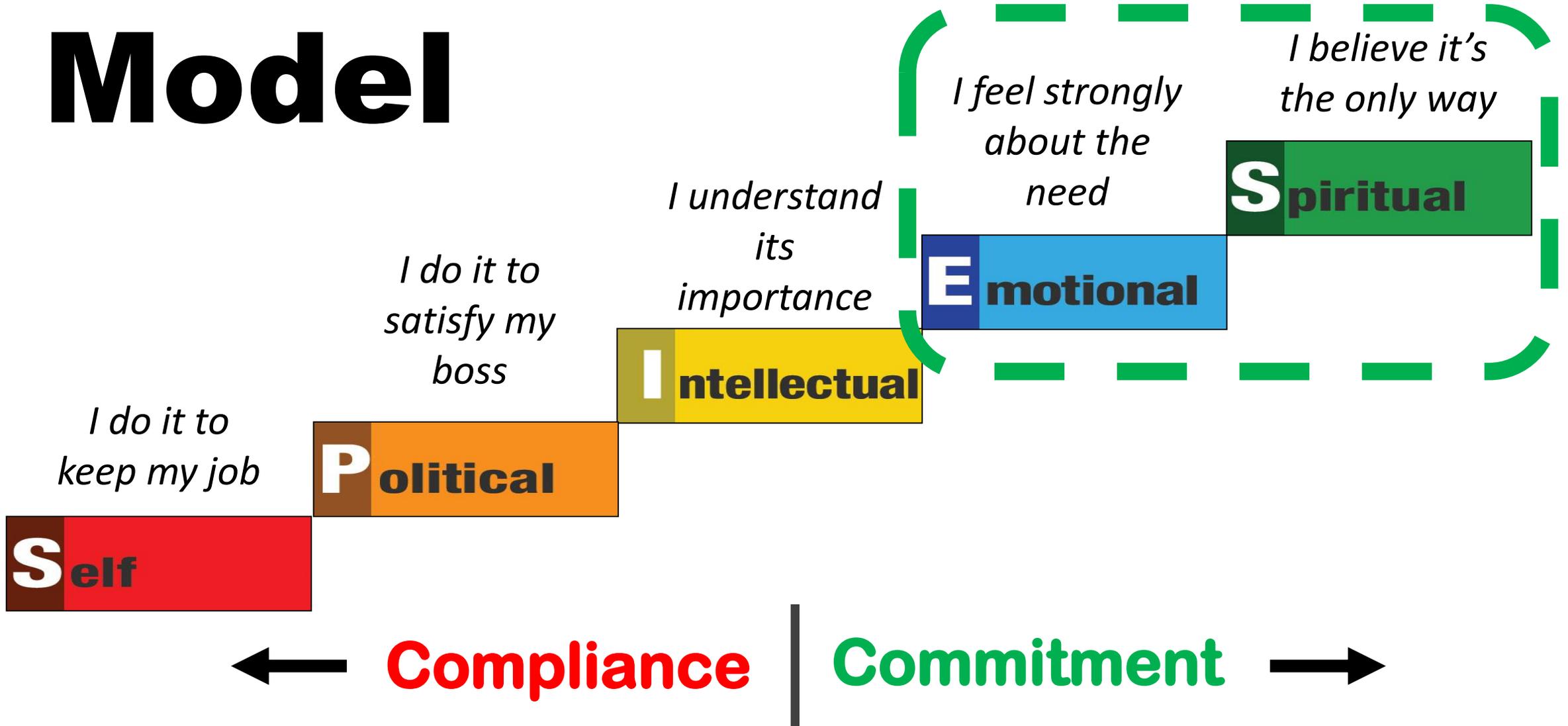


HSSE Leadership



SPIES Model



Leadership Engagement Types

COERCION



No engagement

Short-lived compliance

Arguing

Turf Wars

INTIMIDATION

CONTROL



Limited trust

Inconsistent compliance

Work because you have to

Selfish purposes

BLAME

CARE



Empathy; listening

Creativity; Ownership

Clarity

Want to work

PARTNERSHIP

The people are fashioned according to the example of their king; and edicts are of less power than the life (example) of the ruler. Claudian, c. 365. Egyptian epic poet.

GREAT LEADER

VS

NOT-YET-GREAT LEADER

- Inspire & motivate by making a compelling case for taking tough actions and sharing ownership for the journey
 - Encourage the team to recognize and reward actions that achieve business objectives in the most effective way
 - Use “We”, “Us” when describing



- Fail to inspire and motivate; refuse to share ownership of tough actions
 - Using “them”, “others” when describing the challenge
 - Resist any change in your plan/activities
 - Fail to make a decision
 - Complain or blame others
 - Vocally and publicly question, second guess, or outright disagree with decisions made



Climbing the Leadership Ladder

Step 4 - The Provider



- People follow because of what you do for them.
- This is where long-range growth occurs.
- Your commitment to developing leaders will insure ongoing growth to the organization and to people.

Step 3 - The Producer



- People follow because of what you do for the organization.
- This is where success is sensed by most people.
- They like you and what you are doing.

Step 2 - The Coach



- Leadership by permission - you command, not demand.
- People want to follow - confer leadership on you.
- People will follow you beyond your stated authority.

Step 1 - The Boss



- You develop dependent subordinates, not followers and certainly not self-leaders
- People do what you say because they have to
- People do what you say because you occupy a position.
- Your influence does not extend beyond the lines of your job description.

Step 5 - The Champion



- People follow because of who you are and what you represent.
- This step is reserved for leaders who have spent years growing people and organizations.
- Few make it: Those who do are bigger than life.



It's All About Our Family!

