

Leadership Driven Excellence – Transformational Leadership Drives Health & Safety Excellence

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

**Dr. Richard D. Fulwiler, FAIHA
President, Transformational Leadership Associates
Instructor, Harvard School of Public Health
rdfbmw@gmail.com 513 476 0811**

Purpose Today

- ▣ 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

Additional Gallup Findings

“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

▣ Public Trust

Transformational

▣ Profit

The business case

Transactional

People (The Human Case)



- ▣ 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**

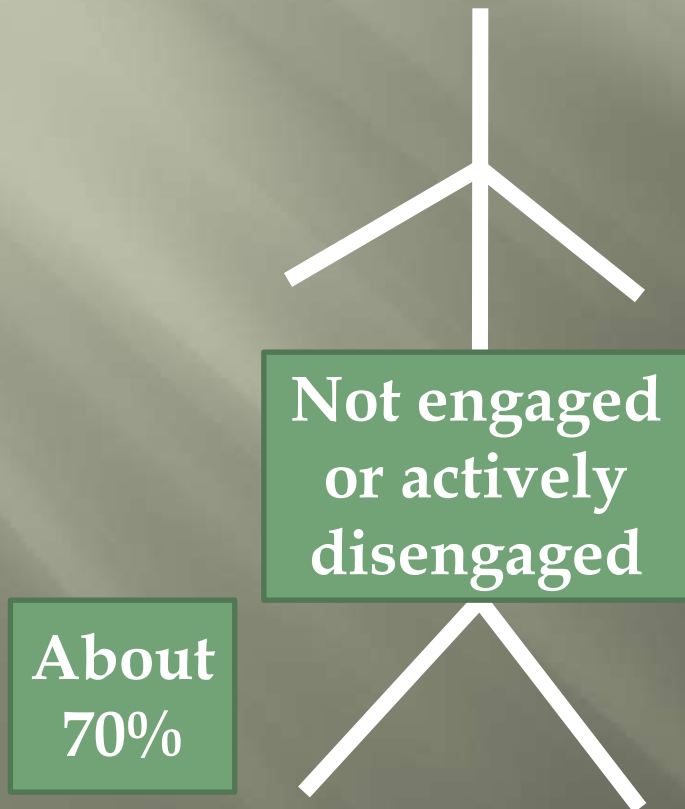
Peter Drucker

“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

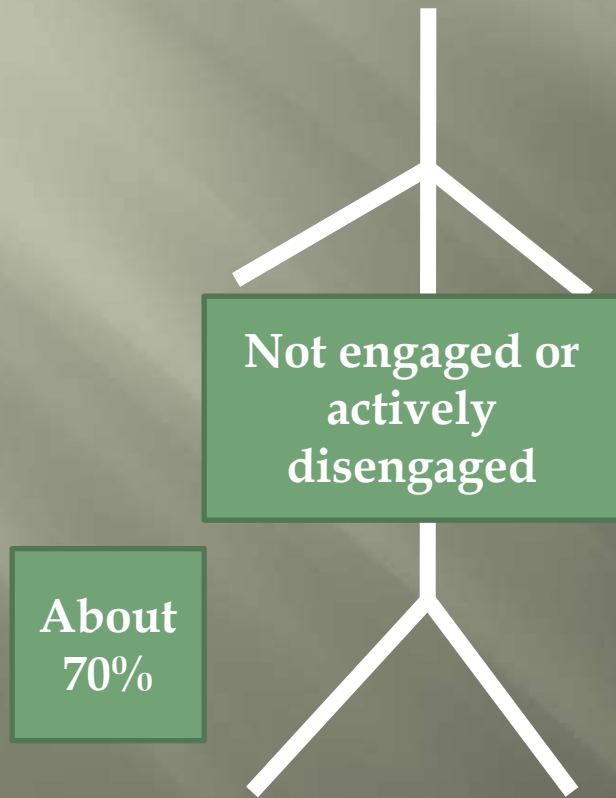
Work Systems and Engagement

- **Transactional**
Traditional

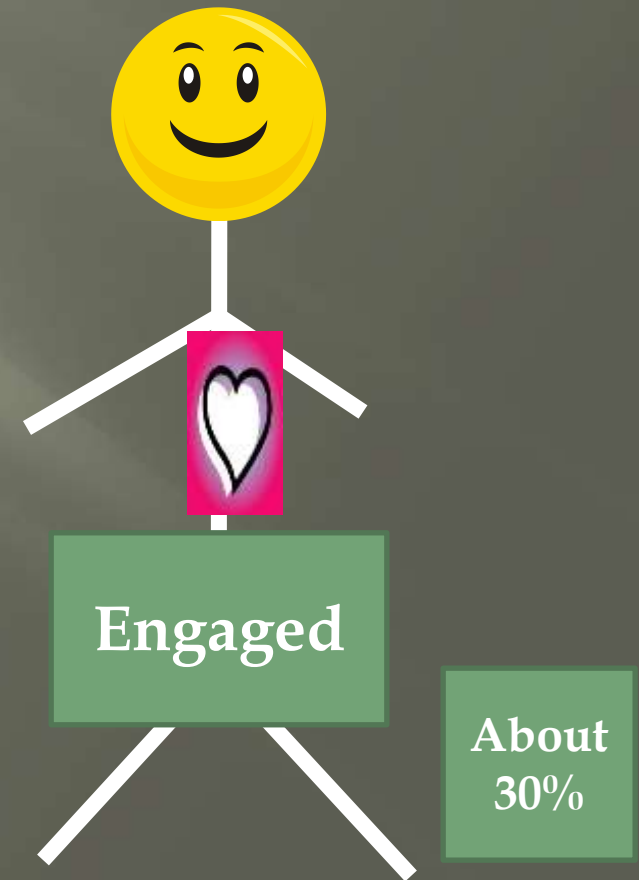


Work Systems and Engagement

Transactional Traditional



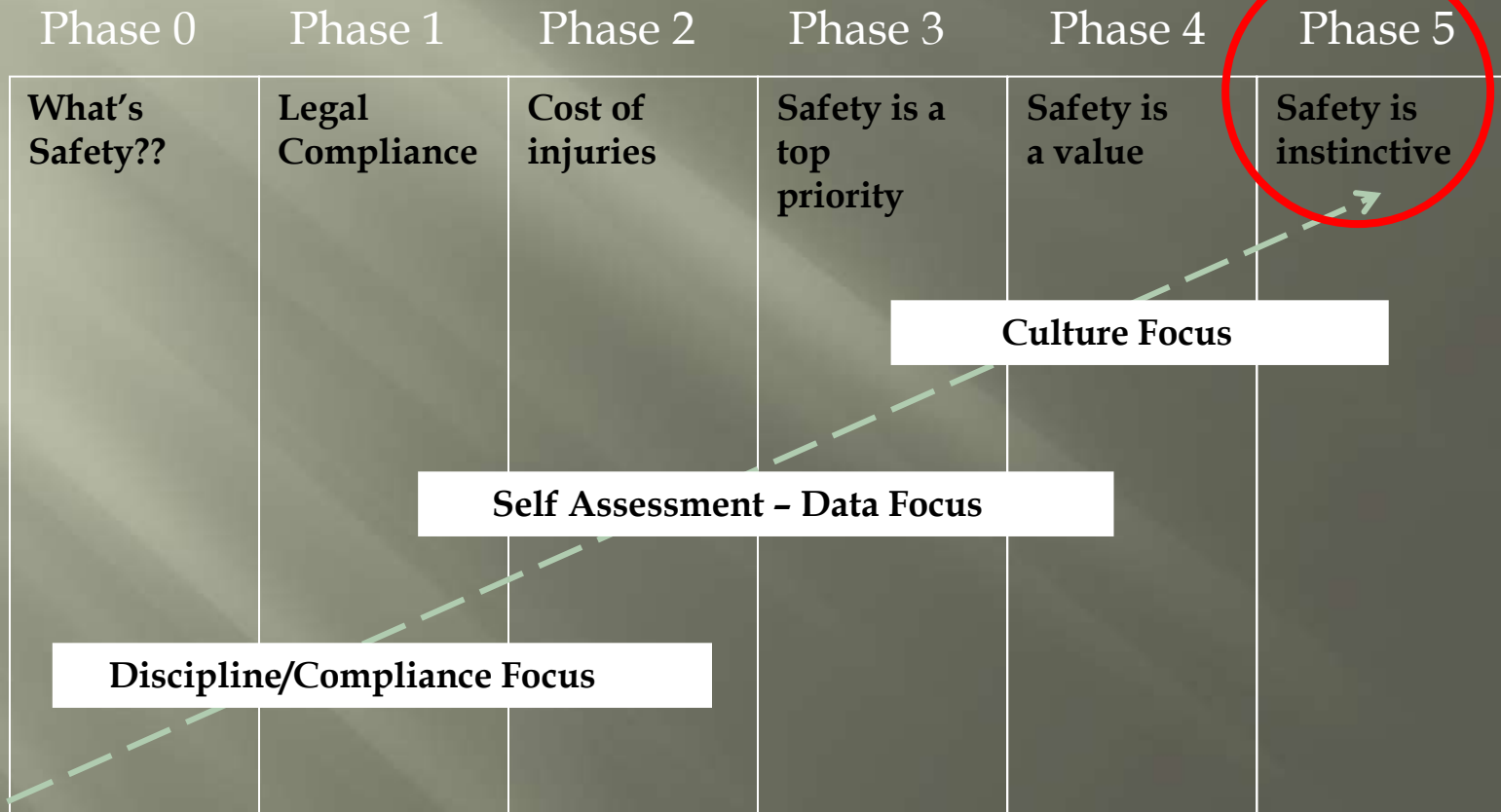
Transformational World Class



THE EVOLUTION OF SAFETY EXCELLENCE

Phases of Safety - How We Evolve

Requires Engagement



SAFETY PERFORMANCE

Intel/Cintas

**OK, so how do we increase
engagement?**

**By being more transformational and
less transactional.**

A short tutorial

Transactional Behavior

- ▣ 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

Transactional Behavior...

- ▣ ...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...

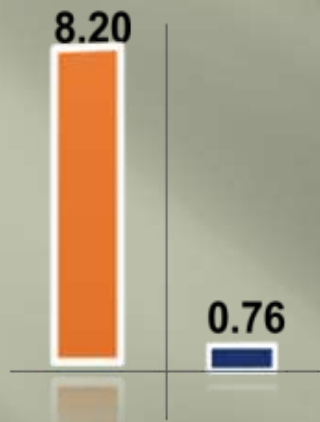
...managers and other employees are all engaged in the work process?

...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



**93% Decrease
TIR**

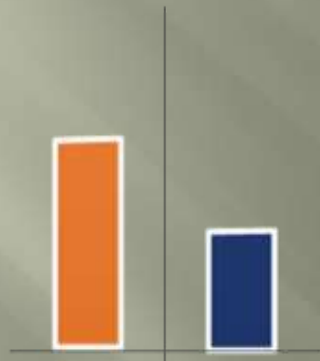


**191% Increase
Profit**



**49% Increase
Customer Satisfaction**

The Micro Case



**43% Decrease
Lost Business**



**76% Decrease
Turnover**



**25% Decrease Total
Material Cost**

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

Cintas Financial Performance

Return on Average Equity, 2014 Form 10K

| 2010 | 2011 | 2012 | 2013 | 2014 |
|------|-------|-------|-------|------|
| 8.8% | 10.2% | 13.4% | 14.5% | 17% |

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

The Macro Case

On becoming more transformational

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**

Group 2

Characteristics - Engaging

- ▣ **Demonstrating a personal connection with subordinates**

EHS Today®



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

Theo Epstein, Fortune's No. 1 Leader

- ▣ 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
- ▣ Its 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

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

Now the Enterprise Assessment

- ▣ 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

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

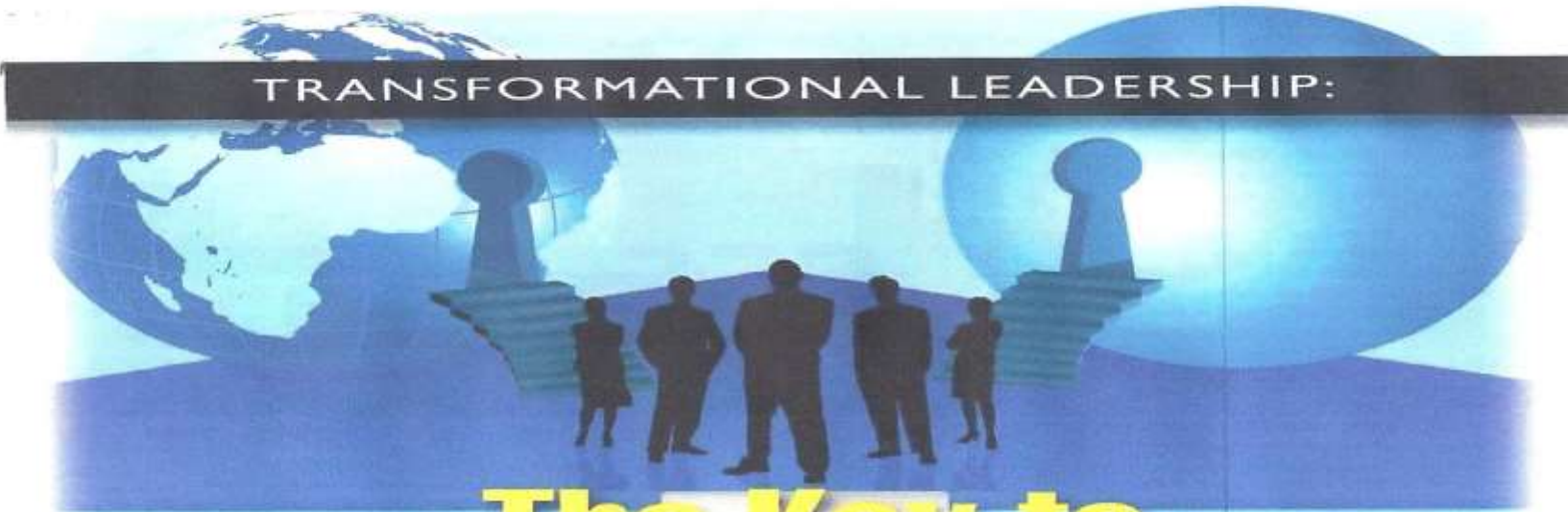
8+: Your enterprise is transformational– is it being leveraged effectively?

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

Where to from here?

- ▣ 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?



TRANSFORMATIONAL LEADERSHIP:

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.



**Management and Leadership Skills for
 Environmental Health and Safety Professionals**
 March 26–28, 2012 • Boston, MA

A Harvard School of Public Health Leadership Program

Leadership and management skills are essential for meeting today's technical, regulatory, and administrative challenges. Environmental Health and Safety (EHS) professionals must learn to make strategic contributions and communicate the need for safety and health initiatives within their organization.



This Harvard program is designed to bridge the

Transformational Leadership Segment
Stephen Jenkins, Director, Cintas Corp.
Dr. Richard Fulwiler, President, TLA

- Managing and motivating people
- Listening as a communication skill
- Effective business communication
- Strategic
- Time
- Regu
- Profes
- of ma
- Risk
- Build

Very good program combining the fields of business management, marketing, and accounting.

March 27 – 30, 2023
<https://ecpe.sph.harvard.edu/LMS/17>

100% of the 2011 participants rated the overall program as very good or excellent

OSHA Training Institute
 University of California
 San Diego, CA

- ▣ **Thanks for giving me this opportunity...**
- ▣ **Be sure to leave with 3-5 critical learnings from this conference AND NO MORE**
- ▣ **Safe travels home**

GALLUP®

State of the American Workplace

U.S. EMPLOYEES

WORLD'S BEST
ORGANIZATIONS

33% vs. 70%

ARE ENGAGED AT WORK

Gallup's Actual Findings

Note: 195,600 workers in the survey

- ▣ 33% Actively engaged
- ▣ 51% Not engaged
- ▣ 16% Actively disengaged

Listening Characteristics

- ▣ 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**