



Leading Through Excellence

"I am the top of my pyramid."

The satisfaction of Excellence Achieved.

The Purpose of this Workshop

To own my position as a leader not just the manager

In a way that develops and articulates my personal leadership messages, clarifies my standards of excellence and deepens my resolve

So that I can set the conditions for innovative thinking, organizational learning and break-through results without invoking Michael.

Take-aways

- Lessons in Leadership from the Alamo
- Leadership and the ability to rally others
- Motivated to create results through personal standards of excellence
- The power of reframing

- Do you stand for something
- Clear about your objective
- No reserve

- EHS, Inc.
- Interpersonal skills and effective selling
- Experientials
- Image management

Conversational Pedagogy

Why might one consider conversation to be the oldest and easiest way to cultivate the conditions for change?

Introductory Warm-up Question

What does this statement mean and how does it apply to us?

“The Future creates the Present
against the backdrop of the
Past.”

Welcome to EHS & Associates **Mike Miele & Associates**

A Professional Services Firm

3 March 2010



Purpose:

To gain alignment on how we position ourselves to our client Sikorsky
In a way that assesses our individual roles in the delivery of product
and daily interaction with personnel
So that Mike Miele and Associates is powerfully positioned to move
forward.

Products:

1. What we selling
2. Image management for success
3. Who is doing what
4. How we manage ourselves

Growing our thoughts

- Attributes of a consulting firm
- Claims your EHS firm would like to make
- What is the purpose MM & Assoc. serves
- Does your firm stand for anything?
- Who is your client?

Focusing our thoughts

- Portfolio of services
- Pareto of importance
- Quality of our product

Defining the way we work together

- Notion of billable hours...who pays
- Dispatching requests
- Team, teaming and teamwork
- Personal portfolios of projects

Adding Order

- The structure required to administer daily work
- Role clarity
 - Ours
 - Our clients
 - Direct vs. Indirect

Decisions

- MM quick fixes
- Disempowering beliefs that hinder us
- Ready to move ahead?

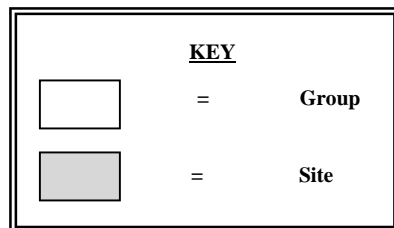
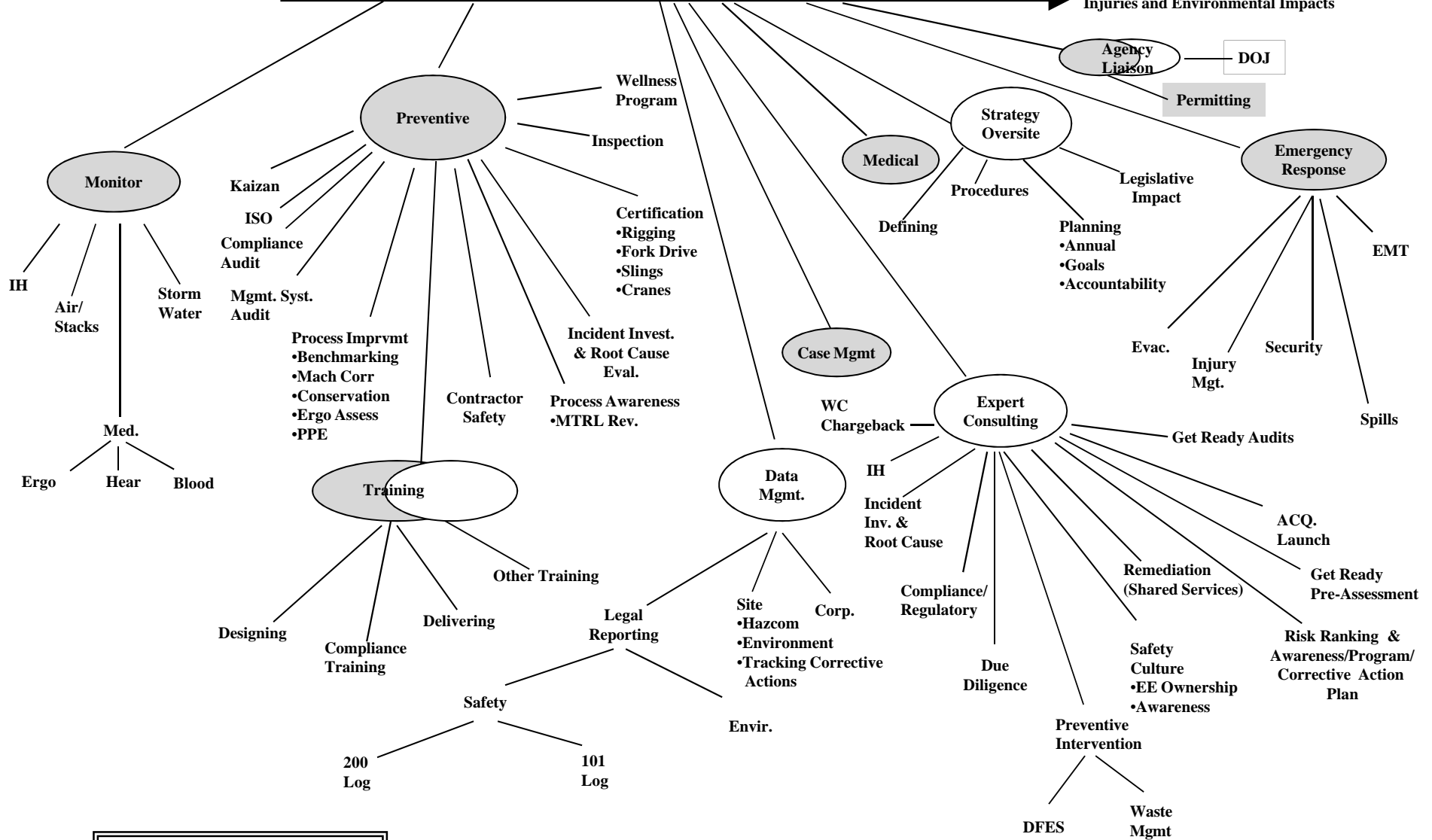
Creating our identity

- Our we defined by the product we sell or requests from the client's workers?
- Blending skills, desires and requests...the challenge
- Power of personal perception management

Portfolio of Services

EHS Global Consulting Group

Perfect Processes to Result in zero Injuries and Environmental Impacts



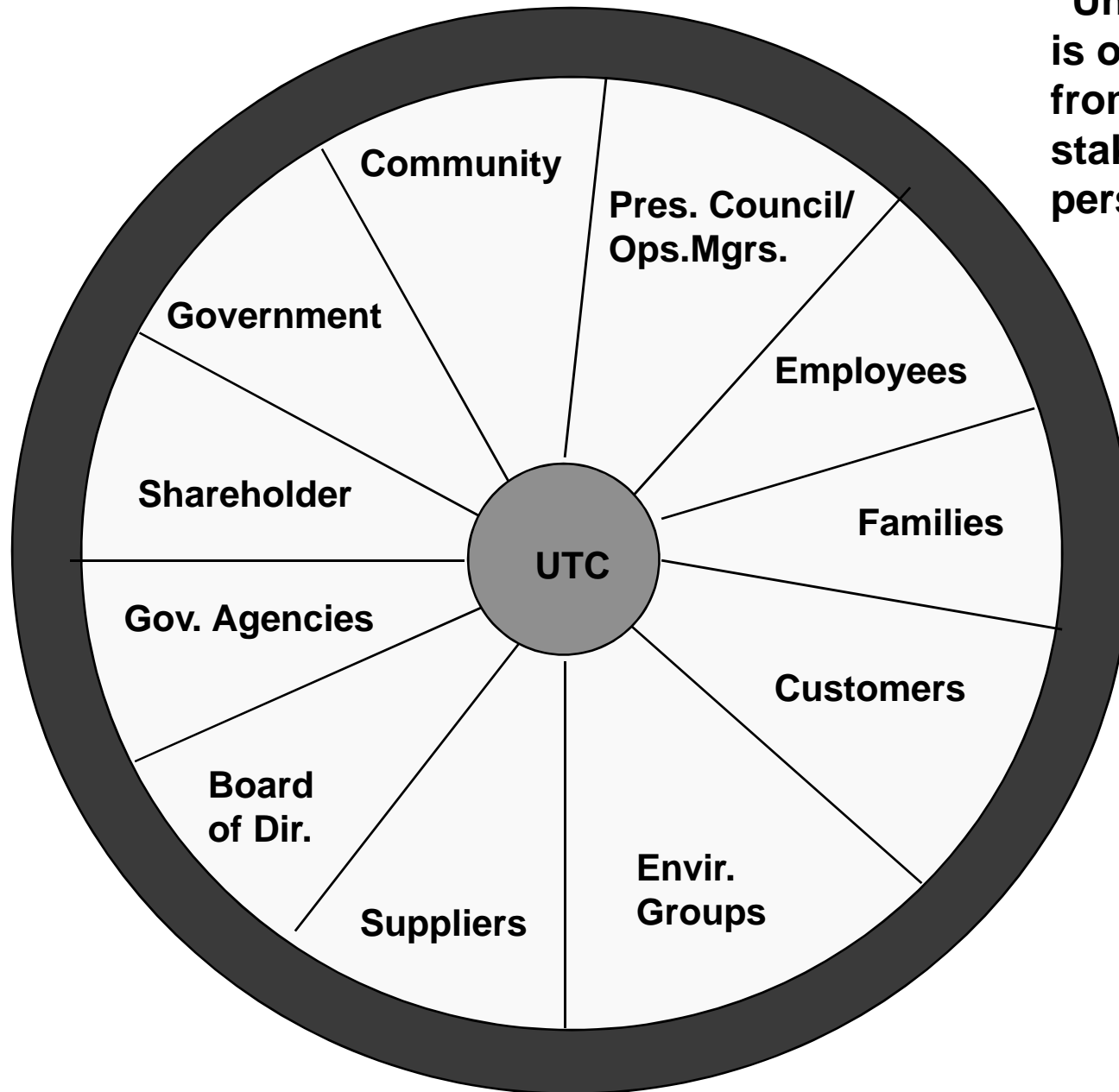
UTC Situation: Bi-Modal Landscape

	Compliance	Culture
Developed Infrastructure		* Input metrics
Emerging Infrastructure	* Output metrics	

EH&S Values

- People
- Environment
- Community
- Stakeholders
- Responsibility

**“Unmatched”
is only relevant
from the
stakeholder’s
perspective**



EHS Beliefs

1. Only invest funds on those situations that are likely to cause serious injury or death right now.
2. Only a safety professional has the capabilities and accountability to make a call on the level of risk within a situation.
3. I have no accountability in making a safety "call" if I am not within the Safety dept
4. You can reduce and minimize accidents, but there will always be a threshold above zero.
5. All accidents are preventable and a very large majority of people don't want to get hurt.
6. The difference between a major injury and no injury is luck.
7. Accidents are caused; they may or may not result in an injury.
8. When it comes to air, earth and water...our standard of excellence is established by local/national regulation.
9. There is no payback for going beyond compliance.
10. Shareholder value is maximized when we focus on as narrow a definition of "product lifecycle" as possible.
11. Using a standard payback methodology ensures that expenditures on safety projects are prudent.
12. If we as an organization respected/valued the individual person, we would not need a Health and Safety department as presently structured.

Beliefs

- 1. Resources spent on the elimination of injuries, illness and environmental impacts are good investments in our company, people and communities.**
- 2. Everyone has the capabilities, responsibilities and tools to assess risks and act on that assessment up to and including shutting down an operation without fear of repercussion.**
- 3. I have the accountability of making sure a safety issue is resolved.**
- 4. You can reduce and eliminate accidents, but a true safety culture is required to get the threshold to zero.**
- 5. People do not want to be hurt and have a right to an injury-free workplace.**
- 6. Once an accident happens, the difference between a major injury and no injury is oftentimes luck.**
- 7. All accidents are caused by a controllable set of circumstances, and the results are always undesirable.**
- 8. We have an obligation to extend beyond regulatory compliance in order to conserve and preserve natural resources.**

EH&S Beliefs

- People do not want to be hurt and have a right to an injury-free environment.
- All accidents are caused by a controllable set of circumstances and the results are always undesirable.
- The difference between a major injury and no injury is awareness of risks, paying attention to what is being done and following ehs procedures.
- We have an obligation to extend beyond regulatory compliance in order to conserve and preserve natural resources.
- Shareholder value is maximized when we focus on a wide and profitable product life-cycle.
- Resources spent on the elimination of injuries, illness and environmental impacts are good investments in our company, people and communities.
- I have the accountability of making sure a safety issue is resolved.

EHS Philosophy

“Leave people and the environment in a better state than when I found them.” This is sound business and moral behavior. The valuing of people and the environment manifests itself in outstanding EHS practices as well as in all other business processes. We could say that “EHS performance is a proxy for management quality.”

EH&S Principles

- To demonstrate a level of expectation which will deliver ehs performance in a way that is open to hearing what is required to make the performance happen.
- To reconcile the needs of various stakeholders in a way that keeps us pushing toward “unmatched” performance.
- To reach consensus on what the appropriate solution is to an unsafe condition in a way that maintains a cost : risk perspective.
- To design-out unsafe / hazardous conditions in a way that eliminates “luck” as the reason for no incidents.
- To have a broader range of people available to make “the safety call” in a way that transfers accountability from the Safety Department.

Our Product

EHS Policy, technical advice and oversight for the client

How we run our Firm

- Full disclosure is non-negotiable for maintaining our integrity and honesty.
- Full disclosure to the client of present information is in client's best interest.
- Counsel derived from data and science and law and seasoned with experience drives best decisions.
- Our client is the one paying our fee.
- We don't trump the client.
- Escalating issues helps people face-up to reality.
- Keeping the client ahead of the "power curve" in regulation, policy and technology provides competitive advantage.
- An aggressive pursuit of EHS drives better business performance.

12 Attributes of Best-in-Class EHS Infrastructure

1. Policy and Leadership
2. Organization
3. Planning
4. Accountability
5. Assessment, Prevention and Control
6. Education and Training
7. Communications
8. Rules and Procedures
9. Inspections and audits
10. Incident Investigations
11. Documents and Records Management
12. Program Evaluation

Imagine the day when Key Stakeholders Know We Are 'Unmatched' because...

Employees

- Zero injury/ illness rate
- 100% penetration of supervisory EH&S skills
- 100% penetration of injury prevention awareness
- 100% leadership participation in defined projects
- 100% access to business info.
- Colorful, inviting work areas are conducive to safe performance

Pres./ Ops. Mgrs.

- 240 pt. Assurance Review scores at all facilities
- 100 % implementation of EH&S programs
- 100% employees signed EH&S 'contracts' and accountable through performance measurement systems
- 100% VPP participation
- EH&S benchmark visits by all peer class companies
- Hazards mitigation lead time = implementation time
- 100% product hazardous attributes inventoried
- 100% implementation of technology development programs
- 100% positive response to employee survey
- 100% ACE Gold

Imagine the day when Key Stakeholders Know We Are 'Unmatched' because...

Cust/ Suppliers

EH&S technology available to all
100% implementation of DfE projects

Families

Total utilization of wellness programs

Communities

100% ISO 14001 registration
Zero discharges

Gov/ Agencies

Partnerships with governments in each country we operate
Zero fines

Unmatched Retrospective

UTC experiences leveling-off of all key business indicators

UTC EHS Council wrestles with leveling-off of superb safety performance circa 1997

10X and “Unmatched” established as drivers for the next EHS assault

EHS Council determines that we are only “unmatched” when the 11 key stakeholder groups say we are “unmatched.”

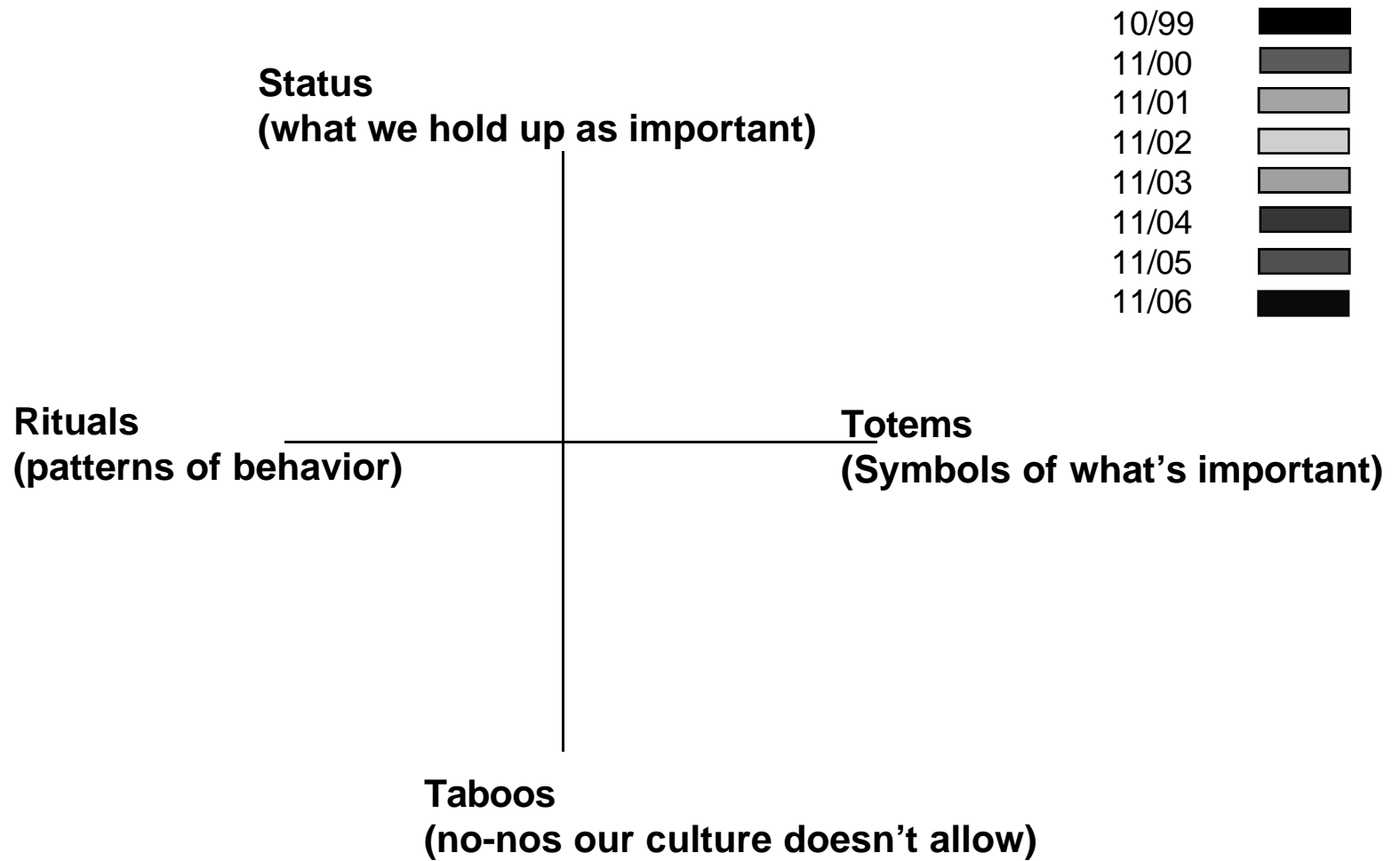
Sept. 1999, Sikorsky blazes a new trail by having a strategy setting session with senior management and key stakeholder groups who define “key pursuits” for becoming “unmatched.”

Concurrence on line ownership of EHS is a pre-requisite to getting on the path.

Composite Vision

Pursuit	Employees & families	Pres. & Ops Mgrs	Suppliers	Customers	Gov. Agencies	Env. groups	Community	Board of Directors	Shareholders	Government
Community presence										
Communication/ awareness										
Create an EHS Culture										
Mitigate EHS risk										
EHS Mgmt. accountability										
EHS compliance										









EH&S Culture Desired vs EH&S Culture Existing



Status (what we hold up as important)

- Outputs
 - Lawsuits
 - Regulations
 - Dean's vision
 - Medical support
 - Focus @ offsites & field service
 - Passing audit results
 - EHS in contracts and proposals
- Integration of EHS into ACE
- Ergonomics
- "Don't bother me"
- Playing the Odds with safety


Culture Existing

10/99	
11/00	
11/01	
11/02	
11/03	
11/04	
11/05	
11/06	

Rituals (patterns of behavior)

- Regular VP audit walk-about
- ~~Hiring 43's as coordinators~~
- Annual EHS plan ~~with no value to the business~~
- Redundant effort everywhere
- Sign without "meaning"
- No attention to signs, break rules
- 100 out of 300 in Forklift Rodeo
- 30 stretching grown to 400 with 6600 to go
- ACE in the centers
- Safety glasses
- Ergo Fair
- Mgmt. updates on SP001
- Townhall meetings
- EE participation
- Union participation
- Communications
- Contractor expectations on Safety

Totems (Symbols of what's important)

- -off in VP audit training
- The Plan ~~(but no content)~~
- Customized plans by each small unit
- EHS rating form
- Safety Steward's office
- Decentralized EHS
- Safety glasses
- Contractor letters
- \$1,000 Rodeo award

Taboos (no-nos our culture doesn't allow)

- ~~Growth (EHS plan penalizes business growth)~~
- Little paperwork at the units
- Criticism of EHS
- Perception of importance without doing
- EHS part of the job/priority
- "Can drop the EHS ball"
- Helping others

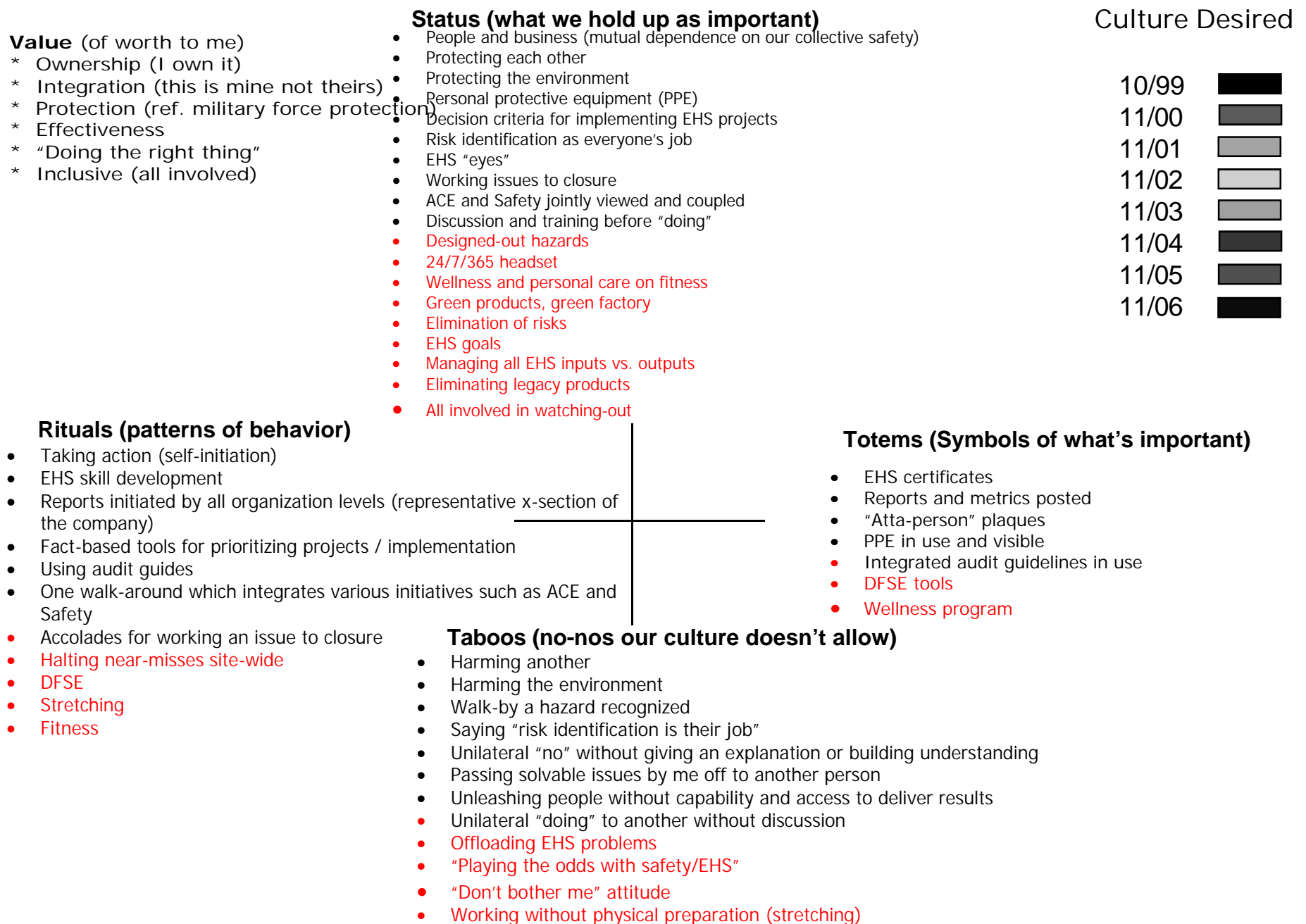


Image Management

A Branded Experience

“Image”

“...a mental representation of anything not actually present to the senses; a picture drawn in the mind; idea...to portray”

“Brand” thoughts of Chris Conover

- A sensory stimulus which summarizes an image.
- Webster says “...a mark made by burning with a hot iron to designate ownership, as upon an animal, or upon a container to designate the quality, manufacturer, etc. of the contents.”
- The relationship between the product (company), it’s mark and the intended audience.

Think...

Volvo

Ford

Google



IBM

“Brand” continuing thoughts of Chris Conover

- Brand Equity is the value system and positive (or negative) associations affiliated with the mark and its products /company.

Think... ***tylenol*** **Enron**
Firestone

- Brand is not a logo + name. Companies spend a fortune creating logos + names and a *REAL* fortune creating equity over time by associating values with the brand.

A Branded Customer Experience

- Systematic and disciplined management of the customer's experience.
 - From the time I come in until the time I leave, everything I experience with my senses has been thought through; even my experience when not present.
 - Is my experience definable, repeatable and predictable?

Direct Experience + **Indirect Experience**  **My perception of you**



Image Management

Key Flow: Image Management

Core Purpose:

To create a shift in perception from current state to desired state
in a way that the targeted audience receives facts, stories and images accurately
and realistically
so that desired behaviors are experienced.

Core Process:

“Advancing information in the public forum, for the purpose of contributing to public opinion.” Harold Burson

Product:

1. A measurable shift in
 - perception
 - behavior/action
 - opinion
2. End-state perception defined
3. Current-state perception defined
4. Plan/strategy for shifting

Key Beliefs:

1. There is a “window of credibility” between the rational mind and the emotional mind among every target audience
2. A correlation exists between the “trust-bank” and the “window of credibility.”
3. The window of credibility opens slowly and shuts quickly.
4. Image, not explicitly defined by me, will be defined by someone else.
5. Image management is an ongoing effort not a one-time event.
6. Image erodes overtime without continual maintenance.
7. Congruity must exist between image and reality.
8. Without strategy there is no creative (a good idea which does nothing is not a good idea).
9. Public opinion/acceptance is everything. With public sentiment nothing can fail; without it, nothing can succeed.
10. The molder of public opinion goes deeper than the one who pronounces decisions.
11. The public acts on information in its own perceived best interest.
12. Accuracy is paramount.
13. Image management advocates a particular point of view in the public forum.
14. Facts are objective, perception is subjective.
15. People behave emotionally.
16. The target audience owns the decision.

Our Work

Image Management								
Target Audience	Image Desired	Why?	Metrics of Success	Current Perception	5-Why's to Root Cause	Messages We Must Send	"Medium" to Send Messages	Actionable Items

AD's Beliefs

- Uniqueness is non-negotiable in an increasingly competitive environment.
- Visioning is our unique ability to craft our future.
- Without vision, spark and drive dies.
- Synergies increase as we align personal visions.
- The sum of our daily decisions is our vision.

DISTINCT ... OR EXTINCT!

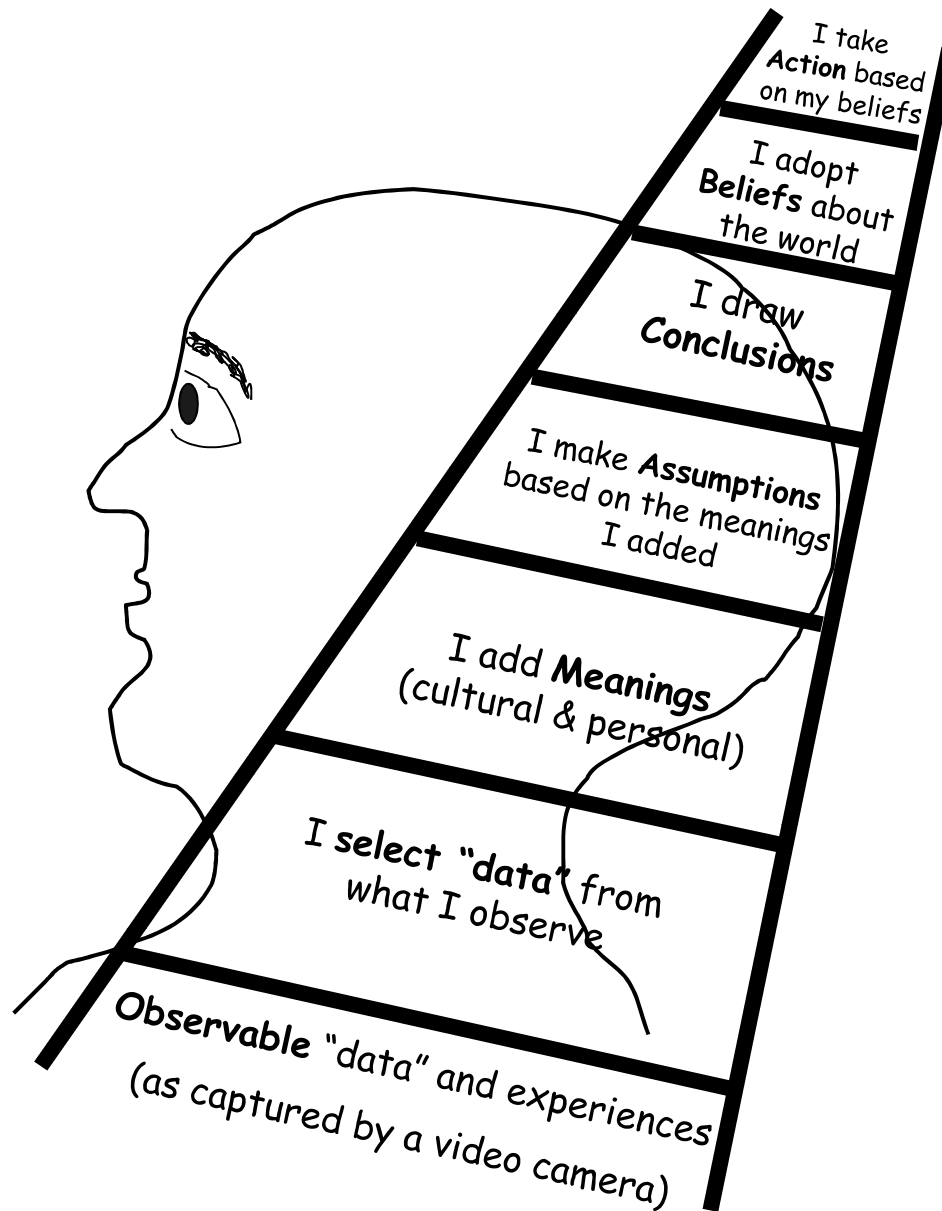
"If there is nothing very special about your work, no matter how hard you apply yourself, you won't get noticed and that increasingly means you won't get paid much, either."

Michael Goldhaber, *Wired*

Success Objectives

- 1. Given an awareness of your personal standards of excellence**
Stand in front of the group and deliver a leadership statement
In a way that the standard is understood, we hear the phases “I believe” or “for me” or “to me,” and the metric of success is clear with the phrase “I will not be happy until...”.
- 2. Given non-negotiable direction from above and your personal standards of excellence**
Deliver the opening lines of the presentation to your group
In a way that management direction is transformed into leadership within your sphere of control and the people involved have a clearly defined arena within which to be creative.
- 3. Given a group of people stating their views on a given subject**
Identify the world-view (paradigm) from which they speak, re-frame and offer an alternative world-view
In a way that will allow new insights/solutions to be seen.
- 4. Given a person sharing ideas with which you do not agree**
State the belief which is foundational to their viewpoint
In a way that allows you to represent their position in an accurate and unbiased way.
- 5. Given an awareness of your personal standards of excellence on teamwork and a group you are leading,**
Speak to the group about your vision and goals
In a way that engages them personally and professionally in the success of the organization.

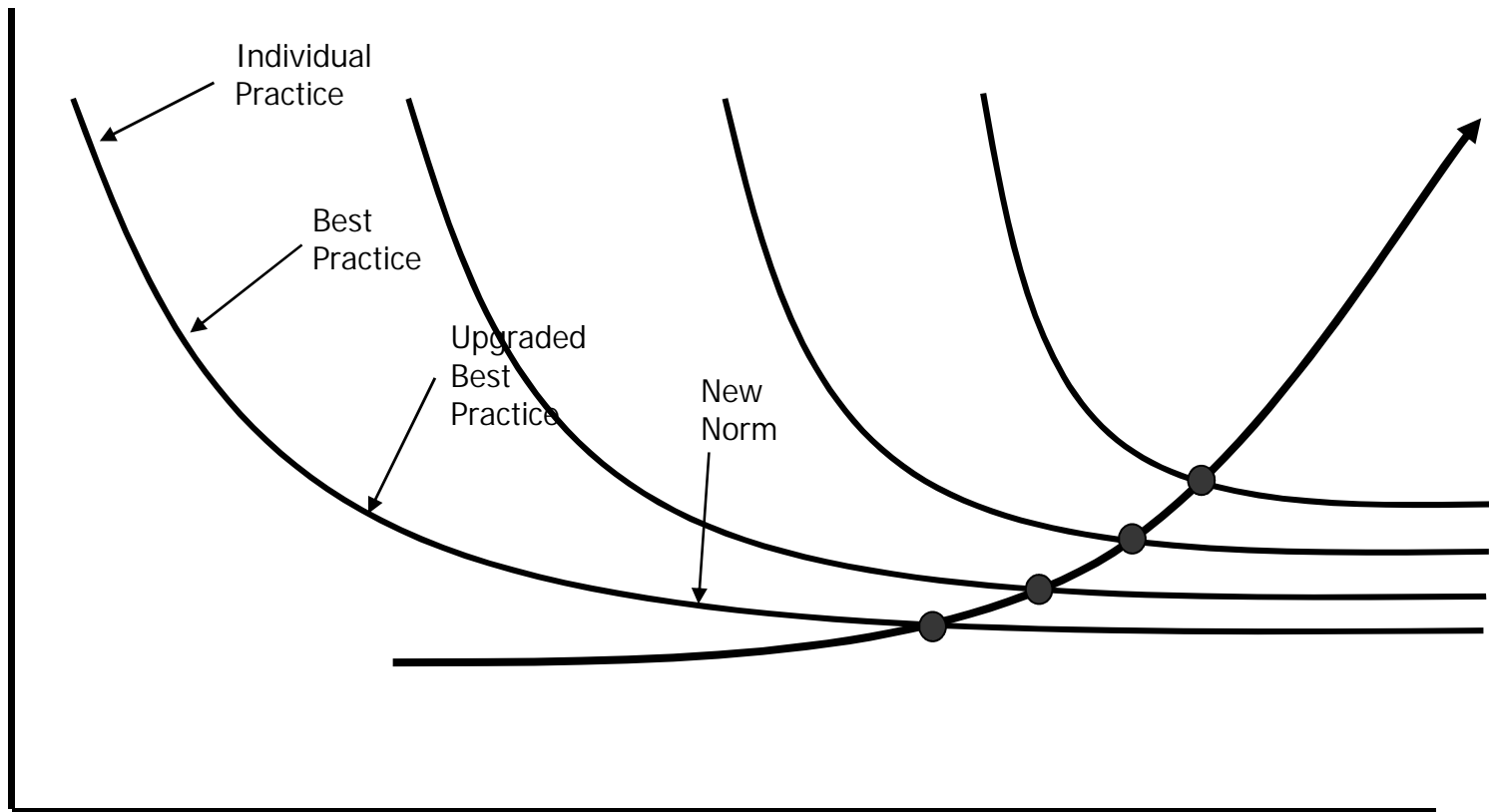
Chris Argyris' Ladder of Inference



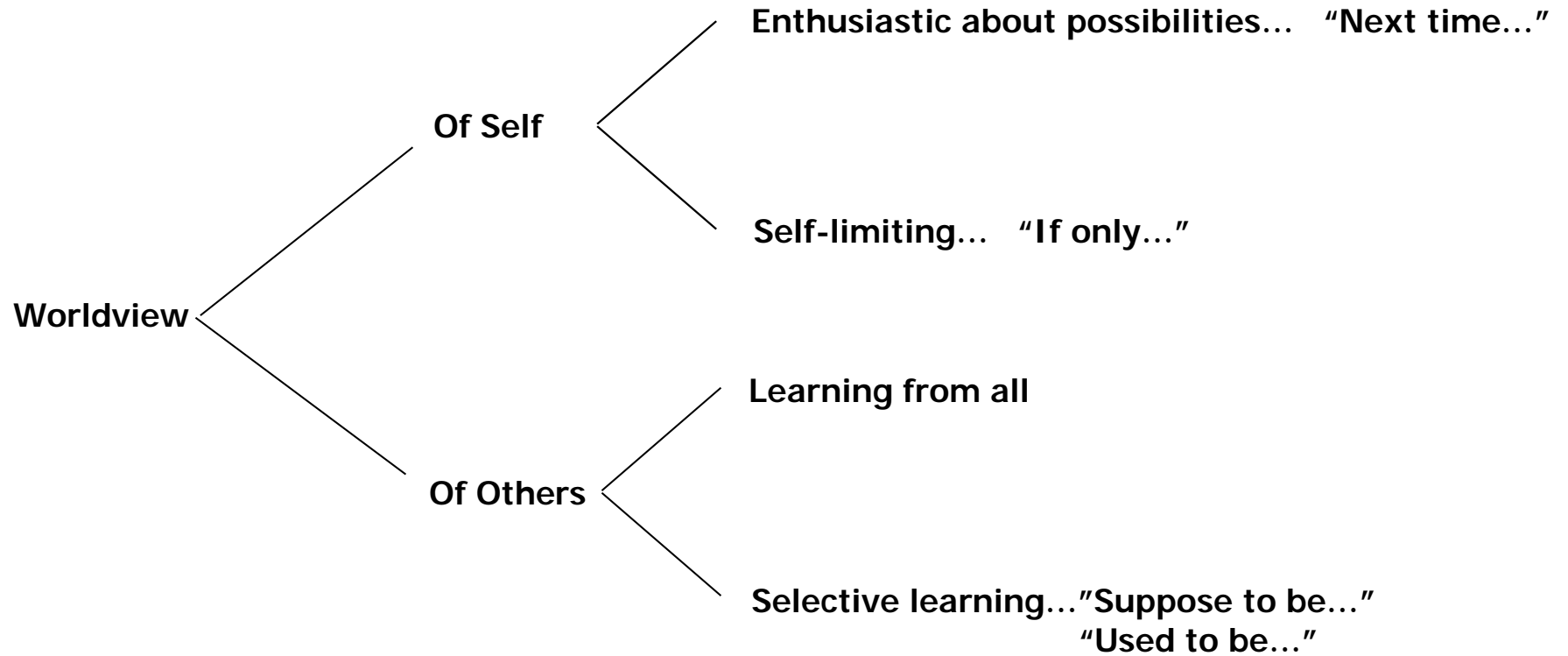
1923 – Present
Cambridge, MA
Harvard

Dodge commercial

Learning Organizations Achieve Continuously Improving Results with Greater Ease Over Time



A Worldview Conversation





Lessons Learned

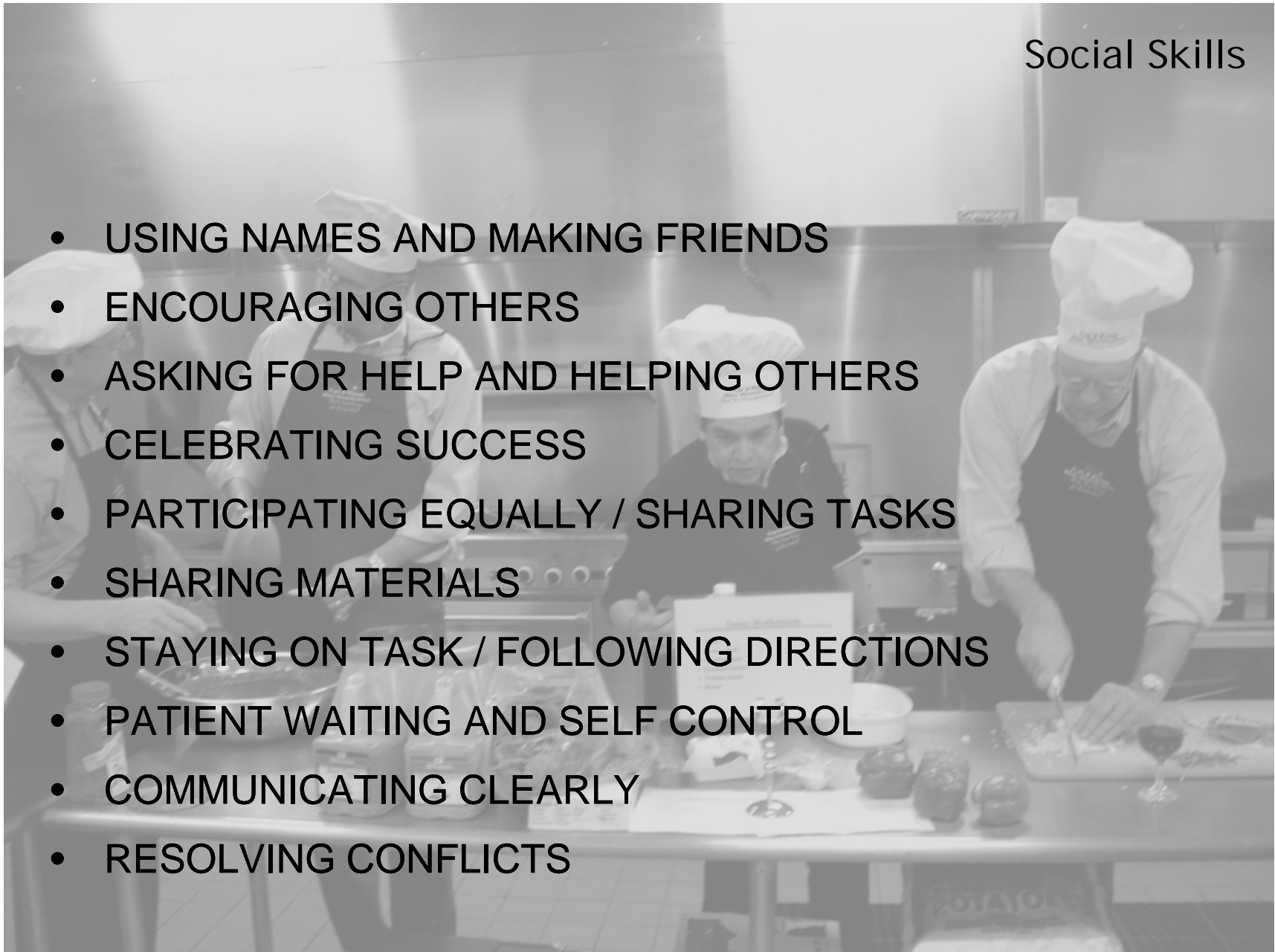
Customers provide the best assessments

Listening for Results

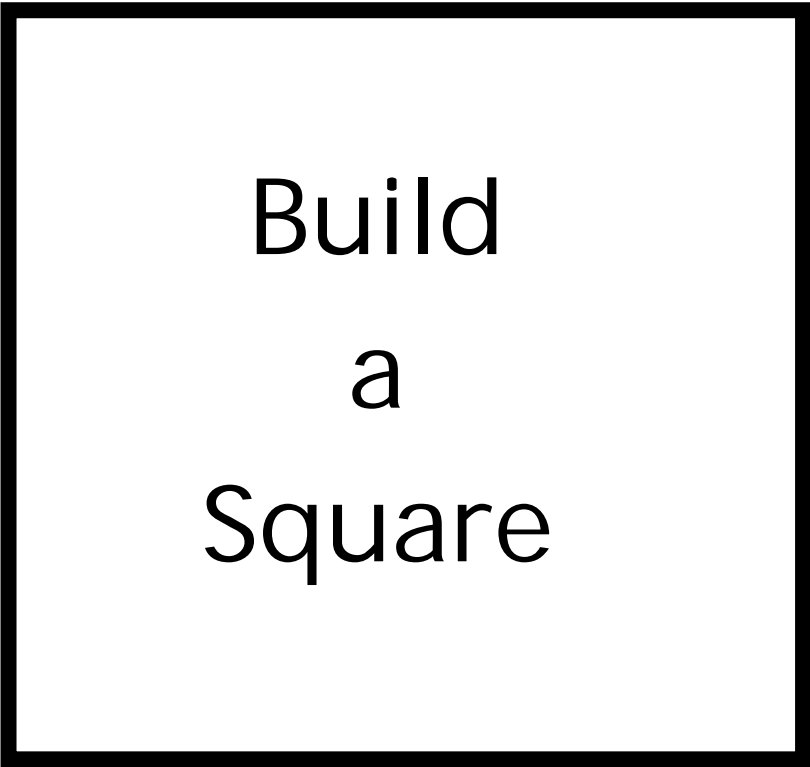
“Creating effective interactions”

Social Skills

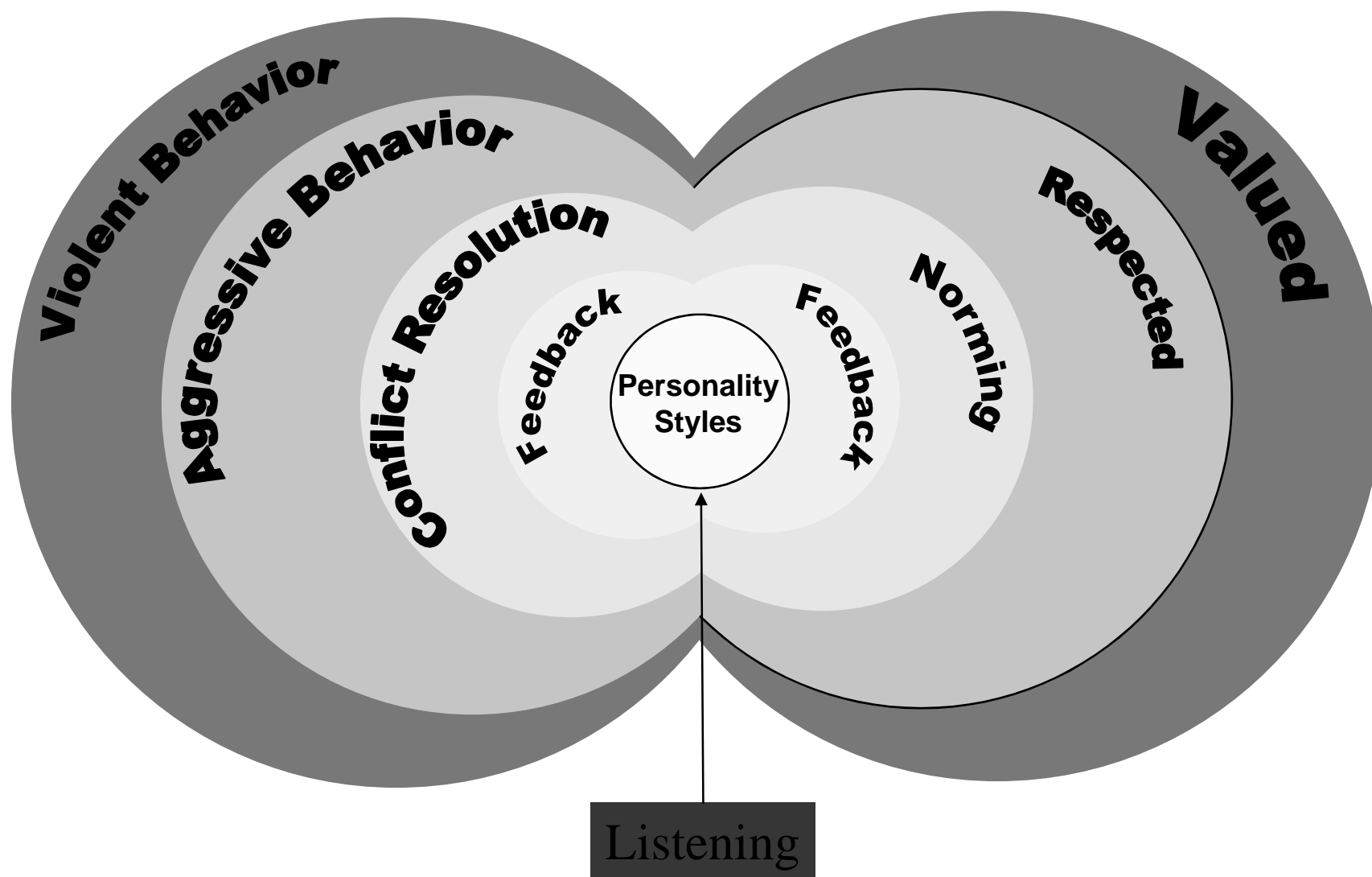
- USING NAMES AND MAKING FRIENDS
- ENCOURAGING OTHERS
- ASKING FOR HELP AND HELPING OTHERS
- CELEBRATING SUCCESS
- PARTICIPATING EQUALLY / SHARING TASKS
- SHARING MATERIALS
- STAYING ON TASK / FOLLOWING DIRECTIONS
- PATIENT WAITING AND SELF CONTROL
- COMMUNICATING CLEARLY
- RESOLVING CONFLICTS



Practice the social skills

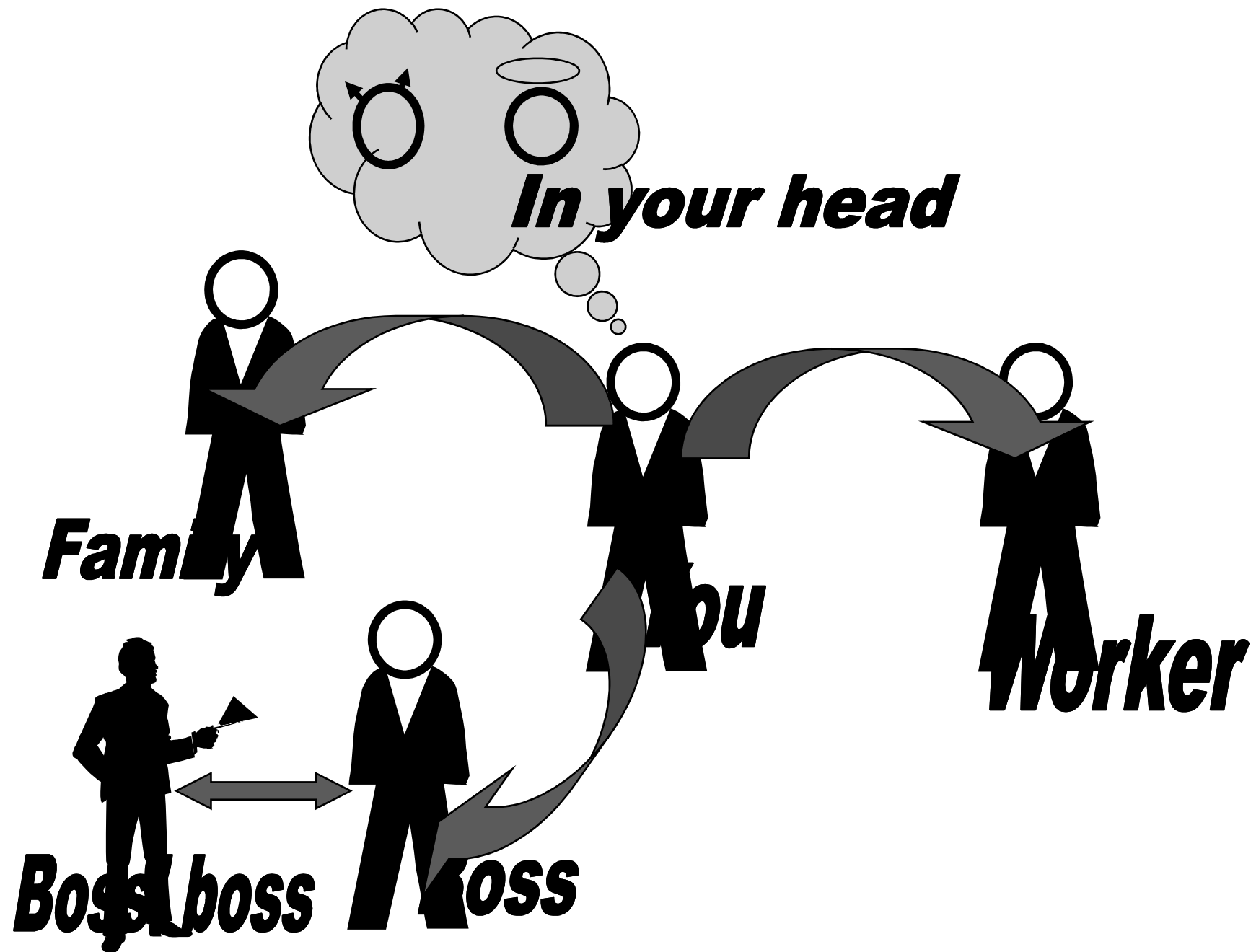


Build
a
Square



Upon completion:









1. Will be equipped with the powerful 5-level interaction model
2. Can describe the difference between effective and ineffective interactions
3. Will have a strategy for dealing with “low density” people
4. Can be choiceful about the interaction method used
5. Will have experienced what it means to be “heard”
6. Can create effective interactions for others and have increased control over personal interactions



This is About Me!

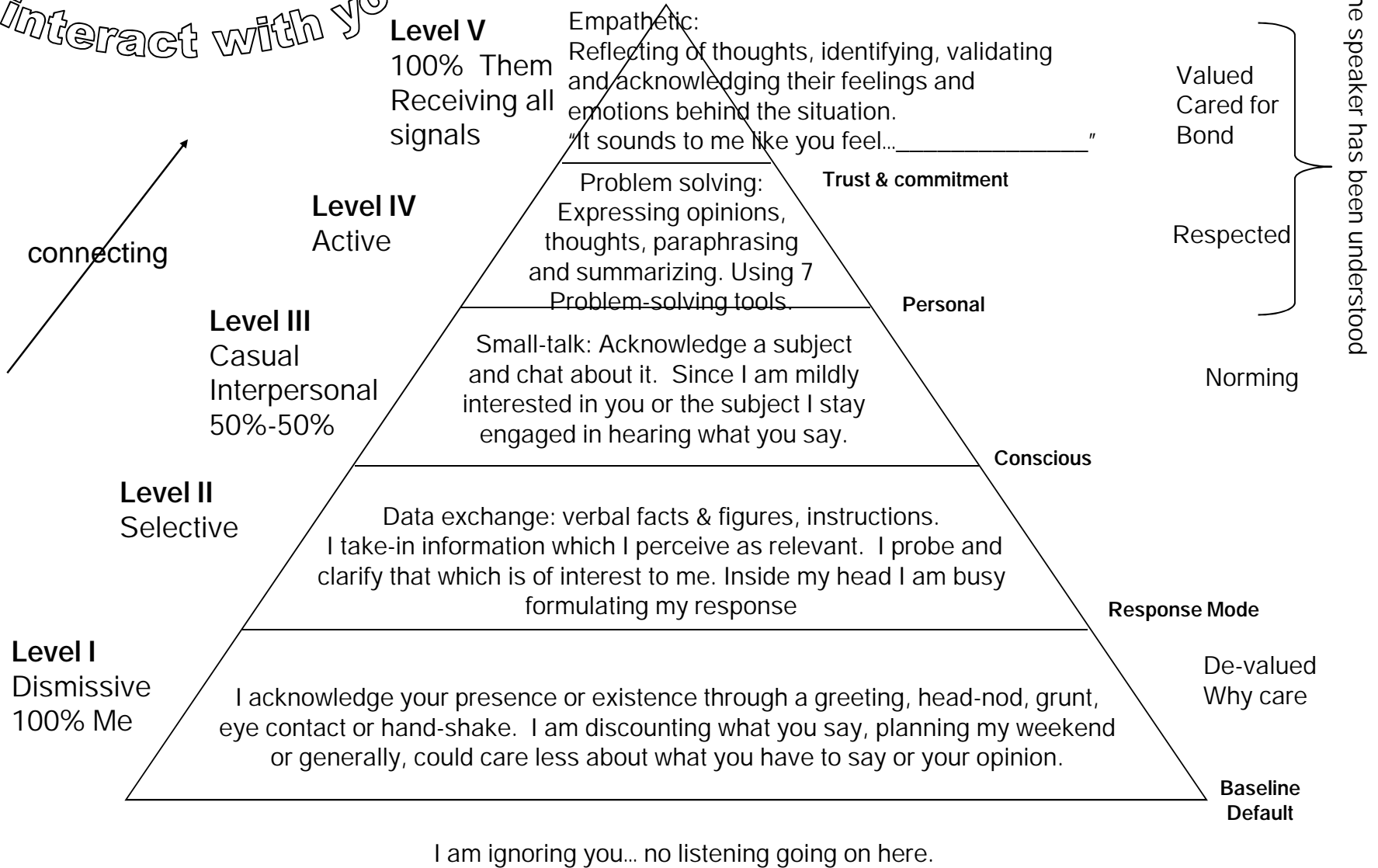
- “Effective Interactions” is not about doing something “to” or “for” them.
- It is about **my** journey of becoming more effective as a person and becoming a steward of those around me.

Possible Communication Scenarios

Sender		Receiver		
Tell	Thoughtful	Open	Closed	
				→ No Problem
				→ Problem
				→ Goodness
				→ Challenge

Listening:

How I choose
to interact with you



Psychology of DiStress

Decoding Behaviors

Psychology of Successful Communications

Know Thyself

Purpose:

To equip us with skills to decode the behaviors we exhibit and experience

In a way that we can take increasing control over our life

So that we are equipped to be as effective as possible in guiding others and our organization.

Products:

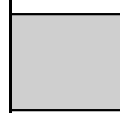
1. Understand the fundamental psychology driving people's behavior
2. Decode the behaviors and personalities of people you work with
3. Increase your ability to effectively communicate with others
4. Obtain the hidden knowledge about what drives relationships
5. Become conscious of your personalized auto-destruct sequence
6. Embrace your uniqueness and know how to synergize with the group

Premises

1. Psychological needs are as real as physical needs.
2. We are communal beings...we need others in our lives for emotional health.
3. It is possible to know/love ourselves.
4. Without a desire to
become emotionally
healthy, this is merely
“interesting” and will
not generate
sustainable results.
5. I can be choiceful about my life, my needs and my interactions with others.
6. I am accountable for my emotional well being.
7. A place of internal peace and honest relationship with others is possible.

The Head-Wiring B.O.M.

- "I isolate..."



- "I act..."



- "I feel..."



- "I react..."



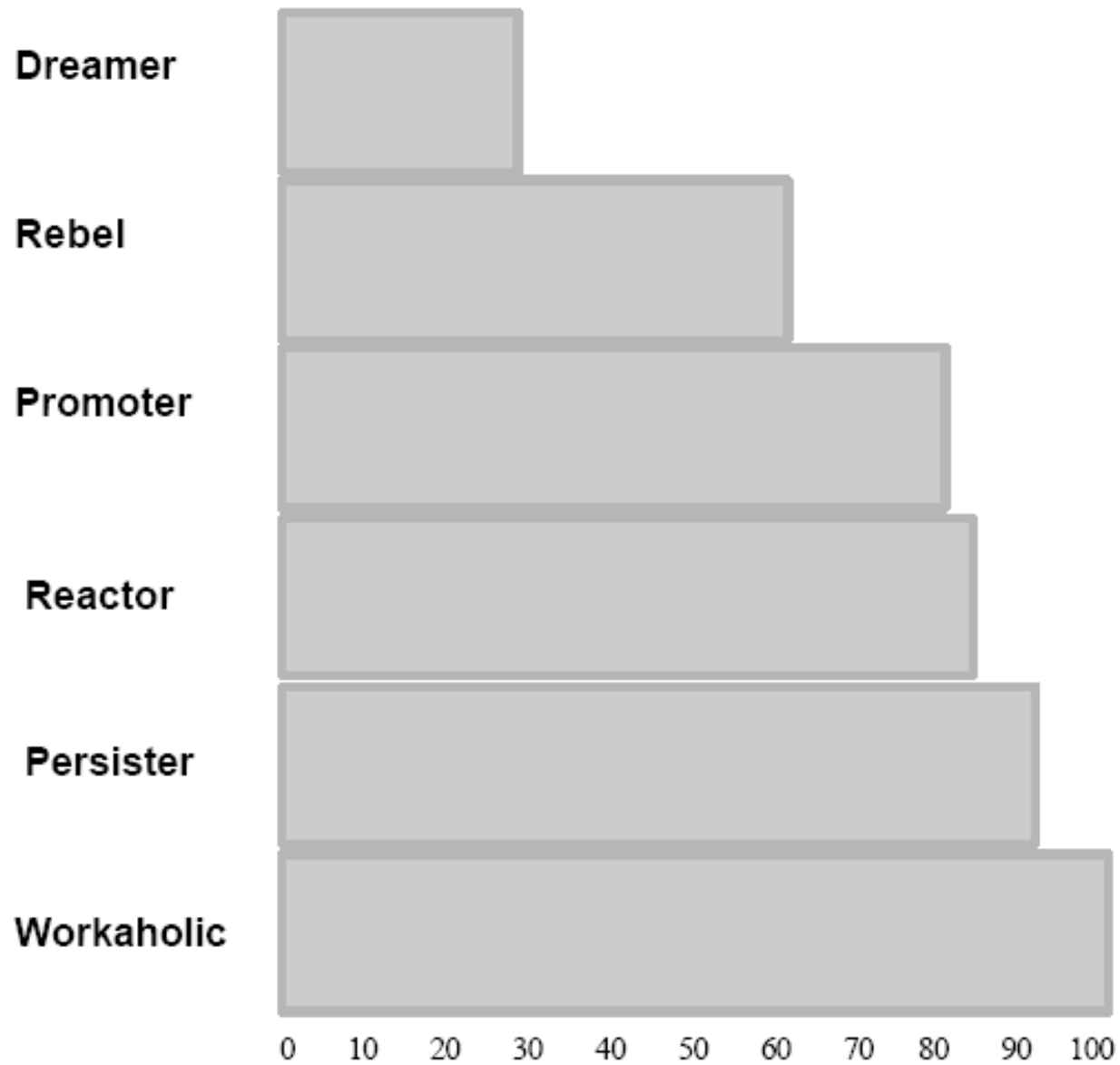
- "I believe..."



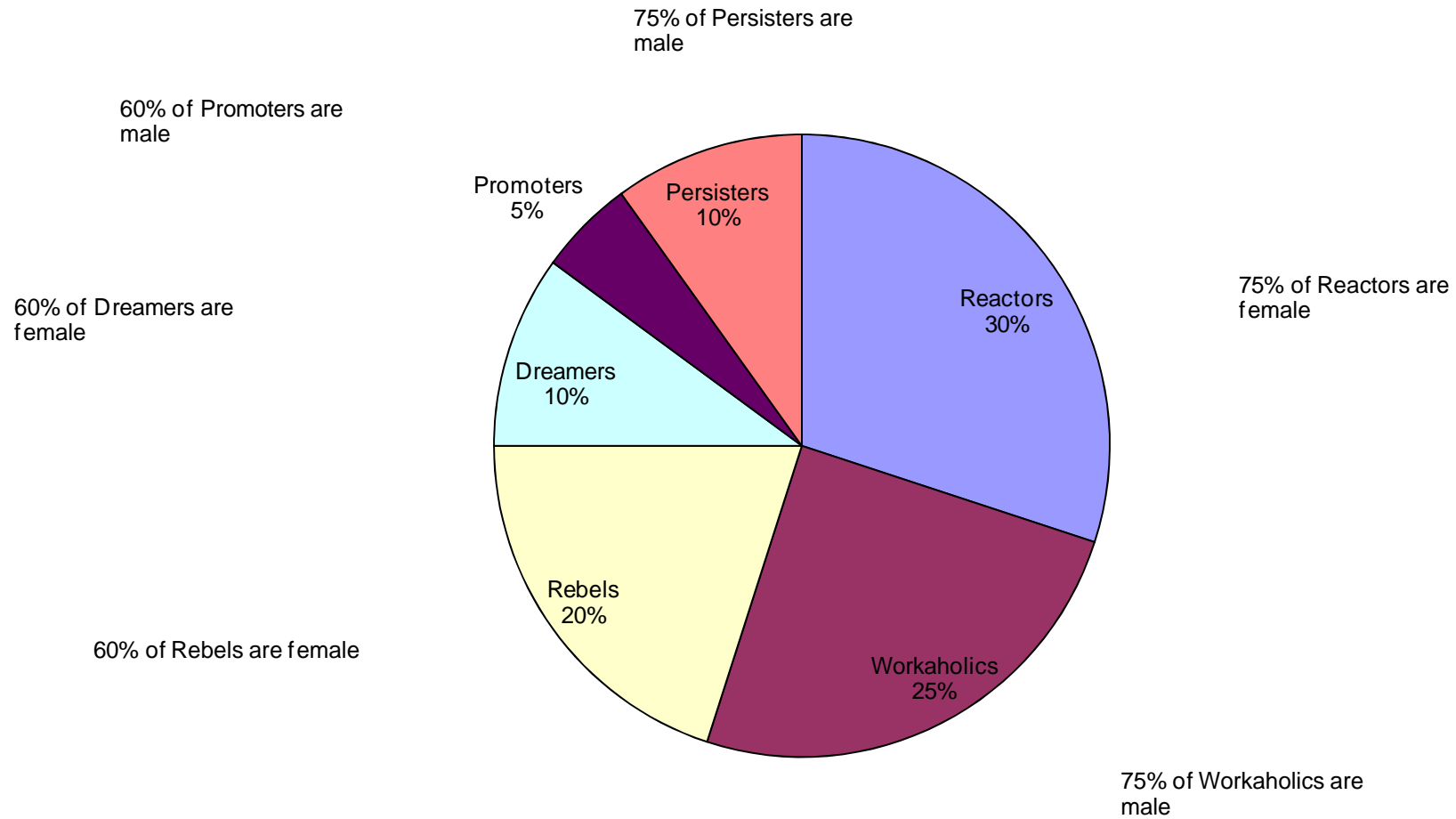
- "I think..."



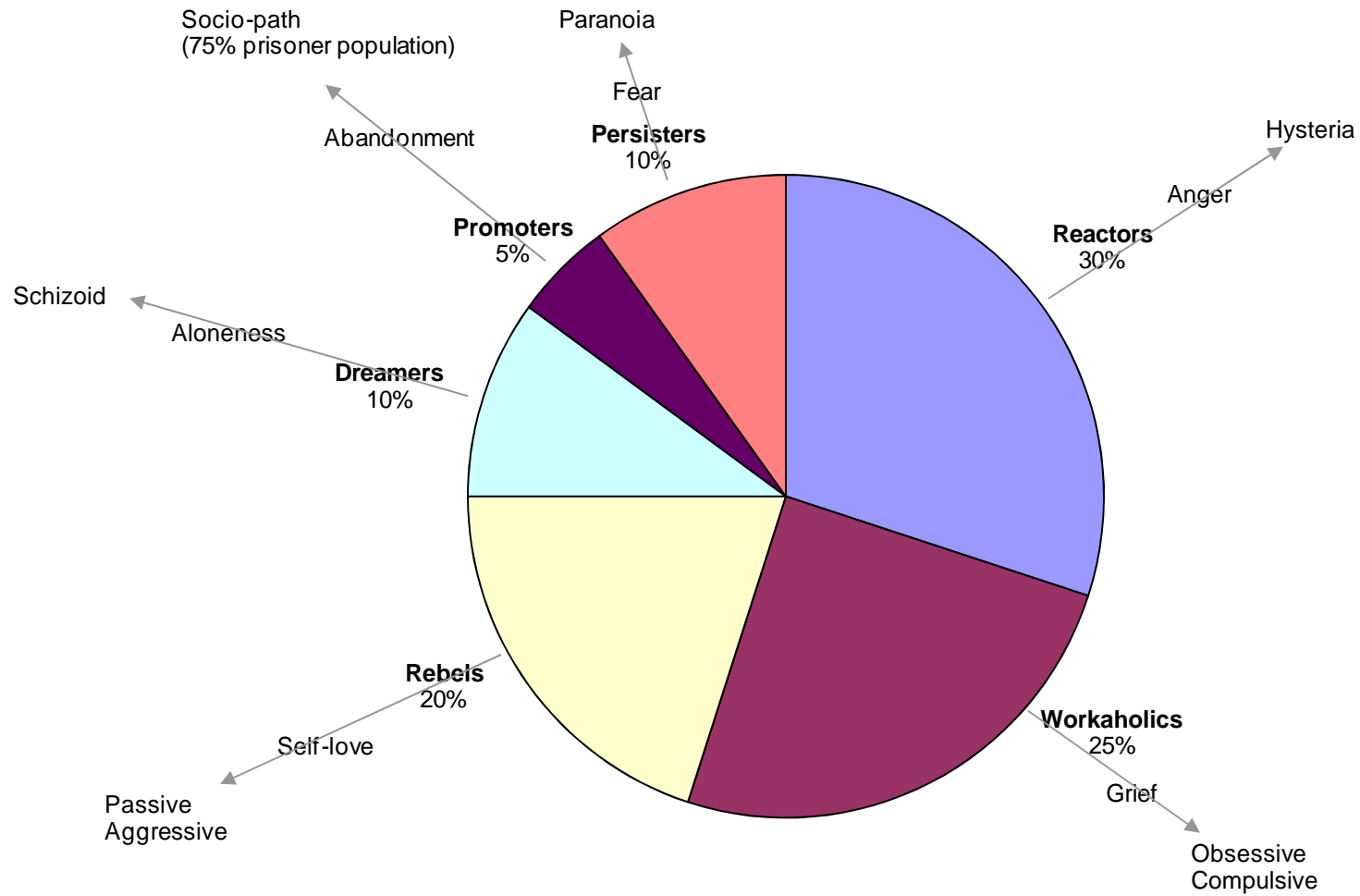
Stack-up Example



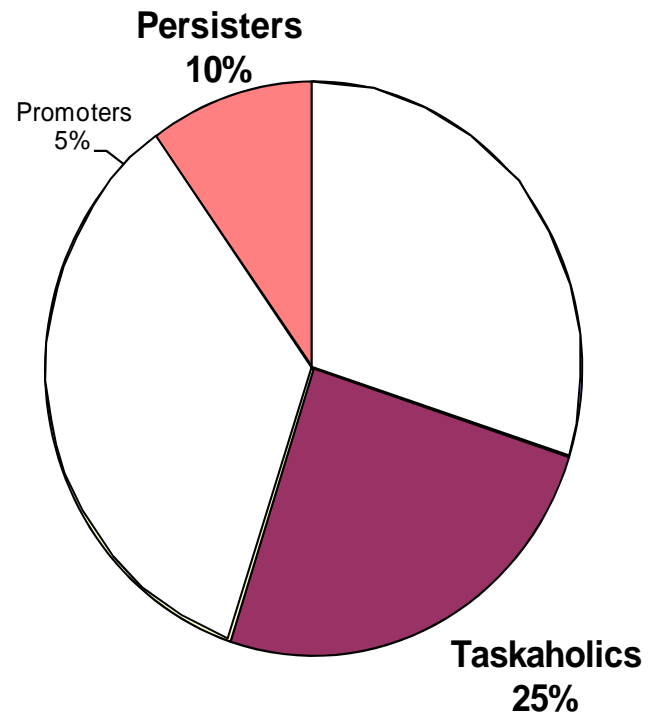
Distribution of Psychologies



Where the Psychologies End-up



UTC's Make-up



<http://www.kahlercom.com/speech.html>

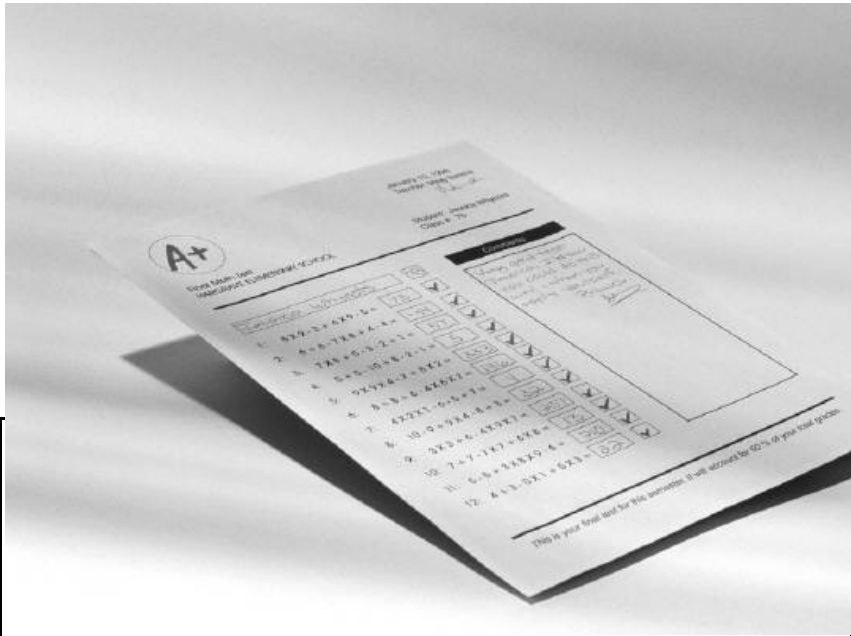
OVERARCHING CONSIDERATIONS GUIDING THE DEVELOPMENT OF THESE *Scripts*

- Out of the six personality types, the target audiences within UTC are workaholics and persisters with reactors in distant 3rd.
- Highly predictable behaviors and words flow out of a distressed state.
- The corporate environment fosters people operating in a distressful manner.
- "Distress" is the resultant of my psychological needs not being met. NOTICE: the word is "needs" **not** "desires" or "wants." It is a psychological non-negotiable.
- The very topic of "deficiencies" strikes at the core of the biggest needs of workaholics and persisters.
- The info/data presented by Quality can be construed as an invitation to distress by workaholics and persisters.
- An invitation to distress for the workaholic =
 - Not being recognized as a contributor or value added
 - My ideas are not being solicited, heard or valued
 - # tasks > time to do them well
 - Reality does not meet my expectations.
- An invitation to distress for the persister =
 - My opinions are not valued
 - My beliefs are not considered
 - My convictions are violated
 - My values get trampled.
- My state-of-being directly effects people hearing me.
- If I speak to you in a manner that addresses your needs I will invite healthy conversation.
- Personality-type dictates my presentation not their organizational level.

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	Audit Report
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Situation: Audit report received with less than stellar findings.

Scenario 1

I've just gotten the report on our audit and this is analogous to getting a report card at school. And when it wasn't good we would lose it before showing our parents. How many of you did this? Well, how would you like me to give this to you?

Matter of fact, what do you think the results showed?

First, here's what we did a great job in... Congratulations!

Secondly, here are some opportunities and I am going to invite a discussion about what we will do about them.

Caution, Talking to Workaholic	
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Caution! A workaholic moving into distress will "come at you" or attack by...

- * challenging your data
- * presenting opposing facts
- * "show me the relevance of that data to my shop"
- * questioning the source or the source's credibility
- * "who gave it to you"

WRONG Response

- * Using an accusatory tone. They will give back in kind.
- * Giving a command or directive to a workaholic.

Prudent response...

* I can appreciate the fact that you have worked hard and it looks like I came in here to point out where you are wrong, missed the mark. That is not what I wish to do. I think we both have the best interest of the corporation at heart. I do have this data, and if it is accurate, will you tell me how you would like me to present it to you and what we will do with it?

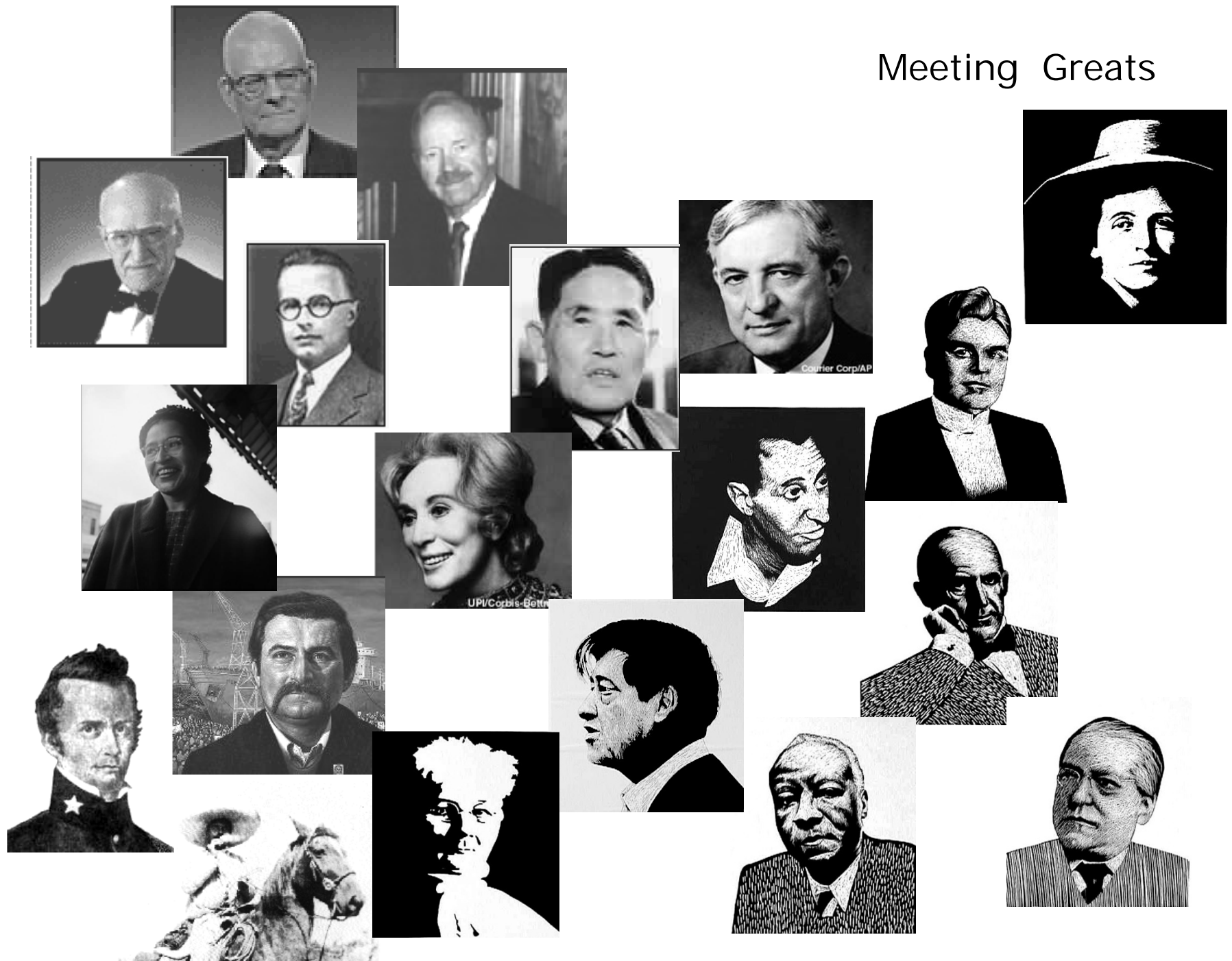
-or-

* I hear you and if I were sitting in your shoes I wouldn't want to hear this stuff either. Now, we do have this data. What would you like to do with it and how would like to do it?

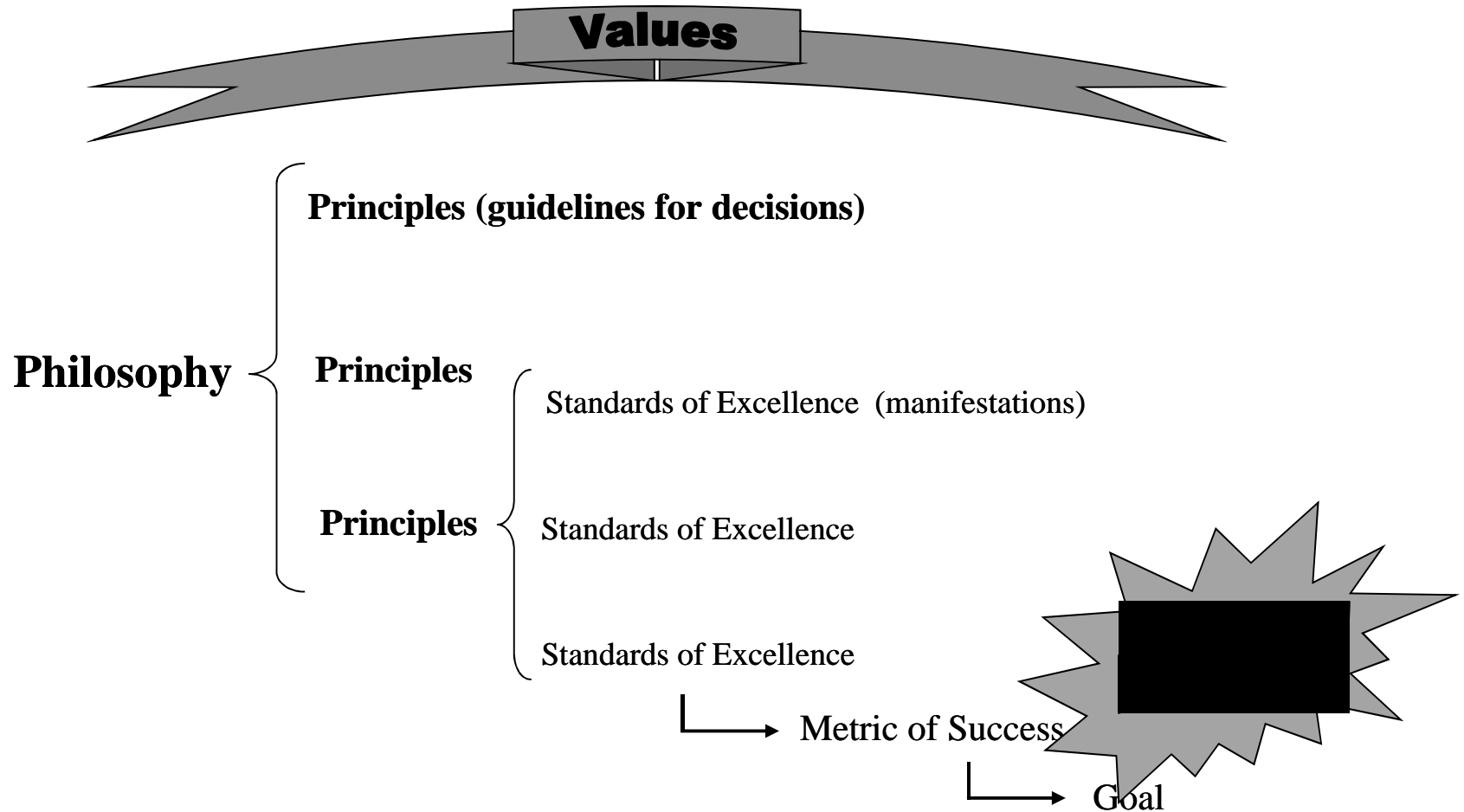
	Caution, Talking to Persister	
<p>Caution! A persister moving into distress will "come at you" or attack by...</p> <ul style="list-style-type: none"> * criticizing * Making demeaning comments, i.e. "is this all you have to do?" or "Do you ever bring anything positive to this meeting?" <p>Prudent response...</p> <ul style="list-style-type: none"> * I understand that my presence is sometimes viewed just as you have said it. I do bring negative information to you. You're right, this is what the corporation has asked me to do, and I don't like doing it because it invites what you have just raised. I am willing to explore how we can do this without me bringing you negative news. Let me invite you to put my hat on. How would you do what I have been charged to do? 		

	Caution, Talking to Reactor	
<p>Caution! A reactor moving into distress will ...</p> <ul style="list-style-type: none"> * start to over adapt and not take a position or make a decision * start to make mistakes and become less assertive * look to please and be quick to say “everything’s just fine.” <p>WRONG Response</p> <ul style="list-style-type: none"> * Becoming aggressive and hammering with questions. * Demeaning them and suggesting they are not up for the job. * Setting them up to feel unwanted. <p>Prudent response...</p> <ul style="list-style-type: none"> * Let’s take a break and you and I get a cup of coffee. You know, its great having you on this team. You bring so much to the group. How are things outside work? What’s planned for the weekend? Back to the topic we were discussing...I know it can be hard making an unpopular decision. Let’s talk about the best way I can support you. 		

Meeting Greats



Standards of Excellence



Standard of Excellence: the criterion for measuring or judging goodness as established by an authority.

Meeting the Greats

- Pick a person
- Read their bio
- Fill in the blanks...

What is Valued?	What is their standard of excellence?	Metric of Success?	Metric Goal?

- Be the person to us
 - “I believe...” and “I will not be happy until...”

"If only, Mike..."

The Power of Reframing

What is YOUR “if only”? Reframe it!

From

To

**‘If only I had
enough money.’**

**“I haven’t figured out how
to find new sources of
money.’**

**‘If only I had
business cards.’**

**‘I haven’t made getting
cards a priority yet.’**

**‘If only my goal was
achievable’**

**‘I don’t have my goal broken
into doable steps yet.’**

**‘If only I had enough
resources’**

**‘Given my commitment, I
need to adjust how I spend
my resources.’**

Reframing issues redirects our thinking. Reframing an issue can shift the problem from ‘it IS this way’ to ‘here is another interpretation’.

Reframing

- Take all the current demands being placed on you and reframe them as if you were the creator of the demand.

Our Leadership Agenda

What is Valued?	What is our standard of excellence?	Metric of Success?	Metric Goal?

- "I believe..." and "I will not be happy until..."

My Leadership Assessment

My Affirmations

1. I am the one. I own my role.
2. I am accountable. If not me, who? I step up today. I care enough to get involved.
3. I can't do it alone. I need others to achieve the purpose.
4. I checked my ego at the door.

Others' Affirmations about Me

1. You're doing something I respect. You're a genuine person who .
2. I like what you stand for.
3. I like where you are going.
4. Take me with you. I am so glad you are here. I want to be on your team.