



# Lead! or Get Out!



Bill Edwards, Mill Manager  
Marlboro Mill

# MARLBORO PRODUCTION



**LEAD! *OR* GET OUT!**





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

- Mahatma Gandhi

# CARING LEADERSHIP



*“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



# COURAGE TO DREAM

"Every single day in every walk of life, ordinary people do extraordinary things."



# CHARACTER & LEADERSHIP

## *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

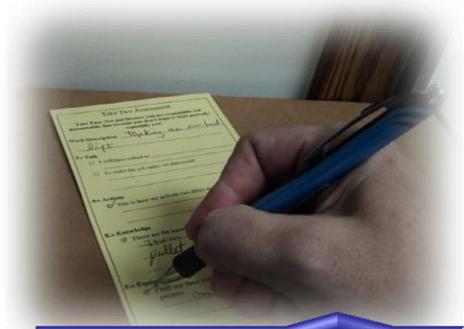
*effective communication*



**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?**



# LEARNING & LEADING

Good leaders develop through a never ending process of



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



