Lead! or Get Out!

Bill Edwards, Mill Manager
Marlboro Mill
LEAD!  or  GET OUT!

LEADERSHIP
You must be the change you want to see in the world.

- Mahatma Gandhi
“People don’t care how much you know until they know how much you care.”

But caring doesn’t mean being soft
LEADERSHIP & ENGAGEMENT
LEADERSHIP ROADMAP

Characteristics of Good Leaders

- Courage
- Character
- Communication
- Development
COURAGE

- Courage to make the tough decisions and challenge the status quo --- courage leads to progress
- Courage to try something new (make a change), take a risk
- The courage to face current reality, but have a plan/vision
- Passion & persistence
- The courage to say no
- Tough love is required sometimes
- The courage to Dream
"Every single day in every walk of life, ordinary people do extraordinary things."
Character Matters

- Be a leader worth following
- Be the example – Walk the Talk
- Do what is right even when it’s hard
- Be humble and be a servant leader
- Treat people with respect
- Admit when you are wrong
- Character is not made in crisis; it is only exhibited.

You will achieve the level of safety excellence that You Demonstrate You Want!
“What you do speaks so loudly that I cannot hear what you say.”

Ralph Waldo Emerson

“Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.”

General H. Norman Schwarzkopf
COMMUNICATION

Casting a compelling vision is key in leadership

- Be a good communicator & listener
- Provide a roadmap (vision) for the organization, inspire a shared vision, a dream, Believe it to achieve it!
- Create a “want to” attitude versus a “have to” attitude
- Does your group know where you’d like to take them?
- Have you communicated to your group what you want for them (as opposed to what you want from them)?
PROACTIVE SAFETY

effective communication

Electronic Safety Flash Cards
Monitors
Risk Assessment Cards
Real Time Statistics
Electronic Sign
DEVELOP LEADERSHIP

- Develop yourself and develop others
- Invest in your people by spending time, listening, sharing, challenging, coaching, training, etc.
- Be proactive in identifying the need for change and development
- Development of leaders is key to future sustainability
- Are Leaders born or are they made?
Good leadership skills can be learned - if you have the desire and willpower.
SAFETY IS ABOUT PEOPLE
BUILDING VALUE BASED RELATIONSHIPS

create a caring culture

- Retiree Luncheon
- Cards to employees out on extended leave
- Safety at home mailers
- Employee/spouse/children safety calendar
- Employee participation in social outings, community service (clean-ups, etc.)
- Recognition of service given by mill veterans
- Implement employee suggestions
- Celebrate together
- Open door policy
- Technician forums
Don’t Give Up
THE JOURNEY

Of Safety

LEAD THE WAY