

MANAGEMENT COMMITMENT



& EMPLOYEE ENGAGEMENT

Develop your skills to grow cohesively with your team and successfully accomplish goals together.



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Ca/VPP Consultant, CSP, MBV



- ✓ **California Voluntary Protection Program Consultant**
Human & Organizational Performance, Solar Energy, Building Products, Agriculture, Industrial Laundry, Textiles



- ✓ **USC Marshall School of Business**
First Generation Mentor, Global Leadership Team, Networking Events



- ✓ **US Marine Corps Chief Warrant Officer**
Counterintelligence/Human Intelligence, Department of Defense Strategic Debriefing, US Embassy Liaison, US Special Operations Command



CALIFORNIA VOLUNTARY PROTECTION PROGRAM (CAL/VPP)

- Labor-Management-Government partnership.
- Recognizes workplaces that manage outstanding Health & Safety Management Systems to protect their employees.
- Goes beyond State compliance regulations.
- Requires Continuous Improvement.

MANAGEMENT COMMITMENT & EMPLOYEE ENGAGEMENT

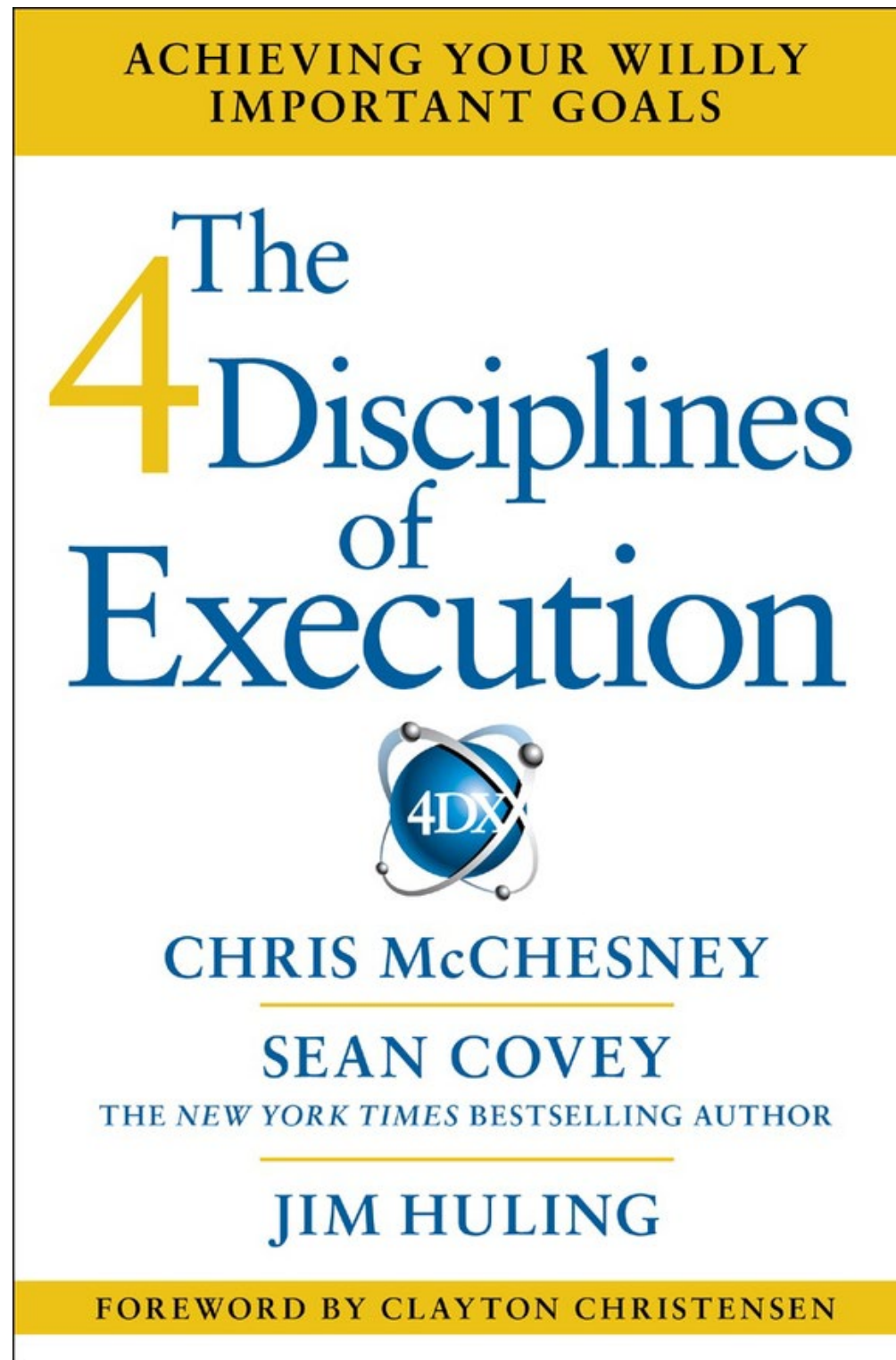


We must commit to continuously improving ourselves in order to Lead our Teams effectively and achieve goals collaboratively while safeguarding the workforce.

**Strategies for a successful
Safety and Health Management System
may not be as complex as we think.**



BUSINESS PERSPECTIVE



“Lead measures track the critical activities that drive or Lead to the Lag measure. They predict the success of the Lag measure and are influenced directly by the team.”

Sean Covey, 2024



A single, important objective that demands special attention. WIGs are the most important goals for a team or business to achieve.

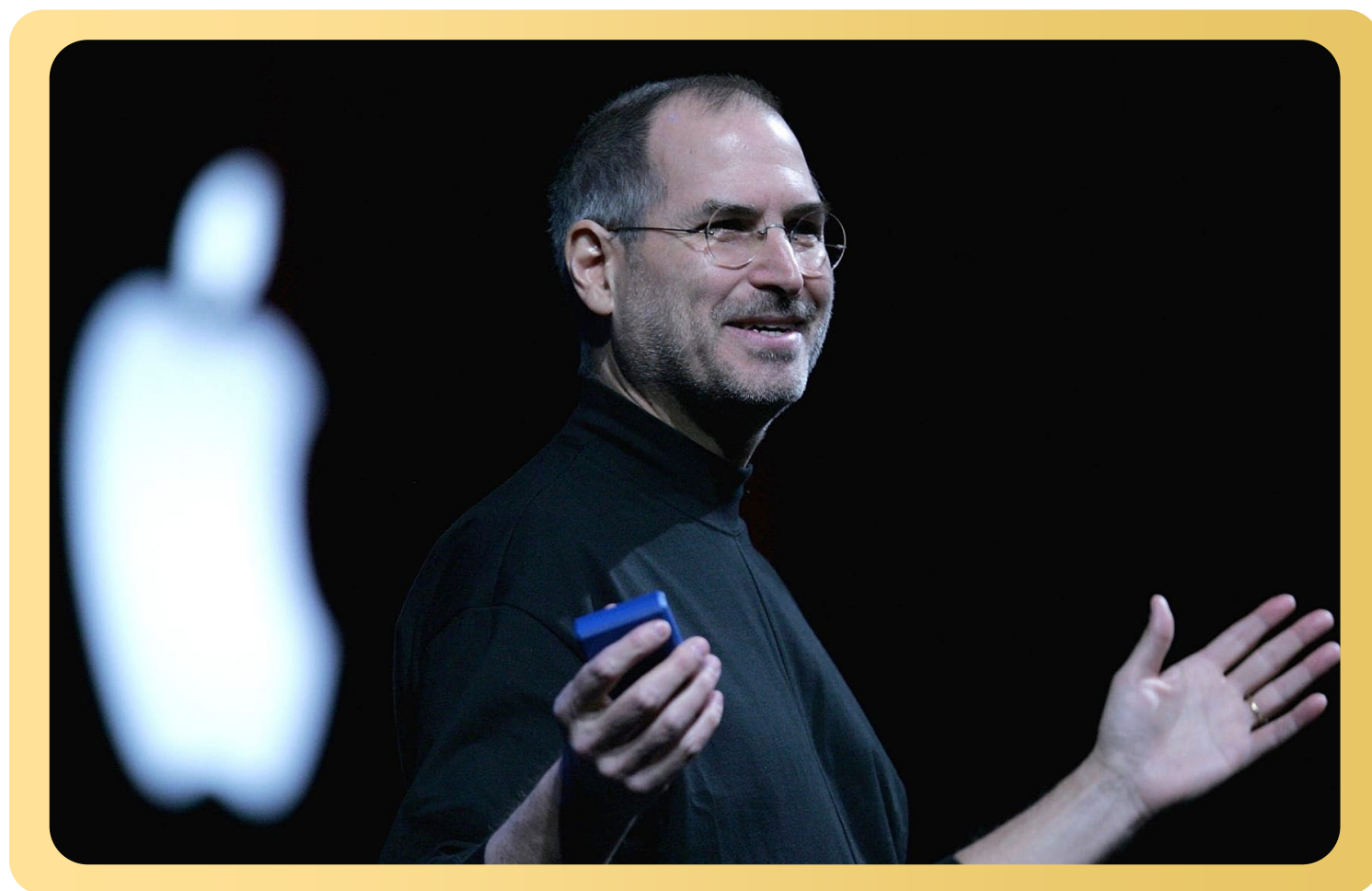


“Focusing on the Wildly Important requires you to go against your basic wiring as a Leader to do more, and instead, focus on less so that your team can achieve more.”

Sean Covey, 2024

NUMEROUS GOALS = LACK OF FOCUS

**Steve Jobs focused on a few
“Wildly Important” products. His focus
was legendary. And so were his results.**



LAGGING INDICATORS

- Track the success of your Wildly Important Goals.
- Things like profit, OSHA recordables, revenue, injury claims, etc.
- Referred to as “Lags” because by the time you see them, the performance that drove them has already passed.
- You can’t do anything to fix them; they are history.



The expansion of Human
Knowledge of Phenomena in the
Atmosphere and Space.

Be World Class... Lead the Industry...

**“Land a man on the moon and
return him Safely to the earth
before this decade is out.”**

John F. Kennedy, 1962





The approach in this standard helps achieve goals, with checks and balances utilizing Leading, Lagging, and impact metrics. Without this balance, continual improvement can be challenging.

ANSI/ASSP Z16-2022

LEADING INDICATORS FOR YOU, YOUR TEAM & ORGANIZATION



LEADING INDICATOR MINDSET



“How do you feel about your last game?”

“By focusing on the task at hand. You can’t focus on anything else. It’s a one-game season right now. Every game is just as important as the others and right now this is the one we have. It’s a one-game season; we focus on that.”

Caleb Williams Interview, 2023





**Who should be involved in
developing Leading Indicators?**

DEVELOPING LEADING INDICATORS

- ● ● —————
- Identify key areas or activities that can influence future safety performance i.e., observations, inspections, near miss reporting...
- Identify gaps
- Define opportunities
- Identify and update current Leading Indicators
- Analyze trends
- Align them with your desired outcome!
 - WIGs, SMART Goals, etc.

✓ LEADING INDICATORS

- Behavior-Based Safety Observations
- Near Miss reporting
- Good Catch reporting
- Safety meetings and Toolbox talks
- Comprehensive surveys and Self-inspections
- Job Safety Analyses
- Action Item completion
- Performance Reviews?

IF NOT, WHAT CAN HAPPEN?

- Management is not setup for success
- Not measured correctly
- Employees do not feel involved
- Unclear on what needs to happen
- No progress will be made!



“Identifying the right Leading Indicators will impact Safety Performance significantly.”

Cal/VPP Manager Iraj Pourmehraban

LEADING INDICATORS - GOT QUALITY?

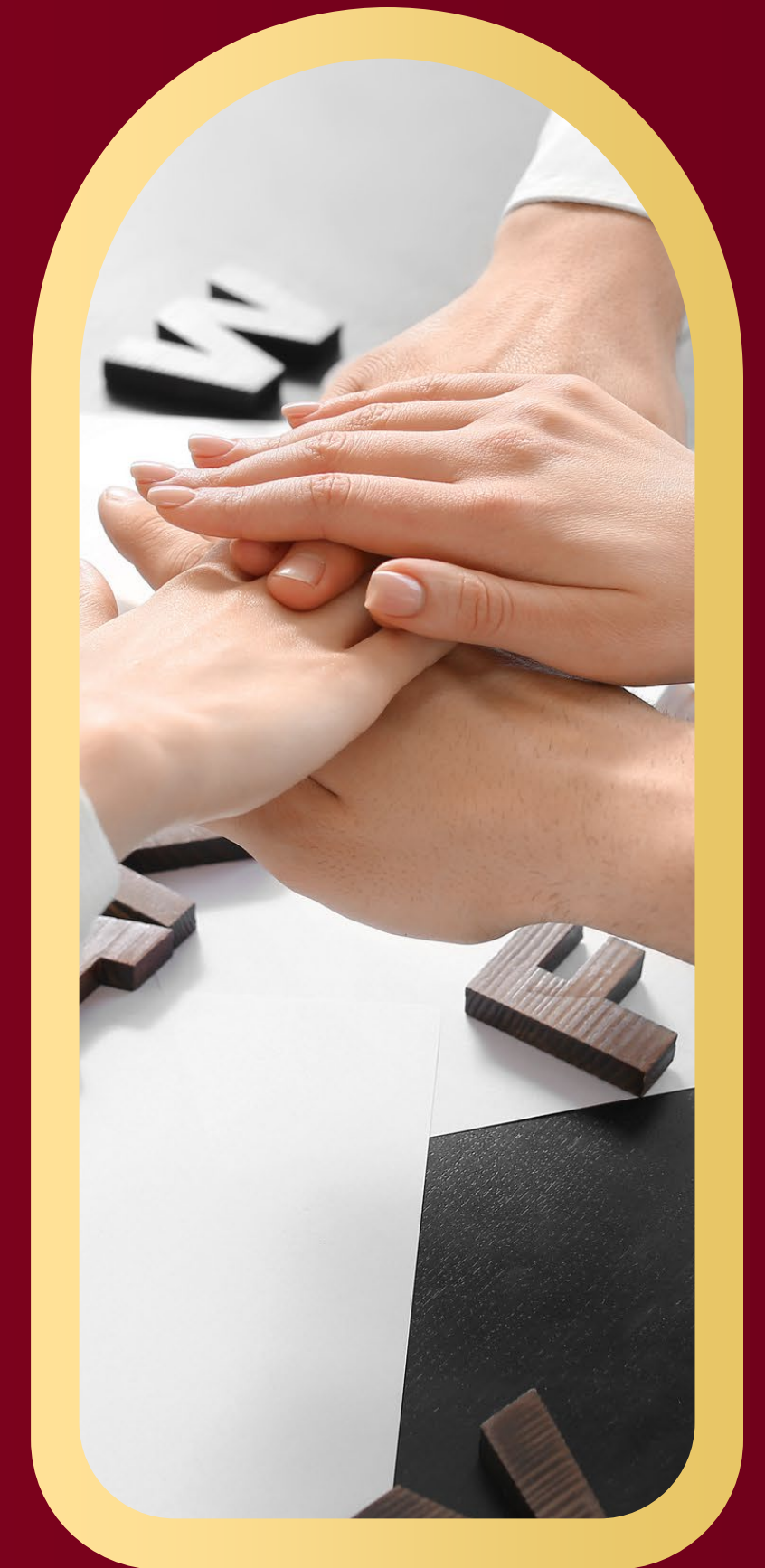


- ✓ Frequency of Safety observation completed
- ✓ Quality observations completed
- ✓ Review of feedback - Is there any?
- ✓ Action items generated and completed
- ✓ Post incident
- ✓ Annual Performance reviews?

PERFORMANCE REVIEWS

LEADING INDICATORS?

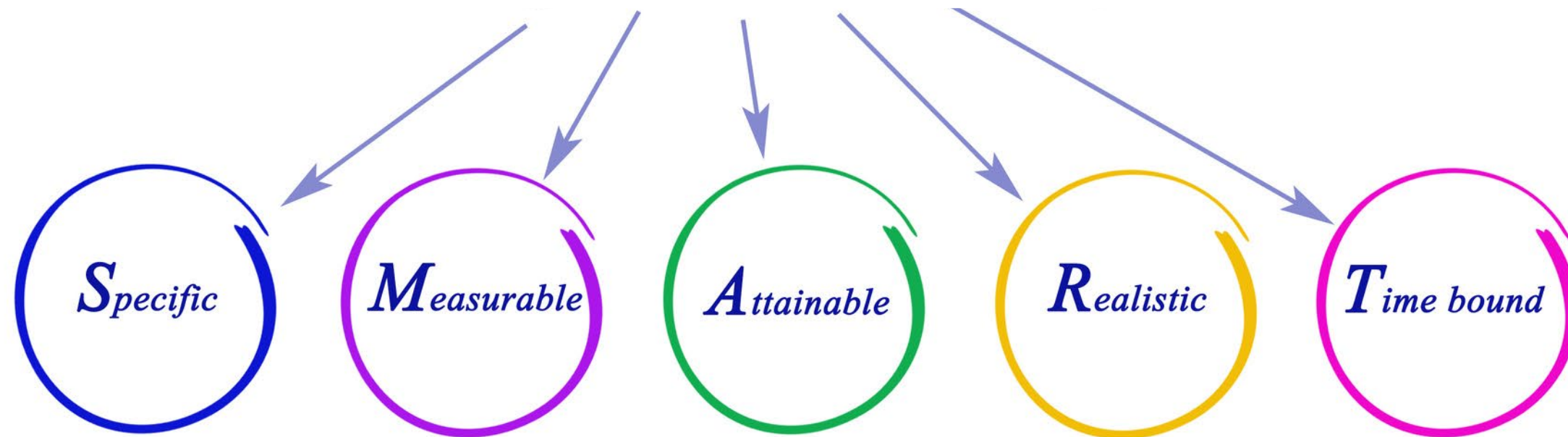
- Participate in the site's Cal/VPP journey
- Finish the reporting period with zero injuries
- Establish and maintain a Safety culture
- Reduce site Total Case Incident Rate by 10%
- Promote safety, health, and well-being
- Get up to speed with Safety
- Complete 52 behavior-based safety observations





**COMPLETE 52 BEHAVIOR-BASED
SAFETY OBSERVATIONS**

SMART Goals






GOAL SETTING



- When is the best time to start?
- Set milestones regardless of size
- Don't bring on too much all at once
- Don't let perfection be your enemy
- Imperfect progress is progress
- Denial is the ultimate comfort zone
- Stay the course
- **IF THEY ARE EASY YOU ARE NOT CHALLENGING YOURSELF!**

CRITICAL TERMS REVIEW



- ✓ **WILDLY IMPORTANT GOALS:** Are a single, important objective
 - ✓ **SMART GOALS:** Clear, achievable, and trackable over time
 - ✓ **LEADING INDICATORS:** They predict success
 - ✓ **LAGGING INDICATORS:** The results you produce
- 

WHO DRIVES THESE GOALS?

WHO DRIVES CULTURE IN THE WORKPLACE?

MUHAMMAD ALI
1942 — 2016

REST IN PEACE

ME WE

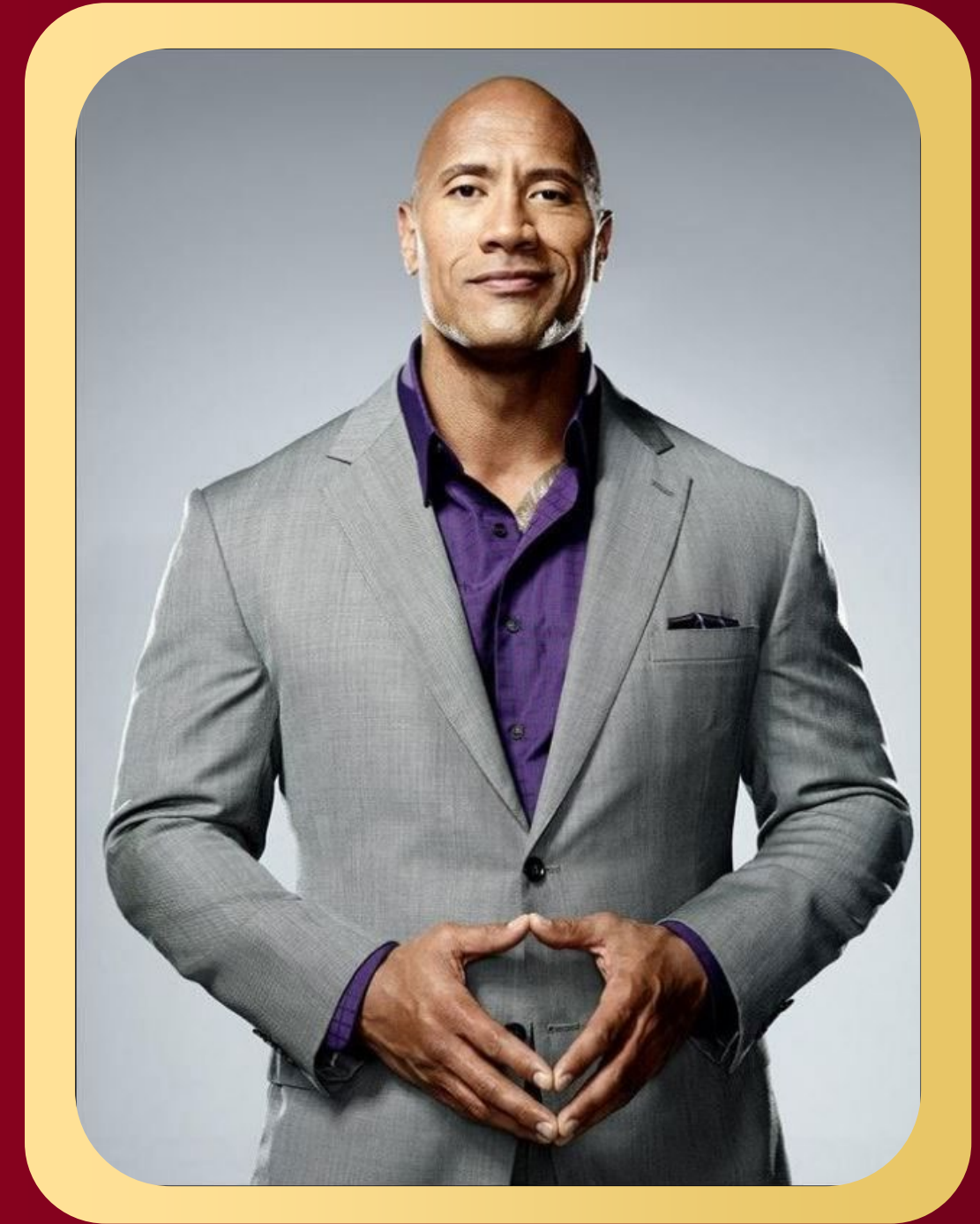
WORLD'S SHORTEST POEM BY

Muhammad Ali



**“Playing in the NFL was
the best thing that never
happened to me.”**

YOUR ATTITUDE WILL IMPACT OTHERS



Dwayne “The Rock” Johnson

FILTER OUT THE NOISE



FROM WHO?

DON'T GET CONDITIONED BY REJECTION



“Good afternoon, would you like to buy a television set? No money down.” **NO!!!**



Les Brown

YES!!!

Are you sure?!”

- Listen to your positive self
- Avoid toxic people
- Have people you can trust
- Social media cleanse
- 2004 Femur fracture
- Recovered in 3 months
- Instill confidence and empower others
- Are you facing an obstacle or opportunity?



be a victor not a victim!

The History of the Sub-4-Minute Mile



"I'd rather have seen the whole company
burn and go down in flames."

UFC President Dana White



Was this an opportunity?

Know your people - Maria?




- INTERACT AND KEEP THEM INFORMED
- MAKE YOURSELF VISIBLE AND APPROACHABLE
- LEADERSHIP BY WALKING AROUND (LBWA)
- BE FRIENDLY NOT FRIENDS



WHEN DOES LEADERSHIP TAKE A BREAK?

**The people you Lead can
drive, maintain, or change Culture.**



A STRONG SAFETY CULTURE: NO AND HECK NO!

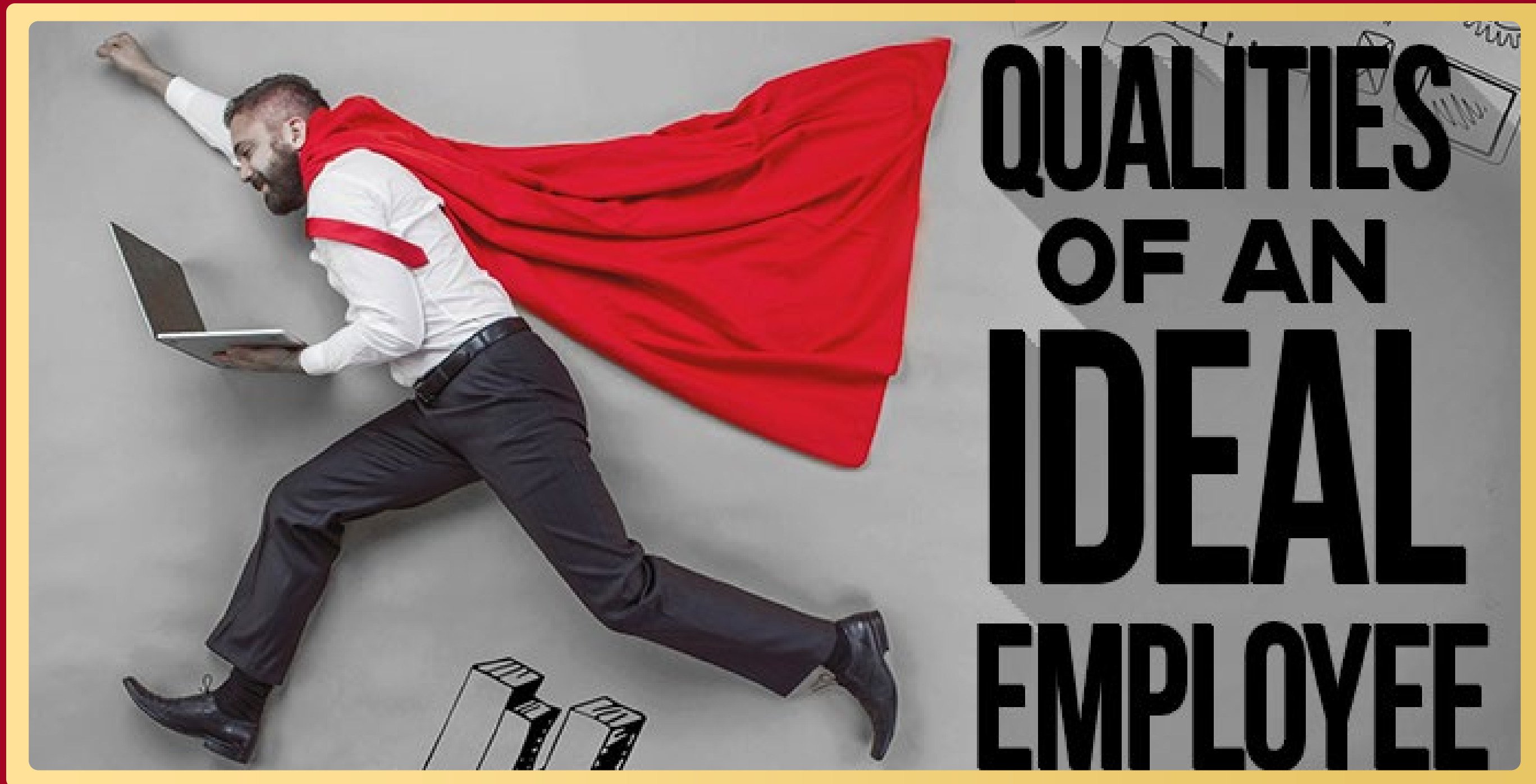
“Safety must be integrated into the overarching Culture of the entire enterprise.”

Fulwiler & Gerlach, 2016



Abandon Self, Embrace Team

WHAT DOES THAT LOOK LIKE?



**“I want to get more qualifications
and experience first.”**

**“That part is easy. I can give you that.
I need solid people on my team.”**

CULTURE DEVELOPMENT



HIRING PROCESS

- ✓ Would you work for or with them?
- ✓ Online searches?
- ✓ Have them do the work they will supervise
- ✓ Assessment tools Cognitive, Personality, etc.
- ✓ Get to know the person before they apply
- ✓ Multiple “candidates” work together on a project
 - Have some current employees involved



YOU HAVE YOUR TEAM

NOW WHAT?

**“We cannot change the cards we are dealt,
just how we play the hand.”**

RANDY PAUSCH

CULTURE CHANGE



USE RESOURCES & STRATEGIES

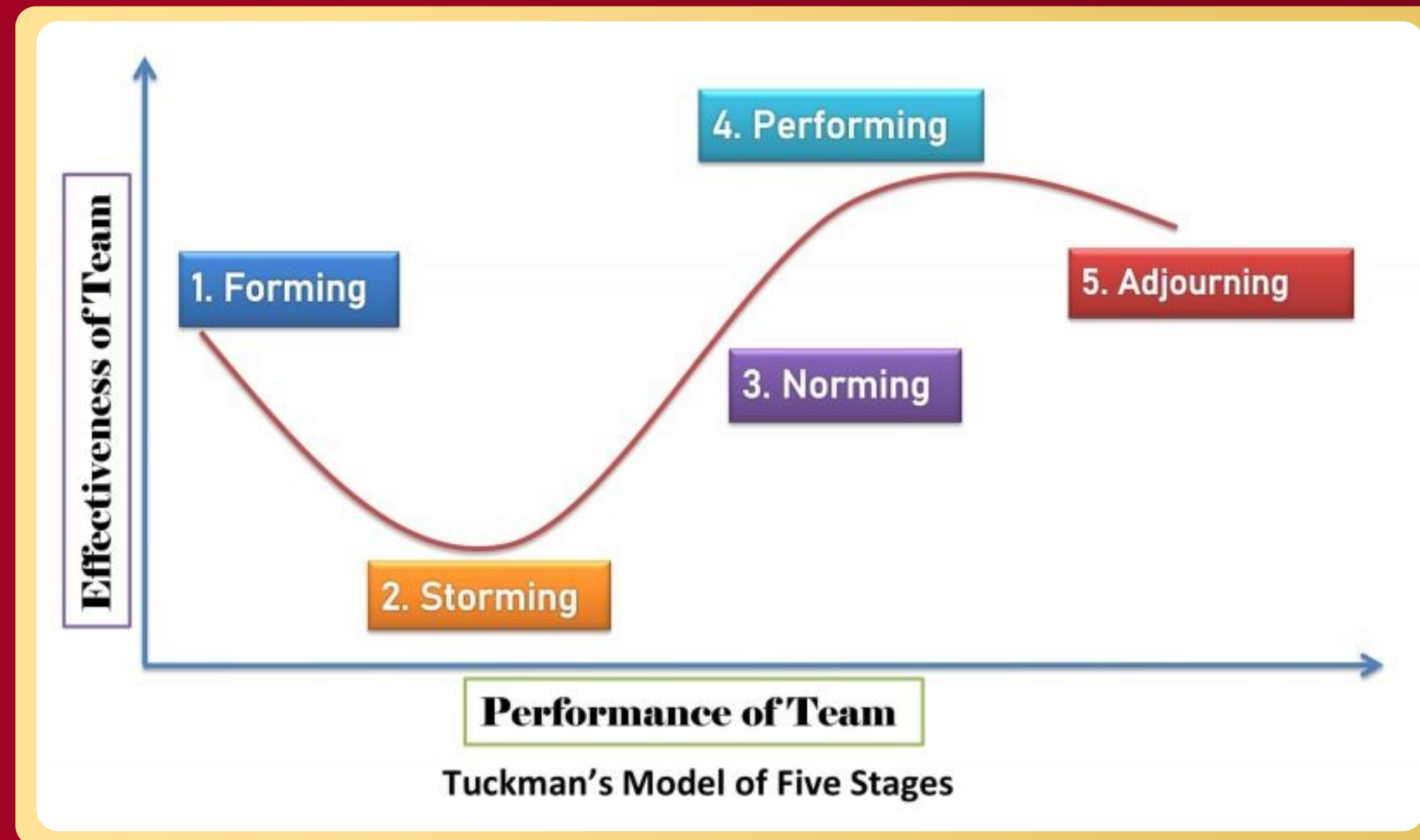
- A. Superstars!
- B. Average Performers
- C. Poor Performers

Coach them in or out!

Pareto Principle 80/20



- Teams should mature and become self-managing.
- Leadership should be more about coaching and mentoring.
- Not micromanagement.
- The model can help us adapt our behavior to foster growth.



THE PROCESS STARTS OVER WHEN A MEMBER LEAVES

DIFFICULT CONVERSATIONS



Who is your audience?

What is the 1st Step?

Have them! Don't ignore them!



TEAM BUILDING & GROWTH



- Identify strengths and weaknesses
- Don't let them rely on their strengths
- Is performance feedback easy?
- Use assessment tools
- Assess and build their weaknesses
- Push them out of their comfort zone
- They should become comfortable with being uncomfortable
- Give them the tools they need to succeed



DO YOU SEE YOURSELF IN OTHERS?



Johnny Ringo meets Doc Holiday

Tombstone Movie, 1993

TEAM BUILDING & GROWTH

- Let your people work - Allow mistakes
- These are opportunities to grow as a Team
- Do the right thing even when no one is watching
- You can learn something from anyone

Colombia, 2002





COACH ON LEADERSHIP

THE REALITY OF LEADERSHIP



- Do they know what they are getting into?
- We manage personalities, not just work.
- Effective management requires leadership.
- Sometimes we promote solely based on job specific skills.
- Prepare employees for future management roles.
- Succession planning.
- Management of Organizational Change (MOOC).



SAY WHAT THEY NEED TO HEAR



AUTHENTIC LEADERSHIP

“...You’re going to get healed and then I am going to throw you out of an airplane again.”

*“...You’re no one special.
You did what is expected of you!”*



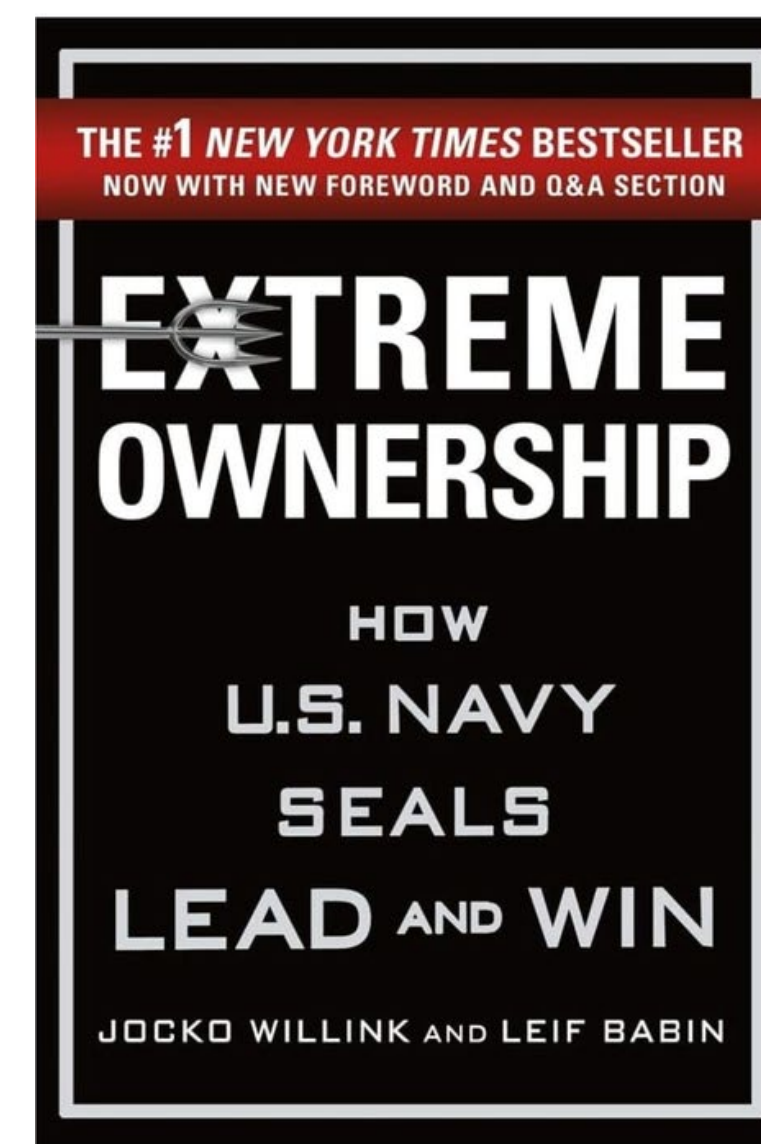
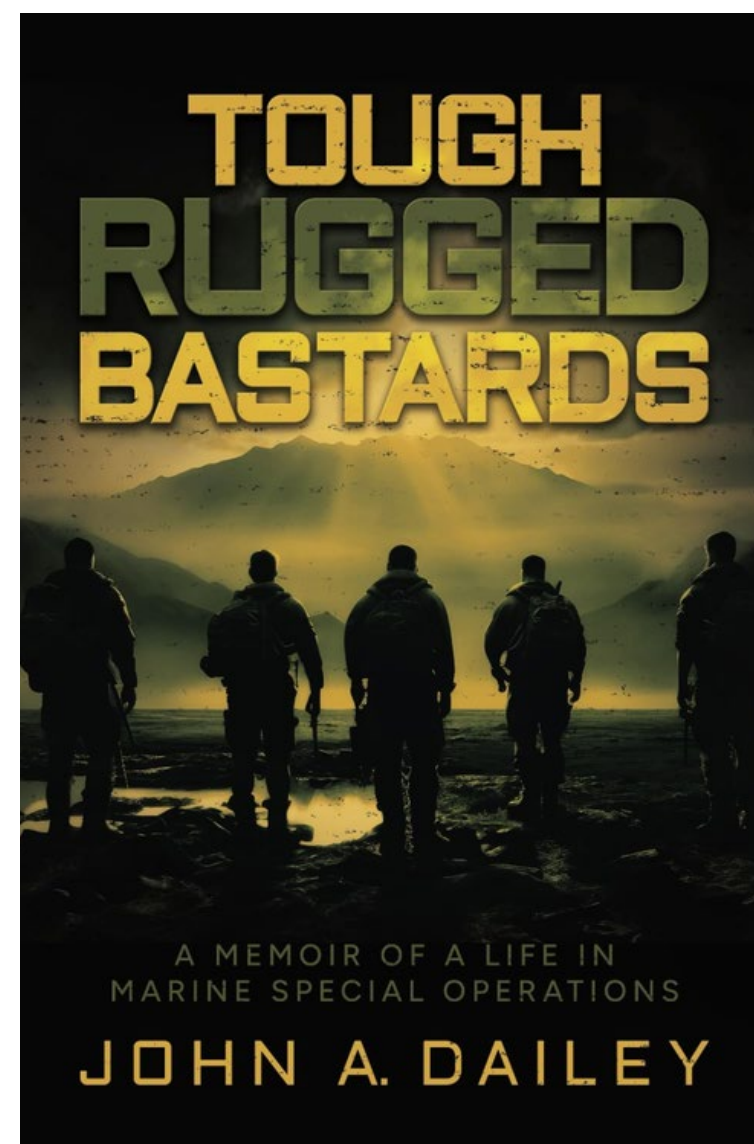
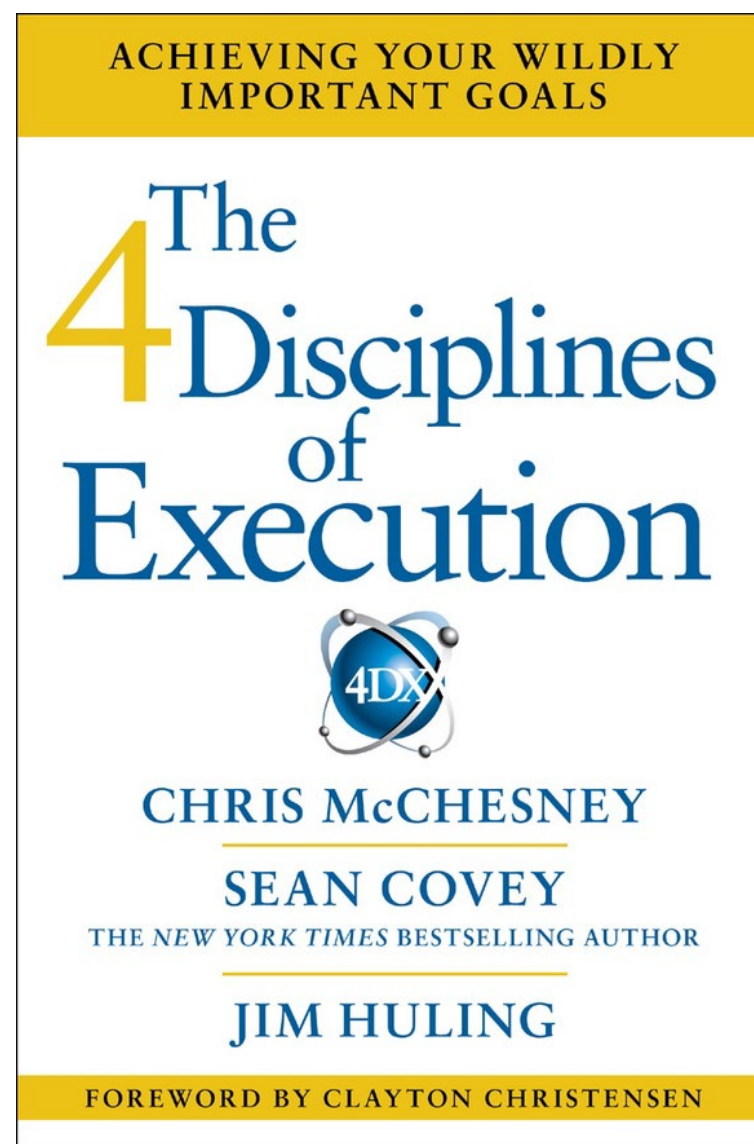
Colonel Robert J. Coates

CONTINUOUS JOURNEY



"Embrace the journey of growth with humility, for the path to self-improvement has no final destination. Keep climbing, keep learning, and let the ascent towards your best self be a never-ending pursuit."

REFERENCES



DR TARA SWART

- EXECUTIVE COACH
- NEUROSCIENTIST
- MEDICAL DOCTOR
- BEST-SELLING AUTHOR
- NEUROPLASTICITY, MANIFESTATION,
PSYCHOLOGY, LAW OF ATTRACTION



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