- People</li> <li>- Money</li> <li>- Time</li> </ul>	<ul style="list-style-type: none"> <li>- Planning</li> <li>- Designing</li> <li>- Leading</li> <li>- Managing</li> <li>- Controlling</li> <li>- Educating</li> <li>- Training</li> <li>- Identifying</li> <li>- Measuring</li> <li>- Analyzing</li> <li>- Correcting</li> </ul>	<ul style="list-style-type: none"> <li>- Followers/no followers</li> <li>- Safe/unsafe conditions</li> <li>- High/low morale</li> <li>- Successful or unsuccessful</li> <li>- Proactive or reactive</li> <li>- Trust &amp; Respect</li> </ul>

If you don't know  
where you are going....  
How will you know  
when you get there?

SELF  
ANALYSIS...

LEADERSHIP ANALYSIS

## ANALYZE

Determining where you are in your leadership quest?


- Where am I right now?
- How do I get where I want to be?
- Question others – Ask for honest and sincere feedback.



LEADERSHIP ANALYSIS

## VISUALIZE

- Determine the best course of action
  - Who do I want to be like?
  - Who do I **NOT** want to be like?
  - See yourself as successful.
  - What's my blueprint?

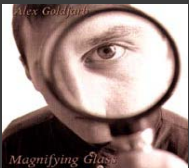


LEADERSHIP ANALYSIS

## SCRUTINIZE

Evaluate yourself for strengths and weaknesses.

- What steps are you taking?
- Are you **ACTUALLY** doing something proactive?
- Be **TRUTHFUL** with yourself.

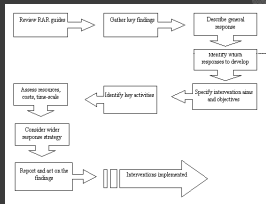


LEADERSHIP ANALYSIS

## ACTUALIZE

Implement proactive changes to improve your leadership characteristics.

- What things are encouraging or tearing you down?
- Develop an action plan to keep you positive and on track.



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    graph TD
      A[Review K&E goals] --> B[Clarify key findings]
      B --> C[Describe general impact]
      C --> D[Identify main exposures to develop]
      D --> E[Specify interventions and key objectives]
      E --> F[Identify key activities]
      F --> G[Assess resources, costs, time and risk]
      G --> H[Develop risk response strategy]
      H --> I[Report and act on the findings]
      I --> J[Intervention implemented]
  
```

## Characteristics of Admired Leaders...

- Honest
- Forward-Looking
- Inspiring
- Competent
- Fair-minded
- Supportive

The Leadership Challenge  
Kouzes and Posner

## About INFLUENCE...

- Communication
- Compassion
- Character
- Connection
- Commitment
- Courage
- Credible
- Conscience
- Culture




### Fundamental Leadership Truths

- When people **understand** you, you get their attention.
- When people **trust** you, you earn their loyalty.
- When people know you **really care**, you catch their hearts.

### Powerful Leadership Words

- What do you think?
- I appreciate you!
- Thank you.
- We

### Dangerous Leadership word...

- "You did a good job, BUT...."

**Behold the Underlying Truth**

### Leadership Comparison

Managers	Leaders
<ul style="list-style-type: none"> <li>Hold people accountable</li> <li>Outcome focused</li> <li>Train</li> <li>Speak first, then listen</li> <li>Answer questions</li> <li>Compliance driven</li> <li>Mandate rules &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>Build responsibility</li> <li>Focus on process</li> <li>Educate</li> <li>Listen first, then speak</li> <li>Ask questions</li> <li>Promote ownership</li> <li>Set expectations</li> </ul>

### Leadership Styles

**Constructive**

- Communicates Expectation
- Monitors
- Reinforces Performance

**Focus...**

- Future
- Developmental
- Inspire Employees

Transactional ↔ Transformational

**Corrective**

- Reactive
- Something goes wrong
- Responds with consequences

**Results in:**

- Higher Performance levels
- Intrinsic values
- Links values and company vision

"I lead best when I help others to go where we've decided to go. I lead best when I help others to use themselves creatively. I lead best when I forget about myself as a leader and focus on my group – their needs an their goals. To lead is to serve....to give....to achieve together"

- Anonymous

The quality of performance...  
employee morale and retention,  
performance, profitability, etc...  
is a direct reflection of the  
quality of leadership.

## Health of Your Leadership...

- ⦿ Employees treated with dignity & respect?
- ⦿ Is management trustworthy?
- ⦿ Are opinions both solicited and valued?
- ⦿ Is there equity in accountability?
  - Entry level to board room???
- ⦿ Do employees feel appreciated?

## Characteristics of Effective Leaders...

- ⦿ They care.
- ⦿ They believe
- ⦿ They are fair. No double standards
- ⦿ They expect... and will only accept excellence!

# Leadership Fundamentals

- | **Challenge the process**
  - | *Search out challenging opportunities to Change, Grow, Innovate & Improve*
- | **Inspire a shared vision**
  - | *Envision an Uplifting and Workable Future*
- | **Enable others to act**
  - | *Enlist others in common vision – Values, Interests, Hopes and Dreams*
- | **Model the way**
  - | *Build a TRUSTING Relationship*
- | **Encourage the heart**
  - | *Make it Real*
  - | *Actively Care*

Leadership establishes  
the culture

Culture drives safety

Brad Giles, PE, CSP, STS

A **GOOD** leader takes people where they want to go.

A **GREAT** leader takes people where they don't want to go but NEED to go.

Effective Leaders

**Continuous Learning**


**Works in Progress**

**Key on Things to Better Themselves**

Charlie Plumb ????

Who is packing **YOUR** parachute?

Whose parachute are **YOU** packing?

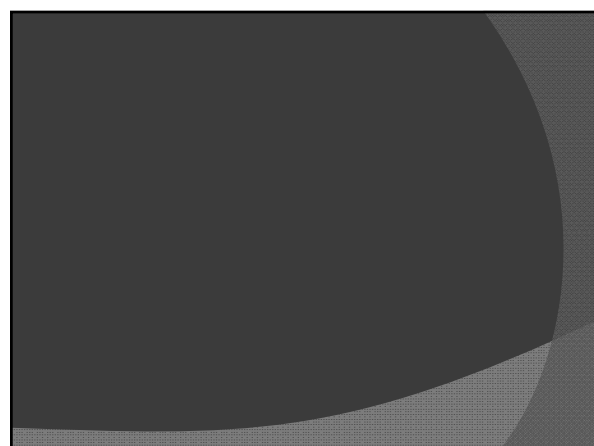


**WOULD YOU HIRE YOU AS A LEADER???**

**THANK YOU**

**Make A DIFFERENCE**

**QUESTIONS!!**



	Transactional Leadership	Transformational Leadership
Ethics	Self-Interest, relationships & fair play	Win-win, balances the needs of all
Motivation	Performance & rewards, Explicit expectations	Vision and loyalty to the leader & company
Scope of Work	Performance and reward equation	Go above and beyond for the good of the group
Relationship	Task-focused, reliable and fair, not personal	Person-focused, personally involved
Emphasis	Getting the job done. Failures are bad	Challenges old ways, learn from failures
Communication	Need to know basis for what is expected	Big-picture and wants opinions expressed
Employee impact	Corrective and Constructive methods	Generally preferred method, low turn-over

## NO **PGA** in Effective Leadership

- ⦿ **P**ower – “I need to control”
- ⦿ **G**reed – “I want it all”
- ⦿ **A**rrogance – “I know it all”