6 ½ Points of B.S. to Safety Leadership
- Bold Strengths -

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Why is Leadership Important to you?

To your organization?

To Safety Agenda in General?
Basic Premises

My Foundations
Individual, Group, & Organizational Decisions Contribute
Safety Management System
Dan Peterson – Safety Systems

Safe
Sustainable
Business

CULTURE

STRUCTURE

POPULATION
SITUATION
How to get People to do the Safety Things you need them to do?
Safe Sustainable Business
NOPE.
Safety Leadership Presence & Action

Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”

For Us,... for our Supervisors,... Managers,...
Think of a person you consider to be a good leader & complete the following statement:

• “I believe a leader is someone who,...”
<table>
<thead>
<tr>
<th>Who Leaders ARE</th>
<th>What Leaders KNOW</th>
<th>What Leaders DO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>Skills</td>
<td>Behaviors / Habits</td>
</tr>
<tr>
<td>Motives</td>
<td>Abilities</td>
<td>Styles</td>
</tr>
<tr>
<td>Character</td>
<td>Traits</td>
<td>Competencies</td>
</tr>
</tbody>
</table>

**Who I am as a person & a leader, when no one is looking, & regardless of the situation**

**What have a personally learned through unintentional & intention education to be a better leader**

**What behaviors do I display that cause others to view me as a leader**
EMOTIONAL INTELLIGENCE 2.0

Includes a new & enhanced online edition of

THE WORLD'S MOST POPULAR EMOTIONAL INTELLIGENCE TEST

TRAVIS BRADBERRY & JEAN GREAVES

International bestselling authors of

THE EMOTIONAL INTELLIGENCE QUICK BOOK

"Succinctly explains how to deal with emotions creatively and employ our intelligence in a beneficial way."

—THE DALAI LAMA

FOREWORD BY

PATRICK LENCIONI

AUTHOR OF

THE FIVE DYSFUNCTIONS OF A TEAM
Intelligence Quotient (IQ)
- no change
- stable over lifetime

Personality
- doesn't change
- stable over lifetime

Emotional Intelligence (EQ)
- flexible
- able to change
Emotional Intelligence

Self-Awareness
Self-Regulation/Management
Motivation/Passion
Social Skills
Empathy
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving

3. Enabling

4. Acting with Integrity

5. Be Accessible

6. Providing Structure

6.5 Use the Superpower of Influence
How to get People to do the “Safety Things” you need them to do?
You can lead a horse to water, but you can’t make him drink ...
Make them Thirsty,... & make sure the water is there
How can we make people thirsty without having the accident,....
Safety Results are Based on Peoples Definitions Not Common Sense
What affects our definitions,...

• Dependent on your personal thoughts,...experiences,... history,... attitude,.. what you have been exposed to,...what you value,.....

• Our definitions – how we see the world affect how we act or react,...what we choose to do or not do
Safety is Not Common Sense

Its Definitions &
We get to Play with Peoples Definitions
Safe  vs  Unsafe
Safe vs Unsafe
People will listen to people who make them feel:

- Understood
- Valued
- Appreciated
Seek first to understand and then to be understood.

Stephen Covey
Understand the “Short cuts” or “Rules of Thumb” people use when making decisions, when following a leader,...
Risk Tolerance

ExxonMobil Study

10 Influencing Factors of Risk Acceptance
Over Estimating Capability /Experience

Familiarity with the Task – Complacency

Personal Experience with an Outcome

Potential Profit & Gain from Action

Seriousness of the Outcome
Over Estimating Capability /Experience
Familiarity with the Task – Complacency
Personal Experience with an Outcome
Potential Profit & Gain from Action
Voluntary Actions & Being in Control
Seriousness of the Outcome
Over Estimating Capability /Experience

Confidence in Equipment & / or Rescue

Familiarity with the Task – Complacency

Role Models Accepting Risk

Voluntary Actions & Being in Control

Personal Experience with an Outcome

Potential Profit & Gain from Action

Seriousness of the Outcome
(snow)
Risk Tolerance – Recommendations from Dave Fennell

• Reflect on your role as a mentor

• Recognize where people are at & effectively communicate & motivate

• Situational awareness

• Ask the Questions
Definitions – Eldeen’s Spin

• Recognize peoples definitions,...

• Speak peoples language,...

• Ask the questions around Hazard, Risk, & Controls,...

• Engage & Motivate
Make them Thirsty,... & make sure the water is there
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. **Valuing Individuals** - genuine concern / expressed care for other’s wellbeing, safety & development

2. Networking, Communicating & Achieving

3. Enabling

4. Acting with Integrity

5. Accessible

6. Providing Structure

6.5 Use the Superpower of Influence
He got his hand caught in a machine.
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving
   - inspirational communicator & networker;
   - actively engage people in safety situations

3. Enabling

4. Acting with Integrity

5. Accessible

6. Providing Structure

6.5 Use the Superpower of Influence
Safety is Not Common Sense

Its Definitions

&

We get to Play with Peoples Definitions
Risk Communication to Increase or Decrease Outrage

Peter Sandman

Risk = Hazard + Outrage
The basic reality is that the risks that scare people and the risks that kill people are very different.

Peter Sandman
Risk = Hazard + Outrage

Outrage

Outrage is the extent that people are upset, frightened or angry

Outrage Management: people excessively concerned about a small hazard

Crisis Communication:
people are rightly concerned about a genuine threat

Precautionary Advocacy:
grabbing the attention of an uninterested audience to arouse proper concern and motivate precaution-taking

Hazard

Hazard is the objective, technical aspect of the risk; the probability and extent of damage possible

Source: Peter Sandman
We can use peoples “outrage” factors to get engagement & action:

• Voluntariness - Risks from activities considered to be involuntary or imposed are judged to be greater, and are therefore less readily accepted, than risks from activities that are seen to be voluntary

• Controllability - Risks from activities viewed as under the control of others are judged to be greater, and are less readily accepted, than those from activities that appear to be under the control of the individual

• Familiarity - Risks from activities viewed as unfamiliar are judged to be greater than risks from activities viewed as familiar (plant vs household chemicals)

• Fairness - Risks from activities believed to be unfair or to involve unfair processes are judged to be greater than risks from fair activities

• Personal Stake - Risks from activities viewed by people to place them (or their families) personally and directly at risk are judged to be greater than risks from activities that appear to pose no direct or personal threat
• A “sticky” idea is one that people remember & act on.

• It also tends to get passed around, ....we can retell the idea to other people.

• Best of all, a sticky idea has the potential to permanently change our behaviour.
• Pay attention  ➔  UNEXPECTED

• Understand & remember  ➔  CONCRETE

• Agree / Believe  ➔  CREDIBLE

• Care  ➔  EMOTIONAL

• Be able to act on it  ➔  STORY
What sticks

- Simple
- Unexpected
- Concrete
- Credible
- Emotional
“What If” Evaluations
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving

3. **Enabling** - empowers, delegates, & develops potential

4. Acting with Integrity

5. Accessible

6. Providing Structure

6.5 Lead safety with confidence & passion
Why does Engagement Matter

• 5 x less likely to have an accident

• 7 x less likely to have lost time injury

• Engaged in behaviors that cost the organization 1/6 of unengaged employees.
Take Note of the Level of Engagement

Understand what drives engagement & work with it
<table>
<thead>
<tr>
<th>Engaged</th>
<th>UN-ENGAGED</th>
<th>DIS-ENGAGED</th>
<th>ACTIVELY DISENGAGED</th>
</tr>
</thead>
</table>
| • High performers  
• Work with passion & feel a profound connection to the company  
• They drive innovation & move the organization forward  
• Strong commitment to safety  
• Actively look for ways to perform safety on the job | • Medium Performers  
• “Checked out” or Sleepwalking through their workday, putting in time & not energy or passion  
• Moderate commitment & effort to safety | • Poor Performers  
• Minimal commitment to safety  
• Put in minimal effort | • Not just unhappy, but often are busy acting out that unhappiness.  
• Often undermine what their engaged co-workers accomplish. |

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**UN-ENGAGED**

**DIS-ENGAGED**

**ACTIVELY DISENGAGED**
<table>
<thead>
<tr>
<th>Safety Leadership Style</th>
<th>Level of Engagement</th>
<th>Your Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPLOYERS - Pacesetting - Coaching</td>
<td>Engaged high performers</td>
<td>Liberator</td>
</tr>
<tr>
<td>MOTIVATORS - Affiliative - Democratic</td>
<td>Un-Engaged solid contributors</td>
<td>Enabler</td>
</tr>
<tr>
<td>DIRECTORS - Coercive - Authoritative</td>
<td>Dis-Engaged non-performers</td>
<td>Regulator</td>
</tr>
</tbody>
</table>
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving

3. Enabling

4. **Acting with Integrity** – decisive, consistency, honesty & openness that builds relationships of trust

5. Accessible

6. Providing Structure

6.5 Use the Superpower of Influence
1. Our approach & message,....

2. Consistency in behavior - Looking for & asking for small commitments that can be made & build upon,....
“Do what I say,.... not what I do”
“Do what I say, not what I do”
Consistency & Commitment

People feel strong pressure to be consistent within their own words & actions,....

Your words & actions should correspond.

“Don’t just say one thing and then do another.”
Look for Voluntary, Active & Public commitments
The Ladder Integrity
Teaching Moment
The Ladder Integrity
Teaching Moment
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving

3. Enabling

4. Acting with Integrity

5. **Accessible** - approachable, in the know,...

6. Providing Structure

6.5 Use the Superpower of Influence
Seek first to understand and then to be understood.

Stephen Covey
1. Open Body Posture & Smile
2. Limit things between you
3. Start first – approach others & build relationship

- Take interest in others
- Drive by compliments
- Include people
Being Safe to Bold Strengths
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Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

1. Valuing Individuals

2. Networking, Communicating & Achieving

3. Enabling

4. Acting with Integrity

5. Accessible –

6. Providing Structure – sets standards, expectations,…

6.5 Use the Superpower of Influence
Safe
Sustainable
Business

CULTURE

People
Knowledge, expectations, attitudes, goals, health, abilities, age, culture, body size, strength, stress, etc.

Workplaces
Facility layout, workstation configuration, accessibility, etc.

Management
Organizations of work, policies, management decisions, etc.

SITUATION

POPULATION

Safety Management System
Dan Peterson – Safety Systems
People on the Journey with you Need Clear Expectations
Being Safe to Bold Strengths
Develop a Strong “Leadership Presence”.

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6.5 Use the Superpower of Influence
To be effective bold leaders we have to recognize what gets people to do things,....
How can we make people thirsty without having the accident,....
How do we Get People to Say Yes?

How do we Influence people?

Did you know that it is scientifically proven that people say yes more to you if they consider you good looking?

People are Influenced more by “Beauty” versus “Ugly”? 
To be effective bold leaders we have to recognize what gets people to do things,....
People are influenced more by people they like than those they don’t.
People prefer to say yes to those they like,…

But what causes a person to like another?
RECIPROCITY
Reciprocity

People feel obligated to repay in kind, what has been given to them,....
Old Give & Take

• Humans have an inherent sense of obligation that is critical to our ability to produce social advance - Reciprocity Rule.

• *Friend invites you to a party, you invite them to one*
  
  • *Peer does you a favour, more apt to do one for them,...*

• The rule possesses awesome strength – often produce a “yes”.

• Rule enforces uninvited Debts
People will do what you want,... when you give them what they want.

Not much of a secret is it?

Even better if you give them what they need,... need to do the job better,... quicker,...

Know your people – their definitions,
What Motivates People

7 Key Motivators

- Competency
- Autonomy
- Relatedness
- Purpose
- Meaning
- Rewards
- Power
• Definitions – getting to know them,....

• Find out how what you need fulfills one of their needs,...

• Help them be successful,.... & they will help you be successful.
SOCIAL PROOF
Social Proof

People often look to the behavior of similar others for direction about choices
Canned Laughter
ha aha ha
HEHE! HAHA!
Ahaha!
WOHOHO!
Haha! Jajaja!

the finest quality
six red-tickling eye-watering laughs
canned for your listening pleasure
6+
3 Reasons
Why Testimonials Are So Powerful
Get Consensus

• People will look to the actions of others to determine their own

• So much so with Millennials – just look to facebook, yelp, trip advisor,.....

• So rather than relying on our own ability to persuade others we can point to what others are already doing, especially many similar others
Social Proof Influences

Social Proof tells consumers the reasonable and reliable facts without having to exert too much effort.

Google ranks you higher when you have more social proof such as tweets on Twitter.

The more people who perform the same behavior, the higher influence it can bring.

Having your content shared across social networks will bring you traffic.

Source: susangilbert.com
When people are uncertain, they rely even more on what others are doing, & the more similar they are the more effect that has on me.
How Does this Effect Safety?
People are influenced more by people they like than those they don’t.
People prefer to say yes to those they Like,...  

But what causes a person to like another?
• “Time is Money”

• get straight down to business

55% success

• “find a similarity” – something in common

• before negotiations, exchange some personal information

90% success
Compliments

Way to go!

Good job

Well done

You're the man

Thumbs up

You rock
Contact & Cooperation
We all want to be:

- Valued
- Appreciated
- Understood
People are more easily persuaded by individuals perceived to be legitimate authorities,...
Scarcity

• People typically overvalue things that are rarer, dwindling in availability or difficult to acquire.
The way to love anything is to realize that it might be lost (Chesterton)

Last chance to get this special PPE, be involved in this project,.... Say it now or,....
How Do We Know We have Done it – Influenced People!

We Can Get Recognized for it!

Please lift up our profession – recognize those that make a difference!
How Do We Know We have Done it – Influenced People!

We Can Use our Superpowers!
Mindfulness

Awareness that arises through paying attention on purpose, in the present moment, & being non-judgmental
Superpowers of

X-Ray Vision - Observation & Super Hearing - Listening Skills
X-Ray Vision - Observation

• Spending time with individuals, groups,...

• Leading indicators
Super Hearing - Listening Skills

People rather talk than listen – use that to your advantage & let them tell you what they know & they need,.... What they are doing,...

Active Listening Skills from the beginning of the day,....
YOU LISTEN twice as much as you TALK ME
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Continue to Be the Difference,…
My Wish for You, ....
Questions?
More Information?

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