

Leadership in Oilfield Safety

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- Master degree in Leadership
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Burton Controls

Steve Burton- Owner

- Over 30 years in Oilfield Electric
- Oilfield Electrical work since 1981
 - Odessa, Texas
 - Houston, Texas
 - Oklahoma City, Oklahoma
 - Waynoka, Oklahoma
- Full HVAC/R Service
- Top Drive Repair
- SCR & VFD Installation And Repair
- Service Loop Construction For Top Drives
- Steamers
- Temperature Alarms
- Full Rig Construction And Repair
- Production construction



Six practices of Exemplary Leadership

- **Model the Way**
 - Clarify values by finding your voice and affirming shared values
 - Set the example by aligning actions with shared values
- **Inspire a Shared Vision**
 - Envision the future by imagining exciting and ennobling possibilities.
 - Enlist others in a common vision by appealing to shared aspirations
- **Challenge the Process**
 - Search for opportunities by seizing the initiatives and by looking outward for innovative ways to improve.
 - Experiment and take risks by constantly generating small wins and learning from experience.
- **Enable Others to Act**
 - Foster collaboration by building trust and facilitating relationships.
 - Strengthen others by increasing self-determination and developing competence.
- **Encourage the Heart**
 - Recognize contributions by showing appreciation for individual excellence.
 - Celebrate the values and victories by creating a spirit of community.
- **Leadership for Everyone- Generational Leadership**
 - Leadership, like any other skill, can be strengthened, honed and enhanced, given the motivation and desire, the practice and feedback, and the proper role models and coaching.

What makes a Strong Leader?

Good Leaders are Made not Born

- If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982).
- Leadership, like any other skill, can be strengthened, honed and enhanced, given the motivation and desire, the practice and feedback, and the proper role models and coaching.
 - Kouzes & Posner, The Leadership Challenge
- You get Assigned Leadership by your position and you display Emergent Leadership by influencing people to do great things.

Boss or Leader?

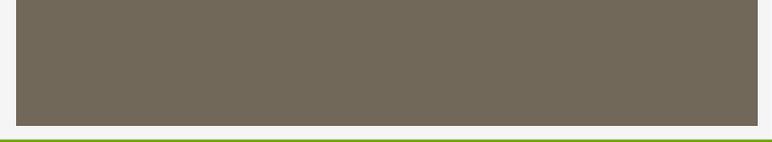
Your position as a Manager, Supervisor, Lead or Safety Coordinator gives you the authority to accomplish certain tasks and objectives in the organization

Boss or Leader?

Your position as a Manager, Supervisor, Lead or Safety Coordinator gives you the authority to accomplish certain tasks and objectives in the organization

BOSS

This *power* does not make you a leader, it simply makes you the *boss*

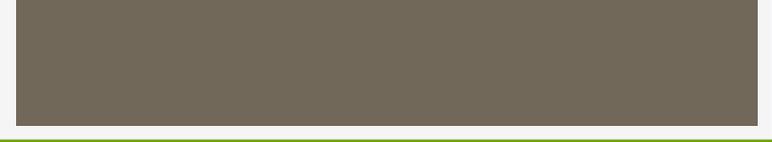


The question “Who ought to be the boss?” is like asking “Who ought to be the tenor in the quartet?” Obviously, the man who is can sing tenor.

-Henry Ford

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You do not lead by hitting people over the head- that's assault, not Leadership

-Dwight D. Eisenhower, 34th President
of the United States

Safety Culture vs. Climate?

Culture

- Changing the culture of an organization takes the full commitment of every leader within the organization. You cannot just tell people, "From now on its going to be done this way."

Climate

- Climate is a feeling by the employees on how they perceive that something should be done at the minute. These feelings can normally be changed within perhaps a few hours, days or weeks.

Why Leadership in Safety?

Open Communication

- Proactively share feedback with you
- Report near misses

Setting the Example

Getting others to practice safety when you are not around

Buy In

- Getting others to see you as a resource, not an enforcer

Characteristics of Admired Leaders Survey

What people most look for in a leader from 1987 to 2007

Honest

- All survey's have shown honesty to be single most important factor among followers.
- Integrity and character are synonymous with honesty

Forward-looking

- People expect leaders to have a sense of direction and concern for the future of the organization.

Inspiring

- A leader must be able to communicate the vision in ways that encourage people to sign on for the duration and excite them about the cause.

Competent

- Leadership competence refers to the leader's track record and ability to get things done.
- Most significant was that the leader took time to understand learn the business and to know the current operations.
 - Leader must have relevant experience and, most important, exceptionally good people skills.

Modeling the Way

First practice of Exemplary Leadership

Clarify values by finding your voice and affirming shared values

Find your voice

- Explore your inner Territory
 - Leadership begins with something that grabs hold of you and won't let go, like safety.
 - To find your voice, you must take a journey into places in your heart and soul where you bury your treasures.
 - Values guide us
 - Say It in Your Own Words
 - To become a credible leader you must learn to express yourself in ways that are uniquely your own.

Modeling the Way

First practice of Exemplary Leadership

Affirm shared values

- Shared Values are an Organization's Promise
- Leaders must be able to gain consensus on a common cause and a common set of principles.

Shared Values Make a Difference

- Foster strong feelings of personal effectiveness
- Promote high levels of company loyalty
- Facilitate consensus about key organizational goals and stakeholders
- Encourage ethical behavior
- Promote strong norms about working hard and caring
- Reduce levels of job stress and tension
- Facilitate understanding about job expectations
- Foster teamwork and esprit de corps (spirit of body/ morale)

Modeling the Way

First practice of Exemplary Leadership

Which Shared Values Are Important?

- There is no set value system for all companies
- There are central themes in the values of highly successful, strong cultured organizations.

Here are three central themes of achieving results from Harvard study*:

1. **High Performance Standards**
 - Stress the commitment to excellence
2. **A caring attitude about people**
 - Communicate how others are to be treated
3. **A sense of uniqueness and pride**
 - Tell people inside and outside how the organization is different for all others

* (C.A. O'Reilly and J. Pfeffer, Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People (Boston: Harvard Business School Press, 2000).)

Identifying and Understanding Your Values

- Write your Credo:
- One page report. 5 minutes
- List values from importance- highest to lowest
- Have each person write a credo- 10 minutes- then they are to share

Identifying and Understanding Your Values

Write a Tribute to Yourself

- Reflect on your ideal image of yourself- how you would most like to be seen by others.
- **Questions to ask for writing your Tribute:**
 - What do you stand for? Why?
 - What do you believe in? Why?
 - What are you discontented about? Why?
 - What brings you suffering? Why?
 - What makes you weep and wail? Why? (page 50)
 - What makes you jump for joy? Why?
 - What are you passionate about? Why?
 - What keeps you awake at night? Why?
 - What grabbed hold and won't let go? Why?
 - What do you want for your life? Why?
 - Just what is it you really care about? Why?

Set the Example

Personify the Shared Values

- Be willing to do what you ask others to do
- Leaders are their organizations
Ambassadors of shared values
- Spend your time and attention wisely
- Watch your language
- Ask purposeful questions
- Seek Feedback
- Teach Others to Model the Values

Set the Example

Series of actions to improve and apply your capacity to Set the Example

Do a Personal Audit

- Audit your daily routines
 - Are you spending sufficient time on values matters ?
- Audit your calendar
 - How much time are you spending modeling shared values?
- Audit the agendas for your meetings
 - What topics are discussed?
 - What issue is first? What signal does that send about importance?

Set the Example

Develop a Routine for Questioning

- Every question is a teaching opportunity
- Think about the “quest”, where do you want to take this person?
- What values are you trying to reinforce?
- Don’t surprise them. Ask questions that are relevant.

Set the Example

Put Storytelling on your meeting agendas

- Be a CSO- Chief Story Officer
- Keep a notebook and jot down stories as you see them
- Start each meeting with a story about something someone on the team did to demonstrate value.

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Thank you

Questions?

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