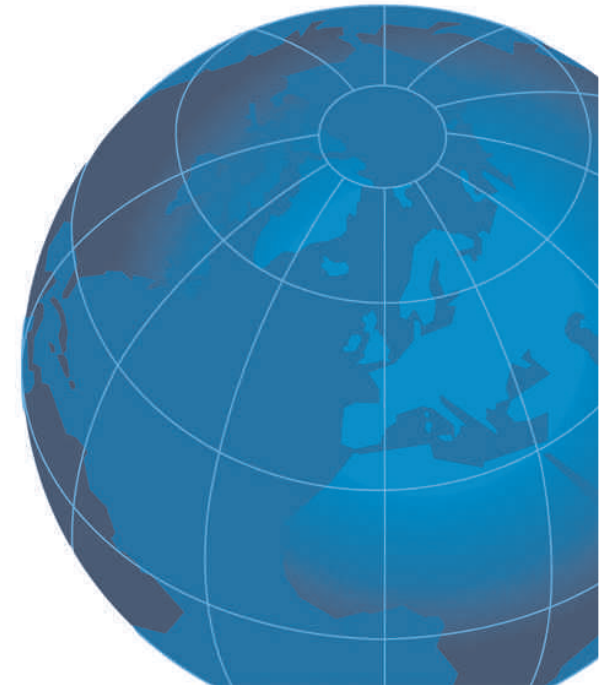




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# The Worksite Supervisor as the New CEO



# Management or Leadership?

## Roger Boisjoly



## 1986 Challenger Disaster



## Rocco Petrone



**“How Frequently do you see the following individuals observing how safely people are working?”**

**Executive = 14% on a daily basis**

**Managers = 31% on a daily basis**

**Supervisors = 66% on a daily basis**

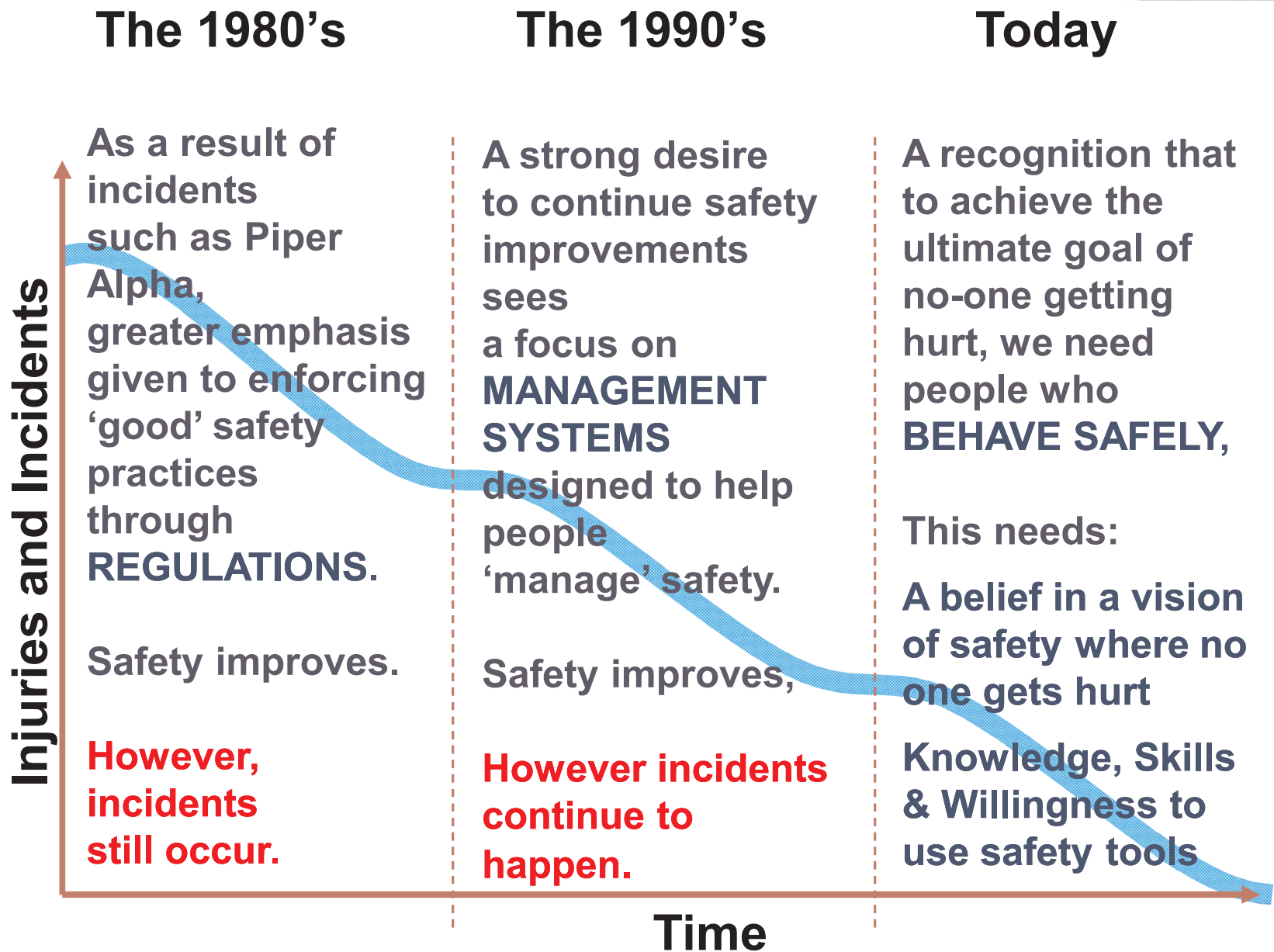


# The CEO Vs. The Worksite Supervisor

- Define the Vision and Strategy
  - Execute the Strategy and Vision
  - Financial Management
  - Generate Revenue
  - Interact with Share Stake Holders
  - Have to Manage both Up and Down
  - Maintain and Implement Corporate Policy
  - Set and Develop a Desired Culture
  - Ensure Employee Safety and Welfare
- 
- Responsible for the Success of the Company**

**Are Your Supervisors Prepared to Lead Like a CEO?**





# HSE expectations have changed..



An iceberg floating in the ocean. The tip of the iceberg is above the water line, and the much larger part of the iceberg is submerged below the water line. The text is overlaid on the image, with the top part on the tip and the bottom part on the submerged part.

**FATALITIES ... 1**  
**LTI ... 30**  
**RECORDABLES ... 300**

**NEAR MISSES ... 3,000**  
**AT-RISK BEHAVIORS ... 30,000**



## Setting the Leadership Vision

*“What sort of leadership values do we find important?”*



*“When a supervisor makes a decision, what do we tell him or her to always remember?”*

*“When it comes to safety what do we want our supervisors to be passionate about?”*



# Defining Leadership

*“Should stick  
should I pick up?”*

*“The **RED** stick or  
the **GREEN** stick?”*



# Communicating Expectations

- ✓ Be specific and behavior based
- ✓ Not be in competition with each other
- ✓ Willingly open to share

**You must be willing to provide  
on-going feedback!**

**Timely....Relevant....Appropriate**



# CEO Development

- Traditional training
- Coaching
  - Both up and down
- Mentoring
  - Both up and down
- Residential training
- **Hybrid program**



# CEO Development ...and now Supervisor Development

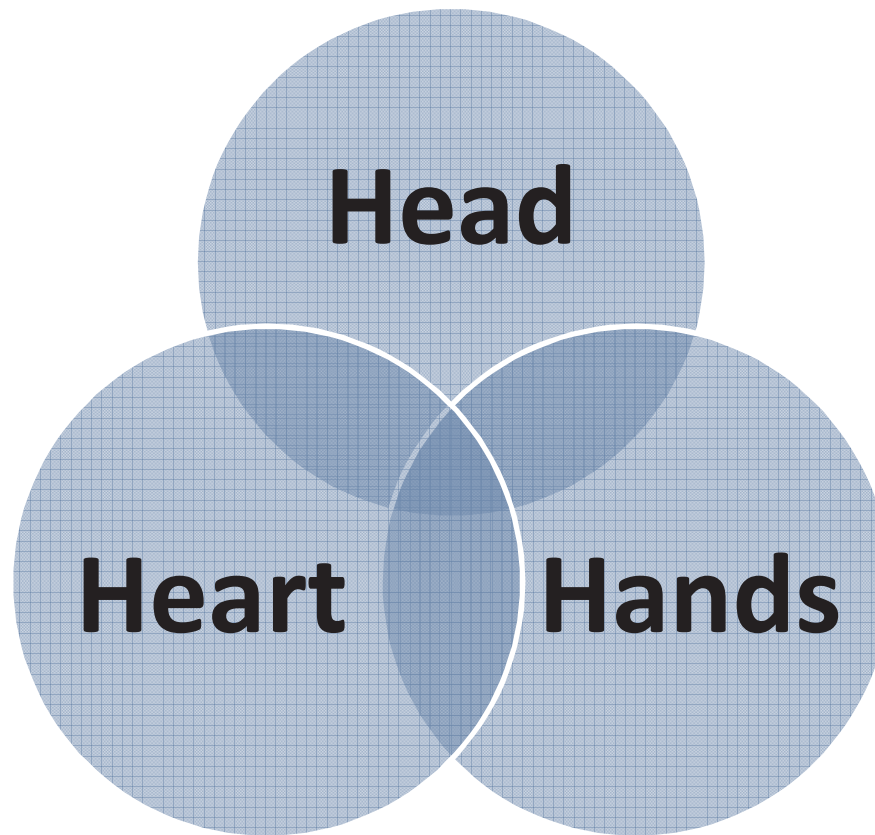
- Traditional training
  - Coaching
    - Both up and down
  - Mentoring
    - Both up and down
  - Residential training
  - **Hybrid program**
- Competencies and Assessment



# A Three-Pronged Approach

I have the “know how” to do the job safely with my crew?




I know how to inspire and motivate my crew to do the right thing



I am committed to action...not just talk



# Maximizing Impact

	Before The Event	The Event	After The Event
Employee			
Supervisor/ Foreman			
Manager/ Executive			



## Leadership Development Program

- Focused on alignment of the vision with EnSCO's operational objectives
- Gained commitment of supervisors to a leadership vision
- Forum for discussing hot topics

Heart

## Supervisor Safety Training Program

- Provided the tools necessary to lead safety
- Explain the “why and how” of critical safety policies and procedures
- Provided tool so participants can go and train other personnel

Head

## Safety Meeting Material with Interactive DVD's

- Supervisors become the safety champions
- Sustainability through design

Hand



????

**“Your worksite supervisors  
have the  
greatest opportunity to impact  
your organization’s safety  
performance.”**



**What are you doing to impact their  
leadership performance?**

