MARK BESSETTE
PULP & PAPER SAFETY ASSOCIATION
PANEL PRESENTATION/DISCUSSION

June 6th, 2016
Let me introduce myself:

Mark Bessette, GM/VP Specialty Business, Domtar, 31 years in the paper industry
Father of 3, Grandfather of 5 … priorities God, Family, Domtar and the Green Bay Packers

- Mechanical Eng BSME Rochester Institute of Technology, MBA University of Michigan
- Project Engineer Columbus OH - AccuRay (ABB today)
- Project Engineer Port Huron MI - E.B Eddy
- Engineering & Maint Mgr Port Huron MI - E.B Eddy/Domtar
- Kaizen leader Port Huron MI- Domtar
- Logistics Mgr Port Huron MI - Domtar
- General Mgr Port Huron MI - Domtar
- General Mgr Nekoosa WIS - Domtar
- GM/VP Specialty Business Unit Domtar –Port Huron / Fort Mill
HUMAN NATURE

NEWS FLASH – Humans are not born with safe behavior as a strong suit…

And also same for leaders
This is driven by the dominance of our strongest trait… EFFICIENCY

The ability to accomplish a job with minimum expenditure of time and effort

And when combined with the belief of immortality…. Well this is what happens…
WHEN I BEGAN.... MY CAREER

Safety was:

High priority in talk but Lowest priority.... by actions of leaders

The guy/gal not doing anything in maint or production became the safety manager

“It’s not safe” was a rebel statement

Safety was measured in lost times

Safety was a department, not a culture

Promoted Heroes

Ends justified the means
WHEN I BEGAN MY ROLE AS A LEADER

I was one of those Promoted Heroes… therefore expected the same of others

Union / Mgmt leaders beat each other up daily with the safety stick… beatings will continue until safety improves

Pride would not allow for concessions on righteous safety issues… can not let them be right

“Be safe” not because we care, but because it is a KPI objective… therefore be safe or you’re fired

Seniority and wage issues trumped safety…
What is Servant Leadership

Lead with TRUST and INTEGRITY

- Truth in words and actions
  - When telling the truth you do not have to remember what you said
  - Actions show you care, the little things matter
- Nobody is more important than anyone else
- Embrace creativity and reward perseverance
- Lift people up, don’t tear them down
- No place for negative emotions
- Lead by example, Work to live don’t live to work
SOLUTION...... ACCOUNTABILITY

Leadership

ACCOUNTABILITY

DRIVING PHILOSOPHY

“We as Leaders are responsible for the behavior of our people in the workplace. If someone demonstrates an unsafe act or behavior, WE as the leaders have to accept the responsibility for that, because there's something we ARE doing or NOT doing that allows that person to think such behavior is acceptable.”
SOME OF MY "AH-HA" MOMENTS IN LEADERSHIP

……..YOU LEARN 2 THINGS FROM YOUR LEADERS…. WHAT TO DO AND WHAT NOT TO DO

- Being a part of an arrogant management team - Accountability

- The year we went Lost time injury free… but really didn't - Accountability

- GM’s touring their VPs and the housekeeping efforts before those visits - Support

- Parking for GM, hourly and salary - Support

- Seeing leaders under pressure - Accountability

- You get no credit for trying to communicate - Support

- Letting someone go for unsafe behavior - Accountability

- Delegating authority to hourly safety leaders - Support

- Did you get them some water - Support
Here is the solution...

Easy conceptually... very challenging to implement and maintain.

True Safety Culture

Creditability ➔ TRUST

Servant Leadership

Turning Leadership ▲ Upside-down ▼

Control vs. Empower

Leadership Support

Driving Philosophy

"We as Leaders are responsible for the behavior of our people in the workplace. If someone demonstrates an unsafe act or behavior, WE as the leaders have to accept the responsibility for that, because there's something we ARE doing or NOT doing that allows that person to think such behavior is acceptable."