



Jim Lane, Global PEC (EHS&S) Operations Leader



To influence change.



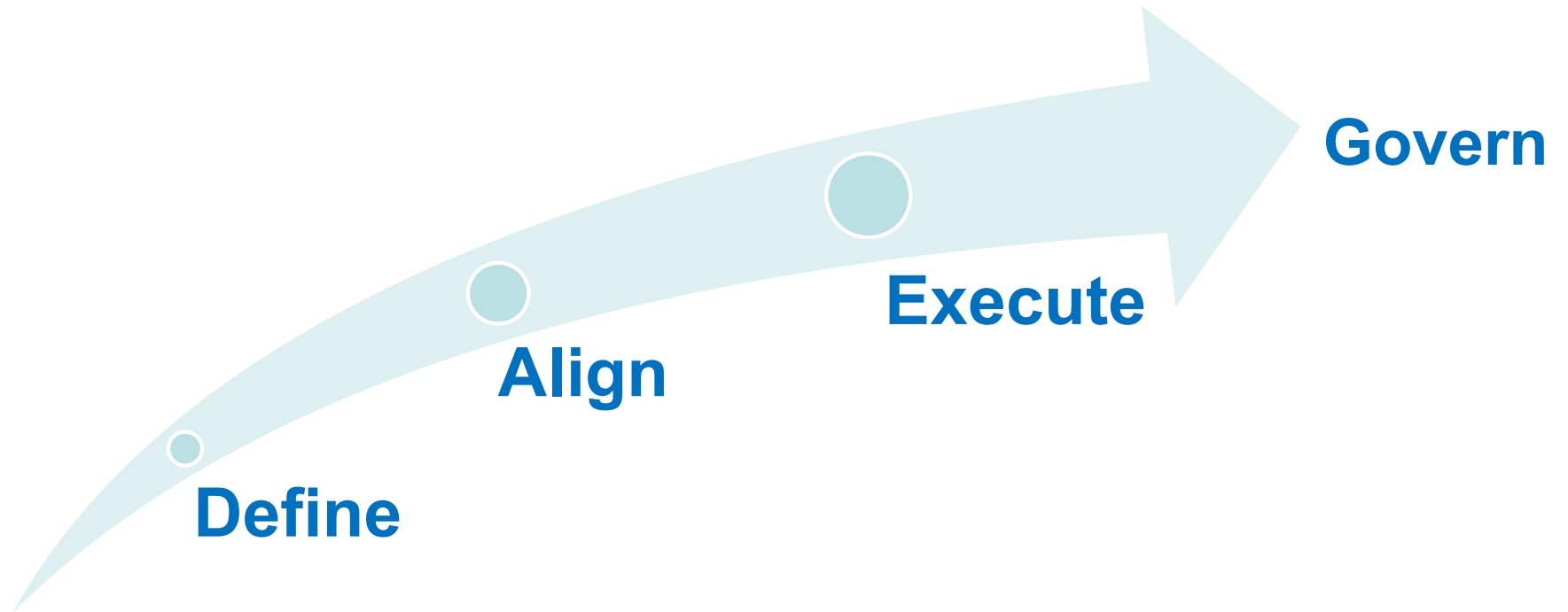
We influence best through our actions.

What We'll Discuss



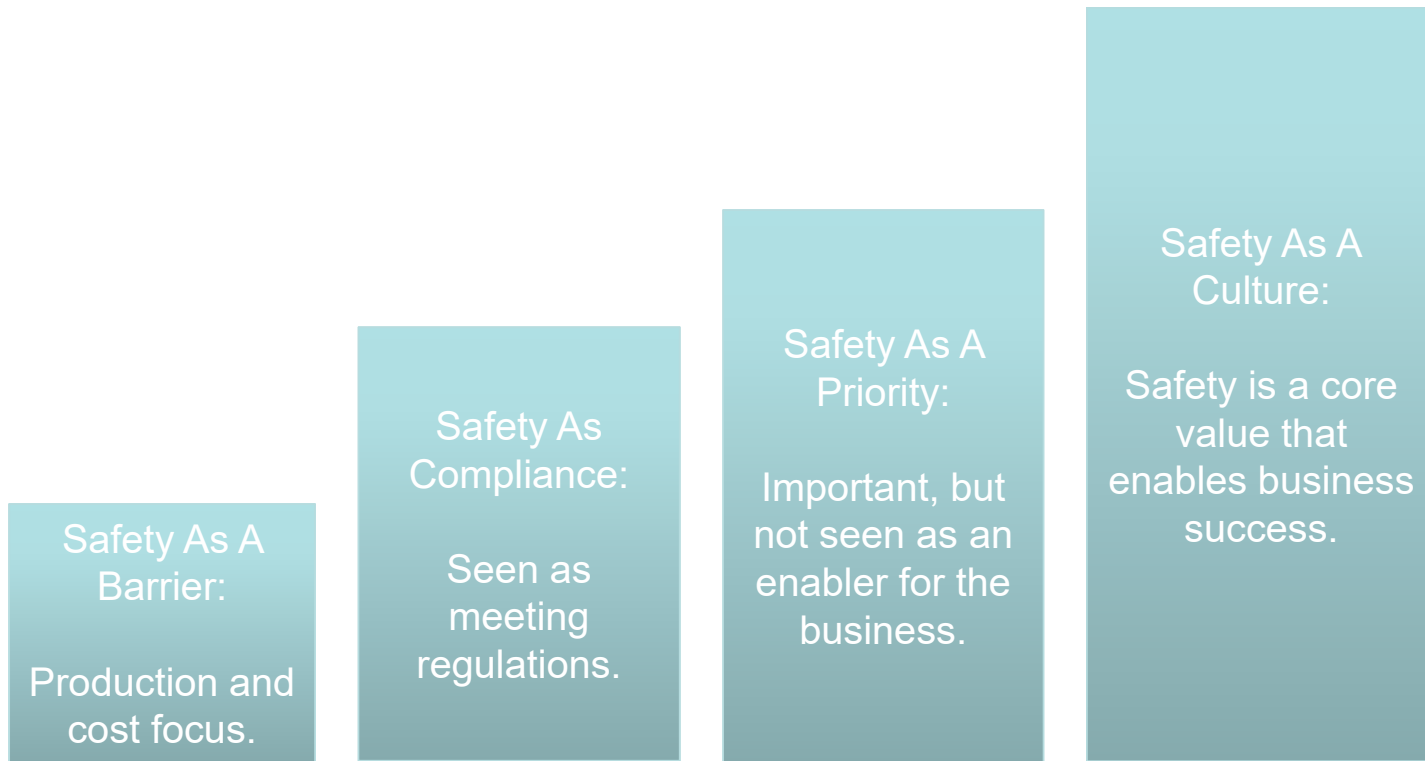
- Defining a strategy*
- Aligning actions to strategy*
- Influencing support*
- Owning and executing the strategy*
- Governing the process*
- Recognizing & celebrating successes*

This Is A Journey



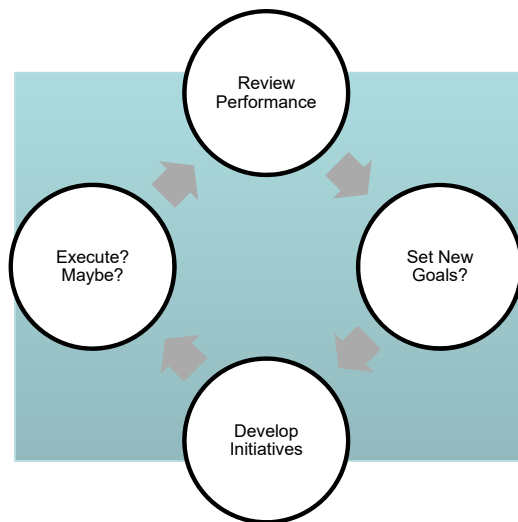
Involving everyone drives ownership.

Defining Your Strategy



Create a safe environment where people can talk openly about current state.

Defining Your Strategy



Shift Perspective

- Leverage the team's collective knowledge
- Don't let your ego get in the way
- Base decisions on data
- Attack process, not people
- Drive on principles vs. rules
- Make decisions and move forward

Right now are you improving...or avoiding failure?

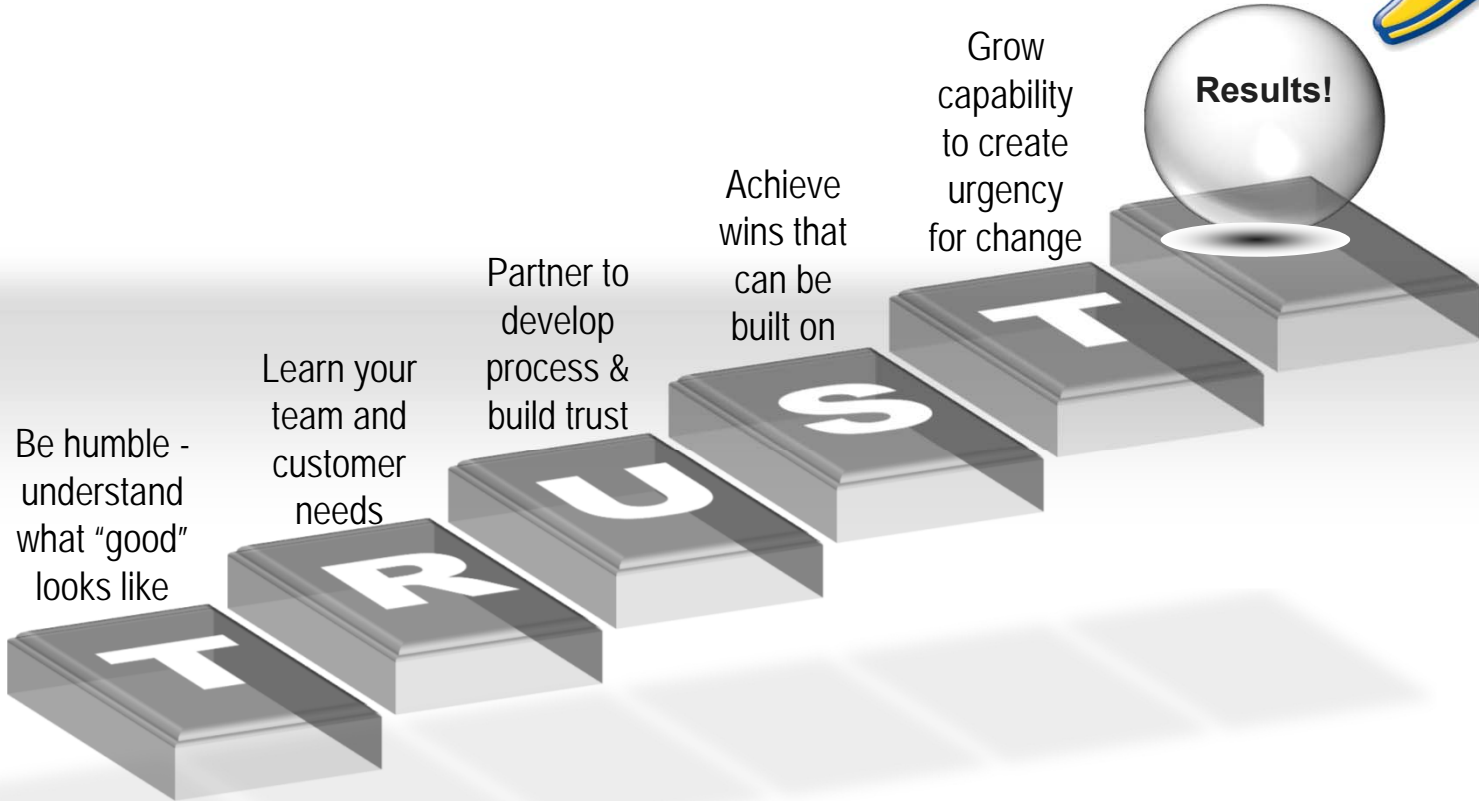
Defining Your Strategy



- **Challenge others not to “look backwards:”**
 - **“There is not enough time / money!”**
 - **“We’re too big / too small to make that work!”**
 - **“We’ve tried that before and it didn’t work.”**
 - **“THEY would never approve / allow that!”**
 - **“I understand exactly what they’re going through.”**

Determine why the work is important to you...then engage the team.

First Step Is Understanding Your Business

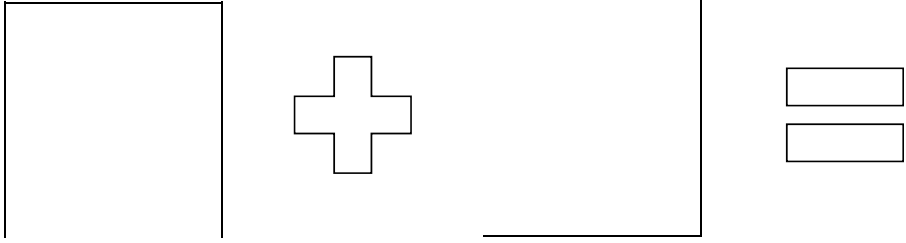
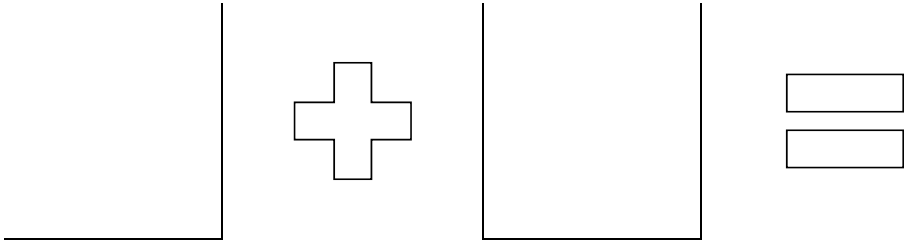


Conduct A S.W.O.T. Analysis



	Positive	Negative
Internal	S Strengths	W Weaknesses
External	O Opportunities	T Threats

Bring Clarity, Not Noise, To The Team



Good Leaders Add Clarity



1	2	3
4	5	6
7	8	9

1	+	2	=	3
8	+	1	=	9

Adding Clarity



- **Specific**
- **Measurable**
- **Attainable**
- **Relevant**
- **Time-bound**



- **Reduce serious injuries rate from X to Y by 2020**
- **Improve near miss identification from X to Y by 2020**
- **Grow safety maturity from X to Y by 2020**

Define the behaviors you want to change.



- **What behaviors do you want to change?**
 - **Conducting pre-job briefings & after action reviews**
 - **Reporting of near-misses**
 - **Timely correction of physical hazards**
 - **Use of lockout & energy control**
 - **Good root cause analysis focused on process**



- **Change Motivation**

- **Change Abilities**

- **Personal Motivation & Ability**
 - Is it enjoyable?
 - Do people have the capability?
- **Social Motivation & Ability**
 - Are the right behaviors recognized?
 - Do peers provide positive influence?
- **Structural Motivation & Ability**
 - Do systems support working safely?
 - Are you focused on process metrics?

Who's Behavior To Influence First?



Opinion leaders have to be aligned on the strategy. Without alignment failure is imminent.

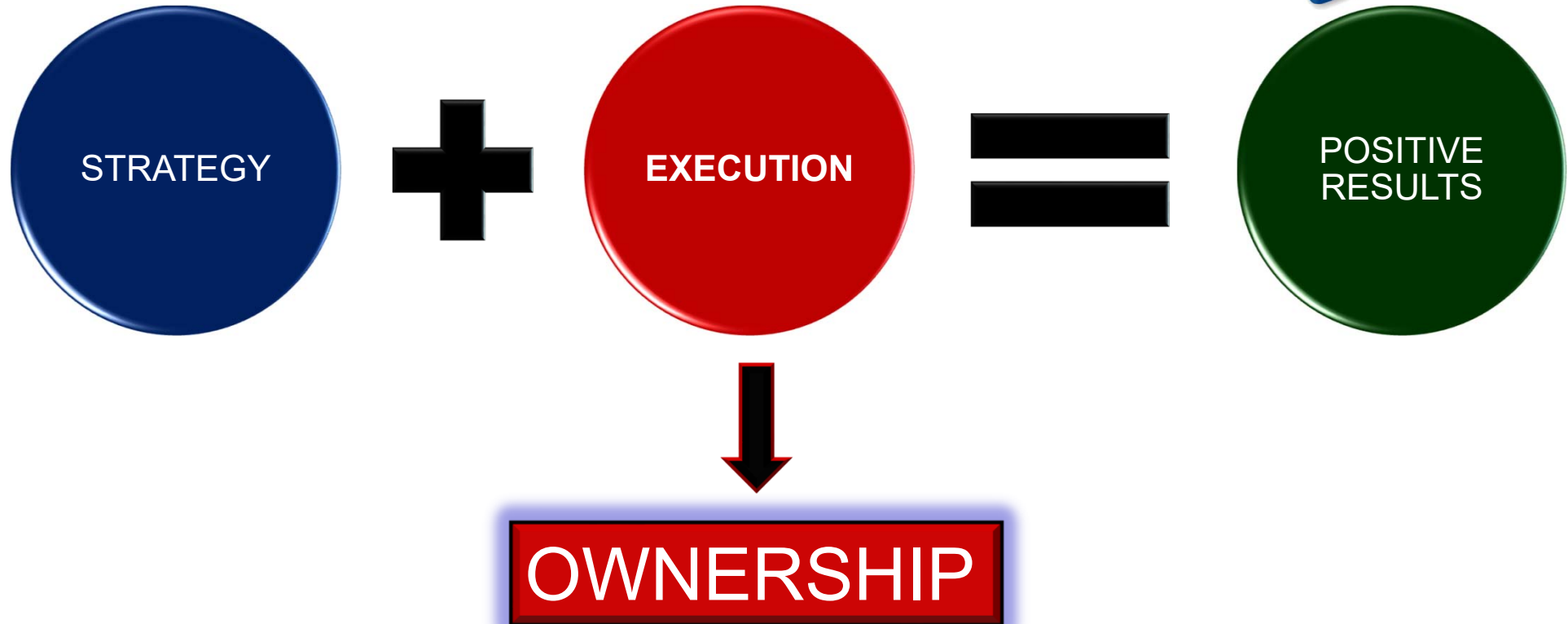


Opinion leaders influence execution because of the creditability they bring to the process.



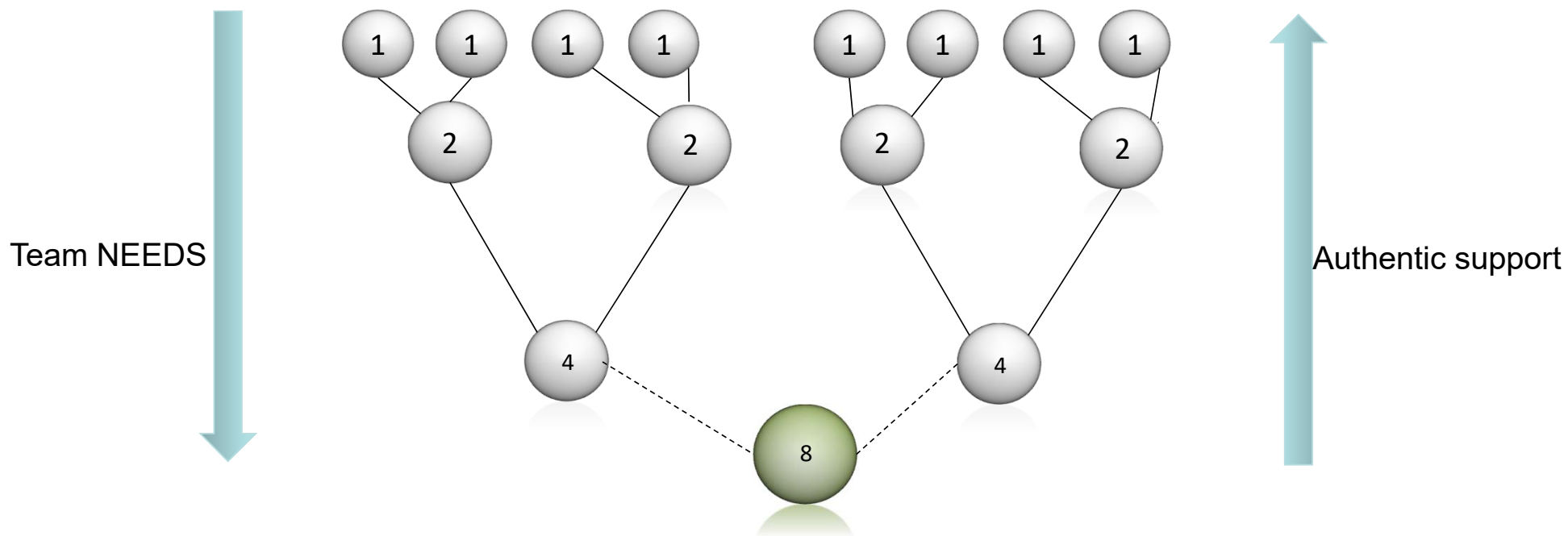
Opinion leaders provide authentic support.

Opinion Leaders Generate Ownership



Without ownership, blame takes over and destroys trust.

Ownership At The Right Levels



Look for opinion leaders in every level of the organization.



Measure What Matters



10 Feet & 10 Seconds

Keep it simple & visual to drive ownership at all levels.

Regularly Review Progress

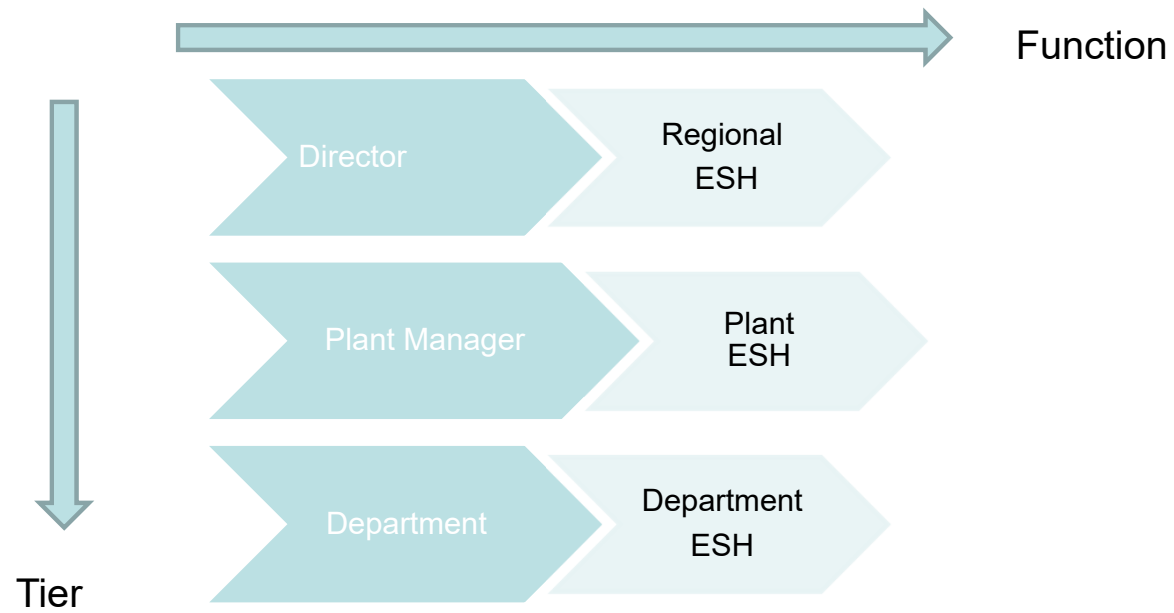


Helps drive the right behaviors by:

- Engaging at each level of the organization
- Delegating decision making to where the work gets done and to people working in the process

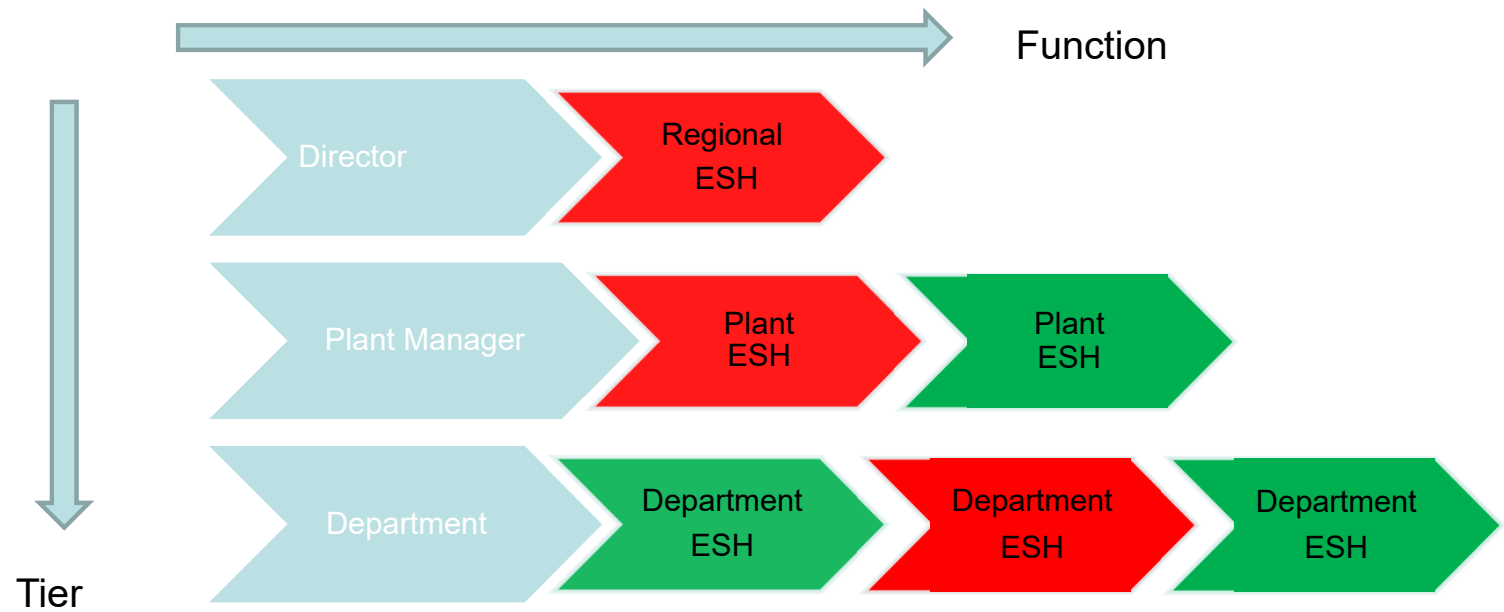


The Process



Align Tiers & Functions to deliver winning performance.

Governing Execution

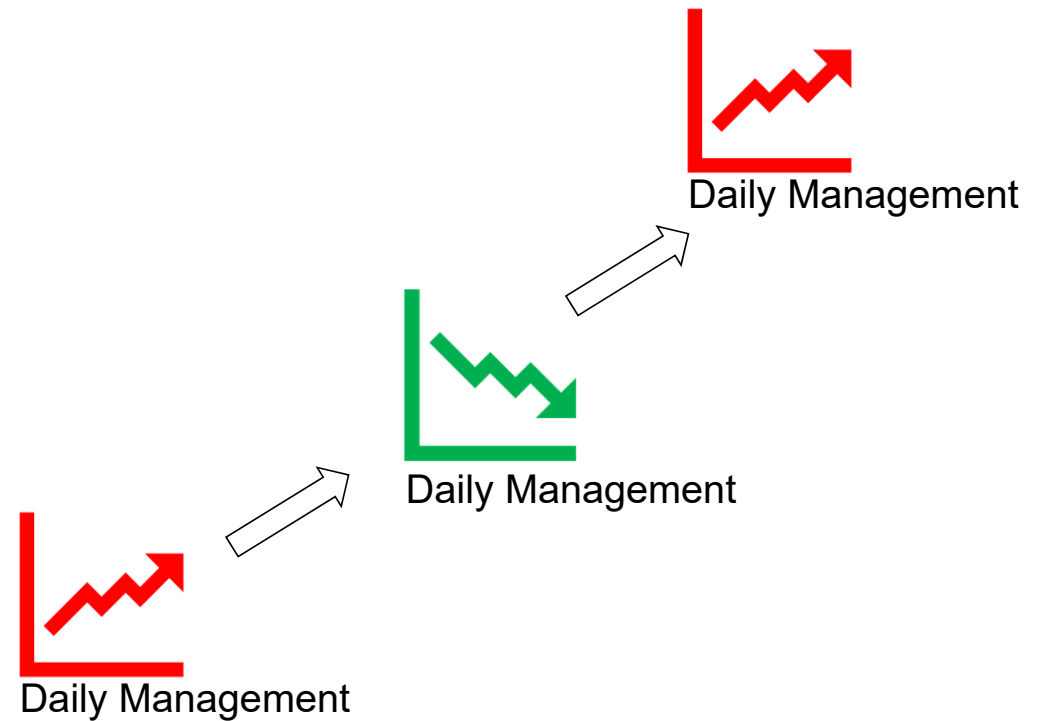


Process highlights successes and opportunities...leverage the data.

Daily Management System & Standard Work



- Create a structure that motivates and enables you to adjust performance
- Keep it simple and focus on a few key drivers
- Create dialogue and expectations about performance, process, and behaviors
- Develop a discipline to your process



Recognize People & Work To The Process



Make your people visible and they will make you Valuable!

Key Take-Aways



- **Manage the process not the outcome**
- **The experts are the people working in the process**
- **Create a safe environment where we hold ourselves accountable**
- **Establish clear priorities**
- **Trust the process and stick with it**



GOODYEAR

Questions?