Leadership and the Supervisor

Spring Safety and Health Conference
April
Sugarland Texas
What do we expect from Supervisors?

- Lead
- Make sure everyone is Safe
- Get the lights on
- Implement Change
- Deliver Meetings and be a great communicator
- Know all the rules and policies and procedures
- Understand contract(s)
- Paperwork ………..Oh and
- Supervise
- Just a few things that popped into my head……….Anything else?
Today’s Focus is on Safety Leadership

Leadership and Culture need to co-exist

- **Leadership:**
  - Talk and Walk Safety
  - Do Safety
  - Expect excellence, influence excellent
  - Have your team follow your vision

- **Culture:**
  - “The way we do things around here”
What do we expect from Supervisors surrounding Safety??

- Know all the safety rules
- Safety policies and procedure
- Deliver Safety meetings and messaging
- Lead stand downs
- Perform safety Observations
- Recognize Safe behaviors
- Know injury management
- Perform Incident analysis while finding ways to prevent recurrence in the future
What does Eversource do?

- Orientation
- SuperVISION
  - Greater play on orientation — ”Big Picture”
- E-Learning —
  - Utilizing Midwest Energy Association (MEA)
  - In house e-learnings as well
- Safety Days throughout the enterprise as refresher
Safety Day Philosophy

- How to confidently address critical safety issues
- How to enhance safety responsibilities and safety management systems, including safety observations, incident investigations, safety meetings and employee engagement
- Identification and control of hazards, incident prevention, OSHA compliance, and continuous improvement in all areas of safety and health
- How to promote a positive safety culture
- Learning to support workers with on-going safety training, on-the-job training and promoting safe behavior
What’s a Safety Day?

- Refresher on responsibilities regarding safety and critical functions performed by management:
  - Leadership/Human Performance
  - Job briefing Refresher
  - How to perform a value added Safety Observation
  - What’s a Hazard ID card, where’s the benefit?
  - What’s a SIF(P) and why is it important?
  - The process of Injury Management and the pro-active manner to utilize “in house” Physical Therapist
  - How to prevent recurrence in the future? - Incident analysis training

- We use an event to tie the entire day together
Challenges

- Competing areas to educate/train supervisors:
  - HR
  - IT
  - Operations

- Time constraints to provide all the other services we mentioned earlier

- How to find time?
  - Plan, Plan, Plan…..get commitment
  - Make Safety the value that it is
2017, the journey continues to understand Human performance and engrain the principles in our Culture

1. People are fallible, even the best make mistakes
2. Error-likely situations are predictable, manageable, and preventable
3. Individual behavior is influenced by organizational processes and values
4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates
5. Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events
“Humans are notorious pattern matchers.”

Dr. James Reason
To prove Reason’s theory

COLOR TEST

Look at the chart below and say the **COLOR** not the word

YELLOW  ORANGE  BLUE
BLACK  GREEN  RED
YELLOW  PURPLE  RED
ORANGE  GREEN  YELLOW

Left-Right Conflict

Your Right Brain Tries To Say The Color But Your Left Brain Insists On Reading The Word
It’s all Leadership…. 

- Everyone needs to buy in 
- Engage 
- Believe shared values and beliefs…. 
- But….. 
- Not all leaders are the same
What we often miss….

▪ Identifying the development opportunities for the ones we rely on to deliver the message and own it.

▪ Leadership can be taught…but

▪ Styles are all different
Leadership Styles: Some Work, Some Don't

- Leadership style can be broken down into two distinct parts. These two parts generally can be described as:
  1. Our focus on process, tasks and results and,
  2. Our focus on people and relationships.

- Think of these as two independent bands, such that your leadership style could be high or low on both process and people.
Communication Style

- **Sheriff** - Direct and task oriented
- **Diplomat** - Supportive and inclusive of others
- **Investigator** - Accurate and detail oriented

Adapted from Poertner & Miller, 1996
The Sheriff

Strengths
- Direct
- Practical
- Big Picture Orientation
- Task-oriented
- Closure-oriented

Weaknesses
- Impatient
- Overly independent
- Combative
- Insensitive
- Domineering
# The Diplomat

## Strengths
- Supportive
- Patient
- Easy going and consistent
- Actively listens
- Responsive to others

## Weaknesses
- Avoids confrontation
- Passive and indecisive
- Slow to change
- Slow to initiate new ideas
- Withholds feelings
Strengths

- Accurate
- Well prepared
- Analytical
- Cautious/Systematic
- Detail oriented

Weaknesses

- Loses forest for trees
- Inflexible
- Micromanaging
- Overly cautious
- Unrealistic standards
Summary

- Eversource has brought in many “non trade” supervisors
- Utilizing every opportunity to develop
- Focus on the fundamentals of Safety to incorporate those skills in a “just culture” to get to Human performance as “the way we do business”

- It’s culture and leadership and they must co-exist
Questions??
Appendix

- More leadership descriptions
Transactional leaders
“*I’m the Boss*”

- High process and low people focus, tend to be:
  - Autocratic and directive in their leadership style.
  - View the leader-subordinate relationship as a transaction where rewards or negative consequences are contingent upon successfully meeting (or not meeting) specific goals.
  - Naturally comfortable creating clear boundaries between themselves and their team members.
- Tend to provide consistency and clear expectations, but also can be demanding and lack empathy, which hinders their ability to build strong relationships and engage with employees.

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<th>HOW TRANSACTIONERS IMPACT SAFETY</th>
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<tbody>
<tr>
<td><strong>Safety Leader Strengths</strong></td>
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<tr>
<td>Set clear expectations for safe behavior</td>
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<tr>
<td>Approach employees regarding at-risk behavior and discipline safety violations</td>
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<tr>
<td>Provide structure and consistency regarding safety policies and procedures</td>
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Transformer “Change agent”

- Naturally high on both people focus and process focus:
  - Strikes a natural balance between looking out for people’s wellbeing and morale, while ensuring that goals and deadlines are met in a consistent manner.
  - Find it easier to achieve this balance and inspire their direct reports.
  - Know how to get the most out of their people while keeping them engaged.
  - High standards and can be demanding on some, and they are known for pushing people outside their comfort zone.
Relater “Diplomat”

- More like a friend than a boss, then he or she likely was a relater.
  - High people and low process focus:
    - Care more about the person and their well-being than meeting goals or objectives.
    - Approachable and non-threatening
    - Employees respond well to their supportive nature and genuine interest in them.
  - Often avoid difficult conversations about performance.

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<td>Fosters employee morale and engagement in the safety culture through personal relationships</td>
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<td>Employees feel more comfortable approaching leader about safety concerns</td>
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<td>Demeanor facilitates near-miss reporting and other lead indicators</td>
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Overseer

- Very similar to laissez faire leadership, where a supervisor leads from afar and provides his/her subordinates with a high level of autonomy in how they perform their work.
- Low on process focus, and are not highly structured or detailed in their planning and are "hands-off."
- Place a high degree of trust in their subordinates and avoid micromanaging them.
- Tend to be detached from their subordinates in that they do not feel a strong need to know them on a personal basis or build strong relationships with them.
- While most employees enjoy autonomy, overseers may be out of touch with their team’s activities and fail to provide clear expectations for performance.