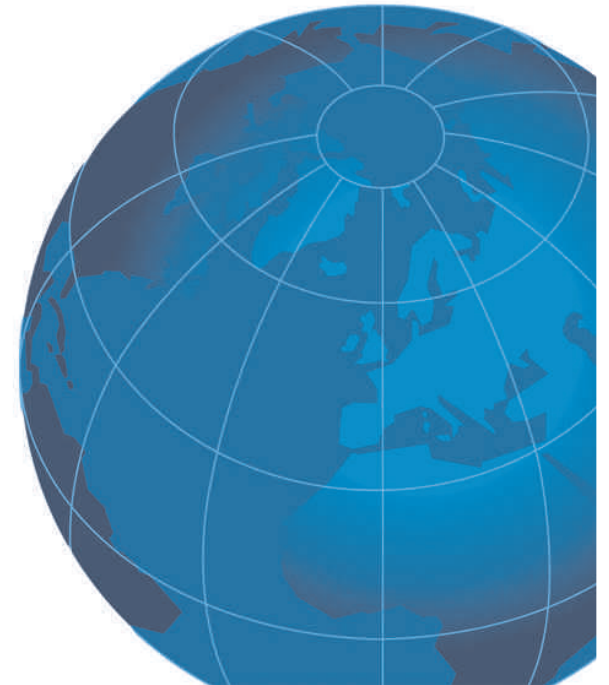




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# The Worksite Supervisor as the New CEO



# 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**

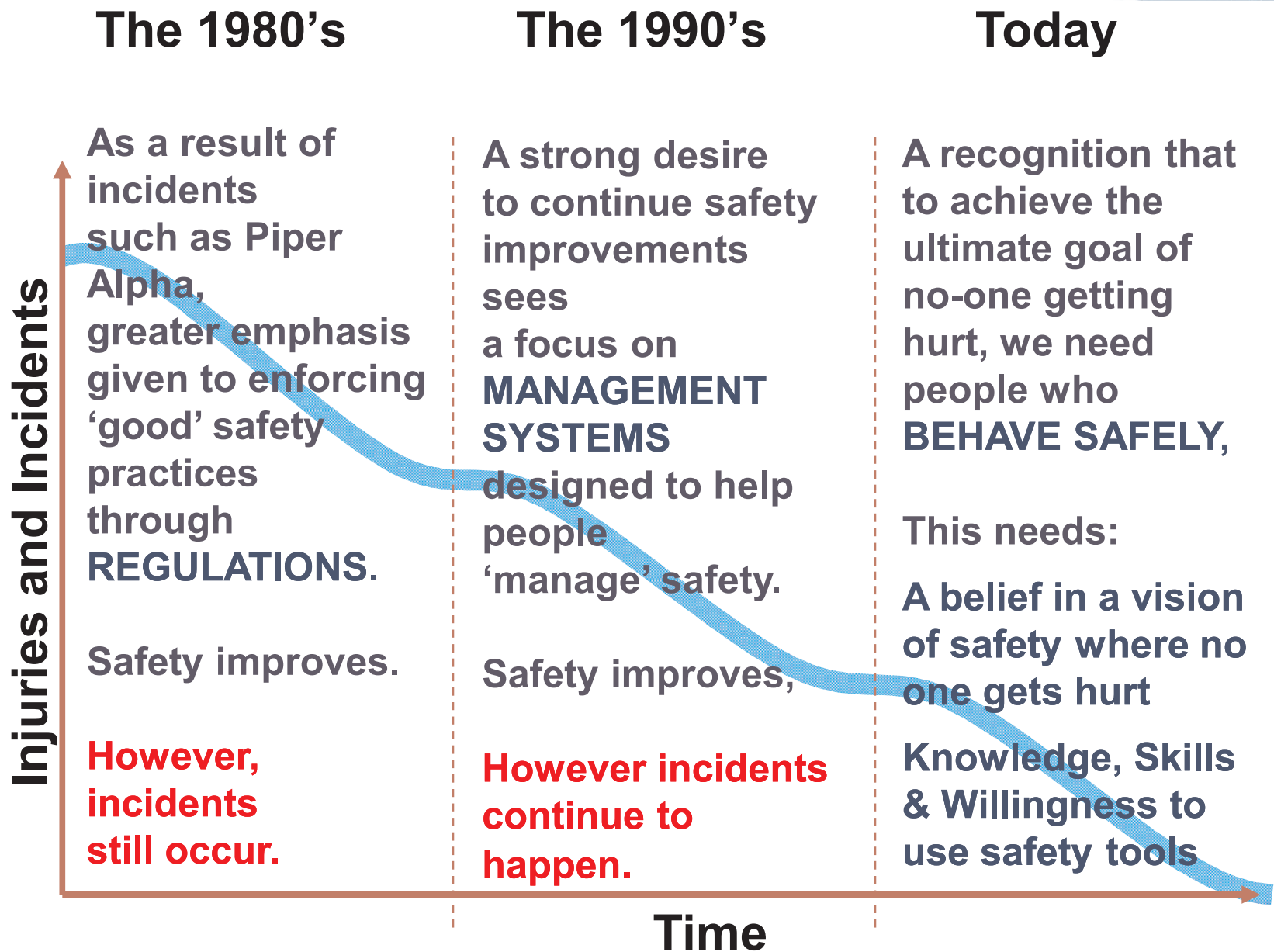


# The CEO Vs. The Worksite Supervisor

- 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, with a small tip above the water and a much larger, submerged portion below. The water is dark blue, and the sky is light blue with some clouds. The iceberg is white and blue, with a textured surface.

**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

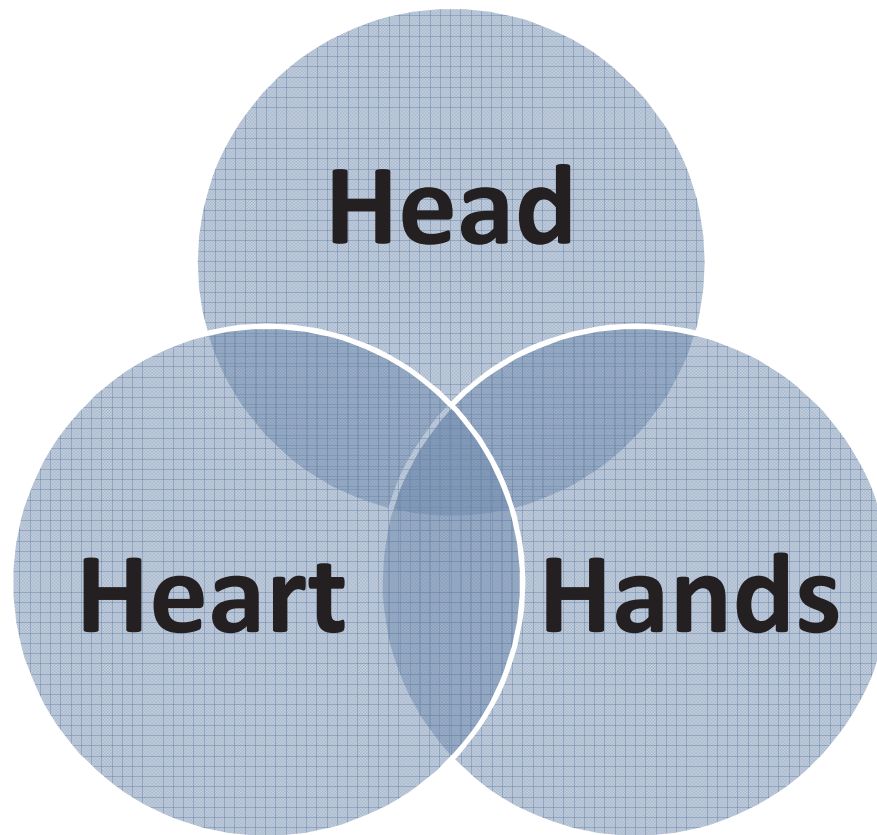
- Traditional training
  - Coaching
    - Both up and down
  - Mentoring
    - Both up and down
  - Residential training
  - **Hybrid program**
- Competencies and Assessment



# 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?**

