

Safety Leadership

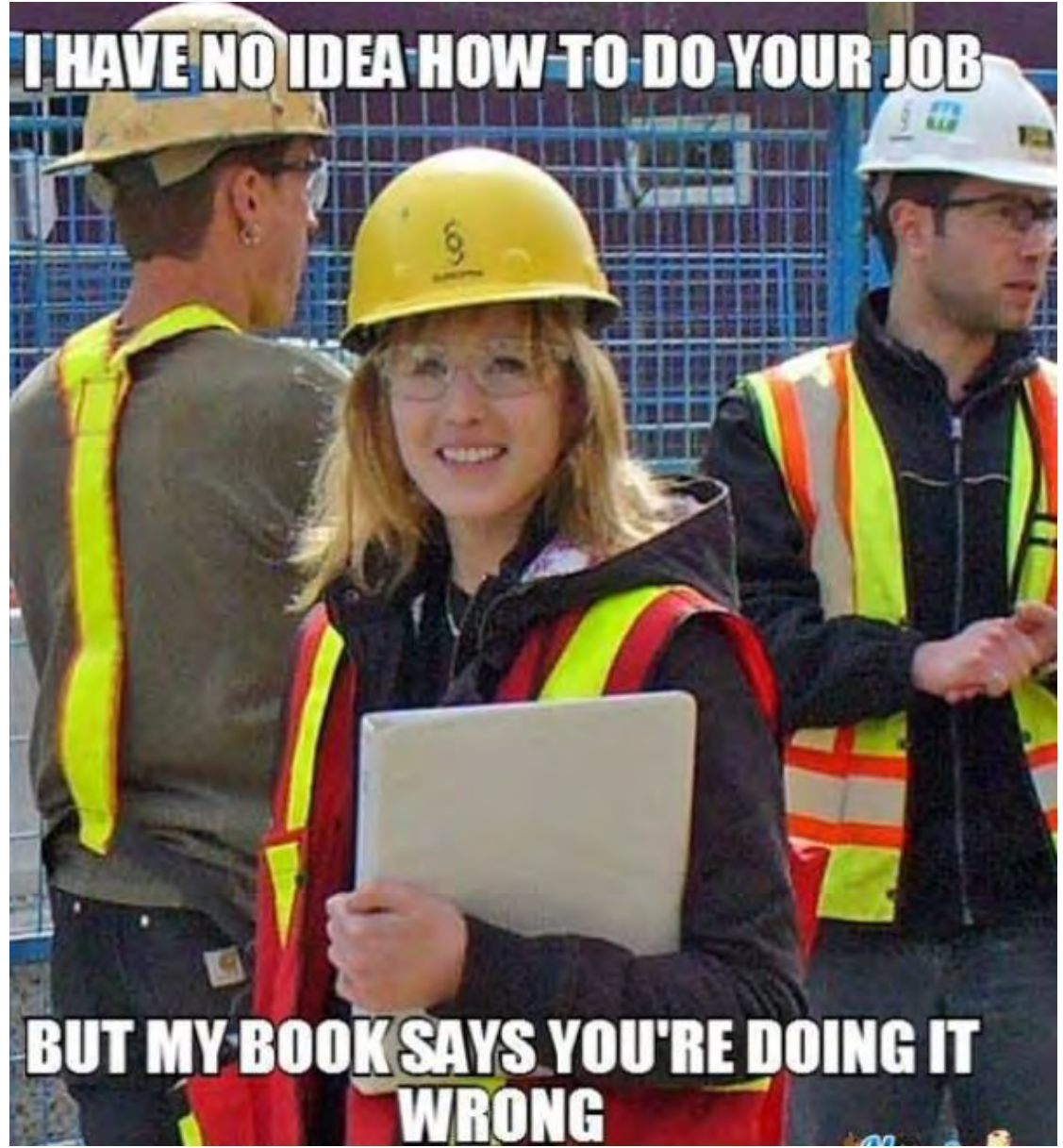
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Who Leads Safety?

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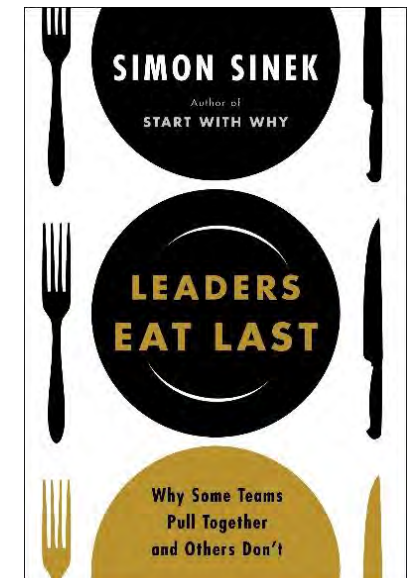
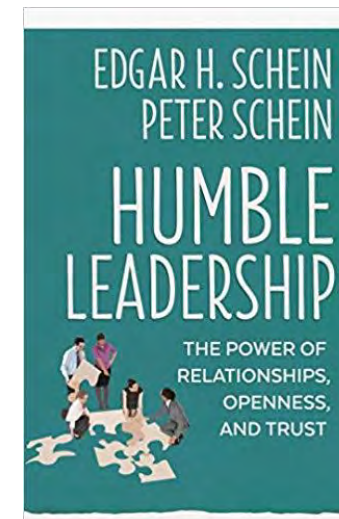
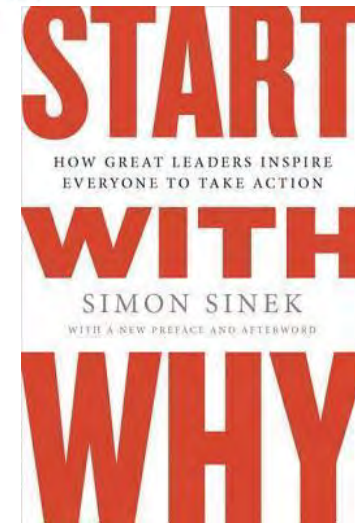
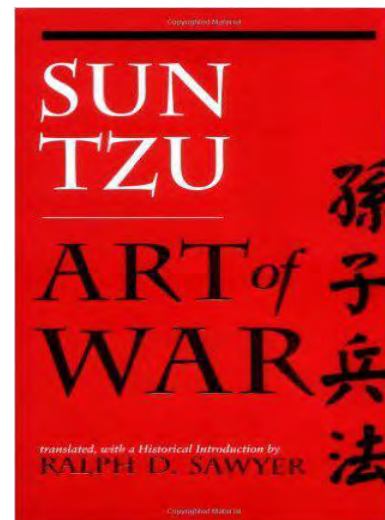
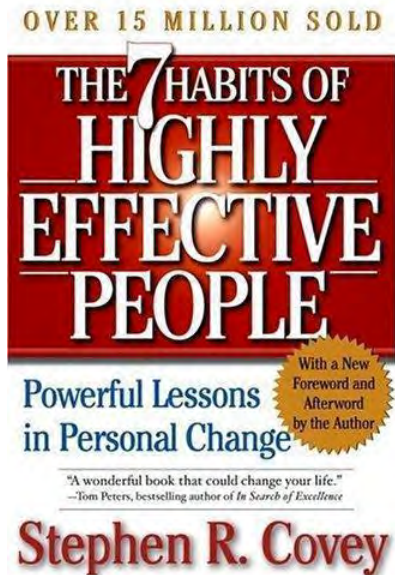
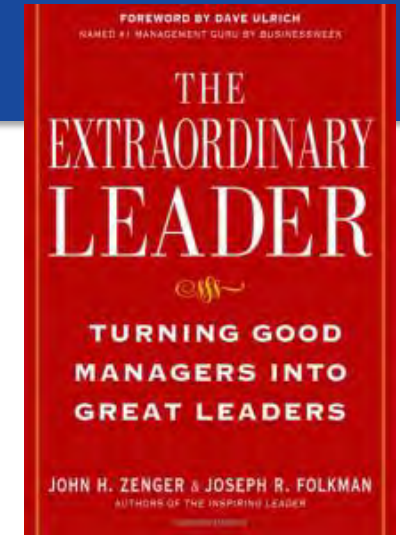
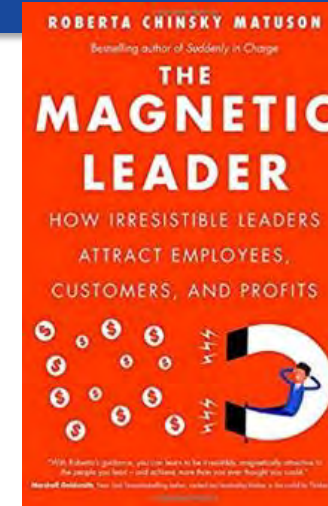
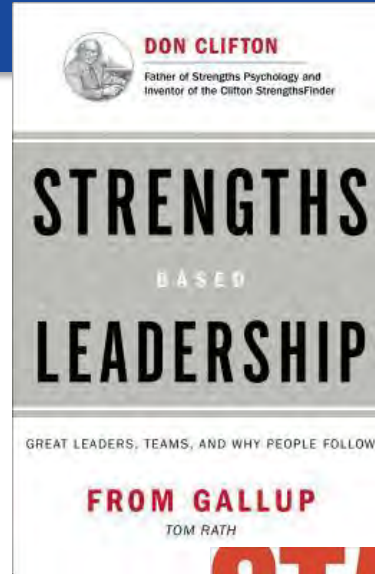
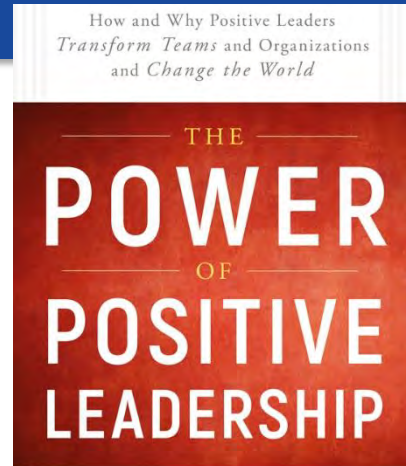
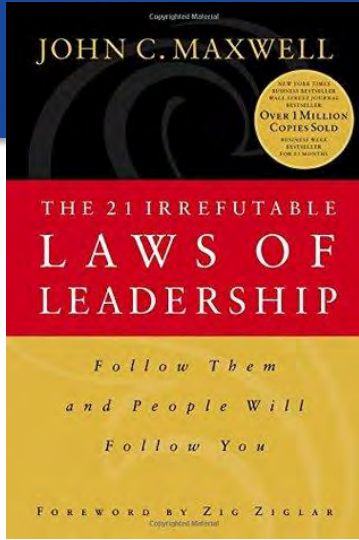






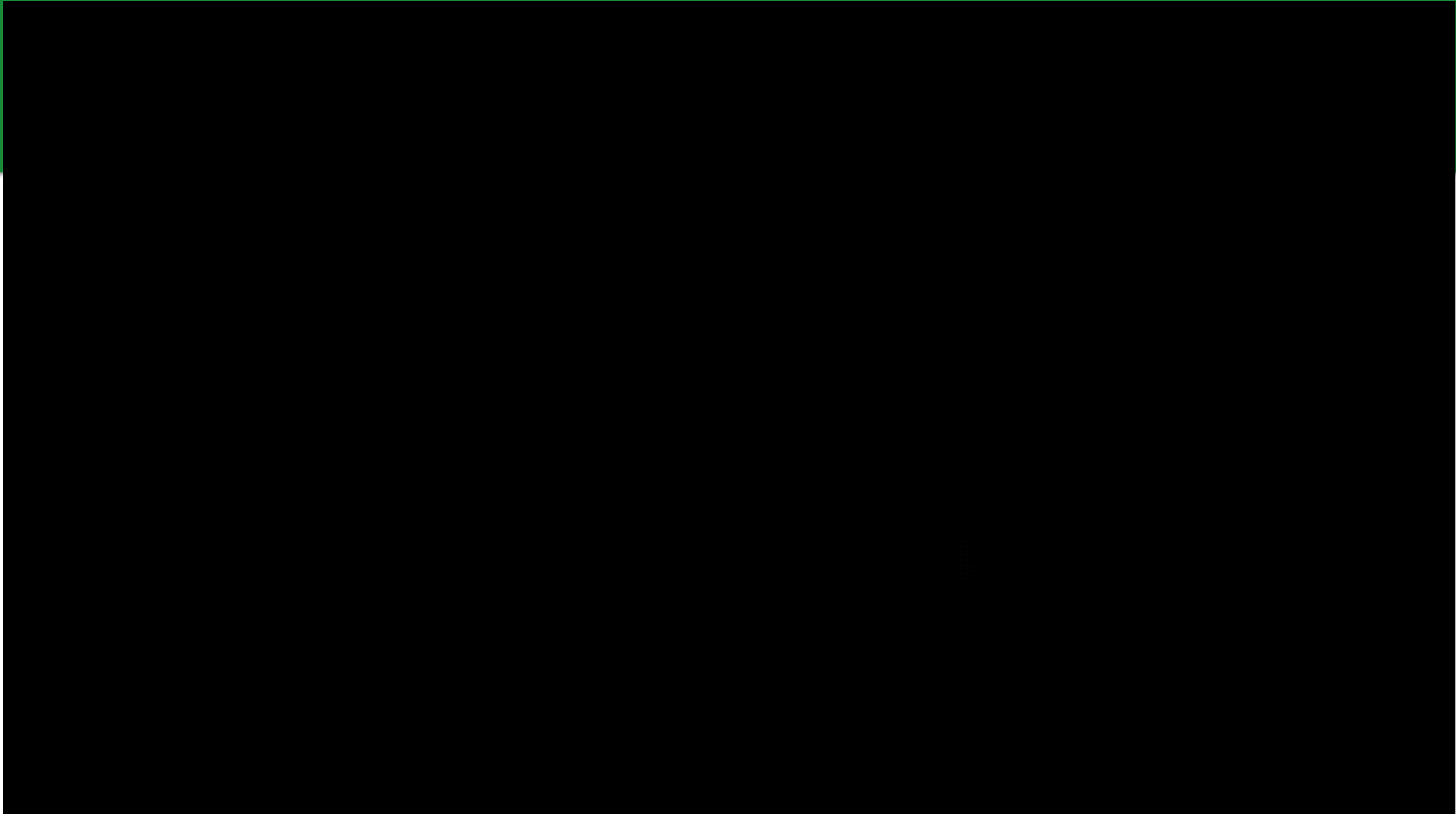


What is Leadership?



What Does a Real Leader Look Like?





Hill Dancer Leadership

- Leaders must be willing to:
 - Stand alone, look ridiculous & be unpopular
- Most important Person to the Leader?
 - First Follower: Supports the “lone-nut”
- Who’s important to the First Follower?
 - Second Follower: Starts the “movement”
- Who becomes the “real” Leader?
 - First Follower: Leads the group in the movement

Management Leads Safety Culture

- The Leader publicly announces the Movement
- The Leader Supports the First Follower
- The Leader Commits to the Movement
- The Leader monitors the Progress
- The Leader Celebrates the Wins

How Leaders Create Change?

ANSI/ASSE Z10 Occupational Health & Safety Management System consensus PERFORMANCE standard for Safety, Quality, Productivity and Financial excellence.

- Management Leadership
- Employee/Worker Participation
- Hazard Identification and Risk Assessment
- Hazard Prevention and Control
- Education and Training
- System Evaluation and Continuous Improvement

No Provision specifically dedicated to regulatory compliance

Managers Leading Safety In Action

Case Study of Leaders Changing Safety Culture



Paul O'Neal



- **One of the Worlds Largest Producers of Aluminum**
- **175 Plants in 31 Countries with 60,000 employees**
- **Mining, crushing, smelting, coiling and casting**
- **Aircraft, Automotive, Defense and Packaging**
- **Around \$23 Billion in Revenue**



- **Losing Profits**
- **Poor Product Quality**
- **Poor Worker Moral**
- **Poor Safety Record**

Alcoa Investors Meet The New CEO in Posh Manhattan Hotel



Paul O'Neal's Opening Statement to Investors...



“I want to talk to you about worker safety... I intend to make Alcoa the safest company in America. I intend to go for Zero injuries”

“Now, before I go any further... I want to point out the safety exits in the room”

Investors Immediately Have Questions...

“What Inventories do you anticipate for the aerospace division?”

“How are you aligning the company to achieve a synergistic market advantage”

“What about the company’s capital ratios?”

O'Neal Responds to Investors



“I’m not certain you heard me... If you want to understand how Alcoa is doing, you need to look at our workplace safety figures. If we bring our injury rates down, it won’t be because of cheerleading or the nonsense you sometimes hear from other CEOs. It will be because the individuals at this company have agreed to become part of something important: They’ve devoted themselves to creating a *habit* of excellence. Safety will be an indicator that we’re making progress in changing our *habits* across the entire institution. That’s how we should be judged.”

Hill Dancer Leadership

Is Paul O'Neal a "Lone Nut"?

Was he willing to look ridiculous and be unpopular?

Did he make public his "Movement"?

Hill Dancer Leadership

Paul O'Neal's Safety Movement within Alcoa:

- **Unit Presidents Must Report Serious Injuries to O'Neal within 24-hours**
- **Must Report on Cause of Injury**
- **Corrective Action taken to Prevent further injuries**

Any First Followers?

O'Neal's Safety Movement Results

Within in a year of O'Neal's "Safety Movement Speech" to investors – Alcoa hit *Record Profits*

Under his leadership Alcoa stock prices rose over 200%

When O'Neal retire – the company's annual net income was five times larger than before he arrived and its market capitalization had risen by \$27 billion

All this occurred while Alcoa became one of the safest companies in the world.

Hill Dancer Leadership

Be Willing to Be a “Lone-nut”

“Lone-nut” Publicly Declares Movement

Who is the most important Leader?

A First Followers

Second Follower

A Movement!

First Follower – The Real Leader



Hill Dancer Leadership

- Leaders, Stand Alone, look ridiculous & sometimes unpopular
- First Followers, (real leader) Supports the Lone-nut Leader
- Second Follower, Supports First Follower and brings other Followers
- Leader Publicly Announces a Movement
- Leader Supports the Movement

Are You a Hill Dancer Leader?

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