



Supervision: the key to Felt Leadership



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Super Vision

Chart the course

“A felt leader sees more than others see, sees farther than others see and sees before others do.”

- Leroy Eims





Learning objectives

- Describe the traits of a Felt Leader
- Describe the Supervisor activities which demonstrate Felt Leadership
- Confidently converse with peers and supervisors about the performance barriers to being a Felt Leader





Factors of Felt Leadership





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Business model/leadership effect



Functioning effectiveness

Inputs



Outputs



Leaders are guided by:

- **Principles** to establish direction – keeping the end in mind
- **Values** to set importance/priority

Leaders motivate the organization through **demonstration of values and principles.**

Actions speak louder than words





The Supervisor as a Felt Leader

- Is present, visible, available and welcome
- Seeks first to understand, then to be understood
- Is credible and trustworthy
- Adds value
 - Work contributes to strategic direction





The Supervisor as a Felt Leader

Has a *Caring* communication style:

- Authentic give-and-take interactions
- Open-ended questions
- *Asks* more than *tells* – team willingly contributes
- Safe and even ground for open communication
- On topic until resolution or commitment is obtained





Levels of listening

- Passive
- Filtered or evaluative
- Able to repeat or summarize
- Reflect and understand feelings
 - Mad
 - Sad
 - Glad
 - Scared
 - Embarrassed
 - Jealous





Task on active listening

- Need a volunteer to help!





Task - listening for understanding

- Volunteer from the room?
- **Speaker** – selects a subject of interest (hobby, vacation, experience, etc.) and tells the listeners about it for two minutes
- **Listeners** – listen to the speaker without taking notes and **then restates what the speaker said and reflects feelings**
- **Observer** – monitors the process and keeps time. The observer comments on the effectiveness of the listener and reports any barriers that existed

Take fifteen minutes for the task





Supervision the key to Felt Leadership

- Felt Leadership is the cause, rather than effect, of your position
- Self-reflection/self-observation
 - true perspective
 - emotional integrity
 - confidence in decision-making
 - clarifies “the big picture”
 - makes a *good* experience a *valuable* experience





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Supervision the key to Felt Leadership (2)

- The only thing your title will buy is TIME, to either:
 - increase and enable your Felt Leadership; or
 - undermine and limit it





Three-step approach to Supervisory Felt Leadership

1. Ensure mutual understanding by providing context and clear, engaging expectations
2. Seek progress updates
3. Follow-up on expectations, provide constructive, respectful and honest performance feedback





Felt Leader focus

NOT blame

- identifies and understands any roadblocks to performance and takes action to remove them. *“All work is within the boundaries”*

Performance (process, quality, risk management)

- related discussions are not simply work-related discussions (outcome)





Felt Leader traits

- Leads by example (*Walks the Talk*)
- Value-driven decisions
(trustworthy, caring, honest, fair, courageous, respectful)
- Knows the operation – the required outcome and the quality processes to achieve it





Felt Leader traits (2)

Risk management is made central to team business

- Discusses hazards – engages the team
- Anticipates risks
- Implements effective controls – work is completed with risk at ALARA (as low as reasonably achievable)
- Continually monitors team's competence (knowledge, skill, attitude) and effectiveness to manage risk





Felt Leader traits (3)

Chronic Unease:

a team member does not have to prove it unsafe

Supervisor knows and proves that risk is at ALARA

Zero harm is the only acceptable outcome





Supervision the key to Felt Leadership

- Leaders earn *respect* by:
 - making sound decisions,
 - by admitting their mistakes and take action to correct them
 - by putting what's best for their followers and the organization ahead of any personal agendas

“Followers may doubt what their leaders say but they usually believe what they do.”

- John Maxwell





Supervision the key to Felt Leadership (2)

- ***Competence:***
 - the leader's ability to say it, plan it and do it in such a way that others know that you know how – *and that they want to follow you*
- Maintaining a sense of ***vulnerability***
 - complacency built on past success blinds us to warning signs





Supervisor as a Felt Leader

- Inspect often – observe intelligently
- Take immediate, effective corrective actions
- Investigate incidents – promote near-incident reporting





Supervisor as a Felt Leader (2)

- Maintains control – coach, counsel, recognizes other systems as required
- Knows the team and the team knows you
- Follows-up on commitments





Supervisor as a Felt Leader (3)

- Commitment precedes achievement
- Commitment is the enemy of resistance

The real measure of commitment is action





Leadership

*When people respect you as a **person**, they **admire** you*

*When people respect you as a **friend**, they **care** about you*

*When people respect you as a **leader**, they **follow** you*





"People don't care how much you know until they know how much you care."

- John Maxwell





The four supervisory failures:

- Incomplete supervision
- Ineffective supervision
- Permitted occasions
- Negative promotion



Incomplete supervision

Incomplete supervision occurs when risk is not managed because people have not been provided clear, full, engaging expectations



Incomplete supervision

- What are examples of *incomplete supervision*?
- What are the reasons for this to occur?
- Why would work start with poor instructions?
- What controls can be put in place to avoid this situation?



Ineffective supervision

Ineffective supervision is when risk is not a ALARA because people do not follow, cannot follow or do not understand the Supervisor's expectations



Ineffective supervision

- Why is it that people:
 - Do not follow expectations?
 - Cannot follow expectations?
 - Do not understand expectations?
- What would a Felt Leader do to correct or prevent this situation?



Permitted occasions

Permitted occasions are when a Supervisor permits people (their team) to work in such a way or under such conditions that an incident (or near incident) involving personal injury, occupational illness, catastrophic process failure or environmental non-conformance are likely outcomes



Permitted occasions

- What are some of the reasons permitted occasions occur
- How can you, the Supervisor, manage these situations
- What do these occasions demonstrate about our values



Negative promotion

Negative promotion is when a supervisor says or does something which is harmful to the maturity of the organizations' risk management culture



Negative promotion

- What are examples of negative promotion
 - actions?
 - verbal?
- In what way does this affect the workplace?
- Felt Leaders control this situation by ...?





What you do
speaks **SO** loudly,
I can hardly hear
what you're saying.







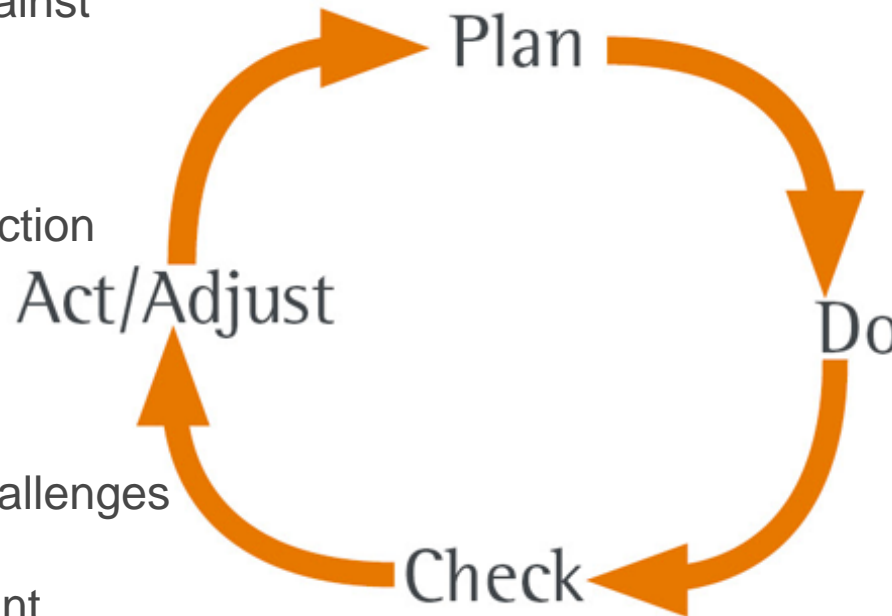
Supervisory tasks – opportunities & challenges to be a Felt Leader

End of day activities

- Team performance against objectives
- Shift handover
- Building a plan
- Personal conduct reflection

Incident management

- Reviewing work
 - opportunities and challenges
- Reporting
 - including near incident
- Investigation – getting to root cause – completing corrective actions



Start of shift

- Implementing the plan
 - communicating it
- Providing expectations
- Assessing the team

Worksite visit

- Risk management
- Observations
- Conversations
- Standard setting
- Performance evaluation





Plan



Start of shift

- Implementing the plan – communicating it
- Providing expectations
- Assessing the team

- Challenges to be the Felt Leader:

- Opportunities to be the Felt Leader:





Do



Worksite visit

- Risk management
- Observations
- Conversations
- Standard setting
- Performance evaluation

- Challenges to be the Felt Leader:

- Opportunities to be the Felt Leader:





Incident management

- Reviewing work – opportunities & challenges
- Reporting – including near incident
- Investigation – get to root cause – completing corrective actions



Check

- Challenges to be the Felt Leader:

- Opportunities to be the Felt Leader:





End of day activities

- Team performance against objectives
- Shift handover
- Building a plan
- Personal conduct reflection

Act/Adjust



- Challenges to be the Felt Leader:

- Opportunities to be the Felt Leader:





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LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING SURE
THAT IMPACT LASTS IN YOUR
ABSENCE.



@miningmanitoba



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Questions

Contact:

kirk.regular@vale.com

204 778 2729





Mining Association of Manitoba Inc

700-305 Broadway Avenue
Winnipeg, MB R3C 3J7

204 989 1890

mami@mines.ca

www.mines.ca



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OF MANITOBA INC