

**BE A
CHAMPION
OF SAFETY**

2016 INDIANA SAFETY AND HEALTH CONFERENCE & EXPO

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S&H Leaders as Successful Business Partners

March 22, 2016

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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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New S&H Challenges for S&H Leaders

- Simultaneous Expectations and Demands
- Expanded Role
- Societal Demands...Sustainability
- Increasing S&H Regulatory Requirements
- More Challenging Business Environment
- Leadership Views



New Roles & Responsibilities

KEY ROLES

1. **Strategist**
2. Partner
3. **Change Agent**
4. **Teacher and Educator**
5. Coach
6. Driver of Progress
7. Motivator

KEY RESPONSIBILITIES

1. **Integrate S&H into the Business Processes**
2. **Guide & Engage Leaders**
3. Actively Engage Employees
4. Build Pro-active Systems
5. **Develop a S&H Talent Base**
6. Analyze S&H Data & Metrics
7. Drive Continuous Improvement

KEY: Make the Desired Actions...Clear, Easy and Desirable



New Skills & Competencies

- **Interpersonal Skills**
- Personal Attributes
- **Leadership Skills**
- **Business Skills**
- Technical Skills



New Skills & Competencies

- **Interpersonal Skills**
 - Communication
 - **Customer Focus**
 - **Gaining Commitment & Motivation/Influencing Others**
 - **Building Partnerships**
 - Developing Others
- **Personal Attributes**
 - Drive For Results
 - Innovation and Continuous Improvement
- **Leadership Skills**
 - **Strategic Agility**
 - **Leading Change**
 - Accelerating Learning
 - Building Effective Team
- **Business Skills**
 - Decision-Making
 - **Business Acumen**
 - Manage/Measure Work
- **Technical Skills**



Barriers and Challenges

Personal

- *Training*
- *Experience*
- Technical Knowledge
- Leadership Skills
- Confidence
- Personal Risk Profile
- Stuck in Traditional Role

Organizational

- Role of S&H (SHE)
- Business Processes
- Organizational Culture
- Business Climate
- Measures of Value and Success
- Leadership Views



KEY TO SUCCESS: 24 Business Processes

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
2. New product development / changes
3. New processes/ changes
4. Six sigma/lean & quality 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



Effective Solutions...Becoming a Trusted, Effective Business Partner

Personal

- Education
- Mentors
- Peers
- Developmental Assignments
- Volunteer
- **Direct Engagement**

Organizational

- **Leader Education**
- Experts and Benchmarking
- **S&H into Business Processes**
- HR Role
- New Metrics
- New Information Exchanges



Closing Thoughts

RULE OF 3

- 1-First Look To Ourselves
- 2-Examine Existing Culture, Processes, Decision Criteria, Metrics - *Norms around Safety*
- 3-Partner with Business and Leaders to Build/Rebuild Expectation and Key Processes...Role of S&H
- Seek Internal and External Successes
- Educate Ourselves
- Educate Everyone
- Deliver...Meet the New Expectations and Promises