

# **A CALL TO ACTION FOR LEADERSHIP, CULTURE UPDATE, AND SAFETY PERFORMANCE**

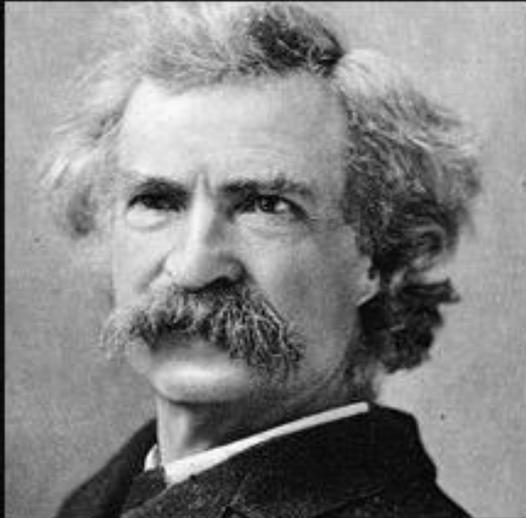
**Dr. Ken Baylor  
SWANA Senior Executive Seminar  
and Florida Chapter Winter Conference  
Tampa, Florida  
February 20, 2017**

Available by request at:

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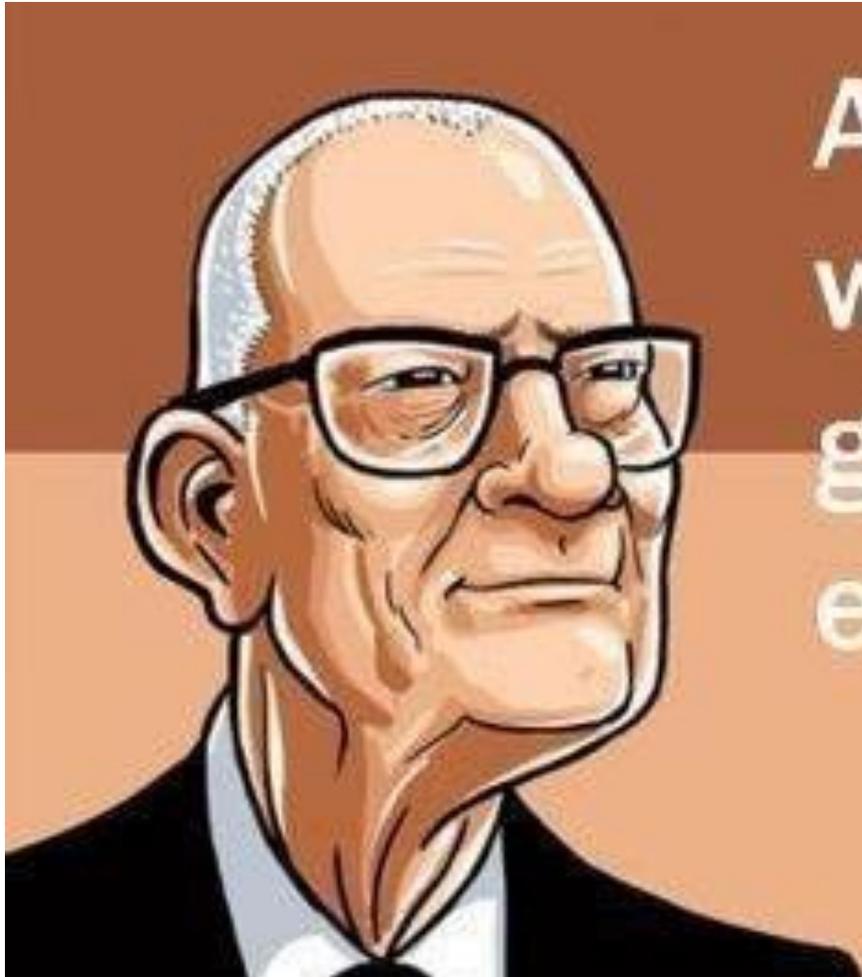
**We must always guard against becoming enamored with the prodigies of our own minds.**



It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so.

~ Mark Twain

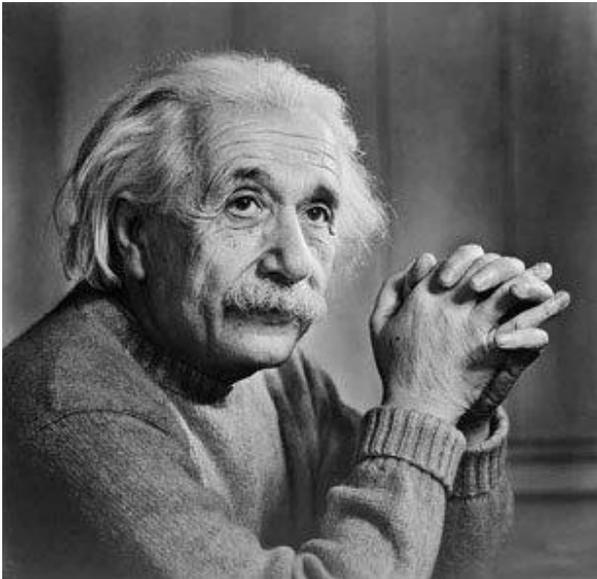
**Gifted strategists seize upon the small details that others overlook which often spell the the difference between victory and defeat.**



A bad system  
will beat a  
good person  
every time.

W. Edwards Deming

$$AD^2 = AG^2$$



*The definition of insanity is repeating the same behaviors and expecting a different outcome.*

*Albert Einstein*

# **CULTURE FORMALLY DEFINED**

**A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relations to those problems.**

Dr. Edgar H. Schein, *Organizational Culture and Leadership*, 2004

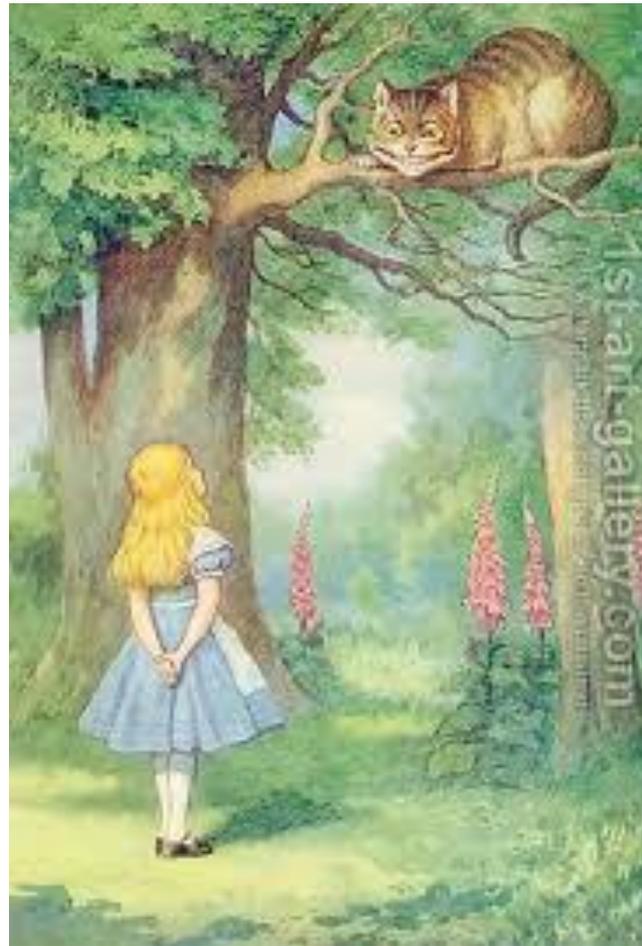
# THE IMMUTABLE TRUTHS OF BEHAVIORAL CHANGE

**Truth #1:** Meaningful behavioral change is very hard to do.

**Truth #2:** No one can make us change unless we want to change.

Marshall Goldsmith, Triggers, 2015

# ALICE IN WONDERLAND



Have you ever been asked to,  
**“Think outside of the box?”**

# CRITICAL THINKING

- Do the facts support the claims?
- Are the facts relevant?
- Are the facts reliable?
- Who said the facts are reliable?
- Is the evidence consistent with what we know from other experiences, observations, and sources?
- Are the facts verifiable?
- Is the claim fair and objective?
- Are you relying on anonymous sources?
- In short, how do you know for sure???

# DO YOU STINK AS A LEADER?

- **One out of every two leaders are failures in their current roles (Hogan & Hogan, 2001; Pfeffer, 2016)**
- **Prompting books like “Leadership BS” (Pfeffer, 2015)**
- **\$50 billion is spent on corporate training and development annually (Kellerman, 2012)**
- **“...the rise of leadership as an object of our collective fascination has coincided precisely with the decline in leadership in our collective estimation.” (Kellerman, 2015)**

# THE EFFECT OF STINKY LEADERS

- Less than half of employees (**47.2%**) reported being satisfied with their jobs (Conference Board, 2012)
- Right Management (2012) found that only **19%** were satisfied
- Mercer (2012) reported that up to **56%** of employees wanted to leave their jobs; DDI (2011) found that **39%** actually did leave
- A Gallop study in 2012 found that only **30%** of the U.S. workforce was engaged and inspired at work; **20%** were actively spreading discontent; **half** were unclear about their daily responsibilities

# HERE'S THE KICKER...

Fully **35%** of the U.S. workforce reported that they would willingly forgo a *substantial* pay raise in exchange for seeing their direct supervisor fired.

(Parade, 2012)

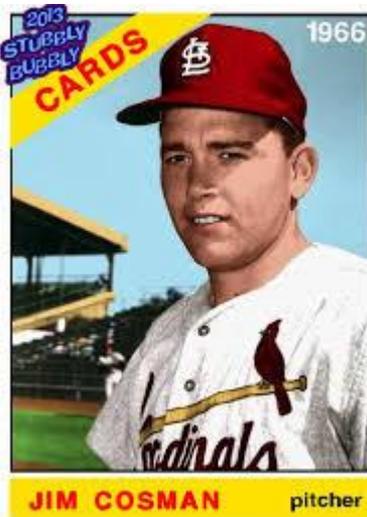
# MONEY ON THE FLOOR

- Q1. I like the kind of work I do (**90<sup>th</sup>** percentile)
- Q5. Conditions on my job allow me to be as productive as I can be (**40<sup>th</sup> - 50<sup>th</sup>** percentile)
- Q8. I understand the pay plan which applies to me (**30<sup>th</sup>** percentile)
- Q12. My management is interested in the opinions and thinking of people who work at my location (**40<sup>th</sup>** percentile)

# MY CONCEPT OF LEADERSHIP

- **Influence with a purpose**
- **All leaders are incomplete**
- **Self-confidence is essential**
- **There is no one best way**
- **There are no secrets**
- **There is an authentic leader in you**

**“Kenny, I don’t know if that ole boy has 20 years of experience, or one year 20 times.”**



**Jim Cosman: EIA/NSWMA Hall of Fame 2008**

# ABOUT SUPERVISORS...

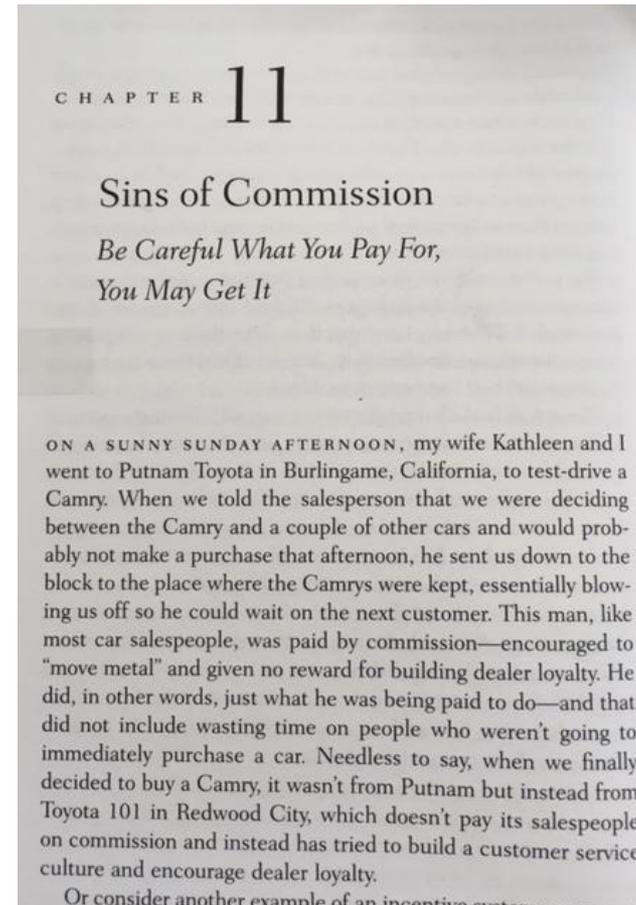
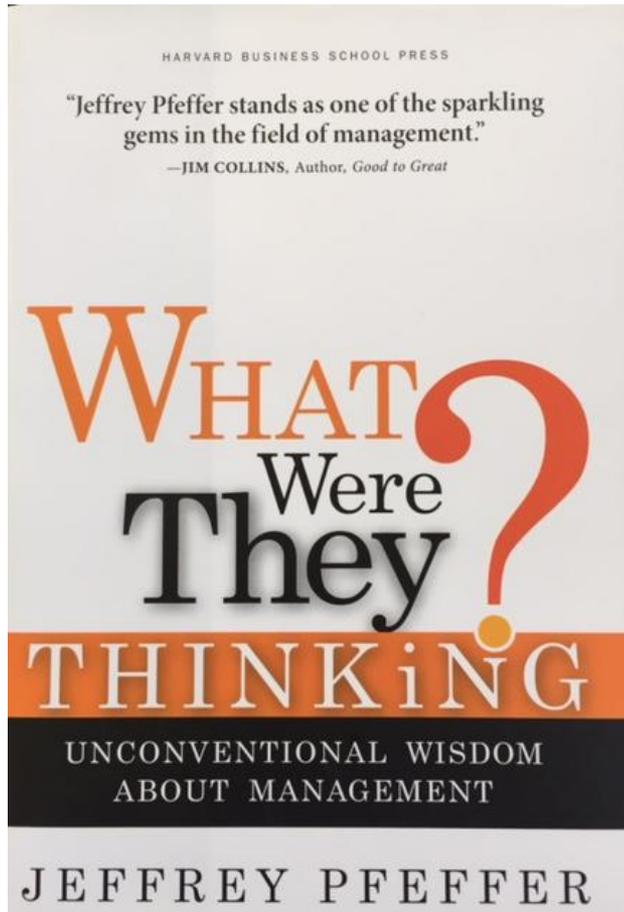
- **First line supervision is a critical position**
- Supervisors still represent one of the weakest links in our industry
- The process for their selection is abysmal
- Their training is poor, at best
- Their span of control is arbitrary
- They do not know how to coach and train others
- And, then we wonder why operational execution, safety, and customer service suffers

**Driver shortage, or an  
unattractive industry image  
and work culture?**

# BAD HABITS AND MYTHS

- **“You don’t know it if you didn’t throw it”**
- **Turnover**
- **Literacy**
- **Compensation / Incentive Pay / Recognition**
- **Management Span of Control**
- **Hours of Work / Schedules / Breaks**
- **Safety / Fitness for Duty / Human Factors**
- **Leadership Development / Mentoring**
- **Human Resources Departments**

# CONSIDER INCENTIVE PAY...



# ARE OUR PAY PRACTICES CAPABLE?

- Drivers do not understand it
- Management can't explain it
- Compensation in our industry is a “dog’s breakfast”
- Driver interests are focused on weekly net pay
- Administrative burden on supervisors and payroll
- Is “go fast” congruent with safety, customer service, and proper equipment use?
- If routes are properly designed, how do you cut time off?
- Why should you help a co-worker?
- Are we actually promoting “short cuts?”
- What incentive does the supervisor have for driver TEAM success? (e.g., aligned performance bonus)

# YOU WANT TO KNOW WHAT I THINK?

I think that somewhere long ago, the industry introduced incentive compensation pay as a means to counteract weak supervision by substituting a pay system for management.

**And, it doesn't work.**

# ABOUT SAFETY...

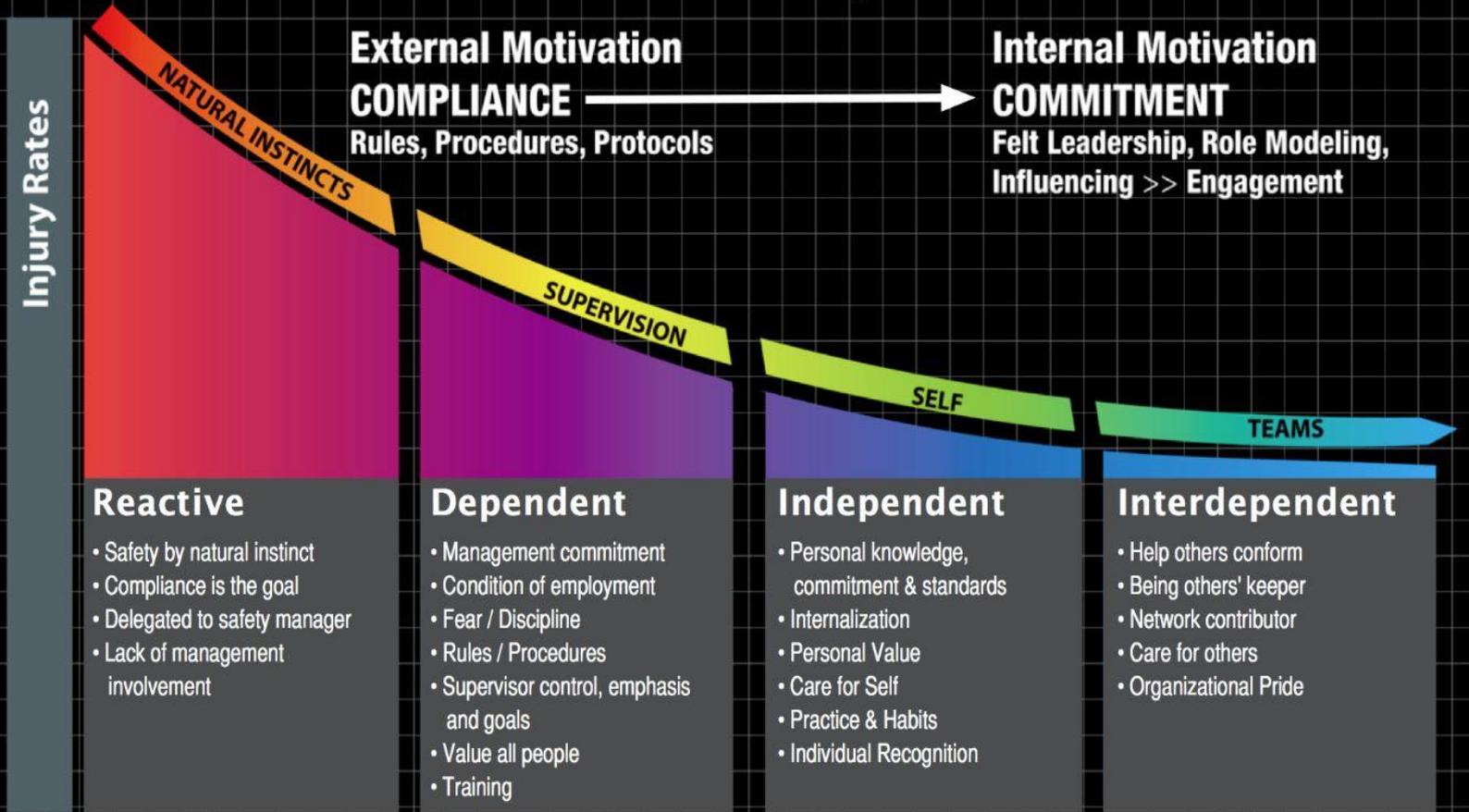
I *refuse* to accept the notion that the solid waste industry belongs at the mid-point on a list of the *top ten most dangerous* industries in America.

# SWANA'S RECENT REPORT

- July, 2015 to June, 2016
- 98 directly related fatalities (at least 12 more since)
- 38 solid waste employees
- 13 in landfills or MRF
- According to David Biderman in *Waste360*:

***“We have a worker killed every week.”***

# DuPont Bradley Curve



"I follow the rules because I have to"

"I follow the rules because I want to"

# FACTORS THAT DEFEAT SAFETY

- **Conflicting incentives**
- **Hours of service beyond 50 per week**
- **Fatigue**
- **Equipment condition and failures**
- **Nocturnal hours of work**
- **Availability of consecutive days off**
- **Legitimate breaks during the day**
- **Work / life balance**
- **Personal health habits**
- **Frustrating administrative procedures**
- **Compliance training versus real training**
- **MY BOSS IS A JERK!**

# PRIDE MATTERS



# I'M REAL PROUD OF MY BOYS



**To be good is noble.  
But, to show others how  
to be good is nobler.**

Mark Twain

# **DON'T TELL PEOPLE WHAT THEY CAN'T DO**

- **Fred Smith got an “F”**
- **Roger Bannister ran a sub-four minute mile**
- **Walt Disney was fired for “not being creative enough”**
- **Henry Ford’s first two car companies failed**
- **Einstein’s parents thought he was retarded**
- **Michael Jordan got cut from the basketball team**
- **Beethoven’s music teacher called him a hopeless composer**
- **Apple fired Steve Jobs**
- **Lincoln lost seven elections before becoming President**
- **Isaac Newton had poor grades in school**
- **Steven Spielberg dropped out of school after being classified as “learning disabled”**

# **THE PUNCH LINE IS THIS:**

**Just because a fish can't climb a tree  
doesn't mean it's not talented.**

**Some final thoughts...**

# Thanks!



**ADVANCED**  
LEADERSHIP SOLUTIONS

# QUESTIONS and DISCUSSION

# DISCUSSION PROMPTS

1. Use a critical thinking process to assess your current workforce strategies in terms of planning, selection, training, and retention.
2. Why aren't all of your field operations accident and injury free?
3. Discuss the strengths and needs of your management team and your plans for closing the gap.
4. Explain how your current compensation strategies are meeting the challenges in the field.
5. Do your costs support a conclusion that field operations are highly efficient?
6. How would your people describe what it's like to work for you?