

SAFESTART HUMAN FACTORS



CONFERENCE

2022

Orlando, FL

November 8 & 9

DEMYSTIFYING THE LEADERSHIP ROLE IN DRIVING CHANGE IN SAFETY BEHAVIORS

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AGENDA

1. Icebreaker
2. Introduction AJC
3. Leadership Discussion and Examples
4. Summary
5. Questions/Discussion



OPENING THOUGHTS

How many workers want to get hurt?

How many leaders want their people to get hurt?



OPENING THOUGHTS

How many workers want to get hurt?

How many leaders want their people to get hurt?

So WHY.....



OPENING THOUGHTS

WHY...

...is it so hard to change/improve safety behaviors?

...do many leaders struggle with driving sustainable change and improvement?

- Line/Shift leaders
- Department/Plant Leaders
- Senior Leaders



WHY ARE CHANGE AND LEADERSHIP HARD?

- All change is hard on personal level
 - What is the last thing you changed?
 - How hard was it to do?
- Leaders can and are “all over the place”
 - Styles
 - Approaches
 - Knowledge
 - Expertise
 - ...and Leaders are human, too



TODAY'S DISCUSSION

How can leaders in an organization drive more sustainable behavior change for more sustainable safety results?



SMALL DISCLAIMER

- I will offer a personal perspective on leadership
- There are literally >15000 books about leadership in print
- I hope we can have good exchange
- I hope you can gain insights
- This is not gospel
 - Add it to your toolbox, don't replace



MY BACKGROUND – ALEX CARNEVALE

- 30+ Years Experience
- Technical background – Chemical Engineer
- Career Progression
 - Honeywell
 - Project/Process Engineer, Plant Manger
 - Performance Fibers
 - General Manager, Global Ops Leader
 - Etex/Dynacast
 - CPO/Excom, President



MY PERSPECTIVE

- *Have worked on multiple levels of organizations*
- *Have worked with different types of organizations*
 - *Process driven*
 - *Wide-open/chaotic*
 - *Good safety culture*
 - *Poor safety culture*
- *Have worked with different regions and cultures*
 - *NA, EU, Asia, SA, Africa*
- *My perspective is that some of these differences matter as far as Leadership implementation*
 - *...but there is a common thread in terms of effective leadership...people are people*



DISCUSSION – LEADERSHIP TO DRIVE CHANGE IN SAFETY BEHAVIORS

LEADERSHIP TO DRIVE CHANGE IN SAFETY BEHAVIORS

- What is the challenge?
- The “Four C’s”
 - ...of communication
 - ...of leading change in safety behaviors
- Execution and Implementation

LEADERSHIP...WHAT ARE THE CHALLENGES?

1. What is the definition of Leadership?



LEADERSHIP...WHAT ARE THE CHALLENGES?

1. What is the definition of Leadership?

- Defining Vision
- Defining Plan
- Organizing resources
- Motivation/Inspiration
- Removing barriers/solving problems
- Celebrating success
- ...
- ...



LEADERSHIP...WHAT ARE THE CHALLENGES?

2. What are the challenges/pitfalls specifically around leading change in safety behaviors?



LEADERSHIP...WHAT ARE THE CHALLENGES?

2. What are the challenges/pitfalls specifically around leading change in safety behaviors?
 - Hard for people to change
 - Organizational barriers
 - Cultural barriers
 - Lack of belief in leadership
 - Inconsistency in company
 - Lack of accountability culture
 - ...
 - ...



LEADERSHIP...WHAT ARE THE CHALLENGES?

3. What are good and bad leadership traits/examples?



LEADERSHIP...WHAT ARE THE CHALLENGES?

3. What are good and bad leadership traits/examples?

Positive

- Visible, Active Leadership
- Authentic Leadership
- Listening
- Empowering

Negative

- Inconsistent
- Absent
- Unfair



LEADERSHIP...HOW CAN WE BE MORE EFFECTIVE?

Consider the “4 C’s”

- For Communication
- For Leadership



THE 4 C'S OF COMMUNICATION

1. Effective Communication is Clear
2. Effective Communication is Concise
3. Effective Communication is Consistent
4. Effective Communication is Compelling

Source: David Jobber and John Fahy 'Foundations of Marketing' (2009)



4 C'S FOR DRIVING CHANGE IN SAFETY BEHAVIORS

1. **Coherent**
2. **Concise (Simple)**
3. **Consistent**
4. **Credible**

Source: David Jobber and John Fahy 'Foundations of Marketing' (2009)



MAKING LEADERSHIP COHERENT

1. Is company mission clear?
2. Compliance vs Engagement
3. Metrics and Incentives – aligned?
4. Org culture; defined? known? lived?
5. Mistakes; blame or learning?



MAKING LEADERSHIP CONCISE (SIMPLE)

1. Simple Expectations, goals (rule of 3-4)
2. Simple Language
3. Repeat, Repeat, Repeat



MAKING LEADERSHIP CONSISTENT

1. Goal Alignment
 - Across Organization
 - Up and down
2. Leadership talking platitudes or living what they say
3. Sanctions vs Learning...is there an intentional approach?



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Everyone “wants” safety → this gives
amazing license to “go”



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Goal should be to “demystify” Leadership

Great platform to create consensus

No need for a hidden agenda

Opportunity for unified approach (one level)



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Examine approach to hiring/promoting

Classic trap → promoting best performers

Alternate approach → focus on leadership traits



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Culture and Leadership – it is a choice

Does not happen automatically

More critical to be consistent than “optimum”

Example: “Compliance” vs “Engagement”



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Emotional cues and triggers are critical

Change happens via emotional connection

Handrails in Germany (Klaus)



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Important to “sell” to senior management

Usually senior team wants to do right thing

➔ sometimes doesn't know how

Educate them

Tie to emotional side

Tie to business side

➔ Sun Capital/PE focus



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Drive credibility with personal stories

Show willingness to live by same approach

Great way to get away from “blame” culture

Great way to take stigma away from mistakes



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Avoid “blame” as focus

Make behavior about improvement

Opportunity for change to succeed, or go down in flames

Must be intentional, broadly agreed approach



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

Sanctions versus Coaching

Again, intentional approach is necessary

Must not treat all mistakes the same

“Egregious” mistakes → Sanctions

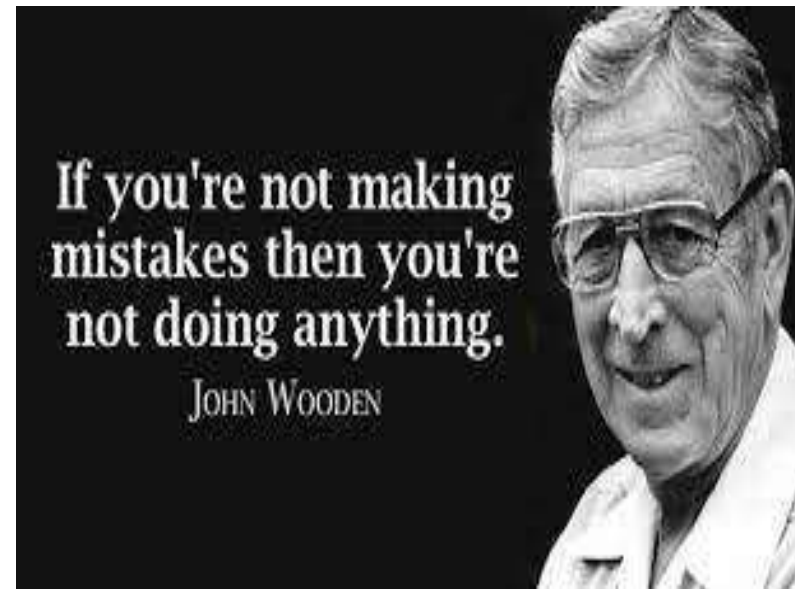
“Positive” mistakes → Coaching



LEADERSHIP FOR DRIVING CHANGE IN SAFETY BEHAVIORS

EXECUTION AND IMPLEMENTATION - COHERENT, CONCISE, CONSISTENT, CREDIBLE

What do I mean by “Positive” Mistakes?



FAMOUS MISTAKE MAKERS



Most Missed Shots



Most Fouls



Most Turnovers

...in NBA History

SUMMARY

Change is hard...but worth it

Leadership matters...probably more than anything

4 “C’s” for Safety Leadership Behavioral Change

Coherent

Concise

Consistent

Credible

Implementation and Execution

Be true/consistent to yourself and to org culture

”Sell” to senior management



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THANK YOU FOR ATTENDING!