



# Getting to the Next Level of Safety Performance

*Are you willing to pay  
the price ?*

By Bob McCall, President  
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*You're a Leader, and you can  
make a Difference*

# The Leadership Struggle

*How am I supposed to appear before people?*

*“Even if you’re on the right track, you’ll get run over if you just sit there.”*

*-Will Rogers*



# We Own Improvement!

- You get what you tolerate.
- Step up your leadership style.
- Raise your standards.
- Raise your expectations.

You're the Secret ingredient !

Kung Fu Panda

If you believe.....

*It's possible*

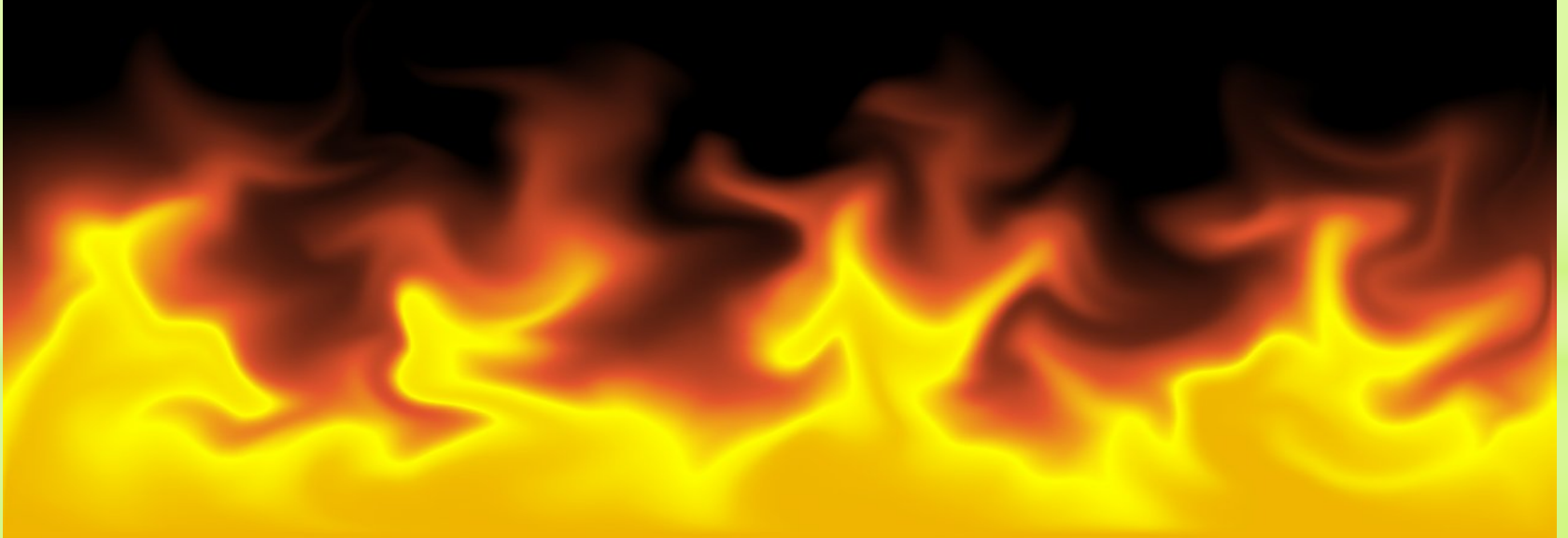
# The Vision

## ZERO:

- first aid cases!
- recordable injuries!
- lost-time accidents!
- fatalities!
- Controllable Vehicle Accidents!
- incidents!

# Burning platform...

We hold people's lives  
in our hands!





# Get on Board.....

## Be Convinced

- How many more accidents to you need to see, hear about, read about or investigate?
- If not one more, then you're ready
- How many of you want to see your company get to the next level ?

No Job Is More Important  
Than You

# What's your life worth ?

We don't want to see you hurt, and we're not going to let you hurt yourselves by allowing behaviors that

Will eventually get you hurt

# Nothing will change until we as leaders change our thinking.....team culture

- Get sick and tired of injuries, LTD, STD, CVA's and the type of attitudes that go with that thinking.
- Change the expectations for the team culture.
- Change the expectations for what we need from each member of the team.
- Engage/recruit winners (people who believe) to help forward the change process.
- Get rid of those who don't measure up.
- Hire winners.

# Requirements to get to the next level...

- Passion
- Care
- Leadership
- Drive
- Truth
- Courage
- Belief

# Don't Let "Good" Keep You From "The Best"

*You can't have excellence without  
great team work*

***Passion = Pride = Performance***

*(These are the type of team players we need to be great)*

- What we do matters
- Worthwhile work
- Legacy

*"The Leadership Challenge"*

Authors: Kouzes & Posner

# Leaders are:

- Able to influence the actions and opinions of others in a desired direction.
- Exhibit judgment in leading others to worthwhile objectives.
- Able to assume a role of authority as necessary.
- Advocate new ideas, even when risk is involved.
- Delegate responsibility and empower associates to make decisions.
- Provide constructive feedback to others.
- And, be an example for someone to emulate.

*We are leaders. Someone saw something in us that made us stand out from the rest*

# How to Engage People

## Communicate:

- Your Leadership style
- What's important to you /your motives
- What you want/need from your team
- What the team can expect from you
- What culture you want
- Your vision
- Your plan to get there, a starting point
- How the team needs to work together in order to achieve the goals
- Your strengths and weakness



**Change Expectations  
for  
“Team Culture”**

- People achieve high levels of performance based largely on the **encouragement** and reinforcement received by leaders and peers. (Human Performance; James Reason)
- People work best for/with those who make them **feel good about themselves**

(John Maxwell)

You have to create an encouraging culture where the focus is:

- Love
- Trust
- Commitment
- Belief

(*"Do Right" Video; Lou Holtz*)

- Love - You must have people who respect each other.
- Care about themselves and their team.
- Willing to go the extra mile for each other.
- Trust the team and the company.
- Committed to the team, vision, mission of the company.
- Belief – In themselves, their team, their leaders and the company.

# What will it take to change our Safety Culture?

(By Walt Pollard, Eastern Region Safety Rep.)

- **Actively care enough to intervene:** Each one of us should **care enough** for fellow employees to speak up when you think you see something is not right.
- **Sweat the small stuff:** Often, the small stuff is causing our problems. Often, we are injured doing low hazard routine work.
- **Call it like it is:** The fact is, each employee is **obligated** to identify potential problems and communicate them with their leaders and team.
- **Accept constructive criticism:** How will you take constructive criticism? Hopefully, you will take it as an indication that **others care about your well being.**
- **Accept perfection only:** Each of us must **expect perfection** from ourselves and from everyone else.
- **Driven from within:** You can read about it; you can talk about it; and, you can listen to others. But, until each and every person in this organization **takes it personally**, our culture will never improve. You must make a personal commitment to make it happen.

# Leaders Responsibilities

- Expecting each of their employees to actively support safety rules, initiatives, policies, and procedures.
- Being vocal advocates for safety. We cannot sit back in silence in safety meetings or any other time when safety topics are discussed.
- Setting higher expectations of what is considered a “safe” employee. Working without an injury or accident is expected. That in itself will not take us to a higher level. Each employee should be held accountable for speaking up in meetings and challenging others when questionable behaviors are observed.
- Expecting nothing less than 100% - 100% of the time. They should also require that each of their employees do the same.
- Being aware of their body language during safety meetings or safety related discussions. Body language and facial expressions speak loudly regardless of what is being verbalized.
- Leading the way to a new culture through their word and actions.

# The Partnership

## What I Expect From You:

- To work in a safe manner
- To be the best on the job
- To take the time to do the job right the first time
- To suggest ideas that improve and enhance the work process and work environment
- To challenge yourself to be better
- To embrace Company Goals and Requirements
- To treat each other with Dignity and Respect
- To have a positive attitude

## What You Should Expect From Me:

A work place:

- committed to safety
- that supports and rewards good work
- committed to Excellence
- considerate of ideas
- that encourages development with high standards
- that embraces diversity principles
- Be Transparent

**Change Expectations  
for what we  
need from each  
“Team Member”**

**We must have people who...**

**Come to work every  
day ready to give your  
best  
(200%)**

*If not, then this may not be the right  
place for you!*



# We must have people who are winners...

## A Winner is:

- Being a good spouse and good parent
- Giving back to the community.
- Being the best person that you can be.
- Treating everyone with respect.
- Helping each other.
- Doing your part to help build a better team.
- Going the extra mile for team members.

# We must have people who want to be Champions...

“A champion is someone you become through a process of self-improvement, sacrifice, service, and yes, the attainment of goals normally out of reach of all except those willing to pay the price.”

*Lee LaBrada, Champion Body Builder*

# Behaviors of a Champion...

A champion:

- focuses on goals.
- takes action.
- does what needs to be done.
- moves with enthusiasm.
- overcomes obstacles.
- likes himself/herself.
- does it now.
- holds himself accountable.

# Core Skills to Shape Team Members

- Safety
- Craftsmanship
- Productivity
- Interpersonal Skills
- Problem Solving
- Team Work

**Get rid of those  
who don't  
measure up!**

# Behaviors that can no longer be tolerated because they destroy team performance...

- **Complainers** – a person who offers no solutions, just complains
- **Negative attitudes** – always down, always identifying the worst in a situation
- **Straight Shooters** – knows everybody's faults but have none of their own. Never can take it as straight as they give it, tough guy
- **Bullies** – put everybody's ideas down, disrespects team, devalues people's opinion and intimidates other team members
- **Teasers** – makes personal attacks a joke, racial, womanizing, hurt teams feelings
- **Self-proclaimed spokes person** – one who uses the team to forward their own agenda

**In Closing...**

**Attitudes don't just happen; they are the products of our choices.**

**It's up to you!**

Are you going to be the kind of person that builds people up or tears them down?



# Testimony of a Safety Leader

Good morning Kinston Construction Crew,

When you receive this email, we will have been 206 days accident and injury free this year. As I have said in the past, this was not accomplished by accident. It was accomplished by total commitment and focus on safety by everyone. I would like to take this time to thank everyone for the respect and hard work that was shown during my time as PIC. It makes the job of the PIC a lot easier when you have employees that work as safe and as hard as the Kinston Construction Crew.

As we continue through the year, we don't need to overlook the small things. If we continue to work as we have, we will finish the year accident and injury free. On July 26<sup>th</sup>, we will be having a recognition dinner to celebrate our second quarter of being accident and injury free. As your safety chairman, I ask that you continue your focus on safety, focus on the job at hand, and utilizing the "what-if" culture. I would also like to welcome Brent Whitford to the Kinston Construction Crew.

Thanks.

Brian Moore, Kinston L&S

# Results of a Culture Change

INITIATIVE	GOAL	YTD Actual
Safety	Vehicle Accidents - 0	Personal Injuries - 0
Service Delivery	CPU Goal - 9.97	YTD Actual - 10.42
Fastrack	Region Goal - 85	Region Actual - 87/87 Wilmington North - 92/91 Wilmington South - 88/89 Morehead - 87/86 Goldsboro - 96/84
Employee Giving Campaign	Eastern Region 2011 Goal - \$20,000	ER 2011 Actual - \$22,835
Community Involvement	Employees volunteer for community projects	Communities in Schools, Coat Drives, Soup Kitchens, Elderhaus, United Way, Relay for Life, Year of Caring, Charity Bike Rides, etc.
2010 Employee Opinion Survey	Eastern Region ratings increased in every category over the 2008 survey.	<ul style="list-style-type: none"> <li>• Employee Engagement +2</li> <li>• Diversity &amp; Inclusion +4</li> <li>• Leadership +3</li> <li>• Performance Mgmt. +4</li> <li>• Compliance +3</li> <li>• Communication (new category)</li> </ul>

# Being Perfect

It Not About

- the scoreboard
- winning

It's about you and your relationship with yourself, your family and your friends. When you can look your friends in the eye and know you didn't let them down because you told them the truth, the truth is that you did everything you could, there wasn't one more thing you could have done

Can you live in that moment with clear eyes  
and joy in your heart?

Whether you think you can, or  
whether you think you  
can't...

**You're right!**

*~ Henry Ford*