Let’s Start With a Basic Question

What is the source of highest performance?
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What does research tell us about high performance?

Situational Leadership: Ken Blanchard

- Know How (Competence)
- Self-Direction (Commitment)

Source: People Powered Leadership

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Competence: How do you obtain it?

- Training – learning the skills to do the job
- Application – applying the learning to the job
- Repetition – applying the learning over and over

Source: People Powered Leadership
Commitment: How do you get it?

- **COMPLIANCE** – Informing: 
  *Telling* (Likert’s S1/S2)

- **COMMITMENT** – Including: 
  *Asking* (Likert’s S3/S4)

Source: People Powered Leadership

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**Personal Commitment leads to tapping into discretionary performance**

Across Time

Source: People Powered Leadership
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**Is there something more?**

Situational Leadership and Likert’s work is based on independent thinking – people looking out for themselves.

What if there is a need for a different type of thinking?

What would that be and what would it take to get there?

Source: People Powered Leadership

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**A third factor to achieve highest performance**

Situational Leadership: Ken Blanchard

- Self-Direction (Commitment)
- Know How (Competence)
- Interdependence (Courage)

Source: People Powered Leadership
Could it take Likert’s work farther too?

- S5 – ACTIVELY CARING – Taking care of the other person becomes the intention
- S6 – FULL SYNERGY – Build Habits of Actively Caring Always

Source: People Powered Leadership

More food for thought: What about Maslow’s Hierarchy of Needs?

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What did Maslow believe about self-transcendence – a level up and beyond self-actualization?

SELF TRANSCENDENCE – “Outward Focused”

- A strengthening of the self-actualizer’s natural tendency to synergy …. It is a transcendence of competitiveness, of zero-sum of win-lose gamesmanship.
- Interested in a “cause beyond their own skin” …
- Total wholehearted and unconflicted love, acceptance, … rather than the more usual mixture of love and hate that passes for “love” or friendship or sexuality or authority or power, etc.

Abraham Maslow

Source: People Powered Leadership

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Does this “paradigm shift” achieve the highest performance?

- Situational Leadership: Focusing on improving competence and compliance but also creating opportunities for courage – to step out and make a difference
- Likert’s Systems: Creating opportunities for inclusion, self-direction, and empowerment (S3/S4) but also creating an opportunity to “actively care” for each other (S5/S6)
- Maslow’s final stage of Self-Transcendence: Creating an environment that changes the focus on self completely (self-actualization) to one that focuses on others around us (self-transcendence)

Source: People Powered Leadership
Does this “paradigm shift” achieve the highest performance?

YES

Let’s look at this through the lens of safety

The 7 Simple Safety Facts: A Case for Interdependence and Courage

1. We take risks (ABC Model – Sooner/Certain/Positive)
2. People are getting hurt because of our current level of risk. Part of that risk, is that we don’t always give feedback to each other when a coworker is at risk. (Should Would Do).
3. Doing our work the same way with no change only gets the same result
4. We all have a choice – Safety Pyramid – Preventative vs. Reactive Management of Risk
5. There are consequences to our choices --- Status quo vs. fewer injuries/fatalities.
6. When we observe others, our own safety is improved – the probabilities of getting hurt ourselves is far less.
7. When we observe others, our own safety is improved – the probabilities of getting hurt ourselves is far less.

Source: People Powered Leadership
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The ABC Model
Explains Why We Do What We Do

Activators

Direct

Behavior

Motivate

Consequences

Activators and Consequences Take Many Forms

Activators:
Safety Meetings, Goal setting, Rules and Regulations, Pledge signing, Policies and Procedures, Incentives/Disincentives, Instructions, Signs, Training, Modeling, Saying please

Behaviors:
Putting on PPE, Locking out power, Using equipment guards, Giving a safety talk, Cleaning up spills, Coaching others about their behaviors

Consequences:
Self-approval, Reprimand, Peer approval, Penalty, Feedback, Injury, Prize or trinket, Inconvenience, Thank-you, Time savings, Comfort

Source: Safety Performance Solutions
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Source: People Powered Leadership

Plant Injuries: What level of risk is present?

- 140 Staff
- 375,200 Manhours Worked per year
- Average of 9 Lost Time Injuries per year (2008)
- Average of 50 days lost per year (< 1% of worked hours)
- INDUSTRY STANDARD: 84 days lost per year for a workforce of 140

Risk of Injury is seen by workers as relatively low so they will tend to take chances and cut corners to get the work done as quickly as possible.
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Source: People Powered Leadership

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Values, Intentions, and Behaviors Aren’t Always Consistent

“Employees should ...
“I am willing to ...
“It do ...

Can a better environment be created to align these more?

Source: People Powered Leadership
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Source: People Powered Leadership

Focusing on Risk Management Will Reduce Injuries.

What would it take to focus proactively?

Source: People Powered Leadership
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Source: People Powered Leadership

Research that Advocates Focusing Outward

Alicia Alevo Ph.D. Research Project, N.Y. University

“Those who observe others increase their own safe behavior far more on all areas of risk (and even those areas beyond the focused list) than those who don’t observe others.”

Source: People Powered Leadership
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Key Question

Is it worth the effort to create an environment for interdependence and courage?

Consider this: How high of a value is placed on the health and well-being of employees and their families?

AND ...

Source: People Powered Leadership

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DOES ADDING COURAGE AND INTERDEPENDENCE WORK????

FORTUNE 50 COMPANY

- 38 injuries in 2007
- 33 injuries in 2008
- Of 33 only 2 were from those involved in this work
- 2 injuries in 2009 (annualized rate: 6)

Source: People Powered Leadership
Organizational Dilemma

How do I get a person with 33 years experience with 3 years left until retirement to become “courageous?”

Source: People Powered Leadership

What are the choices?

1. DO NOTHING – Obtain nothing (S/0)
2. TELL THEM WHAT TO DO – Obtain Compliance (S1/S2)
3. ASK THEM (OVER AND OVER) WHAT TO DO AND ENDORSE IT – Include them in management solutions (S3/S4)
4. LET THEM DECIDE WHAT TO DO AND LET THEM MAKE SURE EVERYBODY DOES IT – You put in the right strategy, structures, and systems and let them take care of each other (S5/S6)

Which generates highest performance?

Source: People Powered Leadership
**People-Based Safety: What is this?**

People-Based Safety (PBS) is a process where employees are asked to identify the safety risks they have in their work area and then form agreements, commitments and a process to interdependently manage (watch out for each other) safety so no one is hurt.

*Source: People Powered Leadership*

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**The Ideal Safety Culture**

“In an Ideal Safety Culture, everyone feels responsible for safety and pursues it on a daily basis. At work, employees go beyond “the call of duty” to identify environmental hazards and at-risk behaviors. Then they intervene to correct them. And safe work practices are supported intermittently with appreciative feedback from both peers and managers. People “actively care” continuously for the safety of themselves and others. In an Ideal Safety Culture, safety is not considered a priority that can be conveniently shifted depending on the demands of the situation; rather, safety is considered a value linked with every priority of any given situation.”

-E. Scott Geller “Working Safe”

*Source: People Powered Leadership*
People-Based Safety Transforms
Motivations from SELF To OTHERS

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSHA Compliant Safety</td>
<td>People-Based Safety</td>
</tr>
<tr>
<td>Other Directed Behavior</td>
<td>Self-Directed Behavior</td>
</tr>
<tr>
<td>Independent Actions</td>
<td>Interdependent Actions</td>
</tr>
<tr>
<td>Treat people as objects</td>
<td>Treat People as People</td>
</tr>
<tr>
<td>Diffusion of Responsibility</td>
<td>Personal Accountability to me and others</td>
</tr>
<tr>
<td>It won’t happen to me</td>
<td>It could happen to me or my coworker</td>
</tr>
<tr>
<td>I’ll look out for myself – their safety is their problem</td>
<td>Actively Caring for each other</td>
</tr>
</tbody>
</table>

Source: People Powered Leadership

People-Based Safety: What do we see here?

- **Situational Leadership**: Competence, Compliance, and COURAGE – it takes courage to talk to others about their safety behavior
- **Likert’s Systems: S5/S6** – An environment where Actively Caring (looking out for one another’s safety) is appreciated and desired
- **Maslow’s Hierarchy: Synergy, “Cause beyond their own skin,”** Total wholehearted and unconflicted love, acceptance, which results in compassion, caring, and courage to speak up

Source: People Powered Leadership
**Case Study: Wastewater Treatment Plant**

**Noman M. Cole Jr. Pollution Control Plant**
- State-of-the-Art Wastewater Plant – Recognized Worldwide
- Processes 67 MGD wastewater
- Performance Record: No permit violations in 20 years
- Workforce: 140 Employees
  - Primarily specialized industrial technical expertise
  - Operates by sections, i.e. electricians, mechanics, operators

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**An Overview of Safety**

WHERE WE ARE

- OSHA Compliance-Oriented Safety program
- “Top Down” implementation - many performing by habit or learned from colleagues
- Production Oriented - Safety seen as an add-on to work
- Injury focused

HOW WE GET THERE

- Kick-off
- Training
- Crew Level Focus
- Steering Committee
- Management Commitment

WHERE WE WANT TO BE

- People-focused Safety Program
- Safety Program driven by employees – focus on peers helping peers be safe
- Safety as a Value – Safety seen as an integral part to work
- Near Miss Focused
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How are we going to get there?

- Kick-off – Sessions to discuss how injuries occur, what people-based safety is and why it is worth the effort to do it
- Training – Training focused on people-based safety concepts: how to provide feedback positively, how “self-talk” can affect safety, how your personal filters can affect what you see
- Crew Level Focus – This fits with the “naturally occurring group” concept. Each crew will be responsible for developing their own safety risks and how they manage the process of “actively caring” or looking out for one another
- Steering Committee – This is an employee group that will address strategy, structure, or system issues that need changed for people-based safety concepts
- Management Commitment – Requires “out in front” support, supports and respects the “courage” factor that will surface from employees, “walks the talk” – changes in own behavior to reflect courage, interdependence, and actively caring.

For more information on the implementation of People-Based Safety concepts, contact:

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Co-Author of “The Courage Factor”
Questions?

Thank you for your time.