DO YOU STINK AS A LEADER?

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MWCC Environmental Conference
Lake Ozark, Missouri
July 16, 2018
Available by request at:

www.advanced-leadership.com
Gifted strategists seize upon the small details that others overlook which often spell the difference between victory and defeat.
We must always guard against becoming enamored with the prodigies of our own minds.
It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so.

~ Mark Twain
A bad system will beat a good person every time.

W. Edwards Deming
AD² = AG²

The definition of insanity is repeating the same behaviors and expecting a different outcome.

Albert Einstein
A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relations to those problems.

Dr. Edgar H. Schein, Organizational Culture and Leadership, 2004
THE IMMUTABLE TRUTHS OF BEHAVIORAL CHANGE

Truth #1: Meaningful behavioral change is very hard to do.

Truth #2: No one can make us change unless we want to change.

Marshall Goldsmith, Triggers, 2015
ALICE IN WONDERLAND
CRITICAL THINKING

• Do the facts support the claims?
• Are the facts relevant?
• Are the facts reliable?
• Who said the facts are reliable?
• Is the evidence consistent with what we know from other experiences, observations, and sources?
• Are the facts verifiable?
• Is the claim fair and objective?
• Are you relying on anonymous sources?

• In short, how do you know for sure???
“Sure hate to lose those horses.”

Abraham Lincoln
DO SIMPLE BETTER

TRY NOT TO SUCK.
THE LEADERSHIP “INDUSTRY” HAS FAILED

- One out of every two leaders are failures in their current roles (Hogan & Hogan, 2001; Pfeffer, 2016)

- $50 billion is spent on corporate training and development annually (Kellerman, 2012)

- “…the rise of leadership as an object of our collective fascination has coincided precisely with the decline in leadership in our collective estimation.” (Kellerman, 2015)

- A Gallop study in 2017 found that only 33% of the U.S. workforce was engaged and inspired at work; 20% were actively spreading discontent; over half were unclear about their daily responsibilities
HERE’S THE KICKER...

Fully 35% of the U.S. workforce reported that they would willingly forgo a substantial pay raise in exchange for seeing their direct supervisor FIRED.

(Parade, 2012)
MONEY ON THE FLOOR

• Q1. I like the kind of work I do (90\textsuperscript{th} percentile)

• Q5. Conditions on my job allow me to be as productive as I can be (40\textsuperscript{th} - 50\textsuperscript{th} percentile)

• Q8. I understand the pay plan which applies to me (30\textsuperscript{th} percentile)

• Q12. My management is interested in the opinions and thinking of people who work at my location (40\textsuperscript{th} percentile)
MY CONCEPT OF LEADERSHIP

- Influence with a purpose
- All leaders are incomplete
- Self-confidence is essential
- There is no one best way
- There are no secrets
- There is an authentic leader in you
“Kenny, I don’t know if that ole boy has 20 years of experience, or one year 20 times.”

Jim Cosman: EIA/NSWMA Hall of Fame 2008
ABOUT SUPERVISORS...

- First line supervision is a critical position
- Supervisors still represent one of the weakest links in our industry
- The process for their selection is abysmal
- Their training is poor, at best
- Their span of control is arbitrary
- They do not know how to coach and train others
- And, then we wonder why operational execution, safety, and customer service suffers
BAD HABITS AND MYTHS

• “You don’t know it if you didn’t throw it”
• Turnover
• Literacy
• Compensation / Incentive Pay / Recognition
• Management Span of Control
• Hours of Work / Schedules / Breaks
• Safety / Fitness for Duty / Human Factors
• Leadership Development / Mentoring
• Human Resources Departments
THE WEAKEST LINK
ABOUT SAFETY...

I refuse to accept the notion that the solid waste industry belongs at the mid-point on a list of the top ten most dangerous industries in America.
SWANA’S 2016 REPORT

- July, 2015 to June, 2016
- 98 directly related fatalities (at least 12 more since)
- 38 solid waste employees
- 13 in landfills or MRF
- According to David Biderman in *Waste360*:

  “*We have a worker killed every week.*”
And, just when you thought it couldn’t get worse...**IT DID!**

*(See 2017 Report...an 18% increase)*
FACTORS THAT DEFEAT SAFETY

• Conflicting incentives
• Hours of service beyond 50 per week
• Fatigue
• Equipment condition and failures
• Nocturnal hours of work
• Availability of consecutive days off
• Legitimate breaks during the day
• Work / life balance
• Personal health habits
• Frustrating administrative procedures
• Compliance training versus real training
• MY BOSS IS A JERK!
PRIDE MATTERS
I’M REAL PROUD OF MY BOYS
To be good is noble. But, to show others how to be good is nobler.

Mark Twain
DON’T TELL PEOPLE WHAT THEY CAN’T DO

- Fred Smith got an “F”
- Roger Bannister ran a sub-four minute mile
- Walt Disney was fired for “not being creative enough”
- Henry Ford’s first two car companies failed
- Einstein’s parents thought he was retarded
- Michael Jordan got cut from the basketball team
- Beethoven’s music teacher called him a hopeless composer
- Apple fired Steve Jobs
- Lincoln lost seven elections before becoming President
- Isaac Newton had poor grades in school
- Steven Spielberg dropped out of school after being classified as “learning disabled”
THE PUNCH LINE IS THIS:

Just because a fish can’t climb a tree doesn’t mean it’s not talented.
Some final thoughts...
Thanks!
QUESTIONS and DISCUSSION
DISCUSSION PROMPTS

1. Use a critical thinking process to assess your current workforce strategies in terms of planning, selection, training, and retention.

2. Why aren’t all of your field operations accident and injury free?

3. Discuss the strengths and needs of your management team and your plans for closing the gap.

4. Explain how your current compensation strategies are meeting the challenges in the field.

5. Do your costs support a conclusion that field operations are highly efficient?

6. How would your people describe what it’s like to work for you?