



2015 INDIANA SAFETY AND HEALTH  
CONFERENCE & EXPO  
March 16-18, 2015

# ***Guiding Our Business Leaders to Become Safety Culture Leaders***

*2015 Indiana Safety and Health Conference & Expo  
March 17, 2015*

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## **Leadership Characteristics**

“The world of the 1990’s and beyond will not belong to the managers or those who can make the numbers dance. The world will belong to the passionate, driven leaders—people who not only have enormous, amounts of energy, but also who can energize those who they lead.” Jack Welch

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## Leadership...3 Key Considerations

- Want their people safe and healthy
- Want to do better, for people and for business
- Don't know what they don't know...are hopefully open

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## S&H Culture...3 Key Considerations

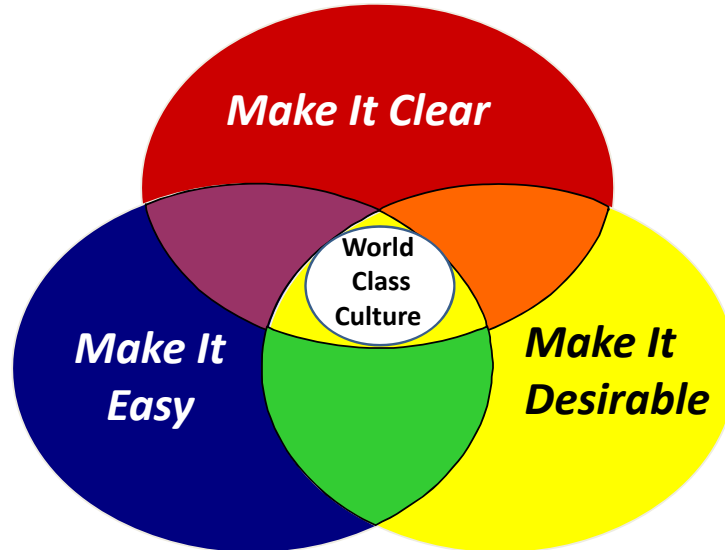
- Expected and accepted behaviors and results within the organization
- Engaged organization with clear roles and responsibilities
- S&H aligned and integrated into processes... built to facilitate, encourage and reward the desired behaviors and results

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## Approach for Leaders at All Levels

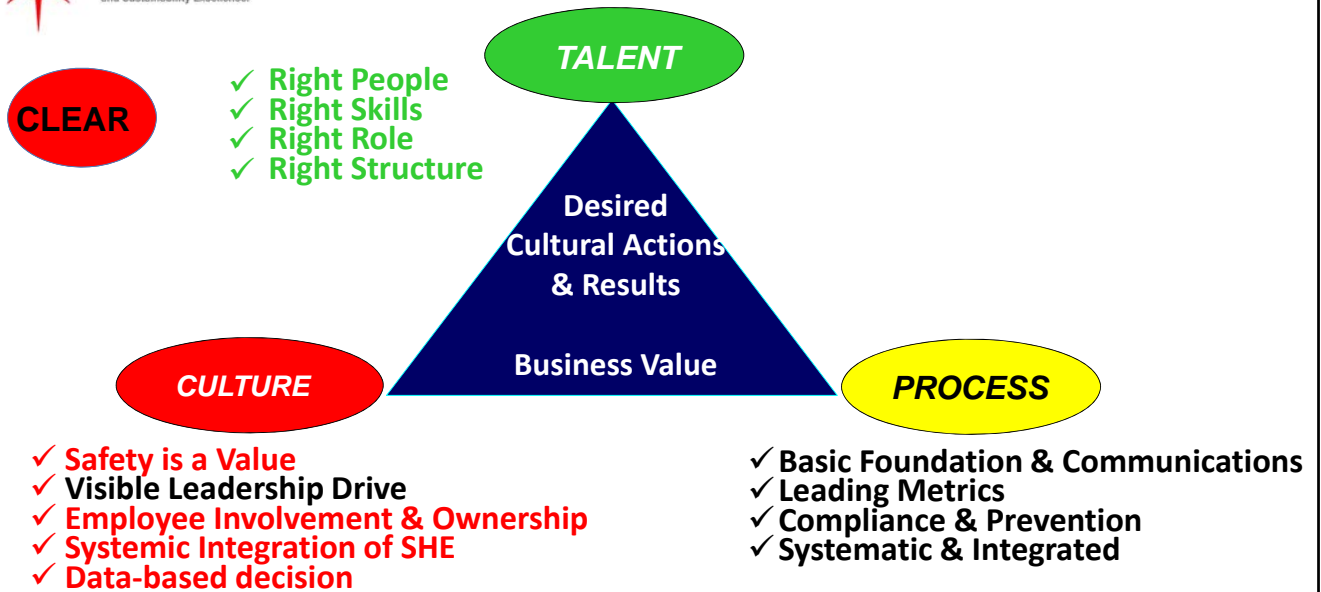


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## Define a Strategy



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## Successful Leadership Roles



- **Direction, tone, expectations, goals and urgency**
- **Roles, responsibilities and accountabilities**
- **Integrate with Company vision, values, processes**
- **Visible commitment and involvement**
- **Engagement-enable and empower everyone**
- **Reinforce the desired behaviors and results**

**Become a  
Cultural  
D.R.I.V.E.R.®**

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## Align & Integrate S&H Engage the Entire Organization

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### Human Resources Processes

1. New employee hiring
2. New/transferred employee orientation (at all levels)
3. Third party employee selection, retention and management
4. Discipline
5. Recognition and reward
6. Leadership skill development (business, plants, sites, team leaders/supervisors) and employees
7. Leadership personal performance reviews
8. Labor management, negotiation and agreements
9. Organizational design
10. Health benefits and wellness
11. Communications

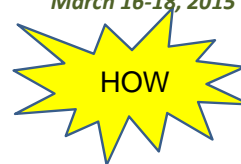
### Other Business Processes

1. Operations-Manufacturing, Service, etc
2. New product development and changes
3. New processes and changes
4. Quality/six sigma/lean processes, projects and training
5. Critical raw material and supplier selection and retention
6. Contractor selection, retention and management
7. Facilities/work environment management
8. Business Planning and Goal Setting
9. Business Development and Mergers/Acquisitions
10. Sales and Marketing
11. Risk Management
12. Security
13. SUSTAINABILITY (CSR)

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## Follow a Change Model\*



1. Establish a Sense of Urgency- Understanding your Brutal Facts
2. Create a Guiding Coalition – Right people on the Bus
3. Get the Vision and Strategy Right – Understanding your Hedgehog Concept
4. Communicate for Buy-in
5. Empower Broad Based Action
6. Create Short -term Wins – Build and Maintain the Flywheel
7. Don't Let Up
8. Institutionalize the new Culture Change

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## Example-Vision & Strategy Characteristics



- Create Clear Vision and Drive to be World Class
- Define and Specifically Work the Safety Culture and Process
- Ensure Multi-Level Leadership Support
- Establish Clear Targets and Accountability for all Employee and Leadership
- Focus on Innovative Performance, Leading Metrics
- Maintain Alignment with Business Goals
- Design Consistent Processes, Integrated with the Businesses Processes
- Expand Possibilities Through Benchmarking

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## Example-Vision & Strategy

- Ultimate goal is no workplace injuries or illnesses
- Striving to achieve world class performance and culture
- Culture:
  - Everyone has a role and responsibility in achieving world class performance and culture
  - Leader's role is unique to enable organization success
  - Safety is in balance with productivity, cost and customer satisfaction
  - Safety is part of every process and decision
  - Promotes making the safe choices all the time
  - Part of an overall strategy to world class safety:

**Culture-Process-Talent**

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AMERICAN  
STANDARD  
COMPANIES

## Example-Vision & Strategy

### The Values at American Standard/Trane



*We are driven by customers*



*We recognize the importance of our people*



*We operate with integrity*

*We strive for excellence*

*We deliver on our promises*

✓ We are committed to creating a **workplace that is safe**, a workplace where diversity is valued, and a workplace that thrives on teamwork and leadership.

Fred Poses, Chairman & CEO, on behalf of all of our employees around the world

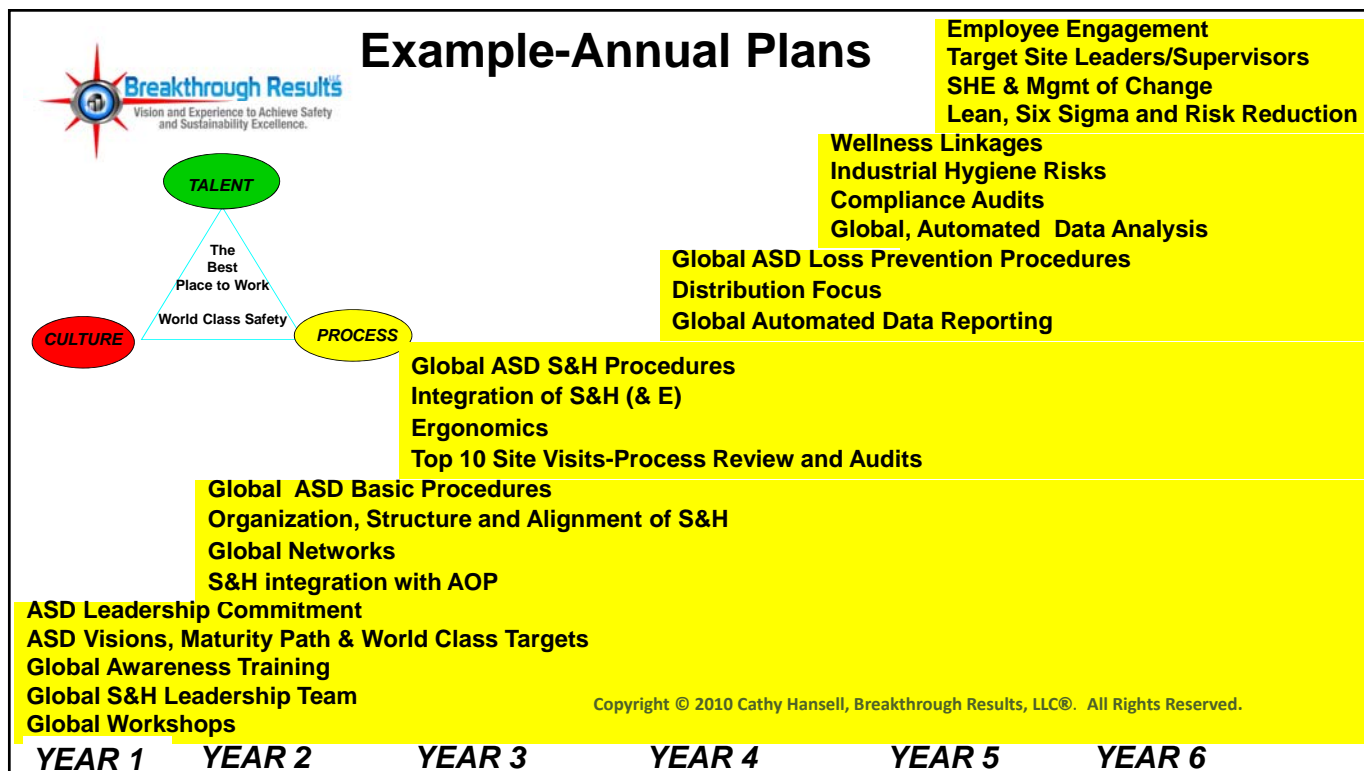
**The principles by which we live**



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Strategy	YEARS 1-2	YEARS 3-4	YEAR 5
<b>Culture</b>	<ul style="list-style-type: none"> <li>Higher leadership Commitment</li> <li>More leadership Involvement</li> <li>More employee involvement &amp; participation</li> <li>Accountabilities set and tracked for business and safety leaders</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor skills improved</li> <li>Roles clear and in place throughout organization</li> <li>Employees participate and have leading roles in safety process</li> <li>Drive to zero incidents and routine use of six sigma</li> <li>Recognition for progress and successes</li> </ul>	<ul style="list-style-type: none"> <li>Employee driven process and ownership</li> <li>Leadership driven improvements</li> <li>Progressive business review of current and future safety status</li> <li>Systematic S&amp;H integration in business processes and decisions</li> </ul>
<b>S&amp;H Process Excellence</b>	<ul style="list-style-type: none"> <li>Complete safety basics</li> <li>Ergonomics in place and integrated in North America operations</li> <li>Global safety data analysis</li> </ul>	<ul style="list-style-type: none"> <li>"Find and Fix" safety models deployed</li> <li>Global ergonomics programs in operations, distribution and offices</li> <li>Corporate compliance audits in place</li> <li>Near miss reporting begun</li> </ul>	<ul style="list-style-type: none"> <li>Full compliance</li> <li>Risks routinely identified and resolved using six sigma</li> <li>Data driven decisions</li> <li>Management systems used</li> <li>Fully integrated ergonomics</li> </ul>
<b>Talent and Structure</b>	<ul style="list-style-type: none"> <li>Clarify roles</li> <li>Build technical and leadership skills</li> <li>Complete S&amp;H networks</li> <li>Fill S&amp;H openings</li> </ul>	<ul style="list-style-type: none"> <li>Complete alignment with operations</li> <li>Right people, structure and roles in place</li> </ul>	<ul style="list-style-type: none"> <li>Act as change agents and coaches</li> <li>High organizational visibility</li> <li>Progressive professional development</li> </ul>
<b>Result</b>	<i>Foundation Set &amp; Teamwork</i>	<i>Risks Reduced &amp; Interdependence</i>	<i>Self-Sustaining Process &amp; Synergy</i>

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## Successful Leadership Role

Are you the SHE leader that is needed?

- Teacher, coach, guide
- Skills to positively motivate and influence others
- Innovative “win-win” solutions
- Listen, educate, empower
- Understand the business, its tools and processes
- PASSION...to make a stand, fight for what is right, get out of a comfort zone, generate energy & enthusiasm, have an OSM!

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## Successful Leadership Role

- Clear Direction, expectations
- Provide easy education, coaching and tools
- Available S&H Resources as teachers, coaches
- Networks and peer coaching opportunities
- Safety integrated with business processes to guide actions
- Sharing of best practices, events and lessons
- Special initiatives and metrics to maintain focus

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**DESIRABLE**

## Successful Leadership Role

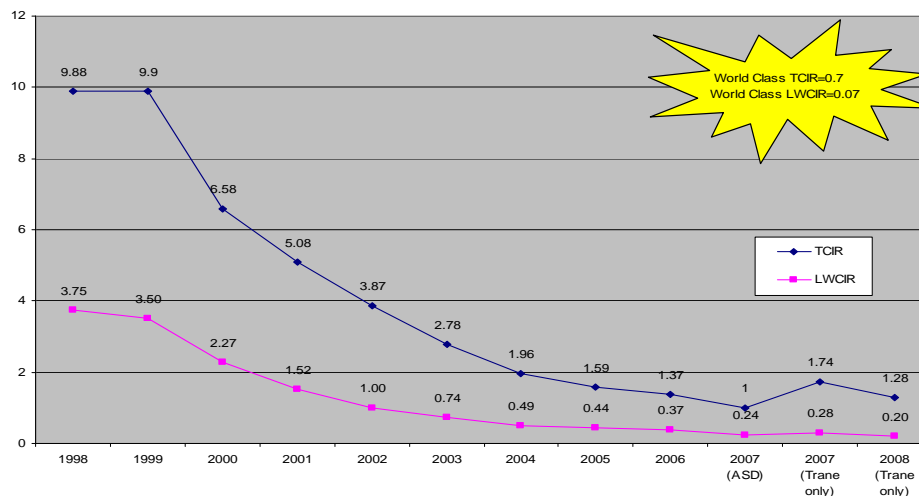
- Clear, few accountabilities set and tracked
- Recognition and reward processes
  - Individual, team , site and business level awards
  - Personal objectives and performance reviews
  - Ample communication of superior performers
- Discipline process
  - Staged approach, applied to safety, including terminations, and all levels.

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## American Standard/Trane Historic Safety Performance



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## Successful Leadership Role

### Good Leaders as Culture Champions

- Set direction, expectations; roles, responsibilities, accountabilities
- Personally involved
- Provide education, tools and processes to everyone
- Enable and empower their people to take responsibility for their own safety and to get directly involved
- Take the first step...employees will follow
- Are positive and engaging...influencing and motivating
- Recognize and address cultural norms-to keep or change
- Are relentless, especially in times of change

**Good safety culture is a mutual responsibility, and must be driven by leaders**

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## How can we help our Leaders

- Be a good leader yourself
- Clear, simple strategy for all to follow
- Clear roles, responsibilities and accountabilities
- Make it clear, easy and desirable to make safe choices and to follow the strategy
- Align and Integrate: Work with the businesses and functions to create education, tools and processes which promote making safe choices
- Be positive and passionate
- Be patient, but persistent

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