

Getting a Seat in the C- Suite

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By the end of this program, you will be able to:

- Identify the power structures that exist in your organization and how that impacts leadership growth
- Discuss your own opportunities for leadership change and improvement
- Demonstrate leadership behavior that will add to the success of your safety effort
- Implement strategies that will influence your workforce to achieve safety goals



<p>1992 Soule</p> <p>Faculty, employers and graduates of IUP's safety degree program</p> <p>Safety people needed "effective management skills" in order to do more than just "apply technical skills" and needed the ability to "recognize the company's superstructure and infrastructure an be able to work effectively with in it"</p>	<p>1994 Ferguson</p> <p>CSPs</p> <p>College coursework was needed in risk management as well as business such as TQM, and financial aspects of safety.</p>	<p>2003 ANSI 590.2</p> <p>The scope and functions of the professional safety position shall be:</p> <ul style="list-style-type: none"> • Anticipate, identify, and evaluate hazardous conditions and practices. • Develop hazard control designs, methods, procedures and programs. • Implement, administer and advise others on hazard controls and hazard control programs. • Measure, audit and evaluate the effectiveness of hazard controls and hazard control programs. <p>Anticipate, identify and evaluate hazardous conditions and practices...</p> <p>Develop hazard control designs, methods, procedures and programs...</p> <p>Implement, administer and advise others on hazard control programs...</p>
<p>1997 Blair</p> <p>CSPs</p> <p>"The greatest problems the safety profession faces is the lack of upper management commitment and support" and recommended adding business accounting and marketing to educational programs"</p>	<p>1985 Dillion</p> <p>SH&E Practitioners</p> <p>Most important roles were to seek "active support for safety function affairs from higher level management".</p>	<p>1997 Stempniak</p> <p>College Faculty</p> <p>Adding risk management to safety degree programs</p>

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**"You do not lead by
hitting people over the head...
that's assault, not leadership."**

PRESIDENT DWIGHT D. EISENHOWER



7 qualities of peeps easy to talk to

Learn what
they care/let
them tell you

Show their
emotions

Find something
in common
with you

Keep an open-
mind

Make you feel
comfortable

Share recent
stories

Ask questions
to lead to other
topics

Rodney Dangerfield effect

Where is the respect?

Degree or
certifications

Experience

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**“The true measurement of
leadership is influence,
nothing more, nothing less”**

JOHN MAXWELL

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How to be a better leader

What to say

How to say it

When to say it

Why it is not like before

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Accountability

When to manage issues and when to send up

Validating info before you send it up

Determining when the best fix is a quick one

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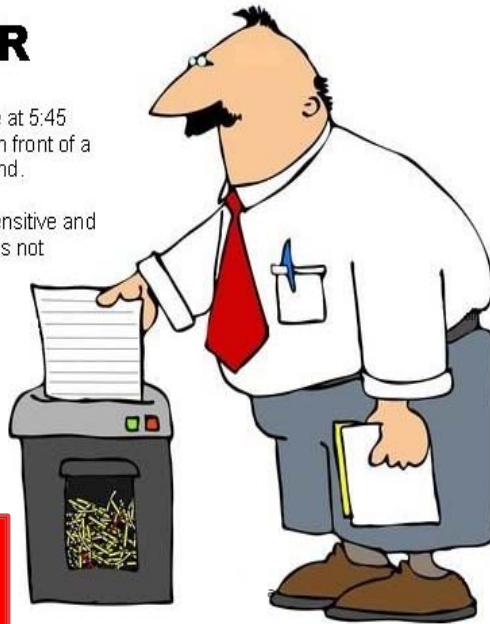
THE SHREDDER

A young engineer was leaving the office at 5:45 p.m. when he found the CEO standing in front of a shredder with a piece of paper in his hand.

"Listen," said the CEO, "this is a very sensitive and important document, and my secretary is not here. Can you make this thing work?"

"Certainly," said the young engineer. He turned on the machine, inserted the paper, and pressed the start button.

"Excellent, excellent!" said the CEO as his paper disappeared inside the machine, "I just need one copy."



Trust is the new black



Great leaders

- Ask powerful questions to help others
- Calm
- Consistent
- Correct or admits they are not
- Carriage

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Know (the) business

“Seek first to understand, then be understood.”

STEVEN COVEY – FIFTH HABIT OF 7 HABITS OF HIGHLY
EFFECTIVE PEOPLE



First steps

- Read the annual report
- Know the profit margin
- What is accepted iceberg ratio
- Find a business mentor
- Adopt the C-suite culture
- Ask what they want

Next steps

- Take a business class
- Meet with the CFO
- Know C-suite comms style
- Platinum rule

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Use influencing skills

Types of power



Reward power

• They can give you one



Coercive power

• They can cause pain



Reverent power

• They inspire you



Legitimate power

• Power by election or behavior



Expert power

• They impress you with intellect



Informational power

• Have institutional knowledge



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How to influence

share the love

ID your target

Learn style and motivators

Past exp & success

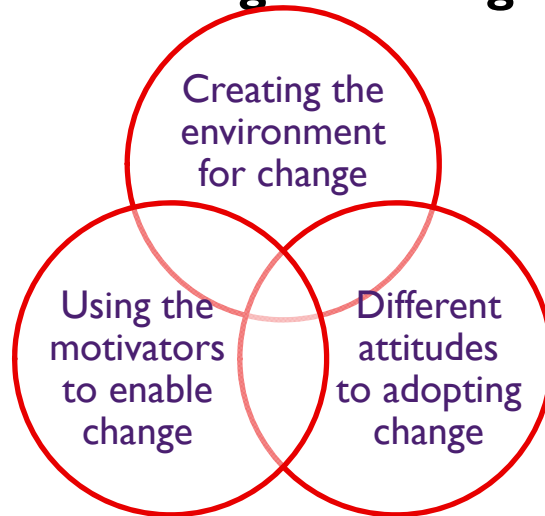
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Influencing for change

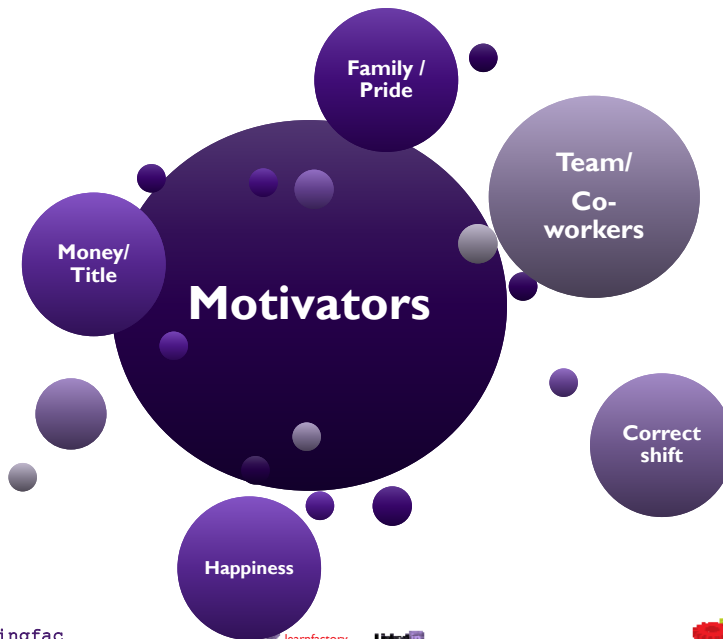


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Motivators

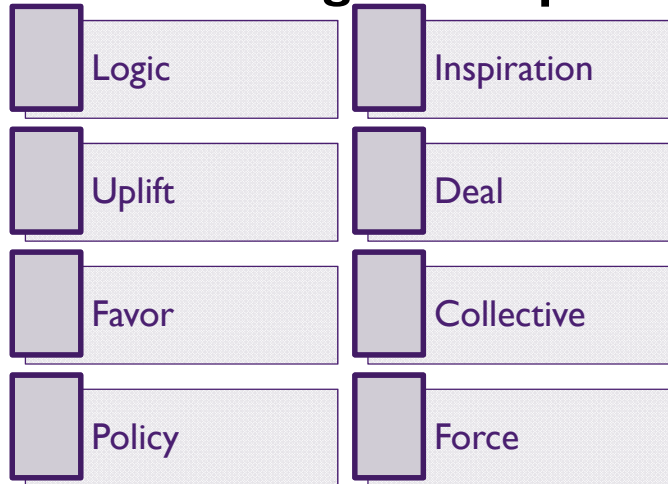


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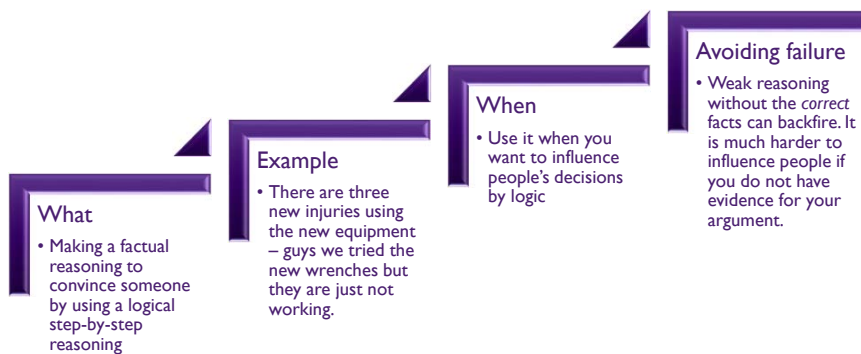


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Influencing techniques



Logic



Inspiration

What

- Suggesting what *may* happen as opposed to fact based reasoning. This appeals to emotions more than logic

Example

- If the line used the a double check process on the lock out controls YOU could help prevent what happened to four guys last year

When

- Use it when it is difficult to present the argument with facts and evidence. It is also useful when getting players emotionally involved in the subject.

Avoiding failure

- The actual *delivery* of inspirational speeches is critical. You need to be passionate and attempt to raise the emotions - and it needs to be to the right audience.

Uplift

What

- Making someone feel good about themselves and start listening to you.

Example

- “Your involvement in the JSA on the brake press was great – you brought real insight on the issues and your contribution was invaluable.

When

- Used when you want to influence people with similar or less power.

Avoiding failure

- If used in an obvious way, it has a reverse effect. They can see that you are just saying this to make them do something for you.
- Don't use against people more powerful than you.

Deal

What

- Making someone feel good about themselves and start listening to you.

Example

- If you support my efforts in reducing injuries, we can revisit the longer paid lunch breaks you asked for last year

When

- Leads to relationship building.

Avoiding failure

- It is important to make a fair deal, or at least make it appear to be. Be careful with how much you offer. Don't look naive.

Favor

What

- Asking for something you want.

Example

- Can you do me a favor please? I need your assistance in improving the usage of PPE on the 2nd shift.

When

- This is powerful only if the other person cares about you.

Avoiding failure

- This is powerful only if the other person cares about you.
- Use in moderation.

Collective

What

- Using view of other people to influence someone.

Example

- Six other cells are completing these pre-use inspections and other others will start next week. You'd be the only one not doing this.

When

- This is especially effective if what you state is in line with the view of the person you are influencing.

Avoiding failure

- Some people prefer to go against the crowd and want to be different. Your argument might have the reverse effect in this case.

Policy

What

- Showing your power based on a certain principle or rule.

Example

- " Let me be clear about this. It is a condition of your contract that you wear the PPE....."

When

- Authority is effective as a quick response to a problem. It is very blunt and sometimes provocative. Use as a last resort.

Avoiding failure

- This can lead to a reverse outcome when used on certain people.

Force

What

- Exercising power

Example

- “ If you do not comply, I have no choice but to write you up!”

When

- Use only in emergencies

Avoiding failure

- Since this is a powerful influencing tactic and is effective in bringing short-term results, it can be very tempting to use. It can have negative effect on your relationship, even when the event has passed.

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What are you going to do now?

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