



Leadership By Design

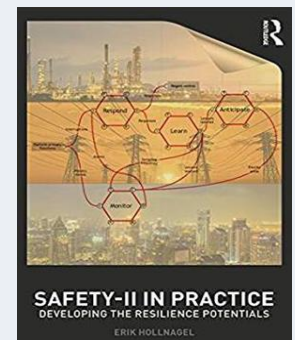
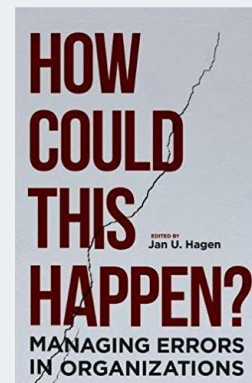
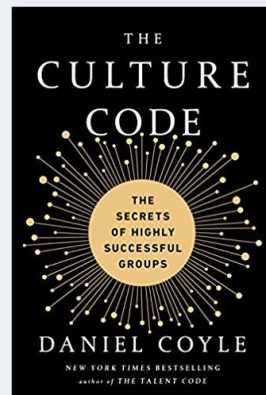
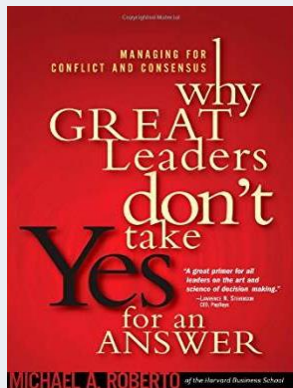
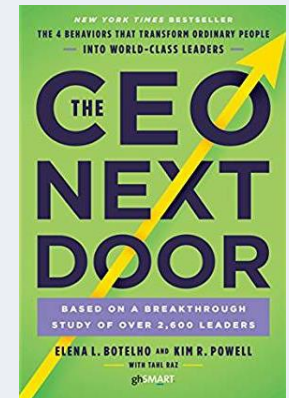
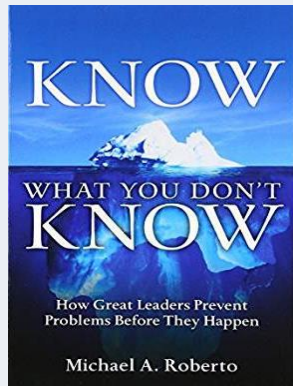
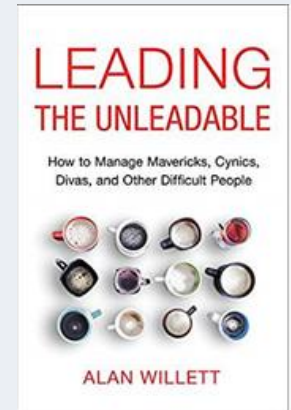
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"Reduce the Volume while Keeping the Essence"

Kitchen Jack Adams



Readability: *=Enjoyable read, specific techniques provided, **Academic focus, research based, some application or techniques, *** For the deep thinker and experienced practitioner—requires reader to create applications or techniques—heavy on philosophy and principles. Additional Formats: PDF-online PDF, TT=Ted Talk, YT=YouTube video

Topical Categories: Title/author column—For example: (1), (2), etc.

1. Human Performance Foundational Knowledge: Understanding Human and Organizational Error and Strategies for Preventing...
2. Event Learning – Help us understand from events and improve/prevent recurrence
3. Cognitive and Organizational Psychology; Behavioral Economics – Books that help us understand how and why we err, take risks, make bad choices, etc...
4. Influence and Behavior Change
5. Leadership and Management

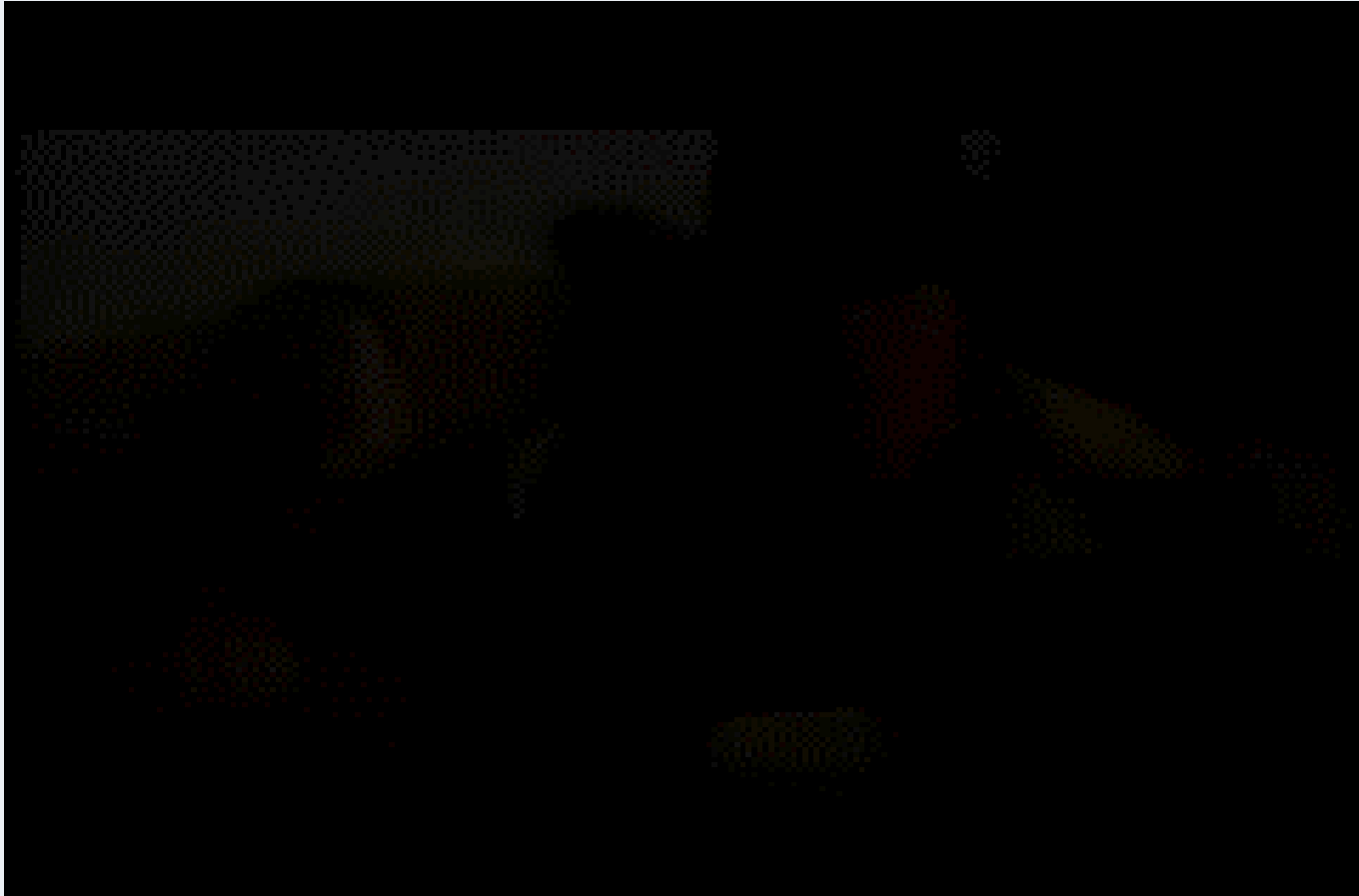
Title/Author	Primary Points and Content/Additional Format(s)	Readability
Safety Anarchist, Dekker, Sidney, Ashgate, 2017 (1) and (4)	Work has never been as safe as it seems today. Safety has also never been as bureaucratized as it is today. Over the past two decades, the number of safety rules and statutes has exploded, and organizations themselves are creating ever more internal compliance requirements. At the same time, progress on safety has slowed to a crawl. Bureaucracy and compliance now seem less about managing the safety of the workers we are responsible for, and more about managing the liability of the people they work for. We make workers do a lot that does nothing to improve their success locally. Dekker provides specific examples of workplaces that 'work', and safety programs that don't. https://safetyatworkblog.com/2017/11/08/the-safety-anarchist/	*
Skin in the Game, Taleb, Nicholas Nassim, 2018 (4)	Written, in parts, as an apologetic argument to the works of Thaler and Sustain, the phrase "skin in the game" is one we have often heard but rarely stopped to truly dissect. It is the backbone of risk management, but it's also an astonishingly rich worldview that, as Taleb shows in this book, applies to all aspects of our lives. (amazon review). It would help if the reader is familiar with Black Swan, Antifragile and Fooled by Randomness. Taleb salt and peppers a full library of quotes designed to inspire thoughts and actions in the field of human performance and change interventions. The basic premise: "Bureaucracies exist to ensure bureaucracies exist, producing solutions to problems that solve nothing but complicate everything" and "Those with Skin in the Game will always come up with solutions that are simple and straightforward to implement". https://www.youtube.com/watch?v=SlI0eO_oN9U	***
Leaders Eat Last, Sinek, Simon, 2018 (5)	"Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a "Circle of Safety" that separates the security inside the team from the challenges outside." (Amazon Review). Takeaway: Using examples from the battlefield to the shop floor, Sinek provides specific details on how great leaders build teams through trust and establishing processes, not citing slogans. <i>"When people have to manage dangers from inside the organization, the organization itself is less able to face the dangers from outside".</i> https://www.youtube.com/watch?v=ReRcHdeUG9Y	*



*Experience gets ingrained
while education gets forgotten*



Ever had this experience?



Random or Deliberate?

Complete the table by having someone answer the question affirmatively and correctly, place their initials in the box. Once the person initials box, they cannot place their name in any other box on your paper—until you have met someone else—Winner gets a name for every box listed on the sheet before anyone else does.

Has a family member that also works at Hanford	Traveled to at least three continents (Antarctica, Asia, Oceania/Australia, Africa, Americas)	Cross country or downhill skied on at least three different Mountains	Has painted the exterior of their current house	Bi-lingual: Fluent in two languages
Can name one song by <u>Beyoncé</u> <u>AND</u> <u>the Beatles</u> LJE	Has SCUBA dived in a tropical environment	Can name sports team whose name starts with "D" (not the location—Denver, Detroit, Dallas, etc.)	Is a Collector of (write in) <hr/> With at least 20 in their collection	Serves in Armed Services, any branch, any country
Has had breakfast, lunch and dinner in three different cities, all in the same day	Has seen every Star Wars movie (including Rogue One)	Bungee Jumped, Sky Dived or Base Jumped at least once	Stepped foot in the Pacific and <u>Atlantic</u> ocean in their life	Knows how to tie three different knots 1. 2. 3.
Plays a musical instrument (not a CD player, iPod or a Boom Box)	Would rather play board games like Scrabble, Pictionary or Cranium than videos games	Would rather ride a bike than drive a car (any type of bike—motorized, unmotorized)	Worked at a Fast Food restaurant at some time in their life	Born and raised in the Tri Cities (even if they have left and returned)

- 30 seconds to study the statements and participants
- When queued by instructor, ask someone you believe can affirmatively answer the statement—
 - If 'yes', they initial the block and place answer in the square
 - If 'no', move on to someone else
- You cannot ask the same person two different questions consecutively—you must ask someone else—does not have to be the same question
- Desired outcome: a different initial in every block completes the exercise
- Questions?



Trust and Conversation Killers....

- Mind Reading:
 - Focusing on Intentions Rather than Actions
 - Jumping to Conclusions about *Motivation* Issues instead of Examining the *Ability* issues (8 million sq. ft challenge)
 - *"Most people spend most of their time explaining something while spending very little time understanding it"*
- Fortune Telling:
 - If I say this, you'll probably do this with it
 - There is no Management Shield—Transparency Prevails
- Self Righteous Indignation
 - Defending the Indefensible
 - Pretty sure the problem isn't us (procedures, policies, training, resources....)



Leadership Challenge

Create a safe, reliable and productive work environment that *accounts* for the realities of a *multigenerational workforce sailing in a sea of constant, uninterrupted change.*



Leadership By Design Principles (Four of Ten)

- Driven by curiosity and interest not by consequences
- Create an environment that improves *motivation and ability*—by starting with *ability*
- Understand consensus is NOT a decision making tool
- Chose building over tearing down



Curiosity and Interest not Consequence

**“How many times
do I have to
remind you to wear
your safety
classes?”**



**“Not nearly as many times as I work with
equipment that needs to be fixed or how often I
try to stay engaged during your monotone pre-
job meetings, or how often I get rescheduled
for the safety training I should have had when
I started here.....”**



Changing the World

"Leaders change their world when they stop focusing on what they want FROM their employees and stay focused on what they want FOR their employees..."



A World of Hidden Messages



amazon.com.



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B.E.S.T. Observation & Feedback Process



Behaviors

Environment

Safety Controls

Talk (Coaching/Feedback)

Principles:

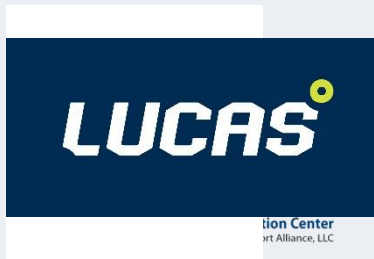
Checklist is in your head not your hand

You are an Observer 100% of the time

Observations have not occurred unless a conversation has as well

*Ask: How would I know what the expectation is:
the 4 P's*

Policy-Procedure-Practice (training)-Peer



Behaviors and Reactions

- Evaporative (driving through school zone, checking watch)
 - Moving equipment/guards suddenly into place
 - “Fidgeting with” PPE, tools, work packages
 - Stopping work—instantaneous breaks
 - Rearranging body position (ladders, mezzanine, cab)
-
- Informative
 - Awkward positions, static posture, repetitive motions
 - Stretching: overreaching, overexertion, poor positioning



BEST Observation Process



Environment
–Sensory (5 senses)

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Safety Equipment: PPE and Tools



Three questions: what *they are wearing* and what *they are using*:

- 1.) Is it right for the job?
- 2.) Is it being used in the right way?
- 3.) Is it in safe condition?



Engagement Question: Challenges NOT Mistakes



Learning By Design....

- Nike Corporation, Oregon
 - Change Your Habits to See Reality
- KAPSTONE/Columbia Sports Wear—LEAP Training
 - *Leadership Experience at Accelerated Pace*



Improve *motivation and ability*—
by starting with *ability*



Consensus is *NOT* a Decision Making Technique



Ranking Sheet
Elves Chasm Survival

A Your Rank	B Expert	C Difference	Items Left for Use	D Team Rank	E Expert	F Difference
			Clean, long sleeve shirt			
			Aviation Mirror			
			Buck Knife, 4 1/2"			
			Waterproof Map			
			Flashlight, batteries			
			SPF 30 sunscreen			
			Pair heavy wool socks			
			Heavy wool sweater			
			6 granola bars, 2 oranges			
			Butane lighter			
			Full body rain suit			
			Large trash bag			
			Candle			
Your Score	G:			Team Score	H:	



Be A Builder...Not a wrecker



**I saw them tearing a building down,
A gang of workers in our small town;
With a mighty heave and a boisterous yell,
They swung a beam
And a sidewall fell.**

**I asked their foreman: Are these folks skilled?
The one's you'd use if you had to build?**

**“No”, he answered, “no Indeed,
Unskilled labor is all I need”**

**These folks can destroy in a day or two,
What it took a builder a year to do”.**

**And as I turned to walk away,
I wondered: which role have I had to play?
Am I a builder who builds with care,
Carefully, measuring with rule and square?
Do I live my life according to a well laid plan
Constantly doing the best I can?**

**Or am I content to walk this town,
Satisfied with the labor of tearing down?
(Original credited to Charles Benvager, updated)**

