

**MARK BESSETTE**

**PULP & PAPER SAFETY ASSOCIATION  
PANEL PRESENTATION/DISCUSSION**

**June 6th, 2016**

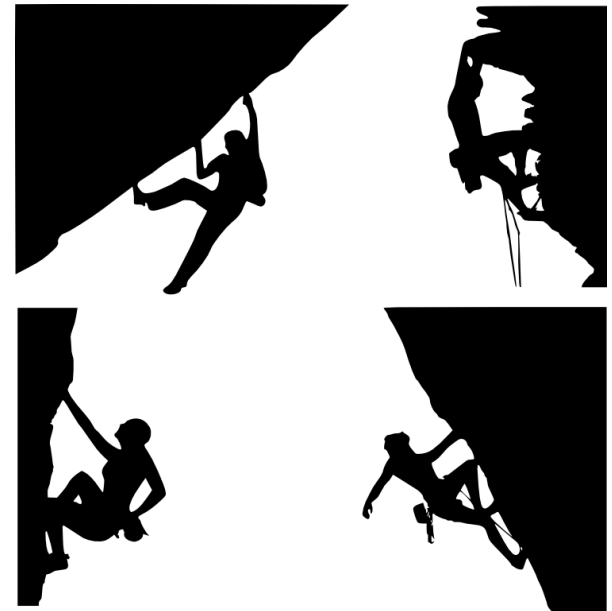


# WHO AM I AND WHY AM I HERE

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



# HUMAN NATURE

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



*Token effort in resources*



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...

Safety Culture

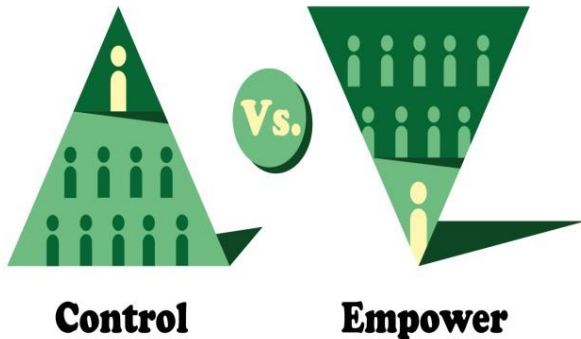


# SOLUTION..... SUPPORT

## What is Servant Leadership

### SERVANT LEADERSHIP

Turning Leadership  
↑Upside-down↓

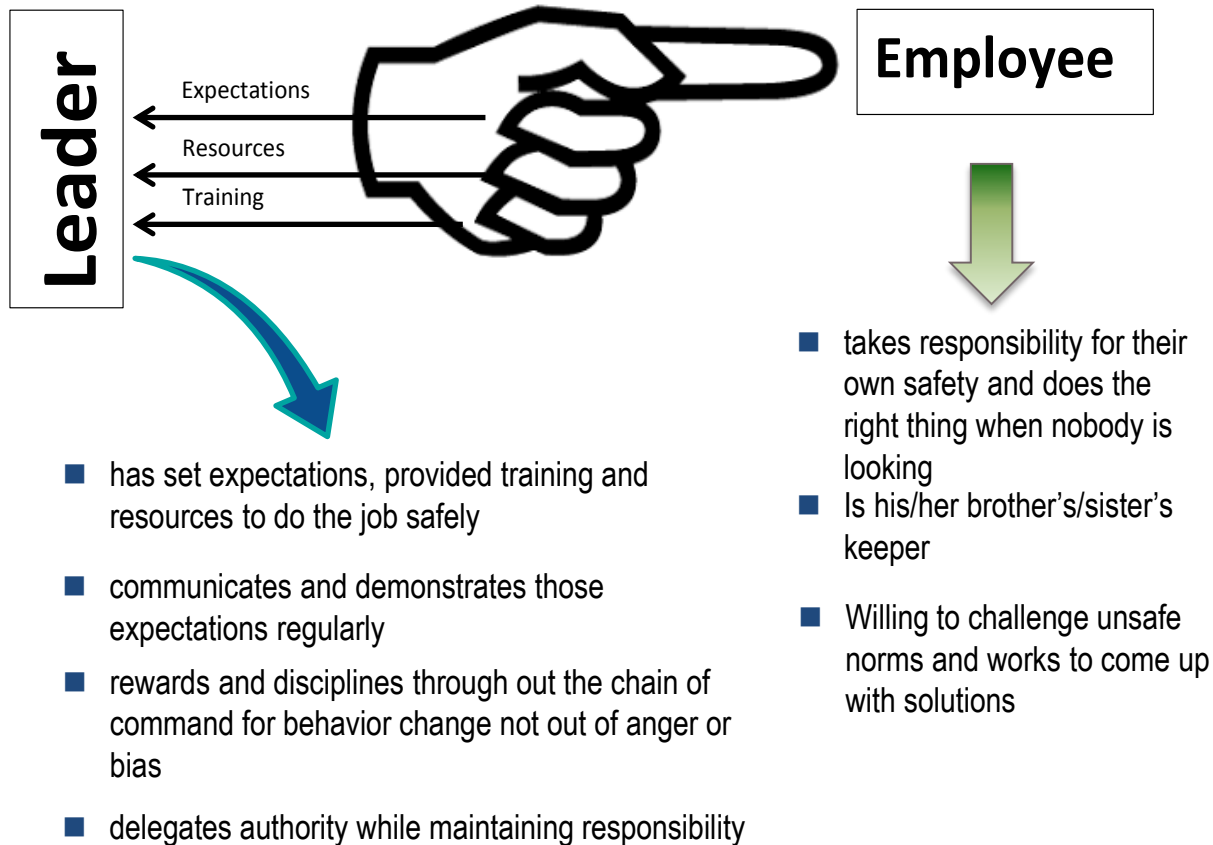


Leadership  
SUPPORT

### 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



## 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."

## Leadership ACCOUNTABILITY



# SOME OF MY “AH-HA” MOMENTS IN LEADERSHIP

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

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- 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

### DRIVING PHILOSOPHY

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### Leadership ACCOUNTABILITY

### SERVANT LEADERSHIP

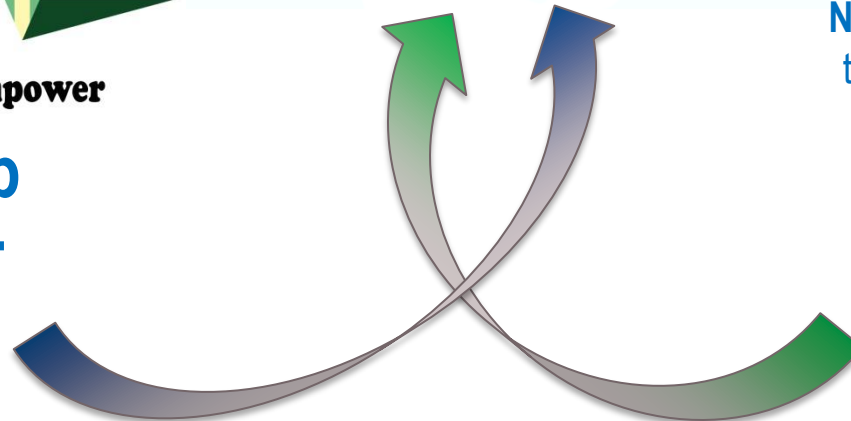
Turning Leadership  
▲ Upside-down ▼



Control

Empower

Leadership  
SUPPORT



# THE FIBER *of* Domtar

AGILE | CARING | INNOVATIVE

