

# Go-Getter

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As we near the end of 2010, many of us are already thinking about our 2011 objectives and targets. As you think about your accomplishments and are setting new goals, ask yourself, “What did I accomplish this year, what could I have accomplished and what is the plan for the future?” Remember plan today for where you want to be in 3 to 5 years!

Once you have set your goals, be sure to write them down and make sure they are SMART (specific, measurable, achievable, realistic and timely) goals. Then evaluate on a periodic basis to ensure that you are making progress and moving in the right direction to achieve what you have planned.

2011 brings ASSE’s 100-year anniversary. Take time to reflect upon how the safety, health and environmental (SH&E) profession has changed over the last 100 years. Where will the profession be in 25, 50 or 100 years from now? As a young professional, you will be an integral part of ASSE and the SH&E profession’s future and success.

Do not miss this once-in-a-lifetime opportunity to join other ASSE members in this anniversary celebration. We encourage you to plan to attend [Safety 2011](#), June 12-15, 2011 at the McCormick Place Convention Center in Chicago, IL. To register, click [here](#).

The Young Professionals (YP) Leadership Team is currently making plans for a YP networking event at Safety 2011. At this time, we are searching for sponsors to help us with event. If you or your company is interested in helping us with this celebration, please contact Tara Falin-Kersting at [tara.falin@cummins.com](mailto:tara.falin@cummins.com).

As always, we are looking for eager volunteers to help with YP events and activities. If you are interested in getting more involved, please reach out to an advisory committee member today. We hope that you enjoy this edition of the *Go-Getter*. A special thanks to all who contributed to this newsletter. —**Selena & Tara**

## Cultures of Disengagement

By Mitch McCrimmon, Ph.D.

Engaged employees feel a strong sense of ownership, some for their jobs, but fewer for their department or the business as a whole.

Employees are disengaged because managers hog the lion's share of ownership. They delegate execution and routine tasks, keeping more interesting work for themselves.

### It's in the Male

Male managers typically identify with their ability to analyze, make decisions and generate smart solutions. Being solution-generators or goal-scorers, they feel a sense of achievement when they contribute valuable content.

Managers have a ready excuse for saying little in meetings: insufficient knowledge of the content or someone else already said what they wanted to say. Being solution-generators, they fail to recognize facilitation as a way to contribute: questions that stimulate others to think. Solution-generators ask only *factual* questions to get information to fuel their own thinking.

Managers thus spend more time *doing* than managing, including negotiating deals, solving major customer problems and developing new markets. But *mental work* is also doing: strategic thinking, problem-solving and decision-making.

In "[The Effective Manager](#)," I listed the following reasons why managers do things rather than manage:

- Doing is more fun than managing.
- Facilitating, nurturing, supporting and developing do not feel like real work.
- Doing things, scoring goals, is the core of their identity, why they got promoted.
- Management responsibility generates a strong feeling of ownership.
- Ruthless accountability discourages mistakes (get it right first time).
- Authority confers the right to call the shots.
- To avoid giving the boss bad news, doing things to ensure they are done right.
- Thinking creatively or strategically is harder work than concrete forms of doing.
- A bias for action encourages doing, so managers feel like they are achieving.

- Lean and mean demands that everyone does more.
- Doing is faster; there is little time to facilitate.

Scoring goals gets rewarded because organizational cultures are based on male values that fuel hyper-competition. Businesses need to be competitive to beat their competitors, hence the popularity of sports and war metaphors. Unfortunately, internal competition for promotion is as fierce as it is between businesses. Just as the best goal-scorers in sports earn the most money, executives with the best ideas to improve the business win the top slots. In this context, it is no surprise that so-called "alpha males" often win out.

In *The Alpha Male Syndrome*, Kate Ludeman and Eddie Erlandson say that alpha males "are aggressive, results-driven achievers who insist on top performance from themselves and others." Michael Eisner, formerly of Disney, is a classic alpha male. Chainsaw Al Dunlap, famous for ruthless cost-cutting, is another. Ludeman and Erlandson endorse a more feminine style of leadership, noting that "female managers tend to be perceived as more consultative and inclusive, whereas men are more directive and task-oriented."

Marshall Goldsmith's *What Got You Here Won't Get You There* argues that executives need to rid themselves of 20 bad habits, such as never apologizing or thanking people, taking all the credit and interrupting rather than listening. As Goldsmith explains, "Winning too much is easily the most common behavioral problem that I observe in successful people."

But even very unaggressive types base their self-worth on goal-scoring. When they have little to say it is because they only see value in making statements about content. Being engaging just does not occur to them.

In male-dominated cultures, too many employees are mere onlookers. With no say in its direction, they feel little commitment to the overall enterprise. They can only observe the battlefield to see who gets to call the shots while betting on the likely winners and casualties.

### How Career Advancement Works

Career progression is based on making a visible impact through:

- Achieving outstanding results
- Scoring goals in meetings



To achieve outstanding results, managers must be good with people, but real fast-trackers also score goals whenever they interact with key players across the organization. They present solutions that impress anyone willing to listen. The smartest, most confident, most vocal and assertive are increasingly competitive as the number of slots gets fewer near the top.

### The Engaging Manager

Managing has always meant getting work done by delegating tasks. But delegation is a two-edged sword. It can develop employees, but it is also a means of freeing managers to do the “more important” work of scoring goals. Delegation fosters execution by the hands leaving the head free to do the thinking, making strategy off limits to employees.

Delegation was essential in the industrial age, but in a knowledge-driven era, managers need to get mental work done through others too: thinking creatively, solving complex problems and making delicate decisions. Getting mental work done through people means asking engaging questions, such as:

- You have made a good case for doing X. What do you see as the disadvantages, risks and costs?
- What other options are worth considering? What are their pros and cons, risks and costs?
- What evidence do we have that your proposal will work?
- What are the implications of doing X for other functions, strategies, customers, etc.?
- What potential obstacles do you foresee? How would you propose addressing them?
- Who else has any ideas on this issue?
- How can we test your idea to verify that it will work in our context?
- How can we put your plan into action? Who else needs to be involved?

This form of contribution is not as much fun as generating solutions. Crucially, it does not get rewarded. Being great facilitators, catalysts or coaches is not the fast track to high office.

### The Effective Manager

No manager should only facilitate and never do anything, but it is arguable that the balance is seriously out of whack. How much time to spend engaging others is an investment decision that must be made in context. It depends on the likely return:

how much value would be added by greater engagement of these particular employees?

Unfortunately, managers see their role as a decision-making one. This is self-serving because it is how they want to spend their time regardless of whether it is justifiable on investment grounds. But it is arguable that facilitation is their job or at least a much bigger part of it than they recognize.

So, cultures are disengaging because managers do all the thinking and thus feel the strongest ownership for business direction. Managers argue that their team members have little to say about the bigger picture. But with no time invested in fostering their interest and developing their perspective, this is a self-fulfilling prophecy.

### Balancing Facilitating & Doing

- Reward facilitation. The performance of managers in meetings should be rated highly only if they do some facilitating.
- Train managers on how to facilitate and how to engage others.
- Revise the managerial role and criteria for advancement.
- Recognize teams, and those who manage them, for generating the most bottom-up improvement ideas.
- Reward objective measures of employee engagement, such as turnover and the number of good ideas or innovations generated by team members in addition to survey results.

Ironically, managers need to foster goal-scoring in their teams just as they struggle to do less of it themselves. But non-managerial employees can also be trained and rewarded for facilitating so that employees and managers alike achieve the same balance of skills.

As long as organizations confine employees to execution (as hands), while allowing managers to do all the thinking (as heads), deep employee engagement will not happen.

## ASSE's 100<sup>th</sup>-Anniversary Celebration



**SAFETY 2011** will include special events and [displays](#) that will celebrate ASSE's 100<sup>th</sup> anniversary. Founded in 1911, the Society was



formed in the wake of tragic events, such as the Triangle Shirtwaist Factory Fire.

Join ASSE and the thousands of Safety 2011 attendees in this commemoration of 100 years of dedicated service to workplace safety and health.

## Take Advantage of ASSE's Mentoring Services

Are you new to the SH&E profession? Do you have questions that you have always wanted to ask, but did not know whom to ask? Are you an experienced professional ready to become a mentor for others? If this sounds like you, you may want to participate in ASSE as a mentor. To learn more, visit the [Members Only section](#) of ASSE's website and click "Mentor Contacts," or contact Selena Schmidt at [selena.schmidt@latak.com](mailto:selena.schmidt@latak.com).

## Member Development Opportunities

- **Risk Management.** The Construction Risk and Insurance Specialist (CRIS) certification. Five 1-day courses, \$59 each. Visit <http://www.cris-ce.com> or contact Cameron Clark at [cclark@reimancorp.com](mailto:cclark@reimancorp.com).
- **ASSE Certificates.** ASSE offers a special Safety Management Certificate for those with 3 years or less experience. Three 2-3 day classes averaging \$650 each.

Don't forget to visit us on



[LinkedIn](#) and [Facebook](#)!



## Harvard Business Review

The Harvard Business Review (HBR) is the industry standard source of articles and studies in the business, management and leadership industries. The monthly magazines, as well as the leadership and development manuals, provide cutting-edge insight for professionals at all levels. Recent articles include "The Leaders We Need Now," "Powerful People Are Better Liars," "Bringing Out The Best In Your People," "Innovation's Holy Grail," "Managing Change—How To Do It, When To Do It." \$17/issue or \$80/year. [Daily blogs](#) are available to the public for quick leadership and development tools.

## Safety 2010 Baltimore

### Perspectives of a Young Professional & First-Time Attendee

*By Cameron Clark, M.A.*

If you missed this year's conference as a first-time attendee, consider next year as your intro to excellence in professional development.

#### What is "the conference?"

Is it a grandiose trade show where we all go hear sales pitches of products and services that we already have, do not need or that are totally irrelevant? Is it a compilation of classes and speeches on several topics that are redundant, superficial or touted as innovative? Is it a networking opportunity to make important future contacts and gain knowledge through others' career successes and failures? Depending on your approach, it may be a little bit of all the above or none at all. Some highlights of the conference: available CEUs, roundtable discussions, technical and leisure tours, safety symposiums, safety product expo, award-winning keynote speakers, and live Q&A sessions with industry leaders.

The truth is, effective SH&E professionals depend on a diverse set of skills as well as in-depth knowledge on a variety of topics pertaining to risk, safety, prevention, development and leadership. Collectively, trainings and conferences in general offer valuable learning opportunities, however, none present such an array of different types of classes and speakers as Safety 2010 did. SH&E professionals from virtually any industry will find topics and lectures to attend during the four-day conference that will expand and enrich their knowledge base and enhance their safety resume.

The conference is organized in such a manner that attendees are free to select from a list of hundreds of sessions focusing on many topics. They can arrange their schedule so that sessions do not conflict and can create as diverse or as focused of a week as they see fit. You are your own academic advisor during the conference. However, the sessions are not breaks or naps where attendees can check out and expect to walk away uplifted. Similar to the impossibility that one can absorb knowledge by simply inserting a book beneath their pillow, one cannot attend Professional Development Conference (PDC) sessions expecting to absorb the information without active participation.



Since becoming an SH&E professional only a few years ago, it has been a major personal objective to stay current and to seek out professional development opportunities. Safety 2010 in Baltimore appeared to be the best value due to its broad program of topics. Follow these simple do's and don'ts to stay ahead of the curve in planning and attending a future conference.

#### DO:

- **Make the sacrifice to attend the pre- and post-conference seminars, such as Safety Management I and II.** These courses are offered as standalone classes in different cities, which turns into a greater expense and more time away. The PDC allows attendees to fulfill two of the three required courses for ASSE certificates. (I made contacts at these classes with whom I had meals and attended social events, making the conference fun and exciting.)
  - **Approach your instructors and/or speakers.** Many times, these people seem out of touch and above taking interest in a young professional. Most of them are full-time SH&E professionals like us and are looking for learning opportunities as well. (One instructor of mine actually shared my expertise with the class because of a conversation we had at break.)
  - **Be present.** A full day of classes can be exhausting and returning a phone call, albeit work-related, can be a welcomed interruption from a strenuous routine of learning. If the call can wait, return it from the hotel. (Being present and available to chat with people during breaks and meals was a great way to make friends and familiar faces for future conferences.)
  - **Choose your sessions wisely.** Some classes may seem applicable to your industry, but shooting from the hip will only leave you isolated and frustrated during the session. Fortunately, few sessions are longer than an hour so a poor decision can be minimized. (Take time to research the speaker's background as well as the session's identified experience level. This might be a leading indicator to what they will address in the session.)
  - **Be proactive.** Take control of the conference as with any learning opportunity and make it yours. By taking an active role in the learning process, you will ensure increased learning. (Many sessions are an open-forum format where questions, challenges and discussions are encouraged.)
- DON'T:**
- **Undermine your abilities.** The conference is not just for industry veterans, but for beginners as well. Becoming fearful and intimidated by what you think you do not know and what you think others do know will only lessen your chances of success and confidence. (It is easy to assume that your skills will not be welcomed due to lack of experience, but the profession needs young professionals with innovative and unique perspectives on issues.)
  - **Attend only familiar topics.** In a one-hour session, only so much can be said about a single topic. Therefore, unless the session is qualified as advanced, it will most likely be basic information that you have already heard. Familiar courses may leave you frustrated, underwhelmed and feeling like you should have led the discussion. (Look for sessions that will challenge you and augment your future abilities.)
  - **Overwhelm your schedule.** By adding too much to your schedule, you risk burnout and exhaustion. A solid first day of classes may seem modest, but after one day you may begin to regret the tenacious schedule of sessions you signed up to attend. (Use caution while signing up for sessions by staggering them in terms of their level of difficulty and involvement.)
  - **Be afraid to step outside your comfort zone.** SH&E professionals are people just like you and me. Some may operate on such a level that we make them out to be superhuman and unapproachable. The truth is, they got to where they are by talking to gifted people, and most of them are just as eager to help young professionals realize their potential. (Introduce yourself as a young professional to seasoned veterans and you will be surprised at how much information they will pour into your lap.)
  - **Miss the night activities.** Ball games and dinner receptions may not be your ideal venue for entertainment, but making an appearance can go a long way. "Taking one for the team" and indulging in someone else's interest may help foster a relationship worth hanging onto. (Social interactions away from work and the conference can prove to be just as valuable as rigid work interactions.)
  - **Be overly critical.** Last minute fill-ins, bad food and boring speakers are to be expected in some cases. This is the largest conference of its kind and with that should come the acceptance that unfortunate events will occur. Many involved in the conference are volunteers and are working under immense pressure. (An empathetic



approach will help curb a negative outlook on speakers and allow you to filter the useful information.)

How can this evaluation and the PDC help you as a new professional? Use this article as a key component in your decision to maximize the investment in yourself by attending next year's conference!



### So How Was It?

We would like to get your opinions on different development opportunities like the Professional Development Conference (PDC). If it was your first time attending the annual event, your opinion is of special value. We would like to hear about your experience and draw some suggestions and advice on what you would recommend for someone attending for the first time in the future. The PDC is the premier opportunity for young professionals to network and learn about the profession, and only through maximizing efficiency can you be more effective in your endeavors. Let your opinions, successes and failures during the conference be known by [e-mailing YP](#).

### Request Your ASSE 100<sup>th</sup>-Anniversary Calendar

To mark its [100th anniversary](#), ASSE has published a special calendar that is now available to members. Each month highlights safety advances in fields such as transportation, construction, mining and fire prevention. The calendar also includes key milestones in the history of occupational safety, chapter anniversary dates and ASSE events throughout the year. To order your copy, send an e-mail to [ASSE's Customer Service Department](#) or call +1 (847) 699-2929.

### Future Safety Leaders Conference

With 120 attendees from 24 ASSE student sections, the ASSE Future Safety Leaders Conference was an opportunity for future safety professionals to learn about the importance of communication and leadership in the occupational safety and health profession. The conference was held November 4-5, 2010 in Schaumburg, IL, and featured breakout sessions, roundtable discussions and a keynote address by speaker Jeb Blount. Blount has more than 20 years' experience in sales and marketing, is

the CEO of SalesGravy.com and is the author of *Power Principles: Do You Have the Winning Edge?*

The Future Safety Leaders Conference was created to provide ASSE's growing student membership with a professional development event that caters to their specific needs as future professionals in the SH&E field. Many attendees noted that the top roundtable sessions were on topics like construction, industrial hygiene, management, the public sector and transportation. The conference featured presentations by ASSE President Darryl C. Hill, President-Elect Terrie Norris, opening messages by Future Safety Leaders Conference Task Force Chair Don Jackson and a sponsor message from ASSE member and Vice President of Environmental Safety, Health and Security at URS, Brad Giles, CSP. Please stay tuned for the next issue, where a Future Safety Leaders Conference attendee will share key takeaways from the conference that young professionals should keep in mind.

### SPE Americas HSE Conference March 20-23, 2011; Houston, TX

The exploration and production industry must meet high performance standards for sustainability in environmental protection, public and worker health and safety and facility security. This conference presents the trends and direction of the industry through keynote presentations, technical and panel sessions and exhibits. Attend this conference and learn how health, safety, security and environment (HSSE) play a key role in the oil and gas industry.

#### Who Should Attend

- HSSE engineers
- Safety and operational managers
- Environmental professionals
- Medical/occupational health professionals
- Business development managers
- Professors
- Scientists
- Executives

#### Disciplines

- HSSE and social responsibility
- Projects, facilities and construction management and information

#### Relevant Topics

- Worksite hazard management
- Environmental issues
- Management's support of safety
- Process safety



- Water quality
- Managing carbon emissions
- Health and safety

Learn more at <http://www.spe.org/events/hsse>.

## Volunteers Needed!



Young Professionals in SH&E currently seeks volunteers to fill the following positions:

- Membership Chair
- Program Chair
- Region Member at Large
- Body of Knowledge Chair
- Website Liaison

We are also looking for volunteers to fill the 2011–2012 advisory committee. Volunteerism looks great on your resume.

For more information, please contact [Selena Schmidt](#).

## Looking For A Job?



New jobs can be difficult to come by in this economy, especially when there is so much competition. In many cases, you are competing for work against individuals with unrelated skills, and the sad part is that they may even get the job that *you* deserve. Take advantage of all the tools that ASSE provides you as a member. Visit <http://www.nexsteps.org> to help you find the job that you are looking for. [Use the Career Resource Center](#) and be sure to check out the [YP in SH&E LinkedIn site](#) to see new job postings and to post jobs you find. Also, another good resource for SH&E jobs is your own local [chapter sites](#).

## Mark Your Calendars!

SeminarFest 2011 – Las Vegas, Nevada  
January 23-29, 2011

ASSE Math Review Course – Charlotte, NC  
February 6, 2011

ASSE ASP Workshop – Charlotte, NC  
February 7-9, 2011

ASSE Safety Management I Course – Charlotte, NC  
February 7-9, 2011

ASSE Safety Management II Course – Charlotte, NC  
February 10-11, 2011

CSP Workshop – Charlotte, NC  
February 10-12, 2011

SPE Americas HSSE Conference – Houston, TX  
March 20-23, 2011

Safety 2011 – Chicago, IL  
June 12-15, 2011

Safety 2012 – Denver, CO  
June 3-6, 2012

## Young Professionals in SH&E

### New Fees for ASSE Common Interest Groups

Membership in any of ASSE's four common interest group (CIGs) now costs \$10 per year. This fee will appear on CIG members' renewals. To learn more about ASSE's CIGs or to join one or more, visit the following links:

- [Blacks in Safety Engineering \(BISE\)](#)
- [Safety Professionals & the Latino Workforce \(SPALW\)](#)
- [Women in Safety Engineering \(WISE\)](#)
- [Young Professionals in SH&E \(YP\)](#)
- [Join now](#)

### 2010-2011

#### Young Professionals in SH&E Leadership

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