



Virtual Conference
ASSP Region VI 2020 PDC
September 15 - 18

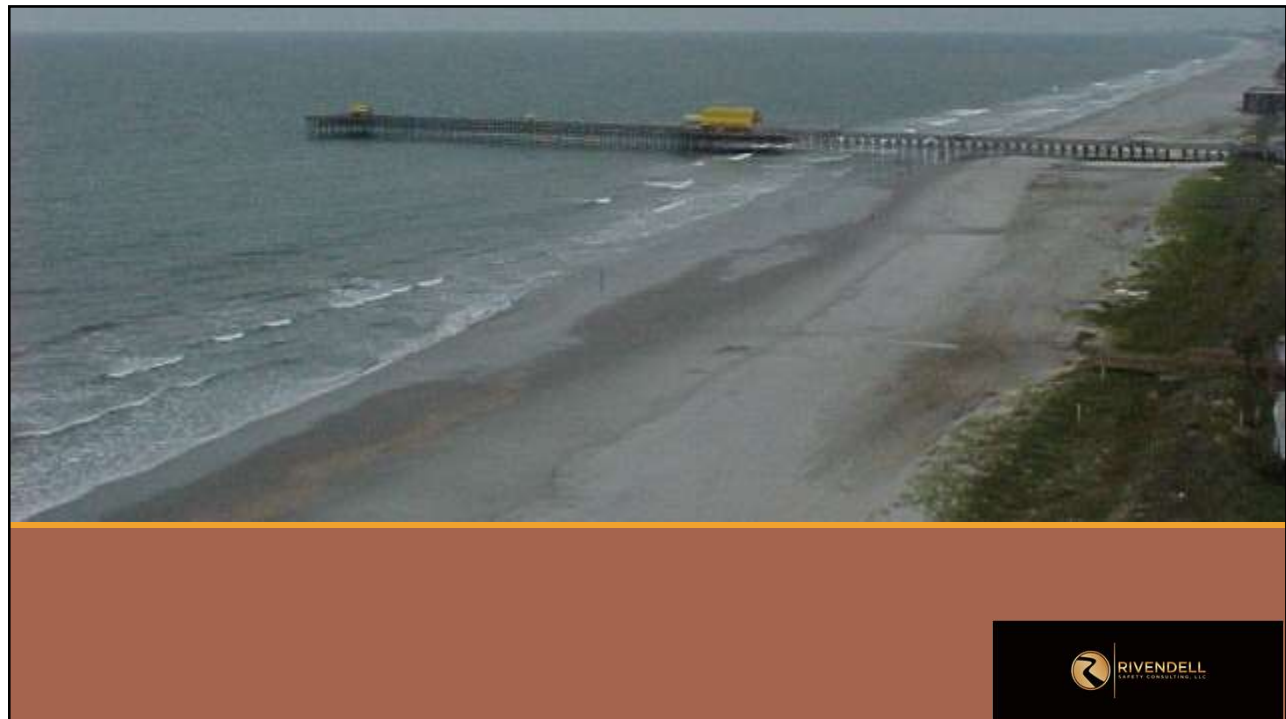

**AMERICAN SOCIETY OF
SAFETY PROFESSIONALS**
Region VI

Leading Through Crisis and Change

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EXECUTIVE VP – RIVENDELL SAFETY CONSULTING



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Agenda

- Lessons Learned
- Tips for leading through uncertainty and change
- Leadership Styles and Use



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The subjects of leadership and culture are the two most important considerations among the conditions necessary to achieve excellence in safety...Culture is established not by written policy, but rather by leadership; by day-to-day actions and decisions; and by the systems in place that ensure whether safety activities (performance) of managers, supervisors and work teams are carried out.

- 1996 Dan Peterson, Accidents and Safety Management Ch 59



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LEADING THOUGHTS

SAFETY LEADERSHIP DURING UNCERTAIN TIMES

By Anil Mathur and Robert Pater

Master strategists know that certainty is an illusion, that the best leaders are most needed and actually make their greatest impact when everything is up in the air, changing, shifting and buffeting.

Anil Mathur
Anil Mathur is president and CEO of Oregon-based Alaska Tanker Co., which operates oil tankers from Alaska to Washington, California and Hawaii. Mathur earned an M.B.A.

During those times even the most clear-eyed visionaries can at most predict a wide range of possibilities that might be marginal at best. When branching paths veer toward vastly disparate, not readily predictable futures and where the only certainty is stress. In the land where the classic VUCA situation (volatility, uncertainty, complexity and ambiguity) prevails. Situation normal for many leaders.

much larger tankers. All this in an industry with significant ups and downs and looming uncertainties. He has found, and he has a long track record to back him, that people can achieve extraordinary performance under difficult conditions.

So, here's the secret of best leaders: they don't wait for the storm to hit to start steering. They prepare in advance. And, like master internal martial artists, they live in each moment as much as possible so



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The Times They are a-changin'

V
U
C
A



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The Times They are a-changin'

Volatile

Uncertain

Complex

Ambiguous



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Response in Times of VUCA

Communication

Communication

Communication



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In the absence of information, people will

- A. Assume the best
- B. Assume the worst
- C. Make stuff up
- D. B and C



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Communication



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Communication

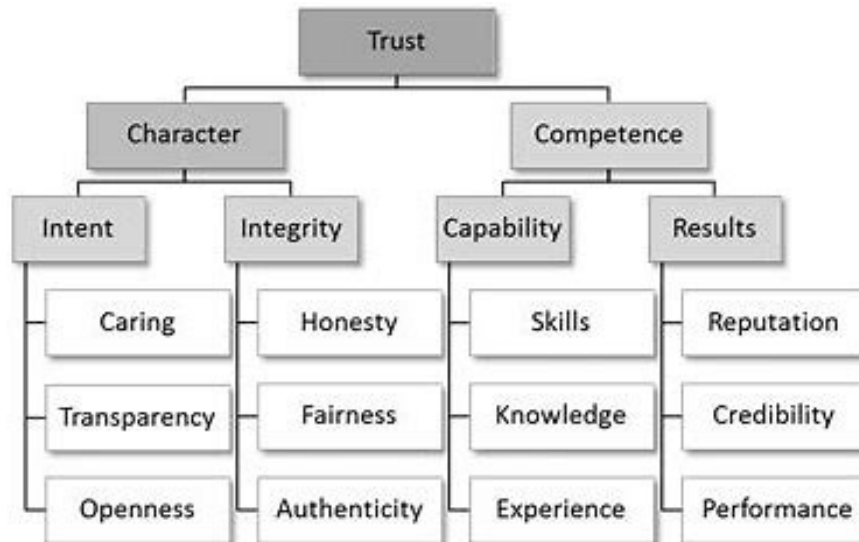


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Trust



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Leadership Styles

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Common Leadership Styles

1. Autocratic Leadership
2. Laissez-Faire Leadership
3. Strategic Leadership
4. Democratic Leadership
5. Servant Leadership
6. Transactional Leadership
7. Coach-Style Leadership
8. Bureaucratic Leadership



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Autocratic



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Autocratic

PROS

Decisions can be made quickly
 Direction is very clear
 Direction is definitive

CONS

Human factors most likely not taken into account
 Other factors may not have been considered
 Not sustainable in the long run



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Transactional

PROS

Establishes roles and responsibilities
 Rewards for meeting established guidelines

CONS

May encourage bare minimum of work
 Can de-motivate if incentives not well thought out
 Can remove intrinsic motivation



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Bureaucratic

PROS

May consider input of others
Current processes considered successful

CONS

Strictly by the books
Tend to reject new or non-traditional ideas
Inhibits innovation

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Democratic

PROS

Each member provides input
Allows all to have a say
Increases buy in for decision

CONS



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Servant Leadership

PROS

Serves greater good
Tied to values
Inspiring leaders

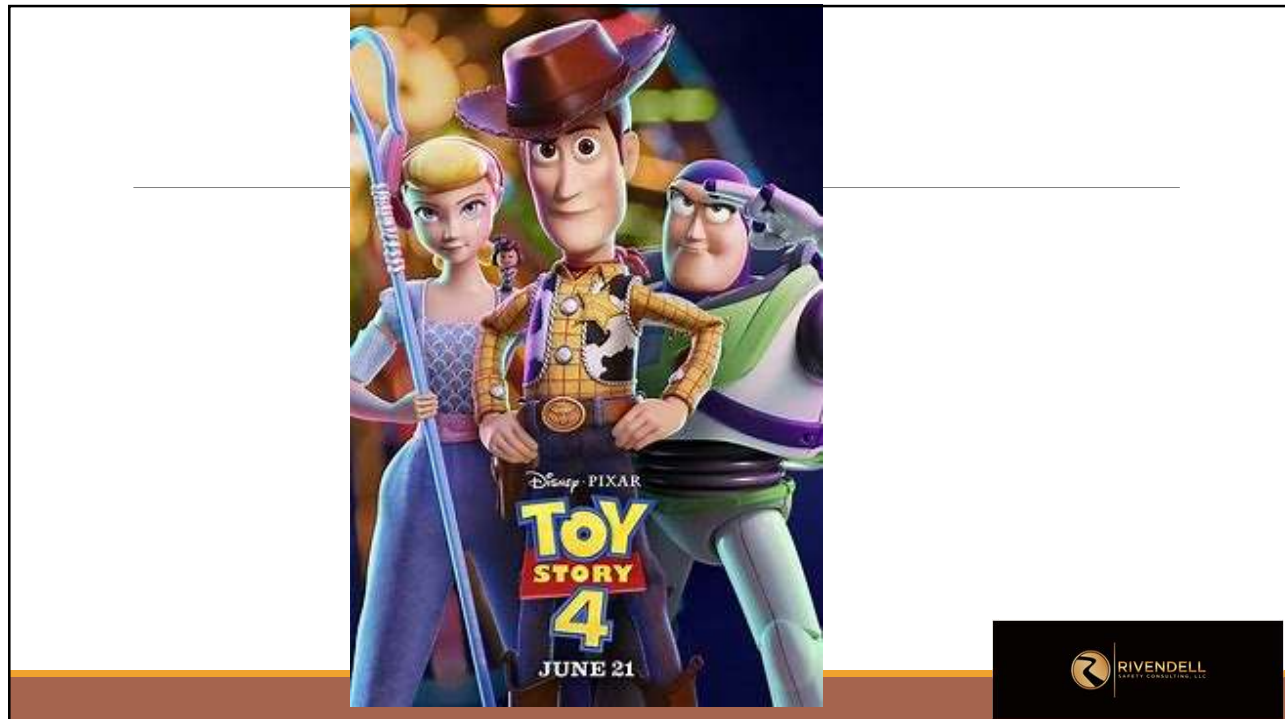
CONS

Have to know yourself first
May influence how you perceive other
leaders



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Summary

It's not just the pandemic

VUCA

Communicate

Know Yourself

Walk the Walk

Have a plan



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Discussion

