


ROADMAP TO SENIOR LEADER BUY-IN

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Our Roadmap

- 7 Principles
 - Preparing
 - Marketing
 - Following-Up

New Tool!



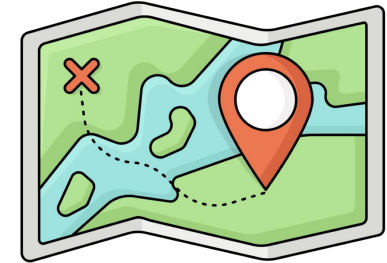

Quote

It won't work if they're not bought in. If those senior leaders weren't aligned around making money, you wouldn't make money. Safety is just one more business imperative.



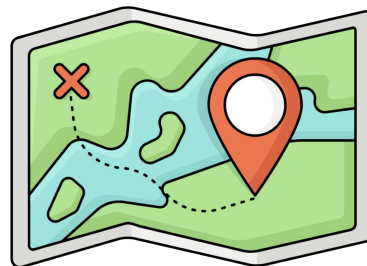
7 Principles

1. Have the Right Senior Leaders
2. Leverage Reporting Structure
3. Build Trust Through Relationships, Collaboration, and Success
4. Seize Opportune Moments
5. Craft Compelling Arguments
6. Establish Metrics and Regular Review
7. Be Persistent & Patient



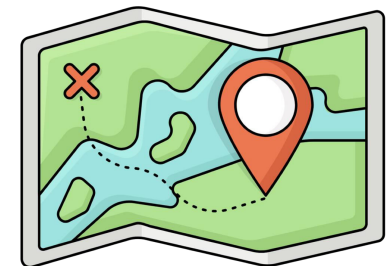
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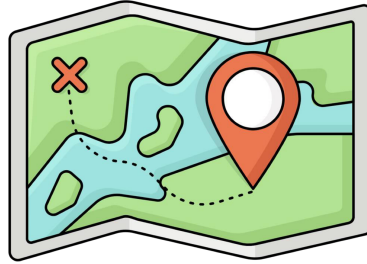
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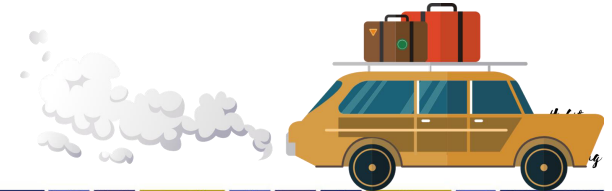
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Preparing



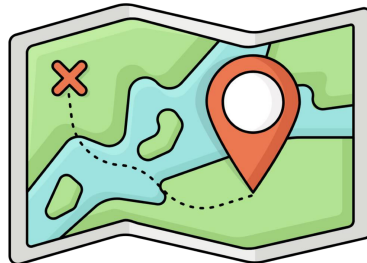
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Have The Right Senior Leaders

Factors that drive senior leader support of safety initiatives

1. Personality
2. Values
3. Priorities
4. Past Experiences
5. Corporate Culture
6. Personal Legal Liability



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Quote

There's really little to no resistance for anything. Everybody does get it. I think it's one of those things that everybody kind of sees. Safety is a priority for not only us. They care about other people but our customers require it as well. I don't think that there's really any hesitance to putting forth an initiative around safety at all.



Quote

It was just in the pattern and in the rhythm and in the natural fabric to let's talk about safety, how we did yesterday, what are we doing today. They did a good job of that. It wasn't perfect, but it was just steady and constant, and it felt weird if somebody missed it.



Quote

There's lots of talk from leaders. I just wish some of them would actually keep their word. How many times do you hear, "That's a great idea. We should follow through with it." And that is the last you hear of it. That's the death sentence.



Key Take Away

Cultivate, Recruit, & Promote The Right Leaders



Quote

Organizations choose who is in their senior leader roles. It can be key criteria for selection.



Anecdote



When the Senior VP retired, a new Senior VP was hired from outside the company. He says the right things and supports the efforts financially, but it's different. He's riding on the coat tails of the prior success without understanding the significance



Have The Right Reporting Structure

- 1.CEO
- 2.President
- 3.Senior/Regional VP
- 4.Seat on Board
- 5.Dedicated Time on Agenda



Quote

At every meeting, the VP asks, “What else can we do with safety? What are we not giving you? What concerns are not being addressed? Who is giving you a hard time?”



Quote

I had a one-on-one meeting with the vice president every week. It was 5 to 10 minutes, and I would just give him a briefing on how things were progressing.



Key Take Away

Safety Needs To Have
A Seat At The Table
Where Decisions Are
Being Made.



Build Trust

1. Relationship
2. Collaboration
3. Build Track Record of Success



Build Trust: Relationships

1. Time
2. Personal Connection



Quote

I am doing great I always feel like we can do better but I'm definitely not in the worst shape. There's other guys in our department that get just about no cooperation.



Build Trust: Collaboration

1. Multiple Responsibilities
2. Want to Co-Create
3. Their Own Priorities



Quote

Be prepared to bring up a solution, talk about it, and come up with a whole new solution. Respect their role because, ultimately, it's their company. We're just there consulting. You go, "Hey, here's what we're seeing out there. What do you want to do?" or "Here's solution to the problem. Is this how you want to address it or do you have other ideas?"



Quote

How do we help you accomplish your goal? Safety and operations are a team, not opposing forces. But it is a balance. You still have a duty to protect people and not let them run over you. But find the common ground.



Build Trust: Build Track Record

1. Start small, then expand existing initiatives in scope or depth
2. Start tangible



Quote

We provided training on a customer site that included the customer. The customer asked if they would include other contractors.



Reality Check



Some Initiatives Are Easier Than Others



Case Study



A company-wide cellphone policy was adopted within a few months.

A BBS program took about 3 years.



Quote

We got better traction, and I think in the process, we got respect because we we understood the budgetary challenges. We understood that there are different ways to get there, and maybe it was better because we had our expertise and teams all the way through. In the end, it wasn't it wasn't my program. It was our program.

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Key Take Away

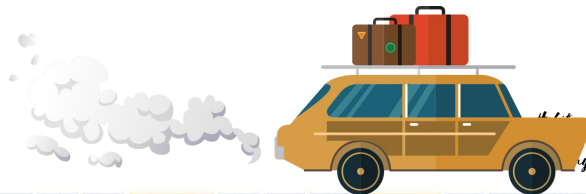
Trust Is The Most Solid Foundation You Can Build On.



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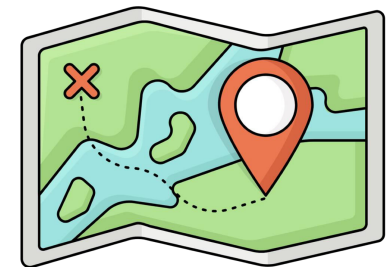


Marketing



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Seize Opportune Moments

1. Incidents

2. Avoiding Competing Initiatives
3. Partnering With Compatible/Concurrent Initiatives
4. Requests
5. Cultivate Champions



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Case Study

A significant incident with the potential for a fatality at a large pharmaceutical company launched an organization-wide effort:

1. Identify high-risk activities
2. Re-evaluate all processes for high-risk activities
3. New reports
4. Adoption of learning teams



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Seize Opportune Moments

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Quote

It helped because they came to me and said, we need a proposal for how you're going to fix this. I created a plan with short-term and long-term steps. During the discussion, I was identifying if this was a blocking objection or a legitimate concern.

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Seize Opportune Moments

1. Incidents
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- 5. Cultivate Champions**



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Quote

Always go in there with allies. Prep some people ahead of time. Have some sidebar meetings and kind of explain yourself. “Maybe you can chime in your two cents or your opinion?”

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Key Take Away

Pay Attention To The
People And Events
Who Can Help You



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Craft Compelling Arguments & Stories

1. Safety: Reduction in Frequency or Severity
2. Reputation
3. Recruiting
4. Retention
5. Productivity
6. Profitability



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Quote

Don't think that people should automatically support (a safety initiative), that this is a requirement, so we have to do it. Yeah, I get OSHA says it, but here's why it's good for us. Here's why it's going to be positive for our company to care about this.



Quote

You pitch it from the numbers. We had half a million in claims vehicle accident claims last year. These cameras are going to cost us \$60,000. If this \$60,000 equates to \$200,000 less in vehicle claims, it's worth every penny.



Quote

You have to make those injuries personal. Each one of those represents somebody. I've started talking about lost time injuries as "people that go away from work." These are skills that you lose for a period of time while they're out, and you can't backfill that role. It's a head count that you can't replace because they're coming back at some point in time.



Key Take Away

Know Your Audience

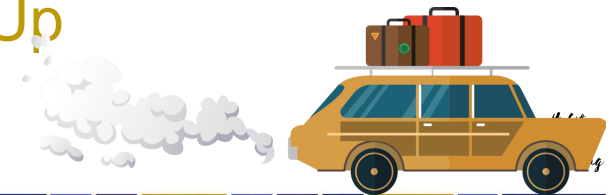


Quote

Ask (your senior leaders), “Why do you say no to a safety initiative? Why do you say yes? What factors contribute to your decision making?” The better you understand them, the better you can present your proposal.

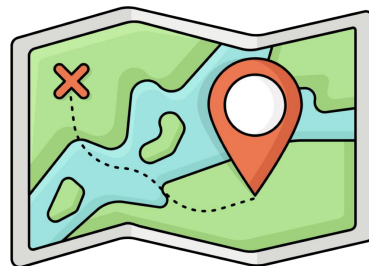


Following Up



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Establish Metrics & Regular Reviews

- 1. Identify specific actions for senior leaders to take**
2. Identify specific leading indicators
3. Scheduled meetings/time to review leading indicators



Quote

You have to be very cautious about what you ask them to do because their time is pretty precious. Everything you ask them to do will have to be prioritized over or under something else. I tried to make it not just simple but done in the least amount of time possible to get the biggest impact.



Establish Metrics & Regular Reviews

1. Identify specific actions for senior leaders to take
- 2. Identify specific leading indicators**
3. Scheduled meetings/time to review leading indicators



Quote

We call it a safety scorecard. We track for each month and they have to be involved. When they're not doing what they need to be doing then the branch managers get involved.



Establish Metrics & Regular Reviews

1. Identify specific actions for senior leaders to take
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Quote

I had a one-on-one meeting with the vice president every week. It was 5 to 10 minutes and I would just give him a briefing on how things were progressing.



Key Take Away

Agree On The Specifics
And Follow Up



Be Persistent & Patient

1. **Think long-term. Be prepared to wait for results and impact**
2. Assess results and adjust course
3. Look For
 1. Alternative solutions
 2. Alternative funding (grants)
 3. Other successes to build on
 4. Other initiatives/departments to partner with
 5. Data or incidents or injuries that make case for addressing now



Quote

The annual training refreshers are four hours. You have to pull all your guys from the field. Three years ago, when I started, it used to be tooth and nail, just fighting, just getting eye rolls and grunts and typical dude stuff. But now my senior managers are calling me, "Hey, this year when we do our Annual Refreshers, can I have half an hour on the agenda?"



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Quote

There's always room for do-overs. If something doesn't feel like it's hitting the mark, you can try it again. Just come at it a different way. You can always reset. You can always have a safety stand down and say, "Okay folks catch your breath. We can do better. How do we do this?"

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Quote

Don't let hearing no get you down.

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Quote

It's a shared responsibility. The safety person has to say, "What can I do differently? What is my piece of this puzzle? How can I approach this differently? What haven't I done? Have I been at the meetings? Have I done the extra work to be well established and regarded so that when I do have something to say, they're going to listen."



Key Take Away

Observe, Strategize,
And Act When The
Time Is Right.



We've Arrived!

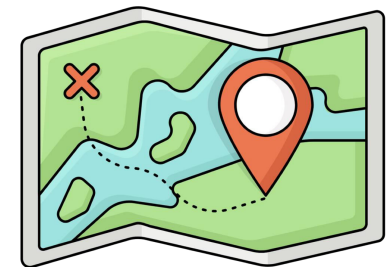


**THE BUY-IN WORKSHEET:
YOUR ROAD MAP TO
EXECUTIVE BUY-IN**



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Please complete the Online Evaluation

<https://www.surveymonkey.com/r/2024NationalSafetyProfessionalsConference>



Case Study

We tackled the problem together. We first tried a nursing line. It didn't get results. It turned into athletic program with on-site physical therapists. Also, changed to an open climbing system that reduces hip thrust motion.

