

Thanks for being
here today!



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Hello!

The very practice of management no longer works.

Jim Clifton, Chairman & CEO Gallup

Gallup data reveal an unsettling pattern in the U.S. workplace.
Employees have little belief in their company's leadership.

We have found that just:

- 22% of employees strongly agree the leadership of their organization has a clear direction for the organization.
- 15% of employees strongly agree the leadership of their organization makes them enthusiastic about the future.
- 13% of employees strongly agree the leadership of their organization communicates effectively with the rest of the organization.

Employee Engagement Results Gallup

33%

Engaged, work passion and feel connection to company.
(70% top global companies)

100-122% performance productivity delivered

51%

Not Engaged, show up, not present mentally, heads down, coasting, no energy or passion.

75% performance productivity delivered

16%

Actively Disengaged, actively working against & undermining organization efforts .

40% performance productivity delivered

fact

*The engagement level of employees who receive **recognition** is at least **3X** higher than those who do not!*

Gallup SOAW compared top vs. bottom quart. & found:

70% FEWER SAFETY INCIDENTS

40% HIGHER QUALITY

41% REDUCED ABSENTEEISM

21% HIGHER PROFITABILITY

24% LOWER TURNOVER (high churn orgs)

17% HIGHER PRODUCTIVITY

59% LOWER TURNOVER (low churn orgs)

10% HIGHER CUSTOMER METRICS

28% REDUCED SHRINKAGE

58% FEWER PATIENT SAFETY

20% HIGHER SALES

INCIDENTS (healthcare)

fact

Increase your engagement & increase your bottom line! Active disengagement is costing companies \$500-\$700 Billion annually.

Tracked since 2012



EEA tracks long term results of 45 companies **with high levels of employee, customer and community engagement.**

Outperformed the S&P 500 by 36.2%
(including dividends)
Oct 2012 – Nov 2017

Gallup found similarly, companies with higher engagement **return up to 147% greater EPS** than those who did not.

fact

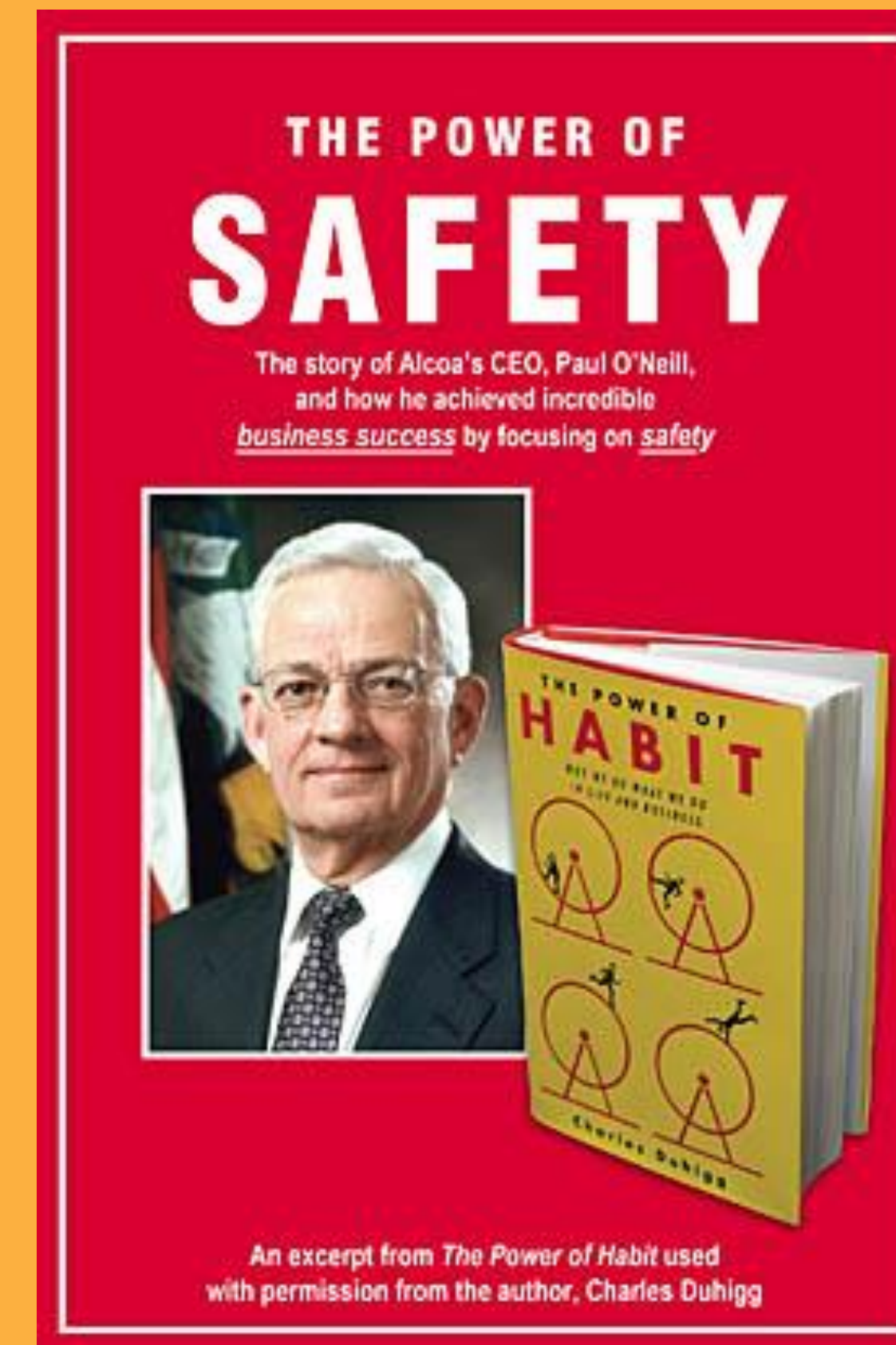
There is power & strategic benefit, as well as greater returns in engagement and recognition!

Paul O'Neil, Alcoa Chairman & CEO

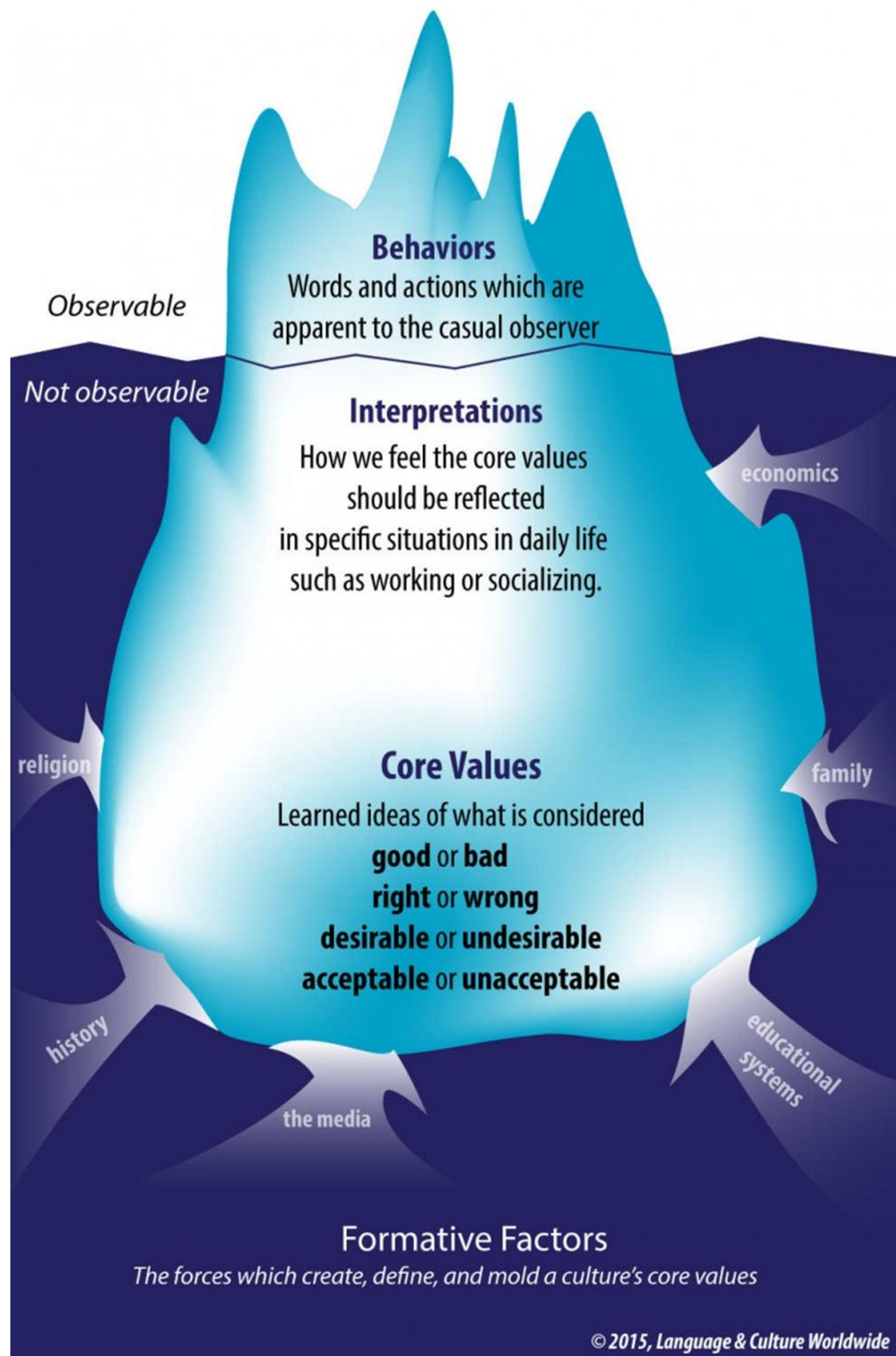
In 1987 new CEO after his first speech was called a crazy hippie, stock was sold off, because he was focused on changing 1 thing in the company. That lead to their best performance in 12 months, and quintupled Alcoa's income.

"I knew I had to transform Alcoa. But you can't order people to change. So I decided I was going to start by focusing on one thing. If I could start disrupting the habits around one thing, it would spread throughout the entire company."

core



"The biggest price of workplace injuries and fatalities is the human toll. Safety shouldn't just be a priority, it should be a precondition."



Organizational Culture

- Core & how it's shaped. Difficult to change, certainly doesn't happen quickly.
- Climate, perceptions, attitudes, feelings. Easier to influence.
- Visible daily behavior you want & need from your people manifests itself as a result of their deeply held beliefs and experiences. Hire selectively, then constantly, consistently, influence.



At Risk, or An Opportunity?

- If you're blind to the visible indicators, what's beneath the surface can sink your ship.
- Care for, nurture, build daily those things that shape and influence how people feel deeply.
- Really comes down to what you do, and how you say what you say every day. Core principles, values, what matters, and why its important.

What Counts...

Adaptability Pattern..Trends.. Market

Translating the demands of the business environment into action

"Are we listening to the marketplace?"

Flexible

Involvement Commitment ... Ownership ... Responsibility

Building human capability, ownership, and responsibility

"Are our people aligned and engaged?"



Mission Direction..Purpose.. Blueprint

Defining a meaningful long-term direction for the Company

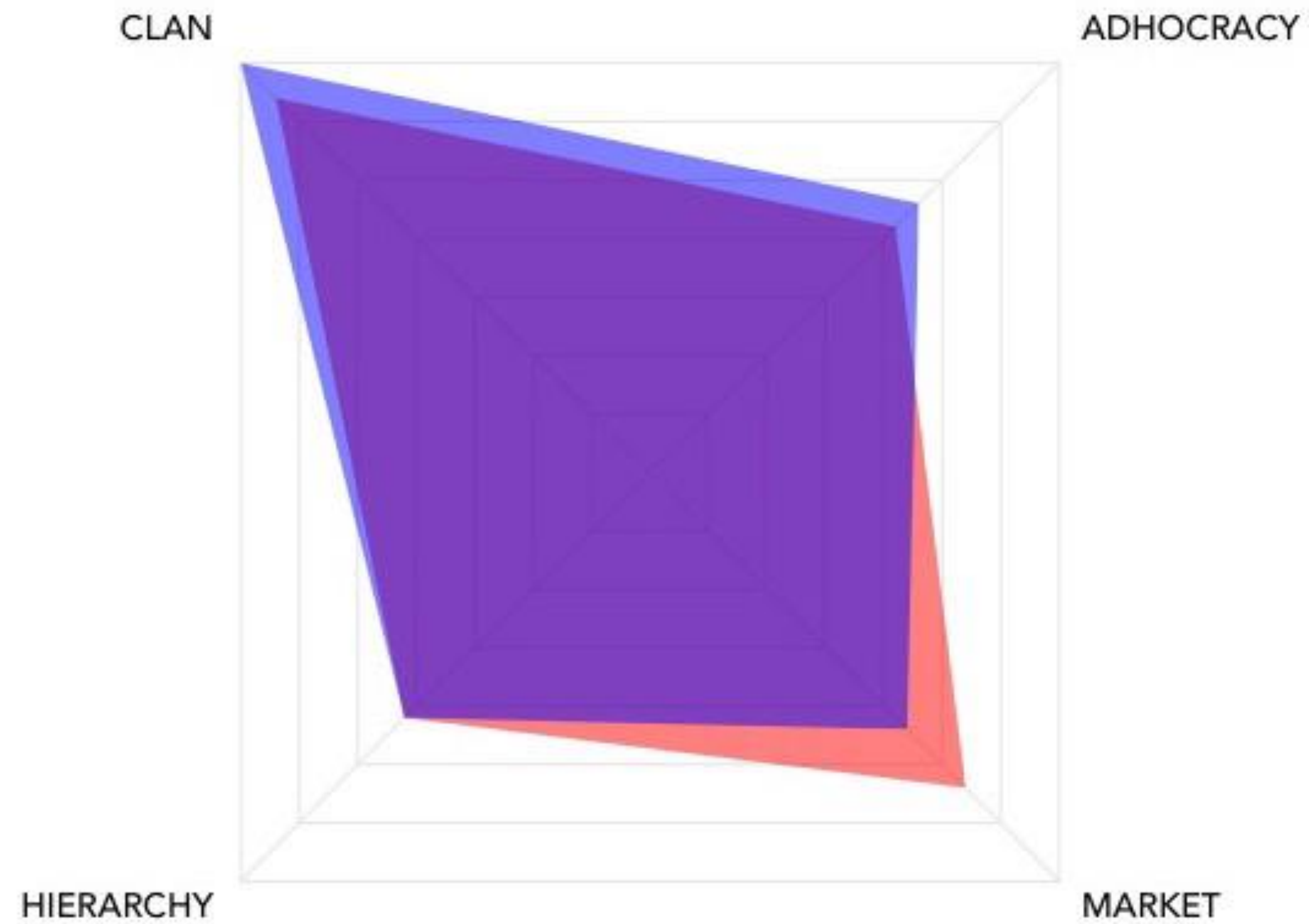
"Do we know where we are going?"

Stable

Consistency Systems... Structures... Processes

Defining the values and systems that are the basis of a strong culture

"Does our system create leverage?"



WPA's Work & People Analytics, Competing Values
Framework. www.WPANA.com

The Classic *Businessweek*, *Wall Street Journal*, and
New York Times Business Bestseller

Management
Techniques
from the
Best Damn
Ship in
the Navy

SPECIAL 10TH
ANNIVERSARY
EDITION—
REVISED AND
UPDATED

IT'S YOUR SHIP

CAPTAIN D. MICHAEL ABRASHOFF

former commander, USS *Benfold*

- Create a climate of trust
- Lead by example
- Communicate purpose & meaning
- Ask & Listen (What's working, what's not, and what needs to be changed?)

- Generate unity
- Build people up
- Improve people's quality of life

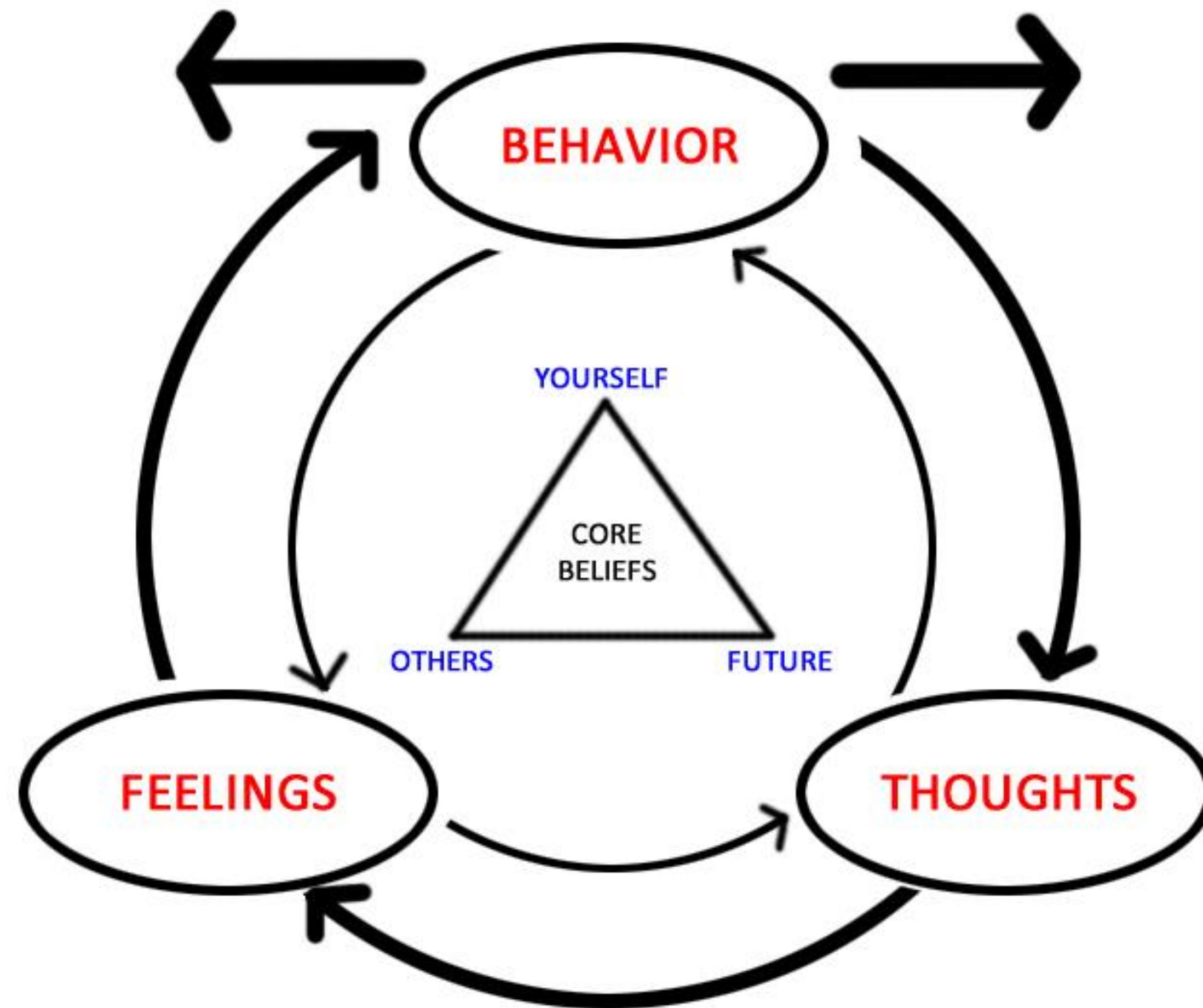


The Simply Irresistible Organization®

What we have learned: an integrated approach is key



Meaningful Work	Supportive Management	Fantastic Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear goal setting	Flexible, humane work environment	Facilitated talent mobility	Mission and purpose
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency and communication
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration



Cognitive Behavioral Psychology Principles

What We've Learned About Coaching



WHAT WE KNOW

- #1 key behavior of good managers
- Direct reports of effective coaches outperform (25%) & stay longer (40%)
- 53% of high-performing organizations provide coaching training to their direct reports

WHAT WE DO

- Only 20% of organizations use coaching effectively
- 37% of organizations are barely effective or not effective at all at using coaching
- Managers say: Takes too much time; Not sure how to coach; Only for under performers

SOURCES:

2013 Google Project Oxygen, Harvard Business Review; 2006 CEB, Learning & Development Roundtable on Workplace Coaching; 2014 i4cp report, Creating a Coaching Culture

The Coaching Conversation:



Your approach:

Not constructive criticism.

Opportunities to:

- Sincerely give thanks, Praise specific behavior (Be informed!)
- Clarify objectives
- Correct, redirect efforts
- Ask for input, perspective & LISTEN!
- Demonstrate respect, build trust
- Communicate why it's important
- Develop team member
- Clarify their personal needs / desires
- Build on strengths, don't focus on weaknesses

Structure:

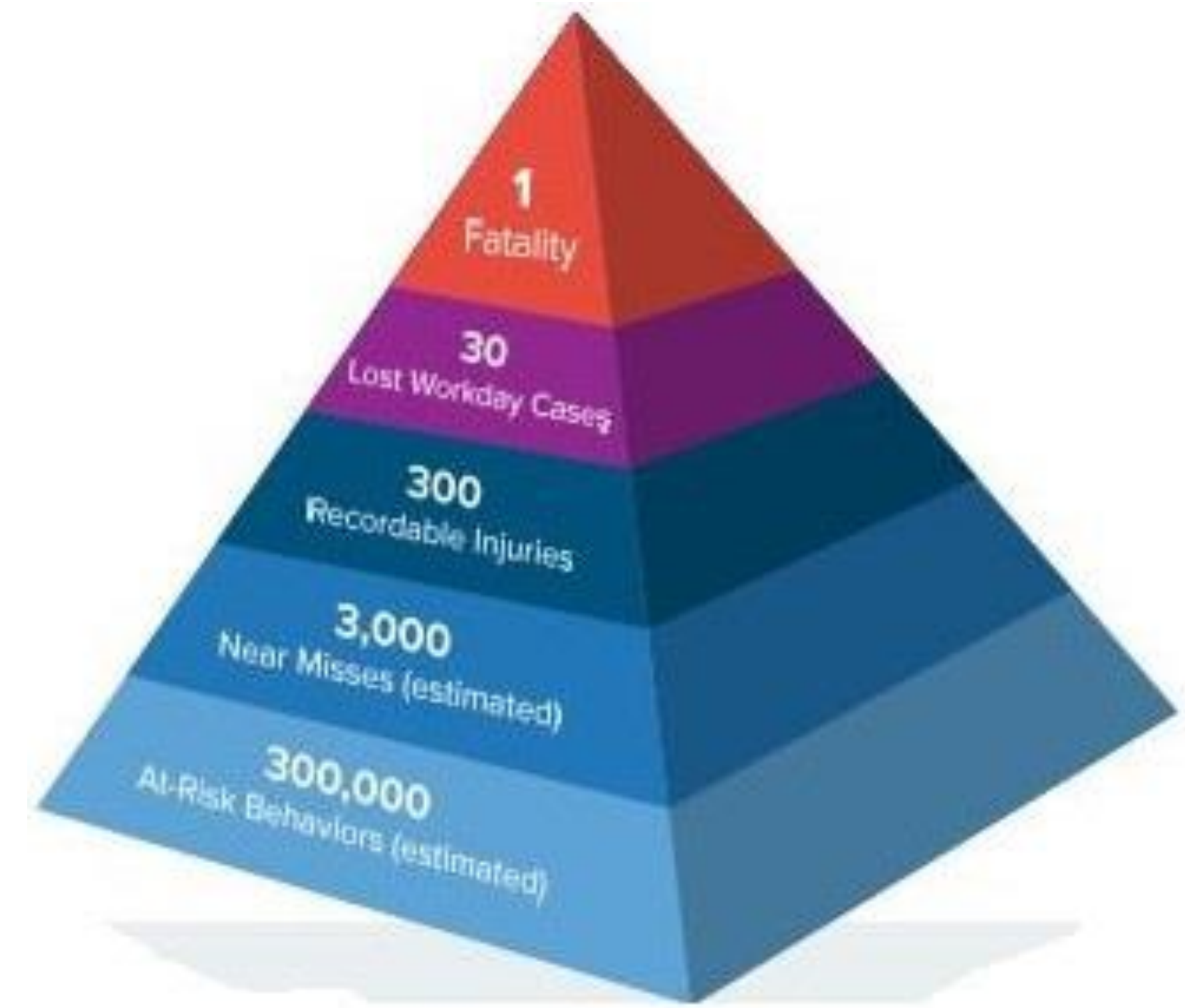
- Ask to talk
- Tell it the way you see it (in terms of future goals / performance)
- Ask for their input / perspective
- Provide context, what WILL be, why it's important
- Ask for agreement before proceeding! (or repeat until agreement gained)
- Establish a plan, the details
- Encourage performance / behavior
- Follow up! Or else it's hollow

Results?

This is how...

- Motivation is carried out
- Perceptions of you as a leader and the organization as a whole are shaped
- Culture is built
- To create more engaged employees
- To lead through & manage change effectively
- To work smarter, not harder
- To make a difference in peoples lives

Heinrich's Principle Conoco Phillips Marine Safety Pyramid



Creating a safety culture, sending more people home safely to their families each day, is a compelling and worthwhile core value to live and instill in others.

SHRM Foundation study with Molson Coors found that HIGHLY ENGAGED EMPLOYEES were:

5x less likely to have a safety incident

7x less likely to have lost time resulting from a safety incident

Further the average COST of a SAFETY INCIDENT was:

\$63 for an engaged employee

Vs.

\$392 for a disengaged employee

They reported the company saved \$1,721,760 in safety costs in one year by increasing employee engagement.

CASE STUDY

EHS Today published an article entitled How Caterpillar Used Leading Indicators To Create World-Class Safety

Caterpillar implemented a Safety Strategic Improvement Process which focused on leading indicators of safety, and they realized:

85% REDUCTION IN INJURES

\$450 MILLION SAVINGS OF DIRECT AND INDIRECT SAFETY COSTS

Features of their initiative included:

- Enterprise-wide statement of safety culture
- Top down leadership and engagement with the process
- Clearly defined and linked roles & responsibilities
- Clearly defined accountability
- Consistency in establishing targets and reporting performance
- Consistent criteria for prioritizing issues and aligning resources
- Recognition for positive behavior and performance

CASE STUDY

At Walmart, metrics like lost time injuries have been reduced by **more than 50 percent** and incident rates and DART rates [days away from work, job restrictions and/or job transfers] are well below industry average.

Bloomingtondale's has **reduced safety claims by 41 percent**, helping the company save **\$2.2 million** in one year alone.

Louisiana power plant construction company launched an effective near-miss reporting program:

At start, near misses reported = 1 or 2 per month
3 months later, near misses reported increased 40x.
Continued to climb, near misses reported = 230 near-misses per week, or 100x

Worked first 1 million project hours without an OSHA recordable
18 months & 3.1 million hours without a lost-time injury
Lowered OSHA recordable rate and achieved VPP status

This initiative has built trust, encouraged employee involvement, enabled the identification and control of previously unknown or unrecognized risks, and enhanced management credibility through visible, positive action.

CASE STUDY

Organizations that have undergone major safety culture changes often agree that **management commitment** is the single "overwhelming" factor in achieving an effective safety and health program.

18 Specific Examples of Active Safety Leadership:

1. Chair the plant safety committee.
2. Have the safety function, where assigned, report to him/her.
3. Have a Board of Director's Safety and Health Committee.
4. Hold a monthly plant-wide safety meeting where he/she takes questions and addresses safety issues.
5. Have fatality/recordable incidents reported directly to him/her at the time of occurrence or in a given time frame.
6. Ensure that organizational safety expectations are absolutely clear by asking every member of the organization about them.
7. Be present, and supportive, whenever key safety issues are decided. Demonstrate they are as important as key product and quality decisions.
8. Spend daily time in the work environment (factory floor, construction site, work areas) asking people about safety and observing and commenting on issues.
9. Start every meeting with a discussion of safety or a safety tip.
10. Require a formal safety and health plan from every manager and hold them accountable for results.
11. Deliver the safety vision in person to every business/work unit (rather than sending it out in a memo).
12. Demonstrate commitment by picking up dropped items, moving obstructions, helping out for safety every day.
13. Make it clear that any accident is unacceptable and ask hard questions about everyone so people know he/she is really serious about having no accidents.
14. Empower every employee to do what's right for safety; support and encourage them when they make a mistake.
15. Try progressive approaches which fit into the company business strategy/and workplace culture.
16. Personally, attend safety training.
17. Kick-off safety classes (rotate among senior leadership team).
18. Know the facility safety rules; never violate any rules for any reason. Challenge and hold people responsible for anyone who does.

*Source - Beverly Kaye

yes

You can lead from anywhere and make a difference. Manage upward.

The MākuSafe Mission

Making the world safer through
technology and data.





THE HARDWARE SOLUTION

The MākuSafe Wearable Device

- Constantly gather and transmit data from directly on the worker
- Tracks factors that impact worker health, safety and productivity
- Real-time alerts and notifications BEFORE a violation happens

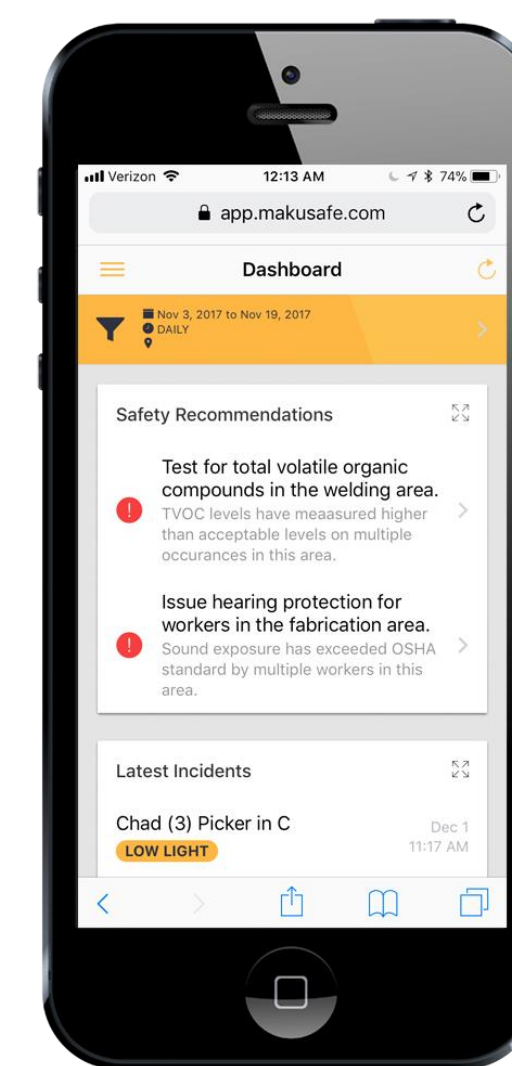
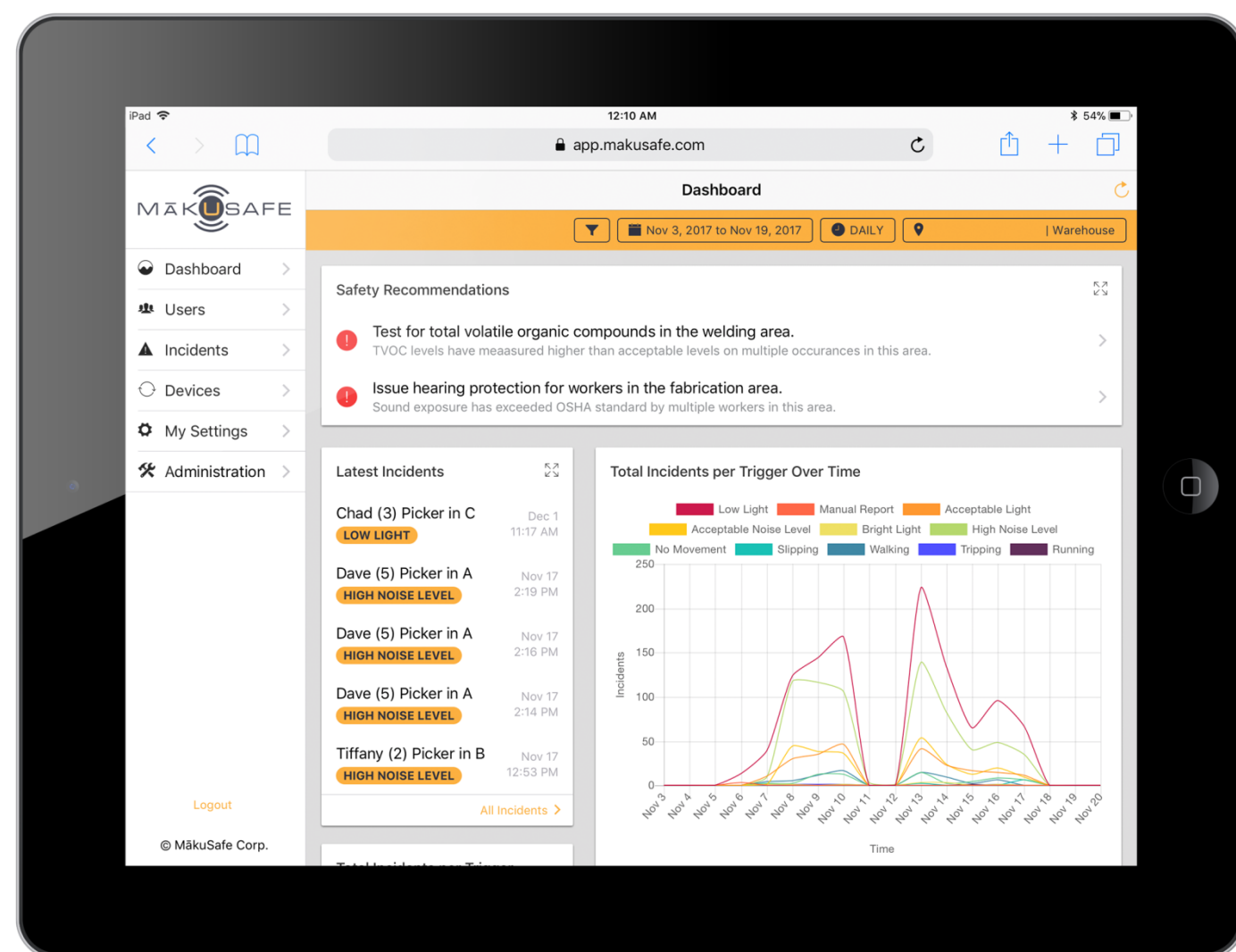




THE SOFTWARE SOLUTION

The MākuSmart SaaS Platform

- Machine Learning identifies trends to reduce accident risks
- Connects insurance company resources with their insured
 - Reduces paperwork and improves claims processes





<https://youtu.be/wXcgMJz4LoI>

MAKU SAFE

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SMART. SAFE. MĀKUSAFE.



MĀKUSAFE



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Thanks!