



**EHS**Today<sup>®</sup>

# Safety Leadership CONFERENCE

Orlando World Center Marriot, Sept. 19, 2023

[safetyleadershipconference.com](https://safetyleadershipconference.com)

# Safety Leadership Conference 2023

## Aligning Transformational Safety Leadership with Corporate Culture

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Keynote1.cintas2.ppt

# Our Objectives this Morning

- Basic concepts & principles of Transformational Safety Leadership
- • How safety professionals can integrate EHS into their organizational cultures and leverage corporate momentum.
- • The lost opportunities that result from EHS leadership vacuums.
- • How transformational leadership can work for existing or future issues.

**Successful safety and health professionals are aligned with their enterprises cultures and values**

# **A Short Primer on Transformational Safety Leadership**

- **Two different leadership styles:**
  - **Transactional Leadership**
  - **Transformational Leadership**

# Transactional Leaders

- **A *quid pro quo* relationship between the worker and leader – disciplinary action**
- **Task oriented**
- **Command/control**
- **Preserves existing culture, conditions and practices**
  - **i.e. preserves the *status quo***
- **Focuses more on the **WORK** than the **WORKER****

# Transformational Leaders

- Results in the worker's values aligning with their leader's values – **mutual self interest**
- Empowers the worker to **ENGAGE** in the work process
- The leader is personally **ENGAGED** with the worker – the leader cares about the worker
- Maximize/optimize the contribution of the worker = **Functional Excellence**
- Focuses on **both** the **WORK** and the **WORKER**

# Calibration Check

- **Examples of TRANSACTIONAL Safety Leadership**
- **Examples of TRANSFORMATIONAL Safety Leadership**



# Transactional Safety Leadership (TASL)

- **OSHA compliance**
- **Task oriented**
- **Focus on after the fact metrics, e.g. TRIR, LWDCR, WC costs**
- **Focuses on the output not the people delivering the output**

# Transformational Safety Leadership (TFSL)

- Authentic behavior observation
- Employee participation in JSAs, program development
- Workers feedback/input sought and valued
- Workers involved with inspections/audits
- Focuses on BOTH the worker and the output
- **B/L: Workers are ENGAGED in the Safety process.**

# Transactional Leadership...

- .... is not bad leadership, in fact it is essential
- As with so many leadership characteristics, the concept of BALANCE comes into play.
- Transactional leadership will not maximize/optimize the contributions of the work force.
- Most managers are hard wired TAL
- Where is your management?

# Quiz Time!

**What percentage of the American Workforce is engaged on the job?**

**75%    66%    33%    25%**

**Choose one**

# Gallup's Actual Findings

**Note: 195,600 workers in the survey**

- **33% Actively engaged**
- **51% Not engaged**
- **16% Actively disengaged**

**A 67% Opportunity**

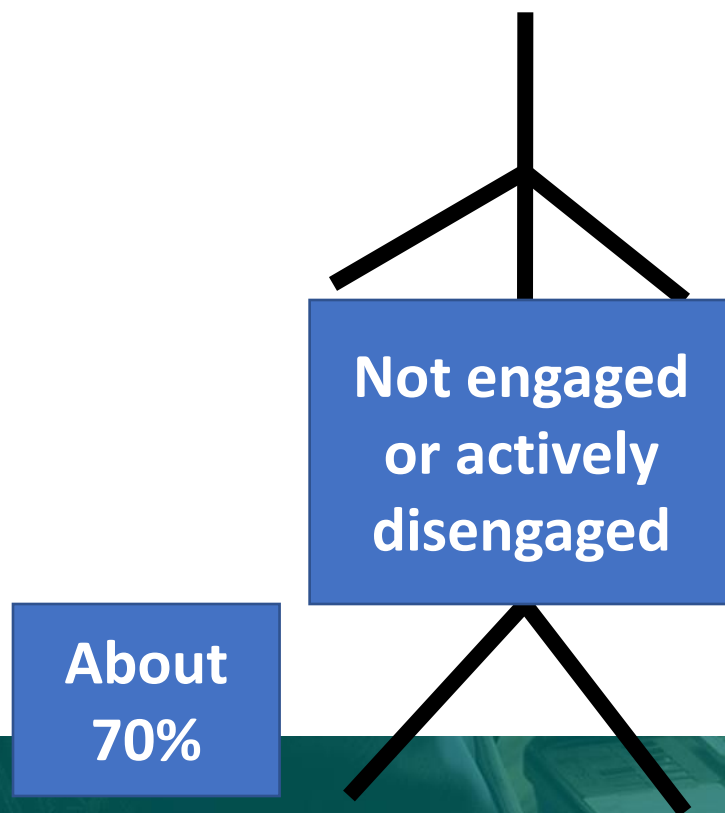
# Gallup Findings - Safety

**Specific to safety they found, “Engaged workers are more mindful of their surroundings, more aware of the safety procedures and diligent about keeping their coworkers protected.”**

**Now for a short tutorial on work systems**

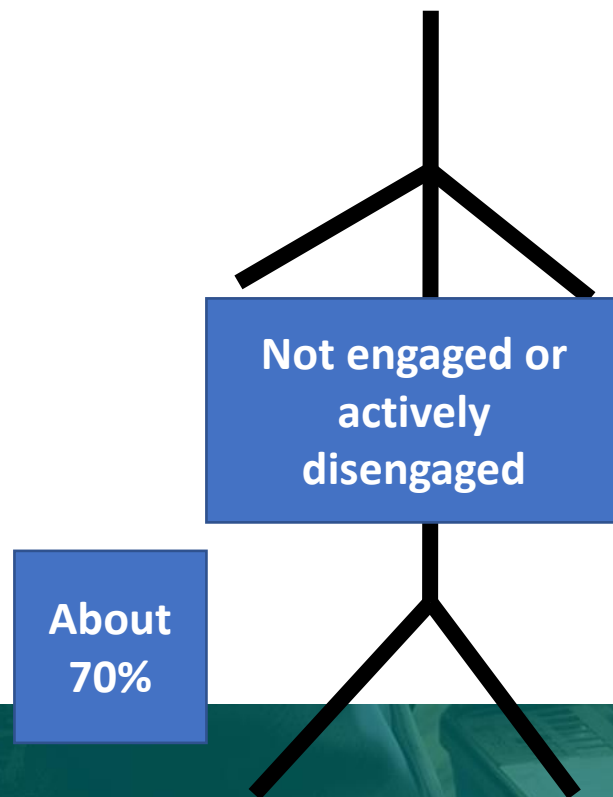
# Work Systems and Engagement

**Transactional  
Traditional**

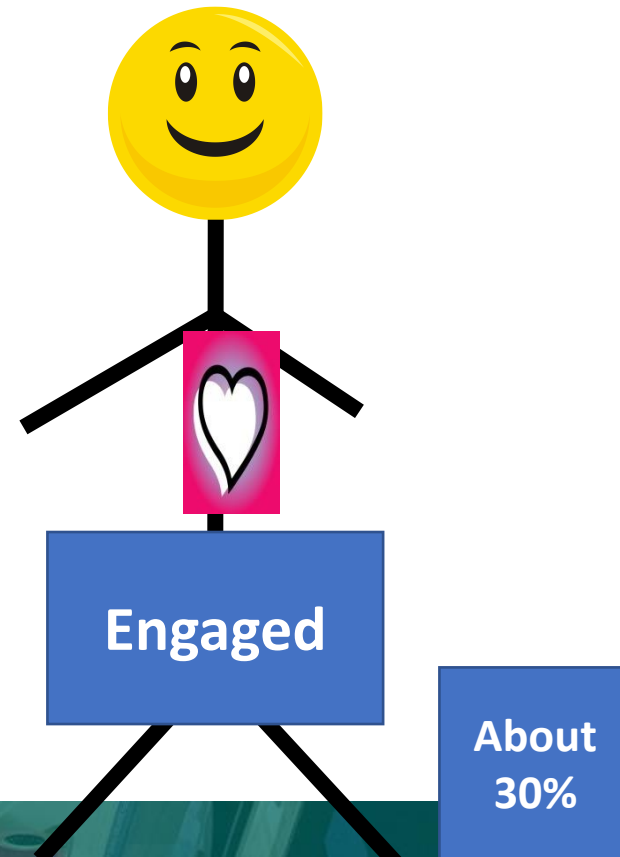


# Work Systems and Engagement

**Transactional  
Traditional**



**Transformational  
World Class**





**OK, so how do we increase engagement?**

**By becoming more transformational  
and less transactional.**

# On becoming a TFSL

**Three overarching attributes:**

- **Listening – a skill**
- **Caring – an attitude >> behavior**
- **Engaging – developing a connection**

# Listening Characteristics

- Seeking first to understand, then to be understood
- Listening for meaning and feeling and not just for facts – **empathic listening**
- Not interrupting or developing a response while the person is speaking

# Caring

- **Being interested and sensitive to the needs of others**
- **Demonstrating in a visible way you really care about the health and safety of your employees**
- **Interacting with workers in a manner that says “I care”**

# Engaging

- **Communicating directly with subordinates in a caring and friendly manner**
- **Conveying a sense of worth to subordinates i.e. they are not just a cog in the wheel - HPWS**
- **Linking the workers needs with the company's mission – Mutual Self Interest**

MANAGEMENT AND  
LEADERSHIP SKILLS  
— FOR —  
ENVIRONMENTAL HEALTH AND  
SAFETY PROFESSIONALS



**HSPH.ME/EHS-LEADERSHIP**

**March 18 – 21, 2024**

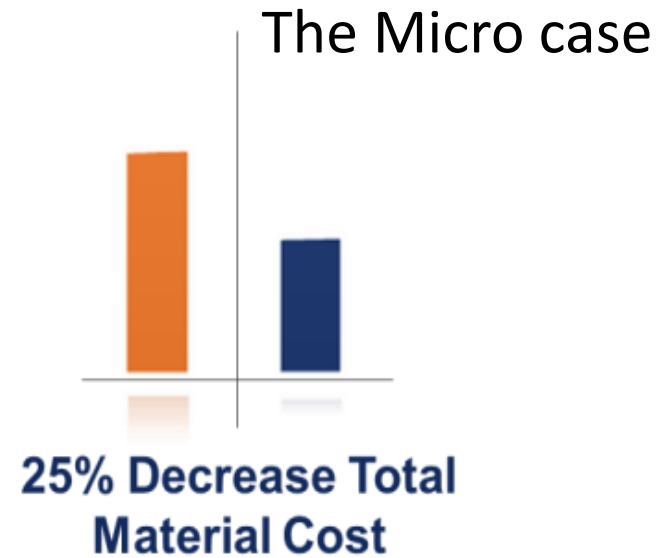
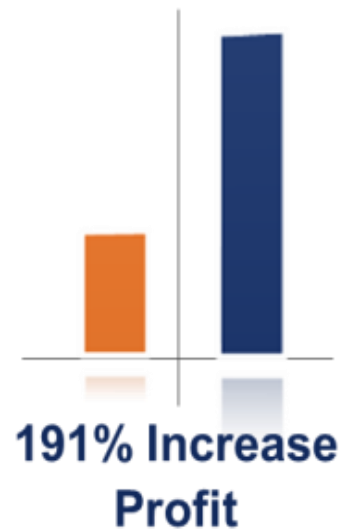
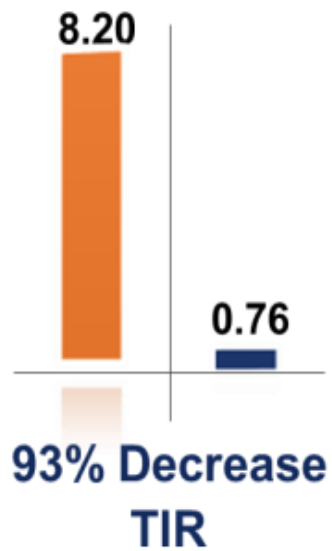


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Executive and Continuing  
Professional Education

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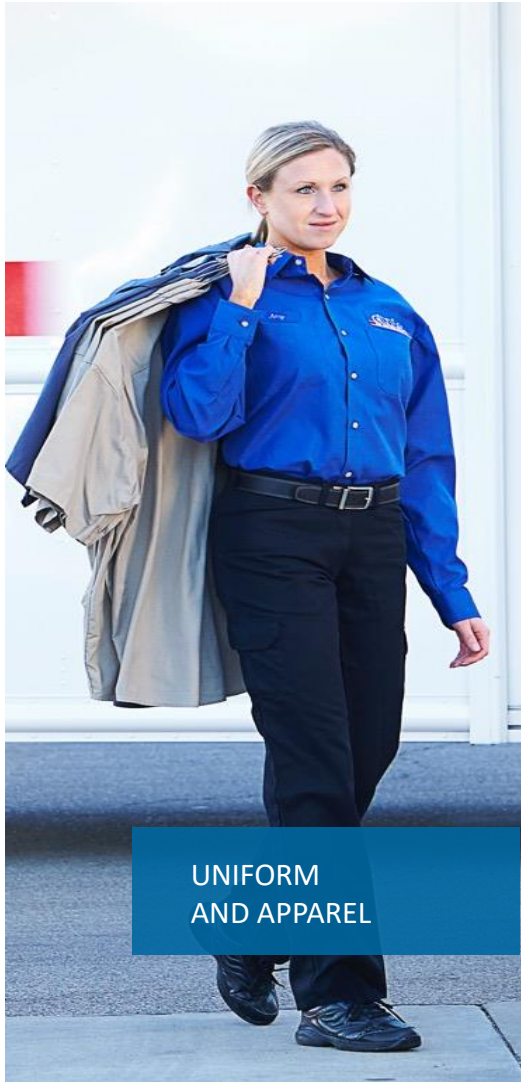
# Segue to Cintas

- **June 22-23, 2010, Executive Safety Engagement Meeting**
- **Solid example of the impact of TSFL not just on safety but other critical business outputs i.e. **Functional Excellence****



**The impact on important business measures when the culture becomes more transformational.**





UNIFORM  
AND APPAREL



FACILITY  
SERVICES



FIRST AID  
& SAFETY



FIRE  
PROTECTION

# That “CULTURE” Thing

“H&S performance is a reflection of corporate culture and **leadership** influences that culture more than any other group.”



Responsible

Diverse

Sustainable

Trustworthy

Admirable

Fortunate

Cintas empowers our partners to achieve their best each day, so we can strive for better together.





# Safety is a Core Value

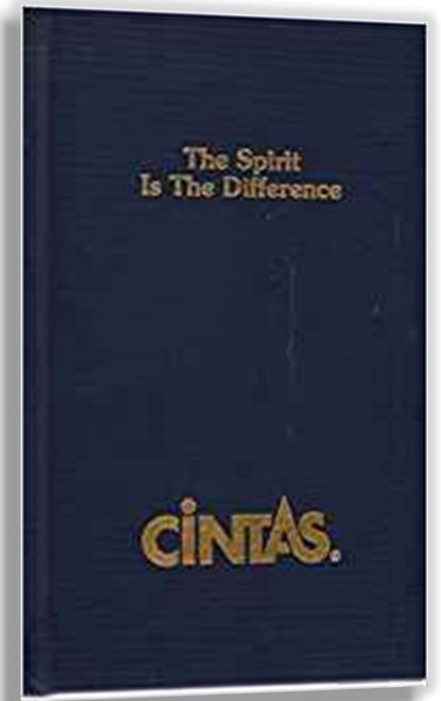
“Safety must become something much more than a subject we manage. It will become **part of our corporate culture** and will be a **foundational part of everything we do** as a company.”

-CEO Scott Farmer  
2008

# Leading by Example



***“Dick Farmer ... developed a deep respect for the folks who worked on the production line.”***



*“He learned when there was a problem, the quickest way to find a solution was to ask the people doing the work – ‘what’s wrong?’ They almost always knew.” - The Spirit Is The Difference p. 4*

# It's all about our PARTNERS





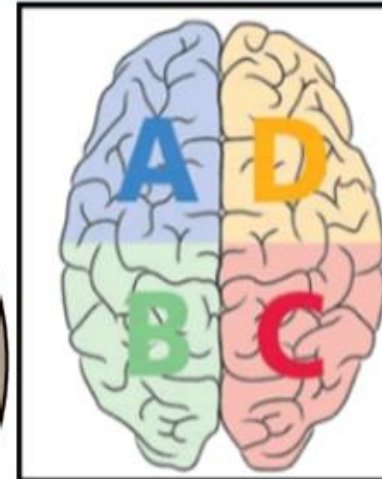
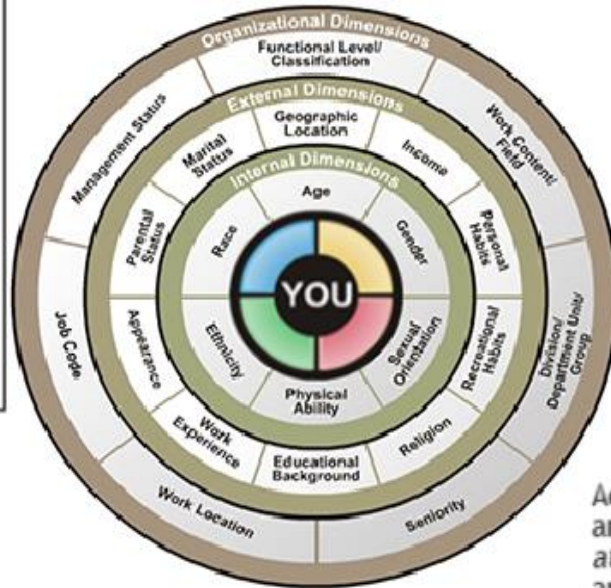
# Our Safety Vision



- Every Cintas location is injury, illness, and collision free
- **Every partner is engaged in continuously improving safety**
- Cintas is widely recognized as one of the world's leaders in safety and health performance

# Diversity & Inclusion

- Do safety through them...not to them!



Adapted from Lee Gardenswartz and Anita Rowe, *Diverse Teams at Work*. Internal dimensions and external dimensions adapted from Marilyn Loden and Judy B. Rosener, *Workforce America!*





Our Categories with  
**+90% favorable ratings**

Cintas Overall (38,480)



**SUSTAINABLE ENGAGEMENT**



**EMPOWERMENT**



**SAFETY**



**DIVERSITY &  
INCLUSION**



**CINTAS**  
READY FOR THE WORKDAY™



***Top 20 VPP Star Site  
Rankings\****

	Company	VPP Sites
1	Cintas	127
2	GE	36
3	Raytheon	34
4	Marathon	33
5	Covanta	32
6	Total Safety	29
6	Sherwin Williams	29
8	NuStar	28
9	Monsanto	27
9	Milliken	27
11	Phillips 66	25
12	IP	23
12	Energy	23
14	Frito Lay	21
15	FPL	20
16	Honeywell	18
16	Nucor	18
16	Bayer	18
19	OSHA	17
20	Turner	16
20	Zachry	16

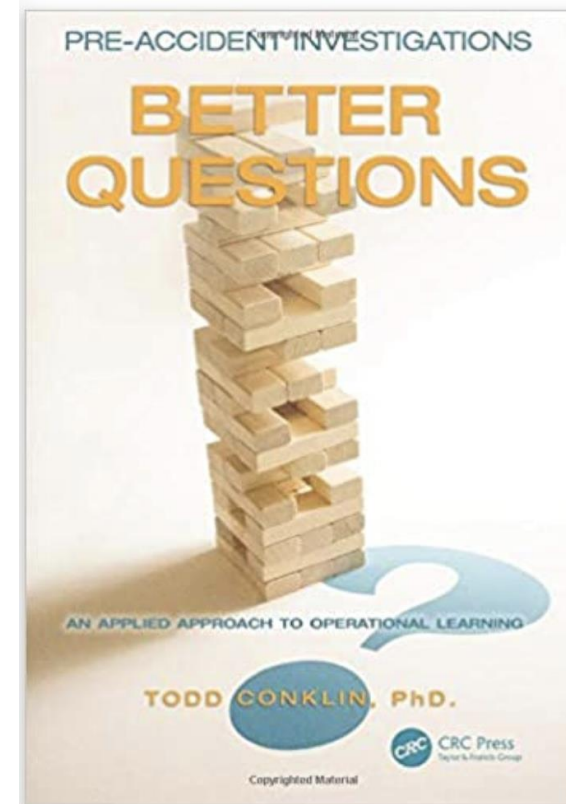
\* As of 06/23/2023

# Engagement

“Listening”

# Human & Organizational Performance

- **Focuses on understanding organizational processes and systems that create risk**
- **Include all levels in the location to understand the job and improvement opportunities**



# Safety Leads Program

Near Miss or Best Practice Submission



**BELIEVE IN IT –  
GET INVOLVED**



SCAN THE QR CODE WITH  
YOUR SMARTPHONE TO  
SUBMIT A SAFETY LEAD

DON'T WANT TO USE YOUR PHONE?  
ASK YOUR MANAGER TO HELP YOU SUBMIT A SAFETY LEAD!



YEAR	TIR	AL
FY15	2.67	2.64
FY23	0.69	0.87

- Increase Engagement – Get partners involved
- Proactive Safety Activity – Build awareness
- Make it Simple – Easy access and easy to submit
- Accountability – Closing the loop
- Continuous Messaging



CINTAS

# ERGONOMICS





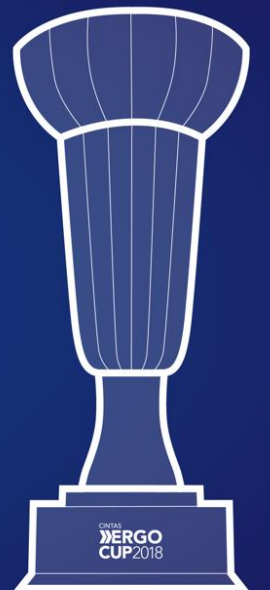


## 2018 ERGO CUP COMPETITION

A competition of the best ergonomic designs that will help our partners perform their jobs as safely and effectively as possible.

CINTAS  
**ERGO**  
CUP 2018

SAVE THE DATE:  
**WEDNESDAY,**  
**AUGUST 15**  
CORPORATE HEADQUARTERS





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## Insert Video



# In conclusion...

- H&S must be integrated into the culture of the enterprise - not a strong safety culture
- TFSL **WILL** increase engagement
- Engagement **WILL** result in H&S excellence
- The critical role corporate culture and values play
- Aligning TSFL with the corporate culture

# Questions/Comments

# **EVALUATIONS!**

**Thanks for joining us today!  
Have a great Conference!  
Safe travels home.**