

Perception: How It Impacts Your Leadership Success

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72 Hour Rule

Who is this guy and why should I listen to him?

Currently lead Recruiting Operations for the largest American and Woman Owned EHS focused Recruiting and Search Firm

Recovering Director of HR and Risk Management

Had responsibility for the safety of 557 internal and over 55,000 temporary employees

Had a GREAT Corporate Safety Manager. Together we:

- Reduced TRIR from 5.5 to 1.3 for this workforce
- Reduced annual Workers' Compensation costs from \$3.23 Million to \$589,000

Leadership

People do what a manager wants because they must

People do what a leader wants because they want to



Why do People Choose to Follow a Leader?

Vision

Plan of Action

Integrity

Engage the Right People

Face Adversity

Win People Over

Develop Other Leaders

How Does One Become a Leader?

They must be Perceived as a Leader

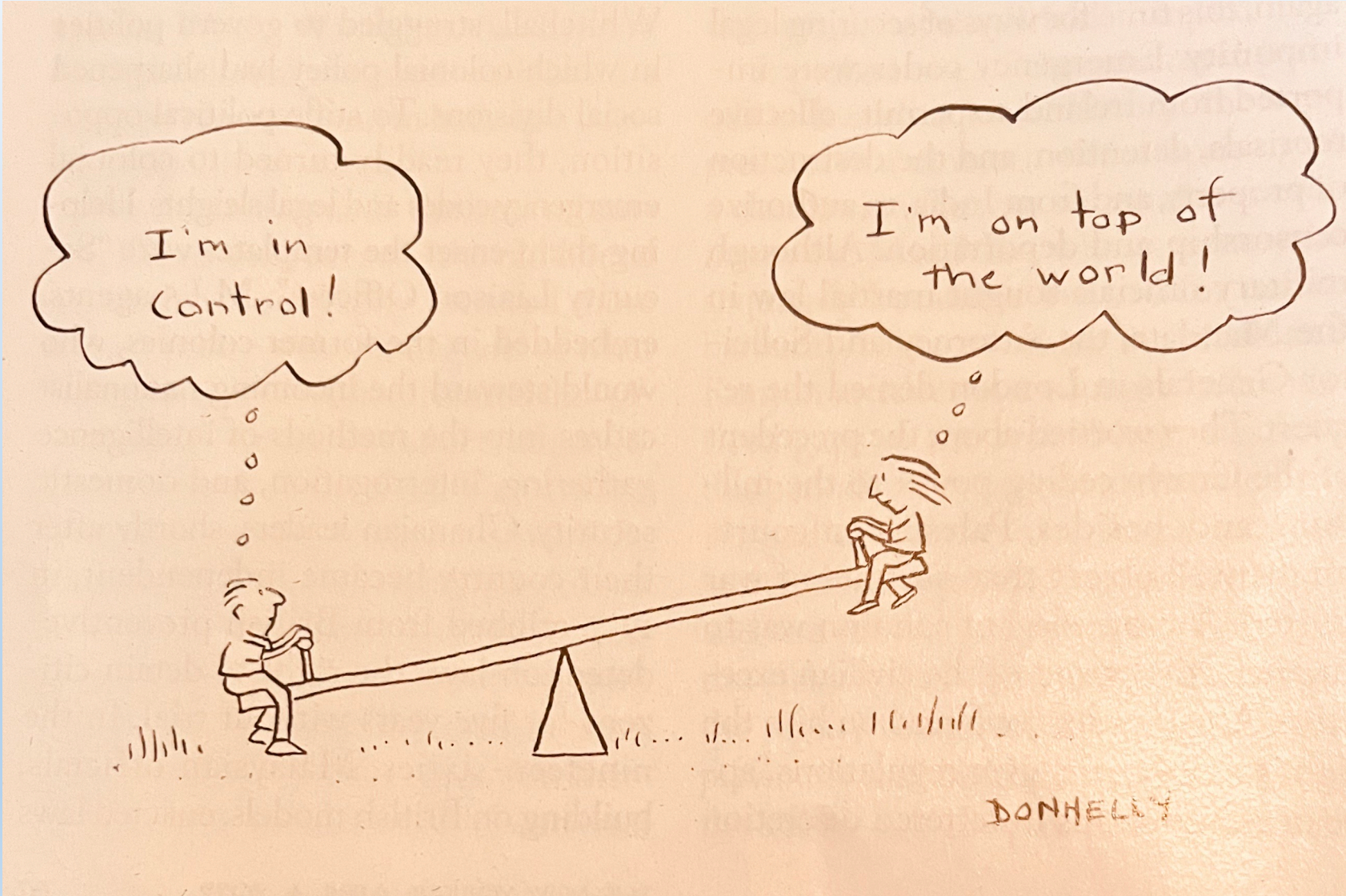
Perception:

Is the way that you think about someone or something or the impression you have of someone or something, or vice-versa

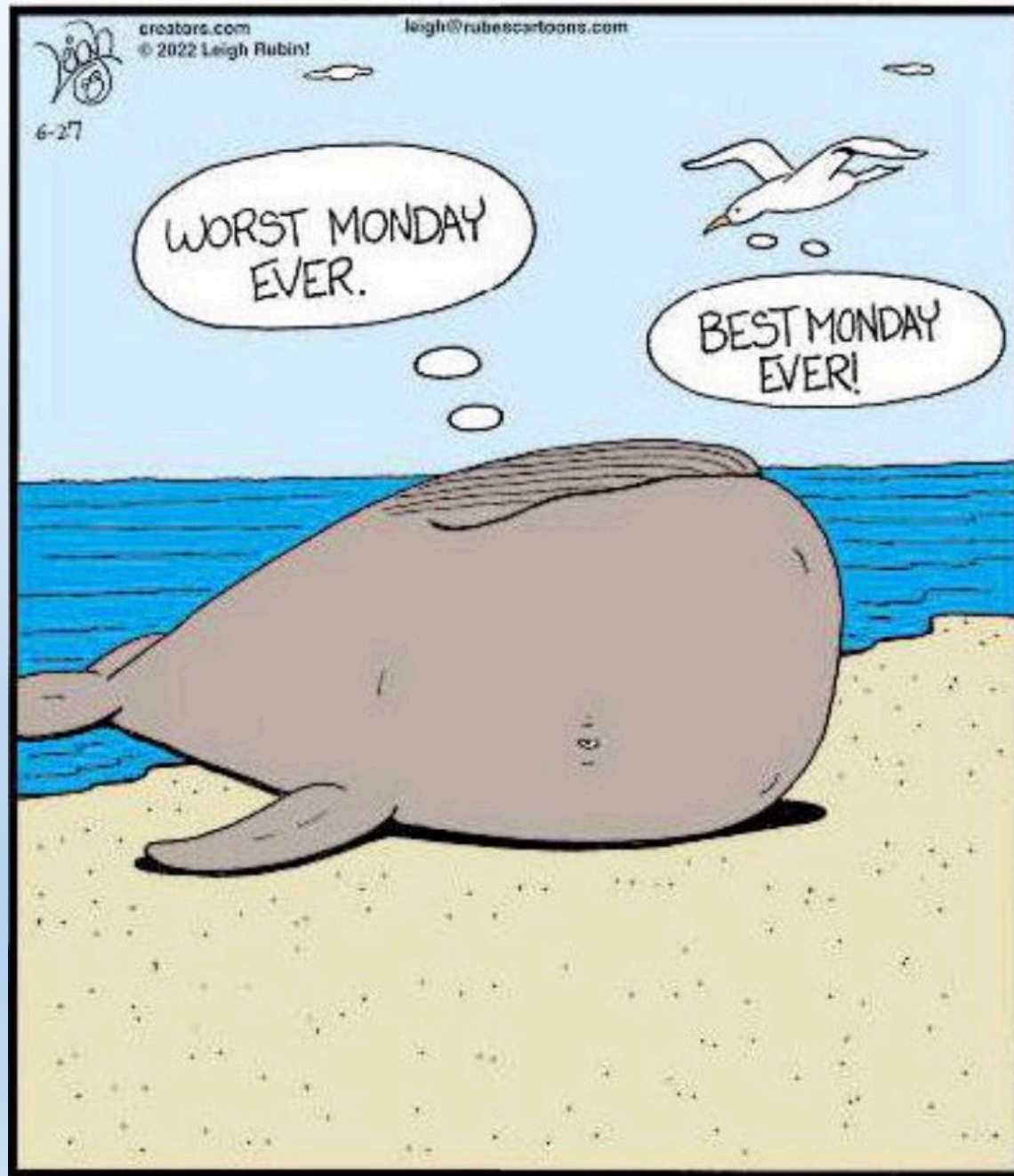
Whose Perceptions are we concerned about?

Perception

Is Reality



Rubes by Leigh Rubin





Common Differences in Perception: Behaviors

Common Differences in Perception: People

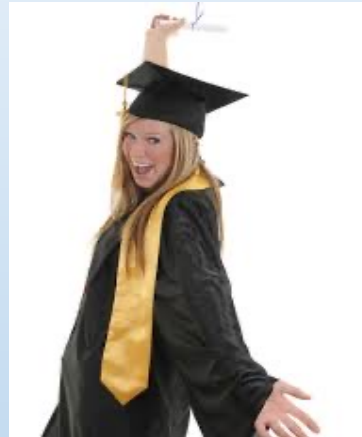


Where Do Perceptions Come From?

Life Experiences

Where Else?

Your Expertise



Your Behavior



Your Behavior



“Your” Rules



The “Safety Cop”



The “Safety Coach”



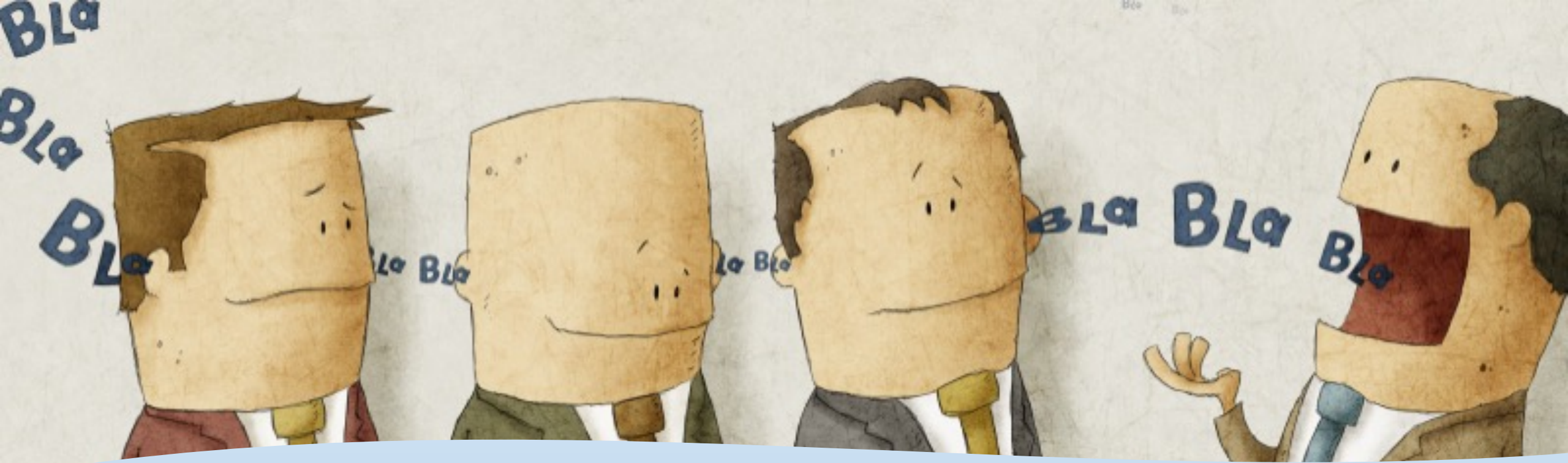
Safety Kills Productivity



Our Perception of Them



How to Effect Changes to Perception?



Really?

Communication!

Communication Is Common Sense,
isn't it?

CAUTION

THIS IS A WORKING FARM.
IT HAS HAZARDS ALL OVER IT
AND THE OWNER CANNOT
BE F IDENTIFYING
EVERY ONE OF THE TENS
OF THOUSANDS. AS A RESULT
OF THIS. WE HAVE A VERY
GOOD H&S POLICY IN PLACE.
IT IS CALLED COMMON SENSE.
IF YOU DO NOT POSSESS ANY
COMMON SENSE. DO NOT
ENTER. IF YOU ENTER. YOU
MUST USE YOUR COMMON
SENSE WHENEVER
NECESSARY

What is Communication?

Communication is:

A PROCESS by which information is exchanged between individuals through a common system of verbal or written words, symbols, signs, or behaviors

Common Communication Problem

Speak to be Heard

Listen to Respond

Communication Goal

Speak to be Understood

Listen to Understand

The Great Communicator



What are the Major Communication Skills?

Sending

Receiving

Thinking

Non-Verbal



Sending

Speaking

Reports

Email / Text messages



Receiving

Listening

Reading

Observing

Non-Verbal

MOMMA WAS RIGHT!

**Matters When You are Sending
AND Receiving**



Thinking

Prevents Reaction

Keeps the Goal in Mind

Aware of Perceptions

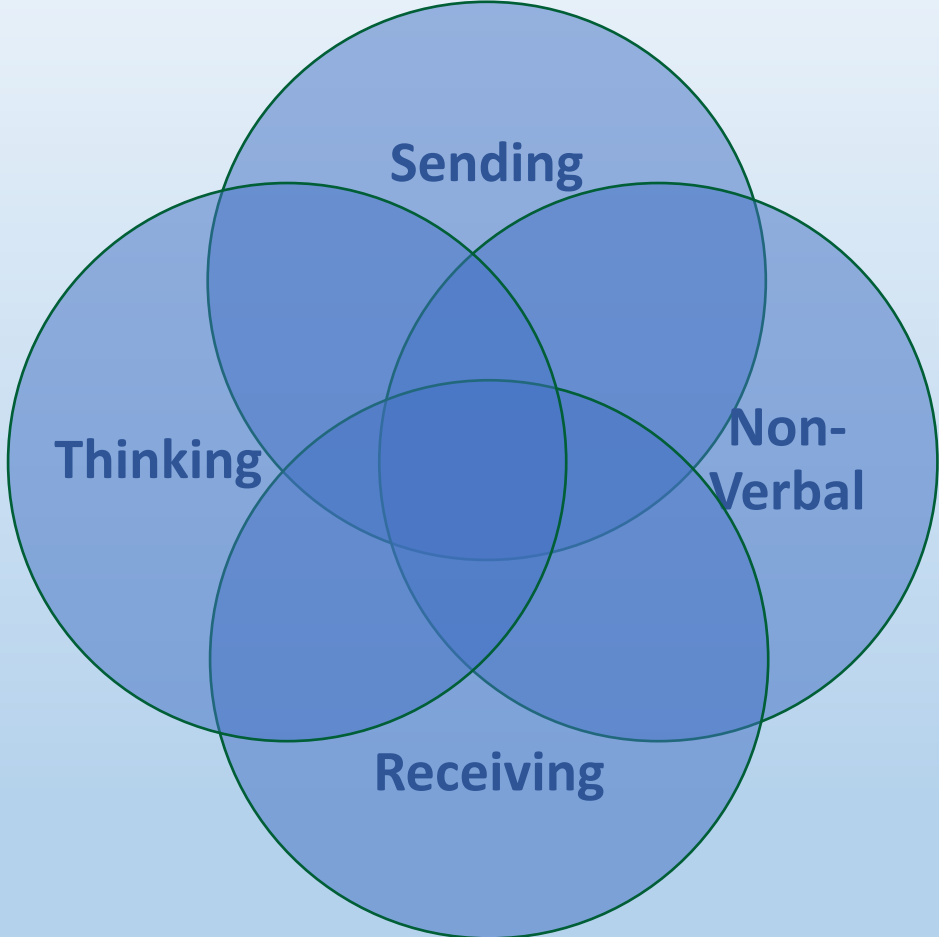
The Four Communication Skills

Sending

Receiving

Thinking

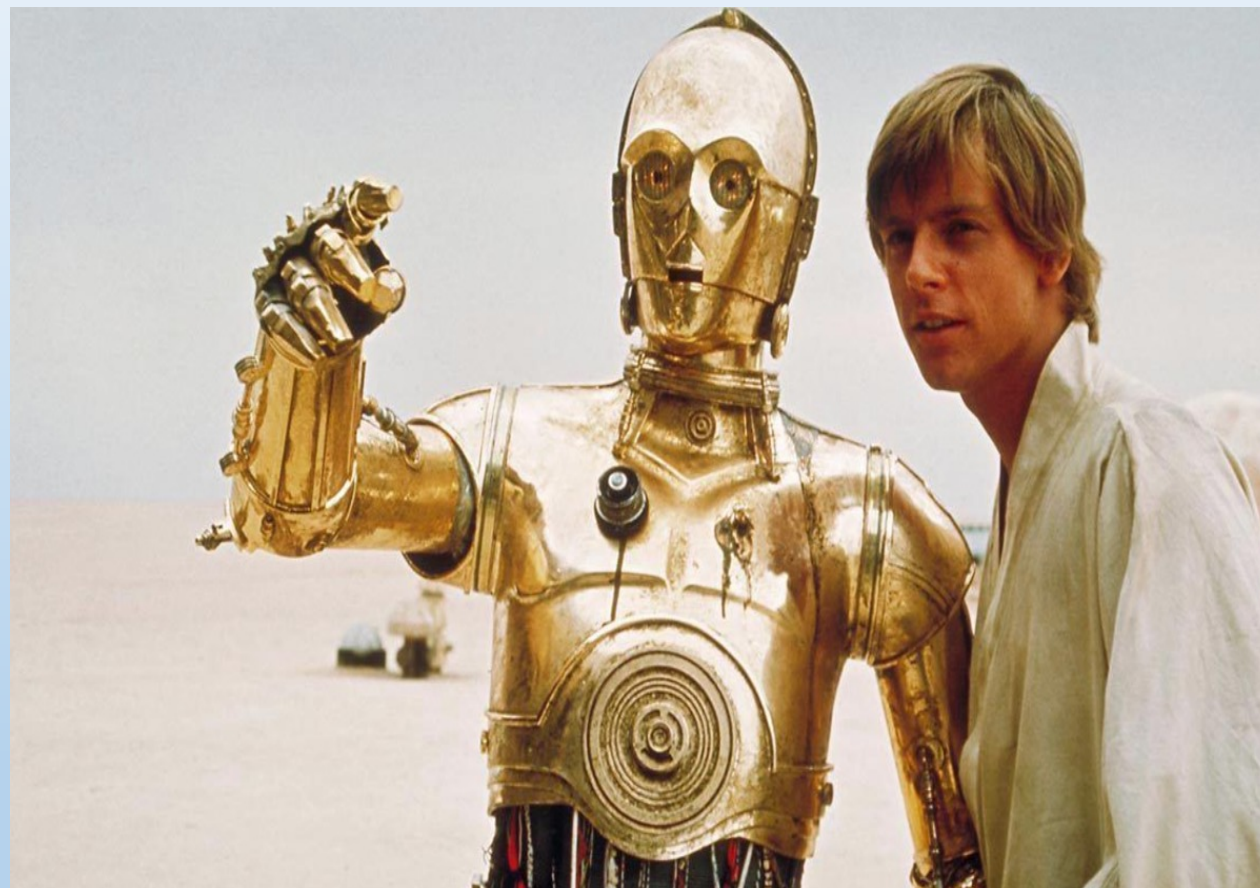
Non-Verbal



Learn to Speak THEIR Language



HOW?



What is their language?



C-Suite Language

Shareholder Value

ROI

Productivity


ESG

Competitive Edge

Translate

HAZARD

A **HAZARD** is something that has the potential to harm you

A white silhouette of a person standing on a green background. To the right, a white shark fin is shown above three white wavy lines representing water.

RISK

RISK is the likelihood of a hazard causing harm

A white silhouette of a shark with its mouth open, attacking a swimmer. The swimmer is shown in a crouching position with arms outstretched. The scene is set above three white wavy lines representing water, all on an orange background.

Probable Risk Analysis / Risk Assessment
ANSI/ASSP Z690.2 / ANSI/ASSP Z590.3

Finance Language

\$\$\$\$\$\$\$\$\$\$

Cost / Benefit Analysis

$$\text{roi} = \frac{\text{(gain of investment - cost of investment)}}{\text{cost of investment}}$$

***Direct & Indirect Costs**

Case Study: ROI on Keyboard Drawers

LIMU estimate of \$33,000 per RSI Surgery (1992)

1/11 people will require RSIS without or 1/100 with remediation / year



511 employees * \$495 each = \$252,945

511 / 11 is 46.54 employees * \$33K = \$1,535,820 but - \$1,000,000 stop gap

511/ 100 is 5.1 employees * \$33K = \$168,300

\$1,000,000 (\$252,945 + \$168,300)/252,945 = 228% ROI 1st Year

Know The Bottom Line And The Top Line

The National Safety Council estimated that work-related deaths and injuries
cost **\$171 billion in 2019**

<https://www.osha.gov/businesscase>

BLS reports 5.19 Million Injuries (2021)

\$32,948 per injury

Let's assume a **11.4% Net Margin (5 yr avg S&P 500)**

Sales x .114 = \$1294.64

\$289,018 in Revenue Needed!

HR Language



Employee Engagement

Retention

Turnover

Branding

Employee Language



Jedi Mind Tricks



100% Rule

Will never have:

100% of the people listening

100% capacity

100% of the time

Unconscious Bias

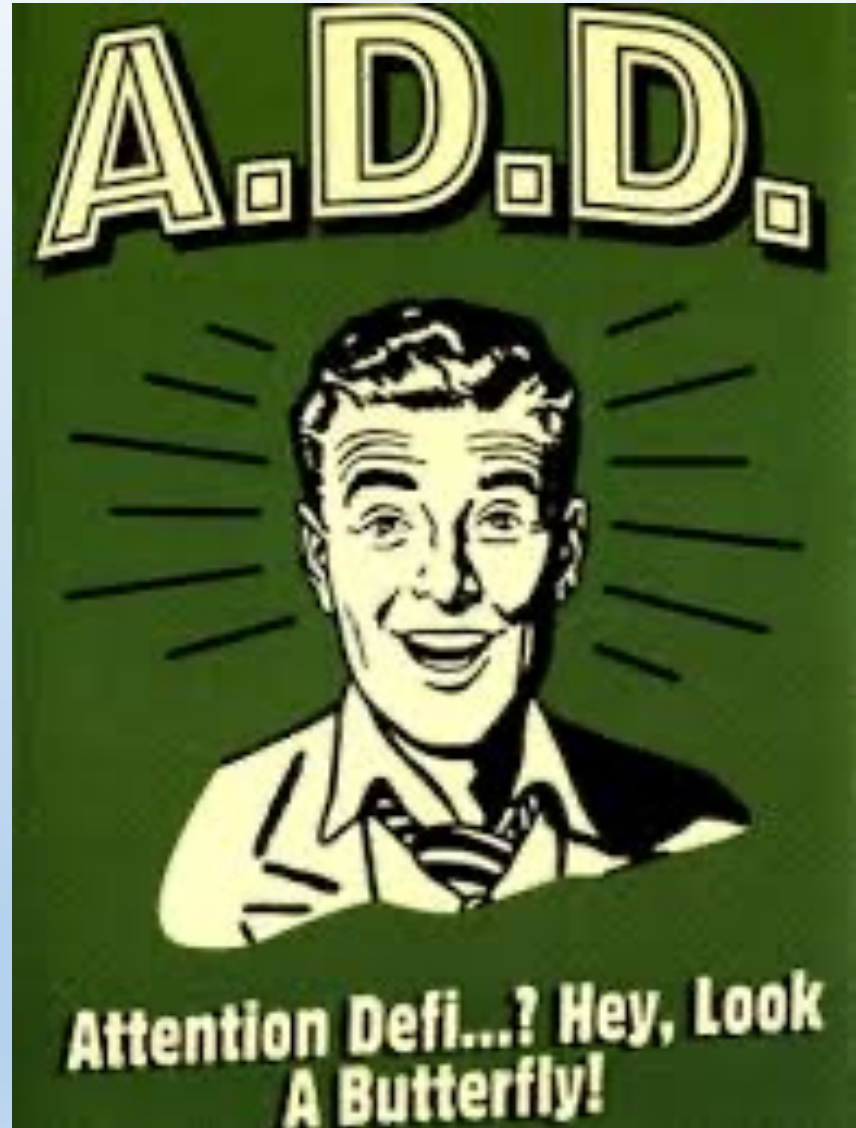
General Bias:
Management doesn't care
Employees are stupid

Specific Bias
Focused on a specific person

Confirmation Bias
Seek or See things only to confirm what we believe



Detail v Summary



Use Correct and Precise Numbers

TRIR dropped from 8% to 6%

VS

TRIR dropped from 8.12% to
6.31%

\$\$\$ work the same way

\$50,000 vs \$47,348

Seek Confirmation

**I Know That You Believe You
Understand What You Think I Said,**

**But I am Not Sure You Realize That
What You Heard is Not What I
Meant**



Monday April 02, 2001



www.dilbert.com scottadams@aol.com

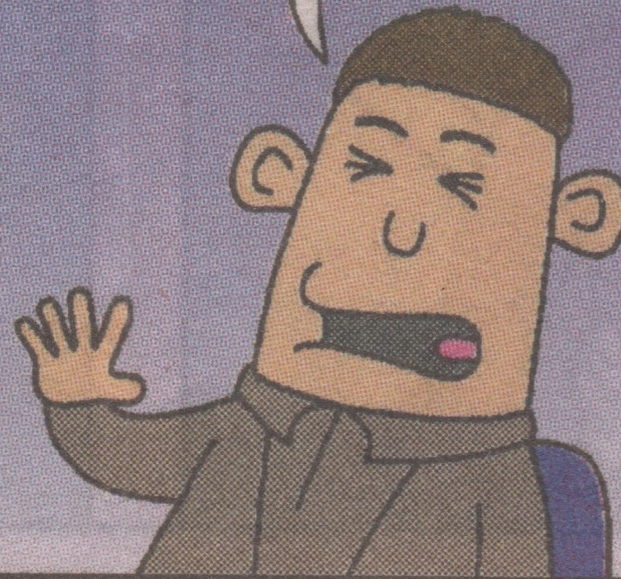


YOUR METHOD OF
CALCULATING THE
SAFETY STATISTICS
IS FLAWED.



Twitter: @scottadamssays

WOW. WAIT UNTIL
I TELL EVERYONE
YOU DON'T THINK
SAFETY MATTERS.



Kick Some Ask!

What Do You Need?

What Can I do For You?

Do You Need Help?

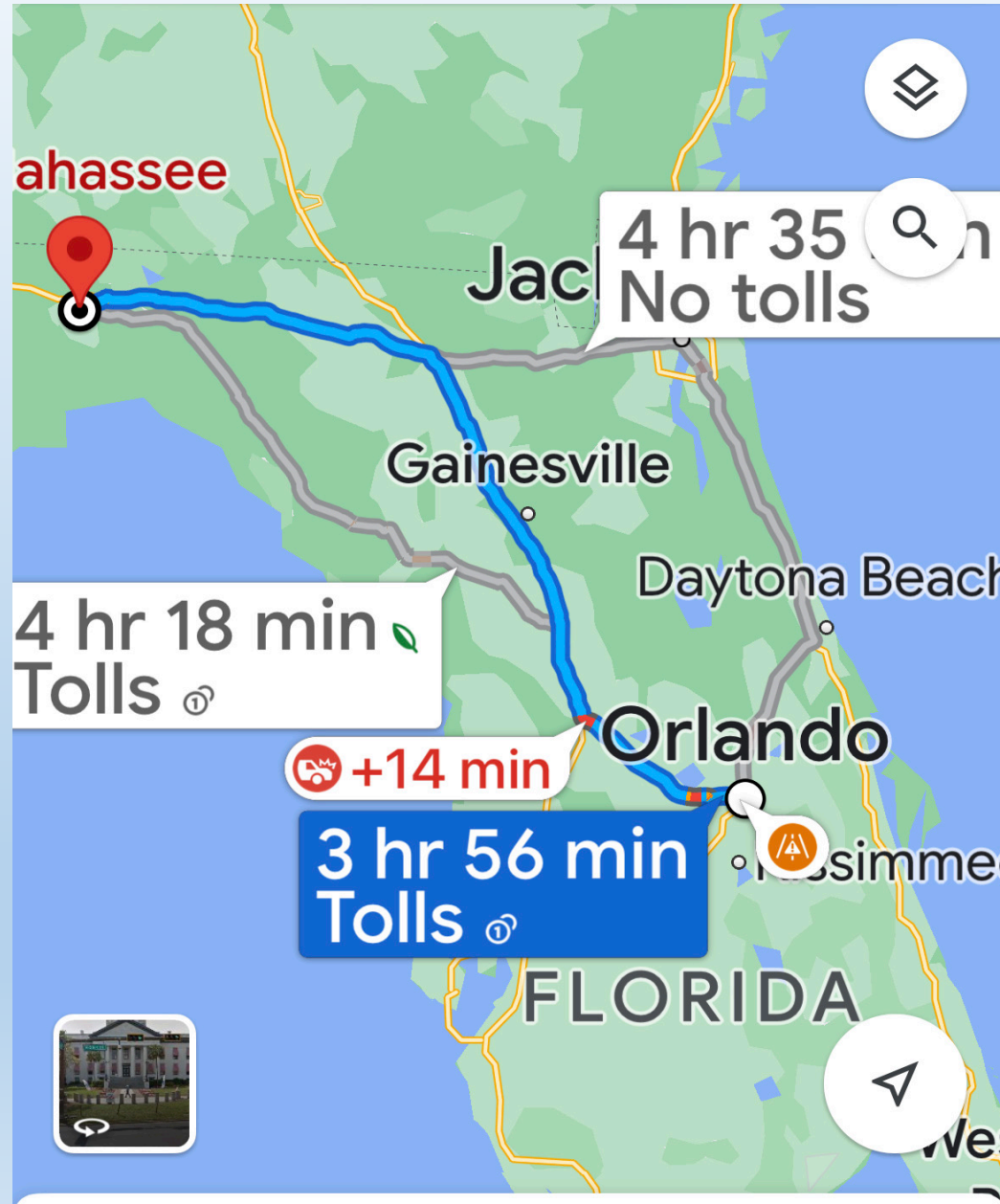


FIGURE 1
INTERACTION BETWEEN
THE OSH PROFESSIONAL & OTHERS



Leverage

Precise Instructions



Proper Pronoun Usage

I

We

They

**Then
What?**

**Listen to them
Momma is still Right**

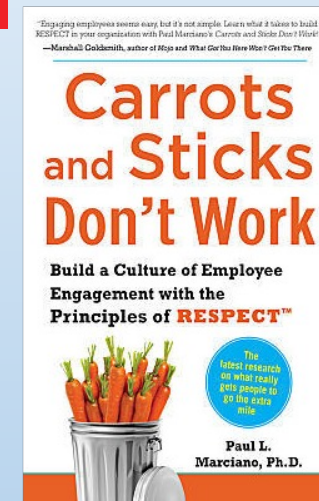
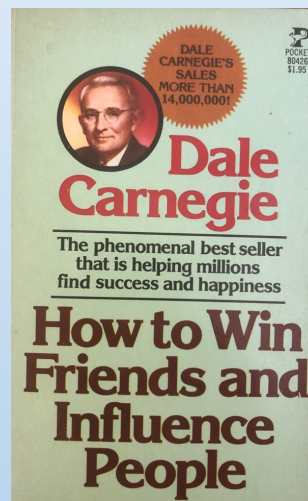
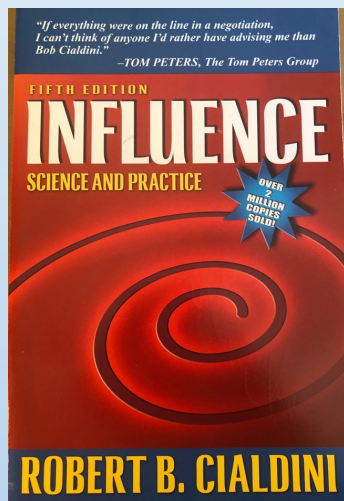
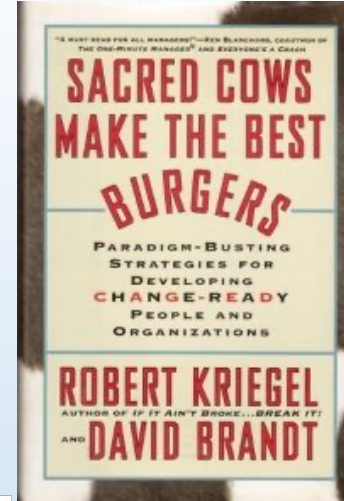
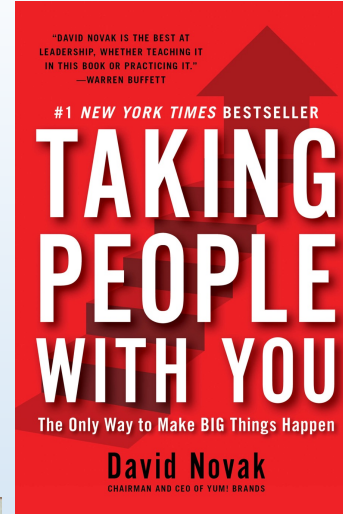
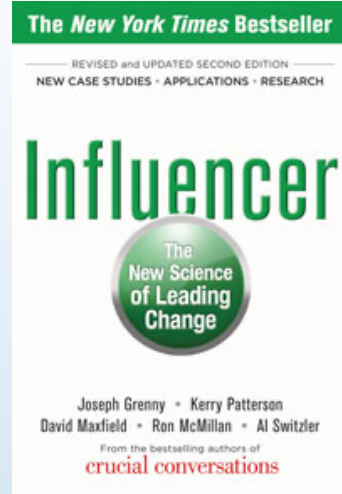
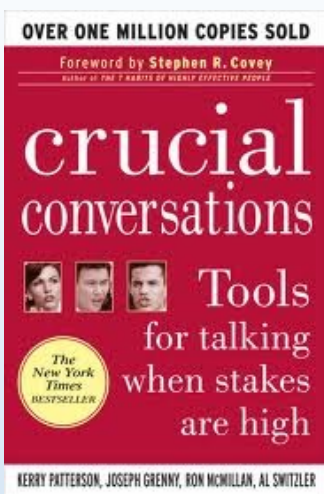
Think About What They Say

Help Them Solve Their Problems

Are You Really a Good Listener?

Sunday Network Politics Shows





Train your public speaking muscles: 10 tips to help safety pros strengthen their skills: <https://bit.ly/37CA4qN> or copy and paste: https://www.safetyandhealthmagazine.com/articles/22098-train-your-public-speaking-muscles?utm_source=feb1st&utm_medium=email&utm_campaign=inThisIssue

Other Resources

The Power of Relationships, PSJ, March 2022: <https://www.assp.org/news-and-articles/the-power-of-relationships>

Employing Soft Skills to Drive Change, PSJ, December 2021:
<https://mydigitalpublication.com/publication/?m=17910&i=729623&p=16&ver=html5>

Bridging Safety Leadership, Part 1, PSJ, September 2021:
<https://mydigitalpublication.com/publication/?m=17910&i=719230&p=20&ver=html5>

10 Tips to Increase Your 'Speaker Likeability', Safety & Health Magazine, June 2021: <https://www.safetyandhealthmagazine.com/articles/21224-all-about-you-10-tips-to-increase-your-speaker-likability>

Words Matter, How Safety Talk Can Stifle Engagement, PSJ, June 2021:
<https://mydigitalpublication.com/publication/?m=17910&i=709300&p=60&ver=html5>

Bridging Safety Leadership, Part 2, PSJ, October 2021:
<https://mydigitalpublication.com/publication/?m=17910&i=723202&p=22&ver=html5>

How to Actually Change Actions, PSJ, October 2020:
<https://mydigitalpublication.com/publication/?m=17910&i=675736&p=20&ver=html5>

The Safety Warrior's Way, PSJ, October 2020:
<https://mydigitalpublication.com/publication/?m=17910&i=675736&p=64&ver=html5>

Mindful Leadership, A strategy for Achieving Significant Change, PSJ, September 2020:
<https://mydigitalpublication.com/publication/?m=17910&i=671834&p=18&ver=html5>

Energize Safety Through Quantum Leadership, PSJ, September 2017:
<https://mydigitalpublication.com/publication/?m=17910&i=433543&p=32&ver=html5>

Tips for Effective Communication with Frontline Supervisors, National Safety Council, June, 2017: <https://ehsdailyadvisor.blr.com/2017/06/safety-2017-leadership-tips-frontline-supervisors/>

REVIEW

Perception is Reality

Perceptions can be changed through communication

Remember, It is a Process! And Momma was/is ALWAYS right!

Learn to Speak and Understand Their Language

Speak to be Understood, Listen to Understand

Kick Some Ask!

72 Hour Rule

Thank You

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