Leadership Driven Excellence – Transformational Leadership Drives Health & Safety Excellence

2023 Chesapeake AIHA/ASSP Educational Seminar
Thursday, March 16, 2023

Dr. Richard D. Fulwiler, FAIHA
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Instructor, Harvard School of Public Health
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Engagement in today’s workforce
Work systems and engagement
The role of transformational behavior in engagement
Engagement in achieving functional excellence including H&S
A take home self and organizational assessment
Developing new skills

- Awareness
- Stimulation
- Skill building
Time for a Knowledge Check

- Characteristics of a...
- Transactional Leader
- Transformational Leader
Early Morning Quiz

What percentage of the American Workforce is engaged on the job?

75%  50%  25%
So What?

- Engaged workers are highly involved, enthusiastic and energized about their work.
- Not engaged workers are emotionally unattached to their work or workplace.
- Disengaged workers tend to be unhappy, resentful and counter productive.
“Engaged workers become emotionally and psychologically attached to their workplace.”

Specific to safety they found, “Engaged workers are more mindful of their surroundings, more aware of the safety procedures and diligent about keeping their coworkers protected.”
The P&G Value Model

- People
  - The human case
  - Transformational

- Public Trust
  - The business case

- Profit
  - Transactional
Entitled to preservation of life and limb

Safety and security is second in hierarchy of human needs (Maslow)

Attracting and retaining good people

Key to productivity and high performance work systems  >>>> Engaged workers

Ducker's impact on P&G - mid/late 60's
“His concepts turned companies away from treating employees as cogs, persuading management to think of workers as assets and partners – which is how the best companies behave today.”

USA Today, 11/06
Work Systems and Engagement

- Transactional
  - Traditional

Not engaged or actively disengaged

About 70%
Work Systems and Engagement

Transactional
Traditional

Not engaged or actively disengaged

About 70%

Transformational
World Class

Engaged

About 30%
## THE EVOLUTION OF SAFETY EXCELLENCE

### Phases of Safety – How We Evolve

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<td>What’s Safety??</td>
<td>Legal Compliance</td>
<td>Cost of injuries</td>
<td>Safety is a top priority</td>
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**Requires Engagement**

- **Phase 0**: Discipline/Compliance Focus
- **Phase 1**: Self Assessment – Data Focus
- **Phase 2**: Culture Focus

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**SAFETY PERFORMANCE**

Intel/Cintas
OK, so how do we increase engagement?

By being more transformational and less transactional.

A short tutorial
A quid pro quo relationship between the worker and leader – disciplinary action

Task oriented
- e.g. regulatory compliance

Preserves existing culture, conditions and practices
- i.e. preserves the status quo

Likely to focus more on the WORK than the WORKER
Transformational Behavior

- Results in the worker’s values aligning with their leader’s values – *mutual self interest*
- Empowers the worker to ENGAGE in the work process
  - e.g. go beyond their self interest
- The leader is personally ENGAGED with the worker – the leader cares about the worker
- Maximize/optimize the contribution of the worker = *Functional Excellence*
- Focuses on *both* the WORK and the WORKER
...is not bad leadership, in fact it is essential

As with so many leadership characteristics, the concept of BALANCE comes into play.

Transactional leadership will not maximize/optimize the contributions of the work force.

Most senior managers are hard wired TAL

Where is your senior management?
What happens when...

...managers and other employees are all engaged in the work process?

...managers and other employees can see clearly there is a MUTUAL SELF INTEREST (MSI)?

...Functional Excellence!!!
??? Functional Excellence ???

- Cost
- Productivity
- Quality
- Customer service
- Employee relations (HR)
- H&S
- Compliance
The impact on important business measures when the culture becomes more transformational.
“A culture of caring”

- “Our vision was to create a culture of caring. I personally marketed, communicated, demonstrated and taught this message from the moment I began SERVING the partners of Portsmouth.”

- Scott Buttz, New GM

Scott saw his role as a SERVANT LEADER
Certainly there were other factors involved but in 2010 they became much more focused on becoming more transformational.

Stock price: 12/31/14 = 78
8/7/22 = 423
Three overarching attributes:

- Listening – a skill
- Caring – an attitude >> behavior
- Engaging – developing a connection
Characteristics - Listening

- Seek first to understand, then to be understood
Group 1
Characteristics – Caring

- Being interested and sensitive to the needs of others
Demonstrating a personal connection with subordinates
Engaging the Workforce Is a Key to HEALTH & SAFETY EXCELLENCE

Engagement can only be achieved by leaders who demonstrate they truly care about the health and well-being of their employees. p. 9

Eye Health
p. 13

Sustainability
p. 17

ISO 45001
p. 23

Standing Desks
p. 26

Risk Management
p. 31
Boston Red Sox, ended 86 year drought
Chicago Cubs, ended 108 year drought

“If we can’t find the next technological breakthrough, maybe we can be better than anyone else with how we treat our players and how we connect with the players and the relationships we develop and how we put them into positions to succeed.”

“When people do things they weren’t even sure they were capable of, I think it comes back to connection. Connection with teammates. Connection with the organization. Feeling like they belong in the environment. I think it’s a human need – the need to be connected.”

Connection = Engagement
Transformational Leadership
Best Practices

- Always communicate the reason WHY
- Be open of new ideas and opinions from the workforce
- Admit and accept mistakes
- Communicate frequently with the workforce
- Discover, communicate and leverage the MUTUAL SELF INTEREST
- Demonstrate that you CARE about your workers lives outside of work
Now that self assessment

- Simply to establish a benchmark
- It's not an exhaustive assessment
- Rate yourself based on interacting with all levels including the “shop floor.”
- Be brutally honest – no need to share results
- Don’t over think it. Put the first rating that comes to mind – only get a few minutes.
- 1 = lowest skill level, 10 = highest
- Total each rating and divide by 5
**Transformational Leadership Assessment**

**Instructions:** Read the characteristics and rate yourself as it relates to your interaction with all levels in your organization including front line partners. This is confidential and for your use only. Be brutally honest in assessing your rating. Provide only one rating for each of the five characteristics. Add each of the 5 ratings and divide by 5 for your overall rating. Note: 1 is the lowest skill level and 10 the highest.

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How’d you do?

0 - 2: Significant opportunity for improvement

3 - 5: Good start but still room to improve

6 - 7: You get this transformational stuff and it makes sense

8+: You’re transformational—now put it to use and share with others
Simply to establish a benchmark
Take your “best shot” i.e. your perception
Rate senior leadership based on interacting with all levels including the “shop floor.”
Don’t over think it. Put the first rating that comes to mind – only get a few minutes.

1 = lowest skill level, 10 = highest
Total each rating and divide by 5
**Transformational Leadership Enterprise Assessment**

**Instructions:** Read the characteristics and rate where you feel the senior leadership in your enterprise would come out as it relates to their interaction with all levels in your organization including front line employees. Don't over think this, just make your best overall assessment. Provide only one rating for each of the five characteristics. Add each of the 5 ratings and divide by 5 for the overall rating. Note: 1 is the lowest skill level and 10 the highest.

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Total the five individual ratings: 

Divide by 5 for the Transformational Leadership Rating.
How’d the enterprise do?

0 - 2: Significant opportunity for improvement

3 - 5: Good start but still room to improve

6 - 7: They get this transformational stuff and it makes sense

8+: Your enterprise is transformational – is it being leveraged effectively?
Today’s Objectives

- Importance of ENGAGEMENT
- Characteristics of TAL & TFL
- Growing our TFL skills
- TFL drives functional excellence
- Where are you on the TFL scale
- (Where is your enterprise on the TFL scale)
- Where to from here – path forward
First, TFL is not new, but it is not broadly practiced or understood

The TFL message needs to be delivered broadly

May need to “coach up”

What is your role in making this happen?
The Key to World-Class Safety

BY DR. RICHARD D. FULWILER

There is no finite description of what entails world-class safety, but there is one characteristic that absolutely is essential, and that is the engagement of the work force in the safety process. Transformation leadership is the key to engagement.

Since retiring as director of health and safety worldwide for Procter & Gamble, I have had the privilege of working with a number of companies dedicated to achieving EHS excellence, a.k.a. world-class safety (WCS).

Safety professionals know that employees do not become engaged by decree or by promotional gimmicks like flashlights and blankets. But do safety professionals know how to achieve employee engagement, and if so, what are they doing about it? The key to engagement is not the safety professional; it is the organizational leaders who must become less transactional and more transformational. So the question now becomes, what can safety professionals do to convince leadership of the need to become more transformational?

Transformation leadership not only will drive better safety results but also better business results, because the workers are totally engaged not only in safety, but in the entire work process. This could be the key selling point for leadership to become more transformational.

This article will provide safety professionals with something they can share with their leadership as a start to increasing the transformation leadership of the entire organization. A key selling point is the fact that an organization where leaders develop transformational leadership skills not only will excel at safety, but also at other critical business outputs. No smoke and mirrors – hard data demonstrating this is included in this article.

Atlas Holdings LLC accurately captures the importance of engagement in their safety principles: “We believe companies with WCS performance will achieve business success through engagement and empowerment of employees.” However, this is no chicken-and-egg story. Engagement clearly precedes world-class safety and outstanding business success.
Transformational Leadership Segment
Stephen Jenkins, Director, Cintas Corp.
Dr. Richard Fulwiler, President, TLA

March 27 – 30, 2023
https://ecpe.sph.harvard.edu/LMS/17
Thanks for giving me this opportunity...

Be sure to leave with 3-5 critical learnings from this conference AND NO MORE

Safe travels home
State of the American Workplace

U.S. EMPLOYEES

33% vs. 70%

ARE ENGAGED AT WORK

WORLD'S BEST ORGANIZATIONS
Gallup’s Actual Findings

Note: 195,600 workers in the survey

- 33% Actively engaged
- 51% Not engaged
- 16% Actively disengaged
Seeking first to understand, then to be understood

Listening for meaning and feeling and not just for facts – empathic listening

Not interrupting or developing a response while the person is speaking

Being open to the speaker in a way that it shows
Caring

- Being interested and sensitive to the needs of others
- Demonstrating in a visible way you really care about the health and safety of your employees
- Being willing to interact with all levels in your organization
- Interacting with workers in a manner that says “I care”

“Walk a mile in their moccasins.”

*Undercover Boss - CBS*
Engaging

- Demonstrating a personal connection with subordinates
- Communicating directly with subordinates in a caring and friendly manner
- Helping subordinates to commit and achieve the desired result
- Conveying a sense of worth to subordinates i.e. they are not just a cog in the wheel
- Linking the workers needs with the company’s mission – **Mutual Self Interest**