



by Cheri Zehner, MPH

Leadership, Emotional Intelligence and the Future of OSH Management

Been there, done that,
got the ~~tee shirt~~ Tyvek



Zehner Observations

Most organizations view safety as

- ❖ A “Bolt-on” Program
- ❖ An Expense
- ❖ Regulation and Compliance
- ❖ Limiting Productivity
- ❖ Nebulous

Lead Safety into the Future

- ❖ Transform safety programs to Human and Organizational Performance Programs (HOP)
- ❖ Move Safety / HOP program to report directly to C Suite
- ❖ Develop Leadership Skills
 - Develop Emotional Intelligence for leadership
 - Understand the neurobiology of our emotions
 - Develop new leading indicators for **Success**



Praise for Individual Achievement

From the time we are born we are conditioned to disproportionately value things we accomplish on our own.



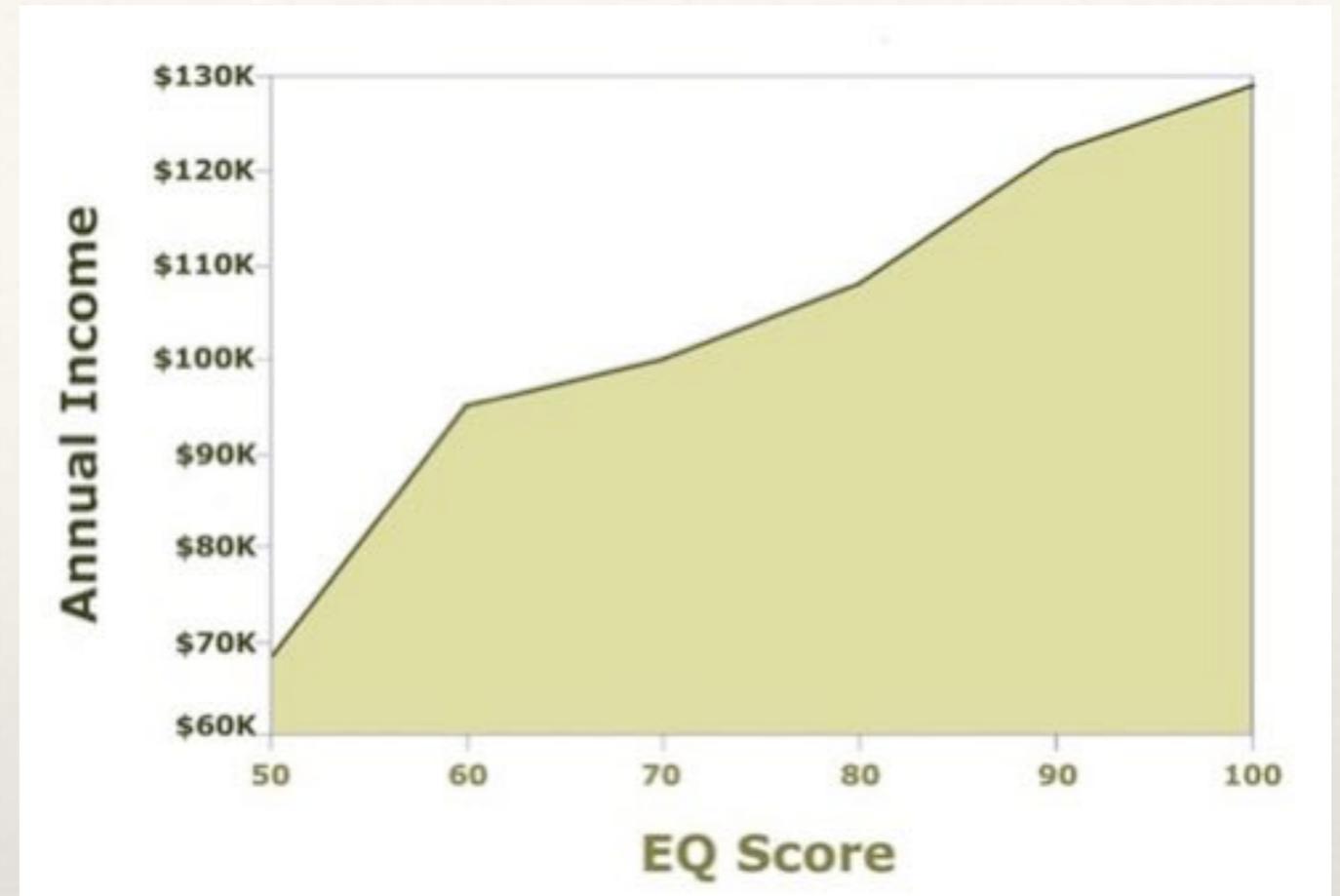
The first 22 years - Individual Achievement





The rest of our life's success is almost entirely about being interconnected with others

The Next 40 Years - depend on Emotional Intelligence - EI



EQ or EI

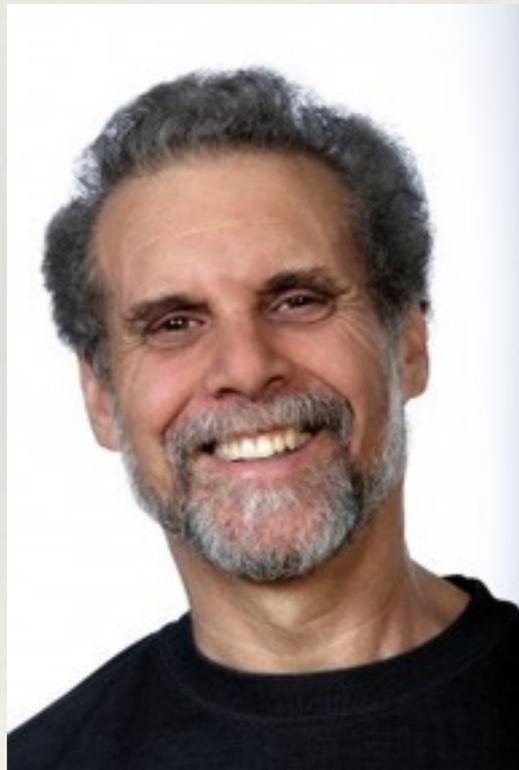
**Travis Bradberry*

Earning Ability

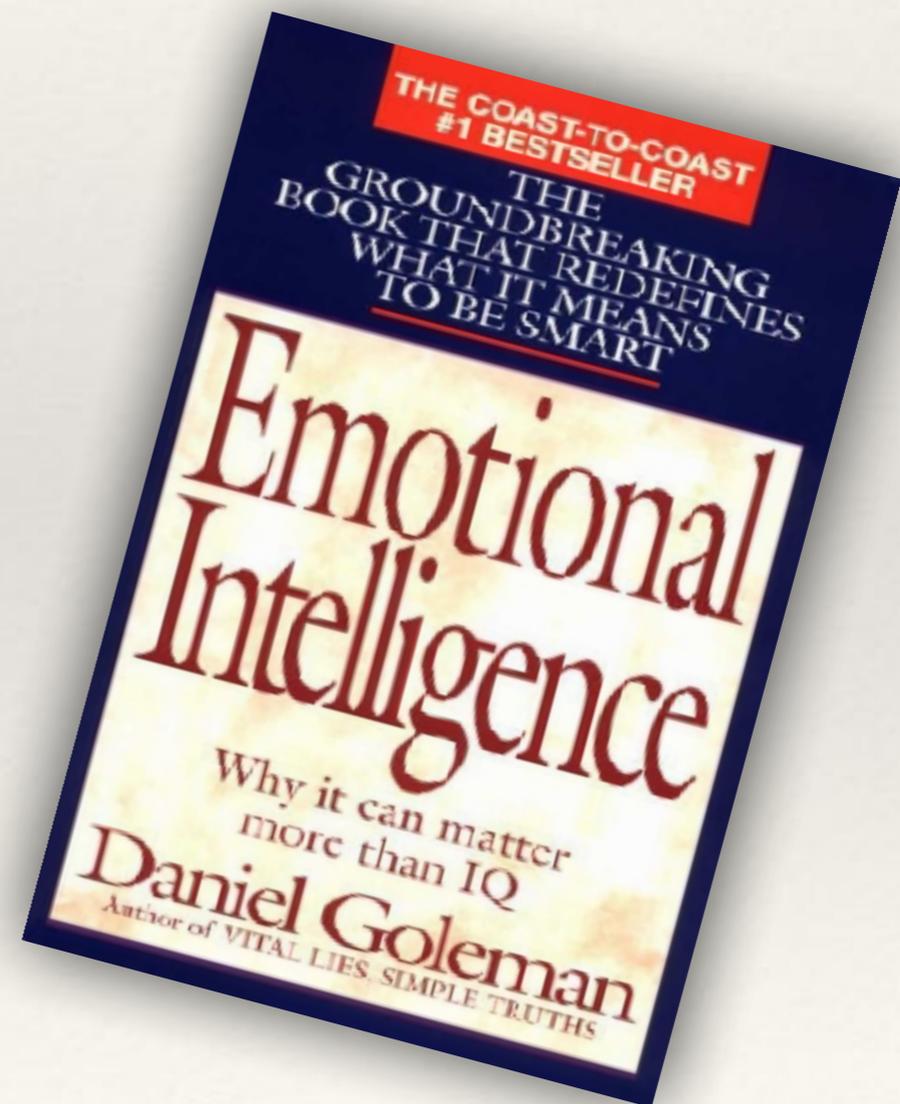
- ➔ Technical skills - 15%
- ➔ Emotional Intelligence skills - 85%

Emotional Intelligence

Emotional Intelligence (EI) is defined as the ability to identify, assess, and control one's emotions, the emotions of others, and those of groups

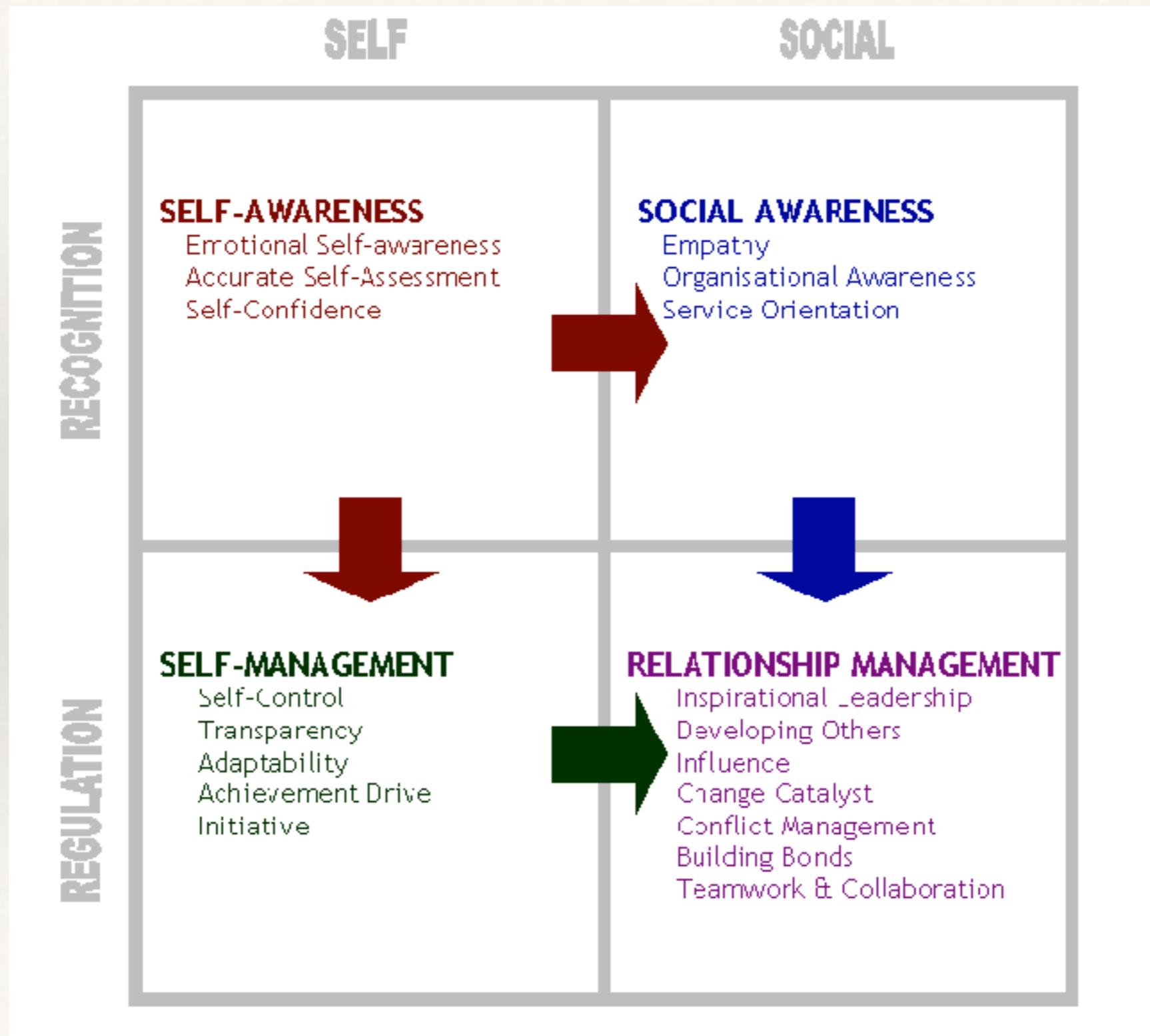


Daniel Goleman, PhD



Emotional Intelligence: Why it Can Matter More Than IQ

EI Competencies & Capabilities by Daniel Goleman

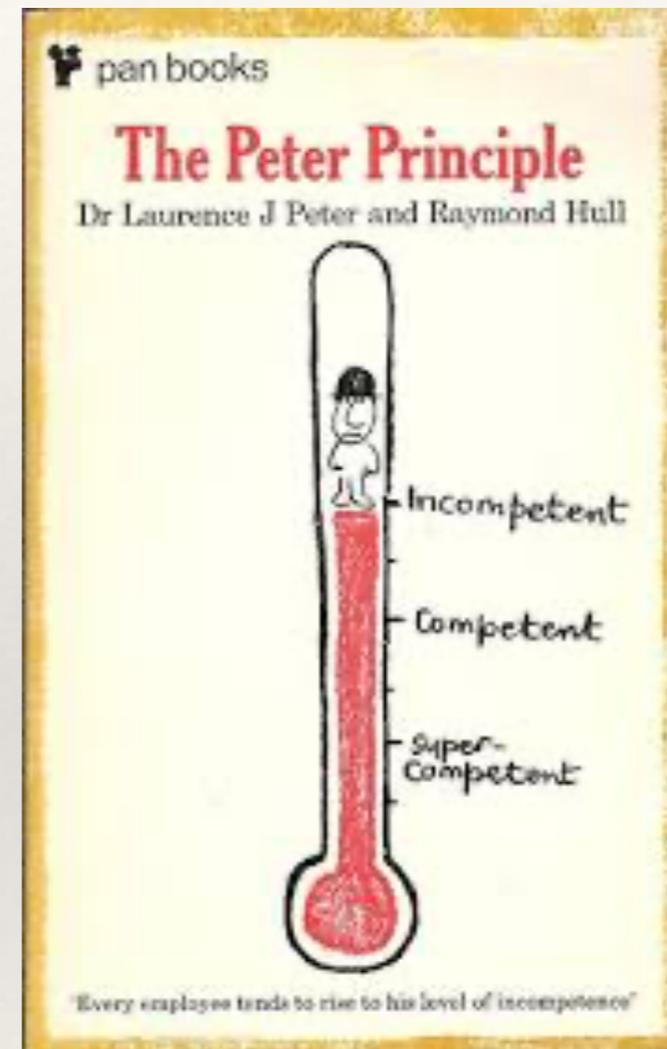




Who has experienced the effect of a horrible boss?

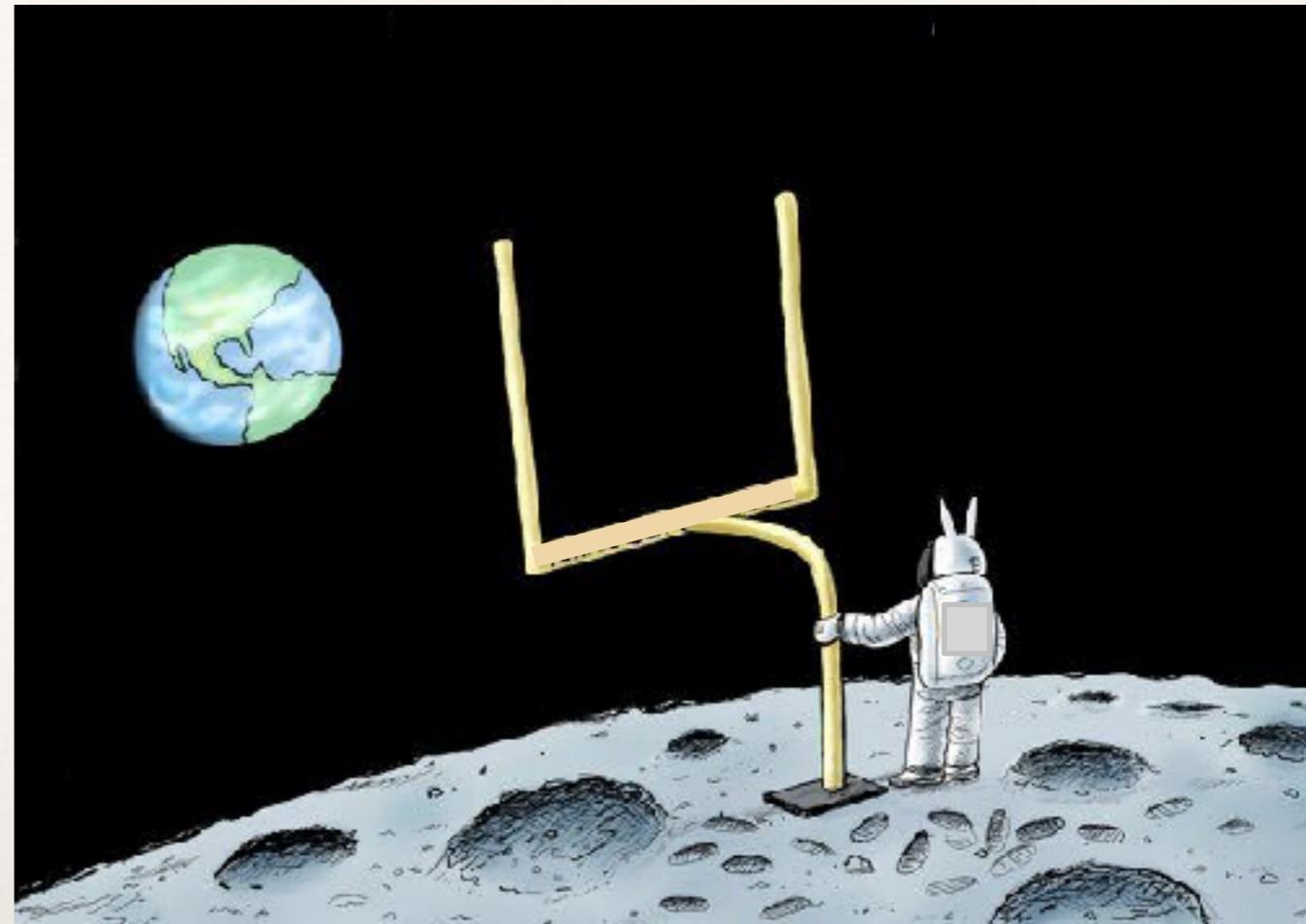
Peter Principle

Employee is promoted to their level of respective incompetence



The higher up the corporate ladder the greater need for EI

When we define **success** in life by Individual Achievement metrics

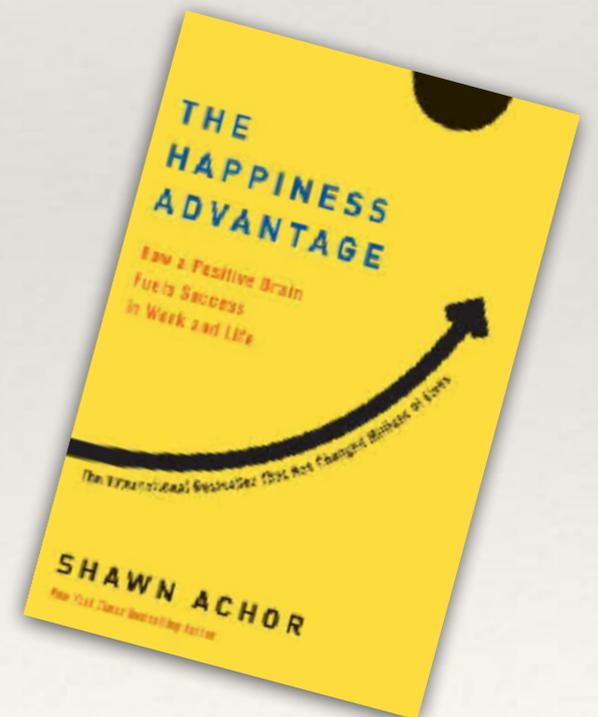


The goalpost keeps moving.....

Sean Achor defines “happiness” as **joy** and NOT **pleasure**.

Joy = what one feels striving for one's potential.

It makes us want to invest more deeply in the people around us

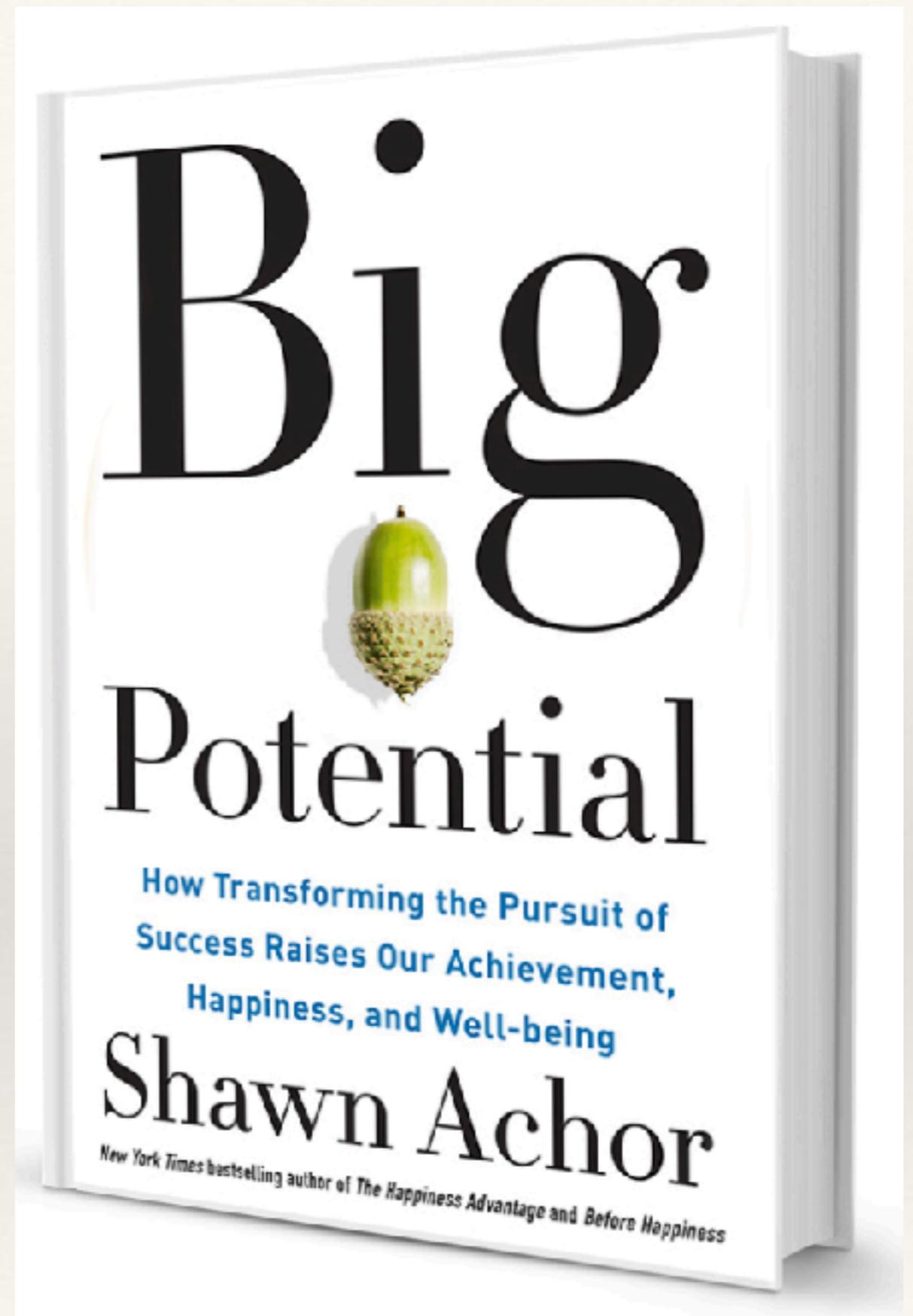


<http://www.shawnachor.com/the-books/big-potential/>

Organizational Success

When we - as individuals, leaders, and parents chase only individual achievement, we leave vast sources of potential untapped. But once we put “others” back into the equation, and work to make others better, we ignite a Virtuous Cycle of cascading successes that amplify our own.

https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work?language=en



When Employees are Happy

Shaw Achor's research shows

- ❖ More frequently report success
- ❖ More creative
- ❖ More productive
- ❖ More engaged
- ❖ Fewer fatigue symptoms

*Success Metrics?
Leading Indicators?*



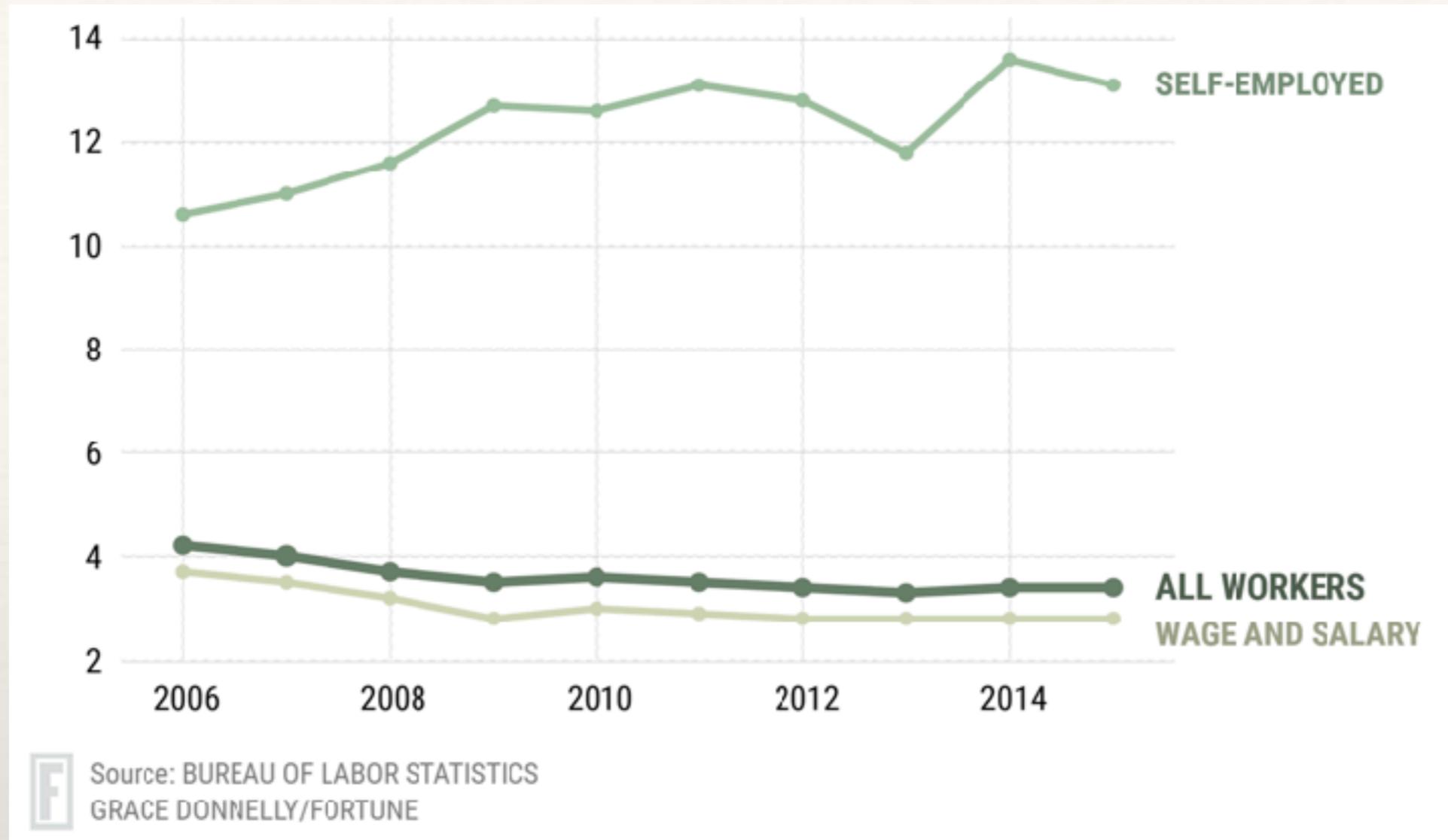
Metrics - Leading Indicators



Total Worker Health



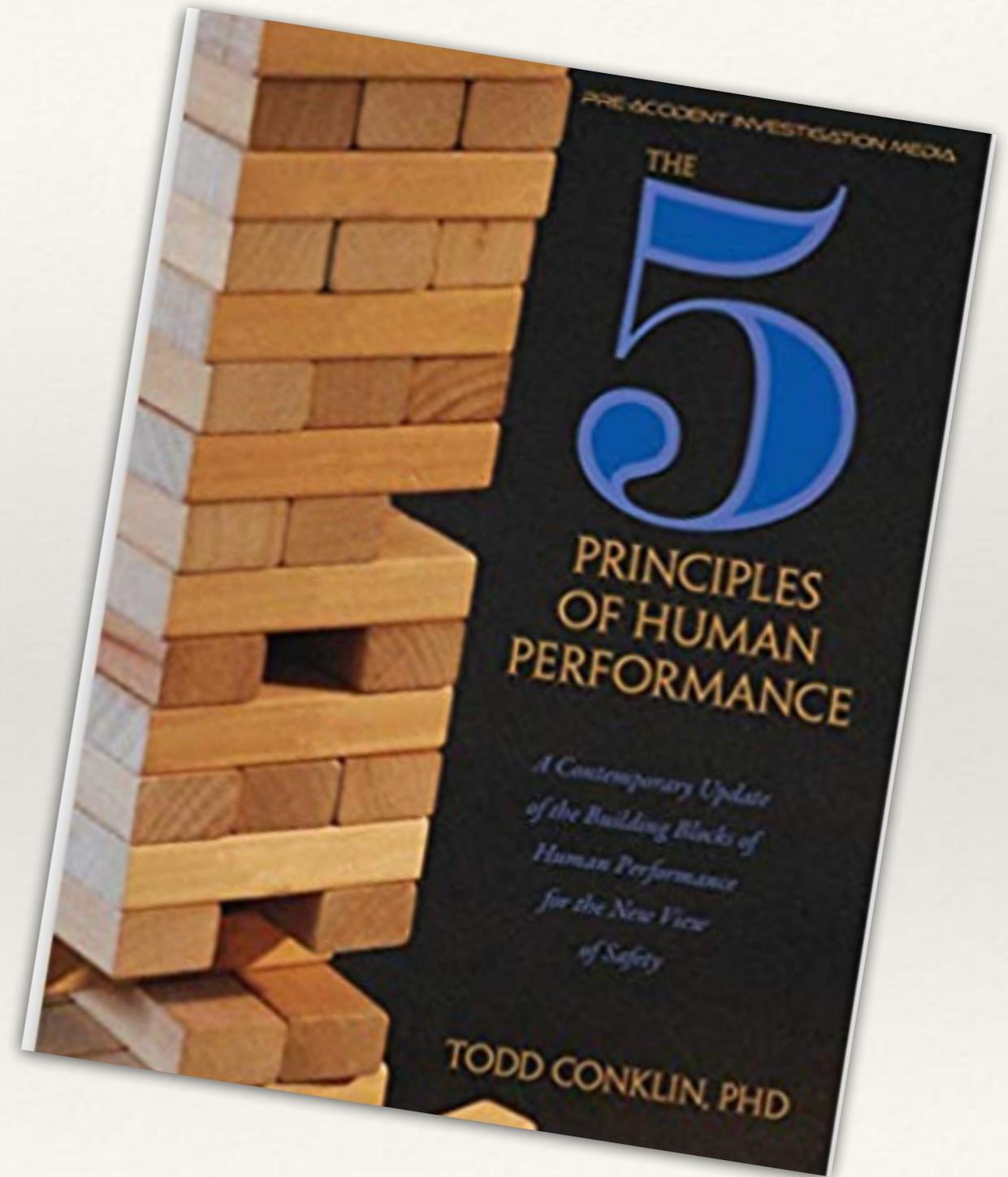
<https://www.cdc.gov/niosh/programs/totalworkerhealth/default.html>



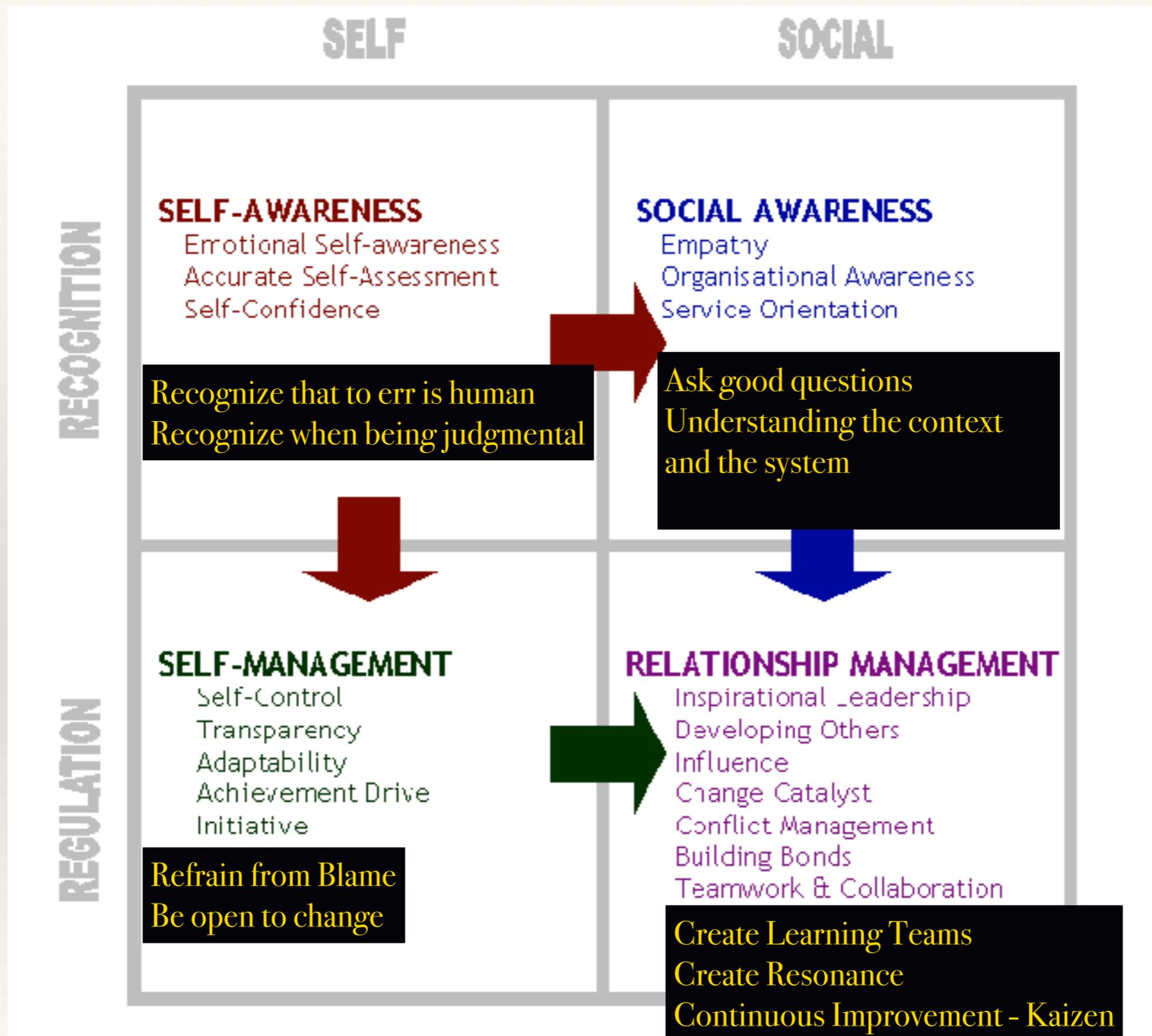
Rate of Fatal Work Injuries
per 100,000 Employees

We hold these truths to be self evident

1. Human error is normal
2. Blame fixes nothing
3. Learning & improving are vital
4. Context influences behavior
5. How leaders respond to failure matters



EI Skills and 5 Principles of HOP



Learning is essential in HOP

Side Benefits - initiated for safety but improves performance; empowers and engages employees

Safety efforts can be the harbinger of success.

<https://www.convergencetraining.com/blog/hop-operational-learning-and-learning-teams>



Safety Efforts - the Harbinger of Success.



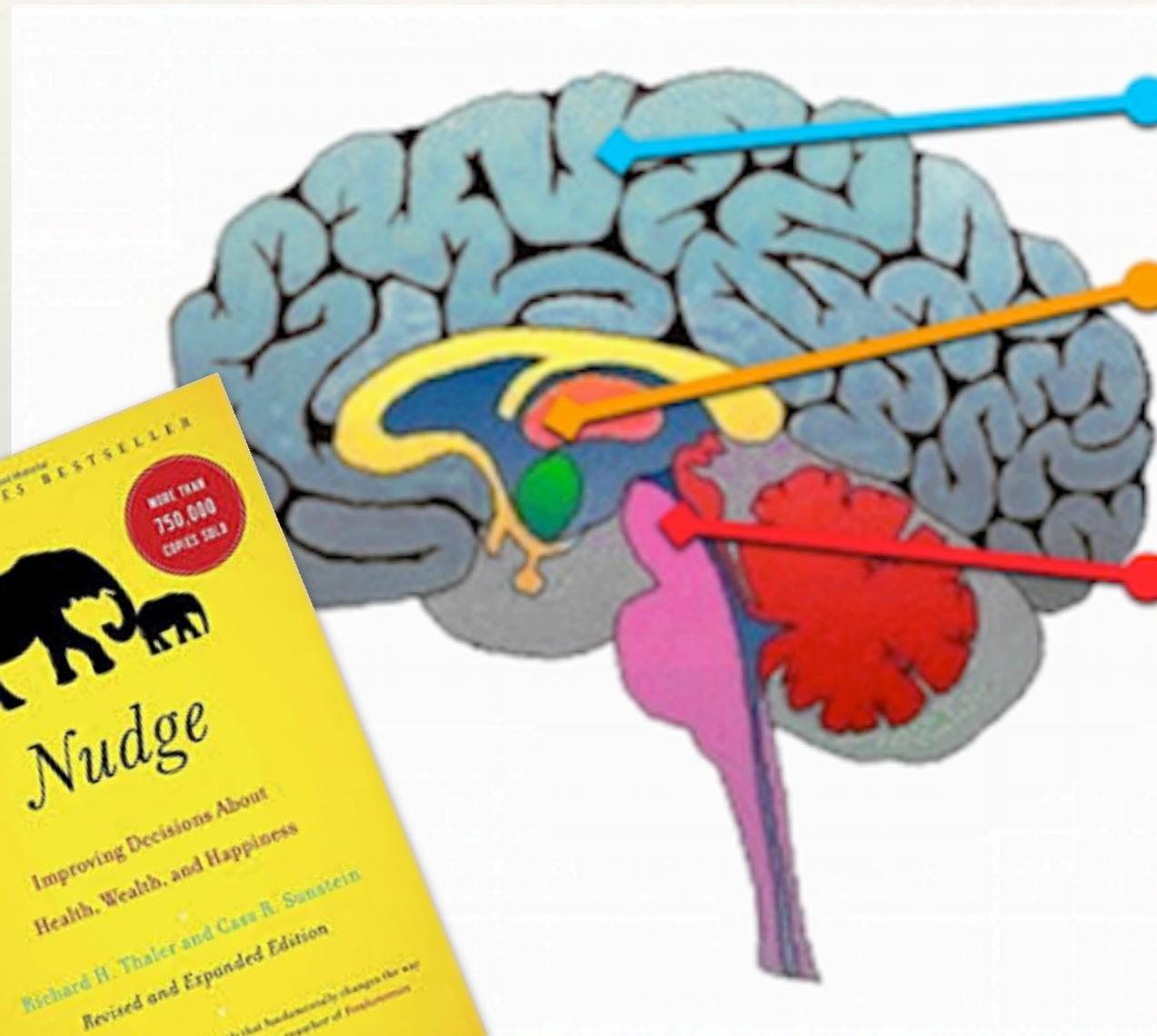
- ❖ Determine need for a learning team
- ❖ Discovery - learning mode only (EI - no judgement no blame here)
- ❖ “Soak-in” time - hour, day, week (Neocortex work)
- ❖ Review, recap and capture additional info (shift from analysis to action)
- ❖ Define current defenses & build new ones (Change is scary - its neocortex work not the lizard)
 - Micro-experiment (“Don’t let great be the enemy of good”) (Look for unintended consequences)
 - Track actions and criteria for closure
 - Communicate to other applicable areas

Some Human Biological Constants

Our Lizard Brain and EI



Most people assume our decisions are made by our Neocortex



**Reflective Conscious
Mental System**

Neocortex:
Rational or Thinking Brain

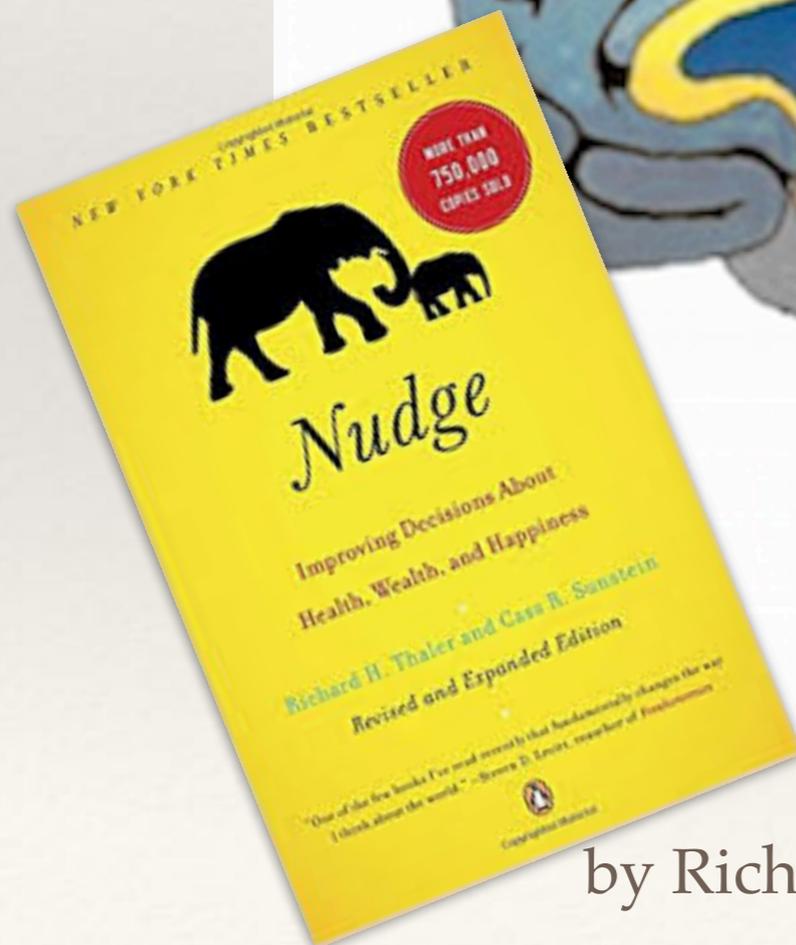
*Plan for
the Future*

Limbic Brain:
Emotional or Feeling Brain

Reptilian Brain:
Instinctual or Dinosaur
Brain

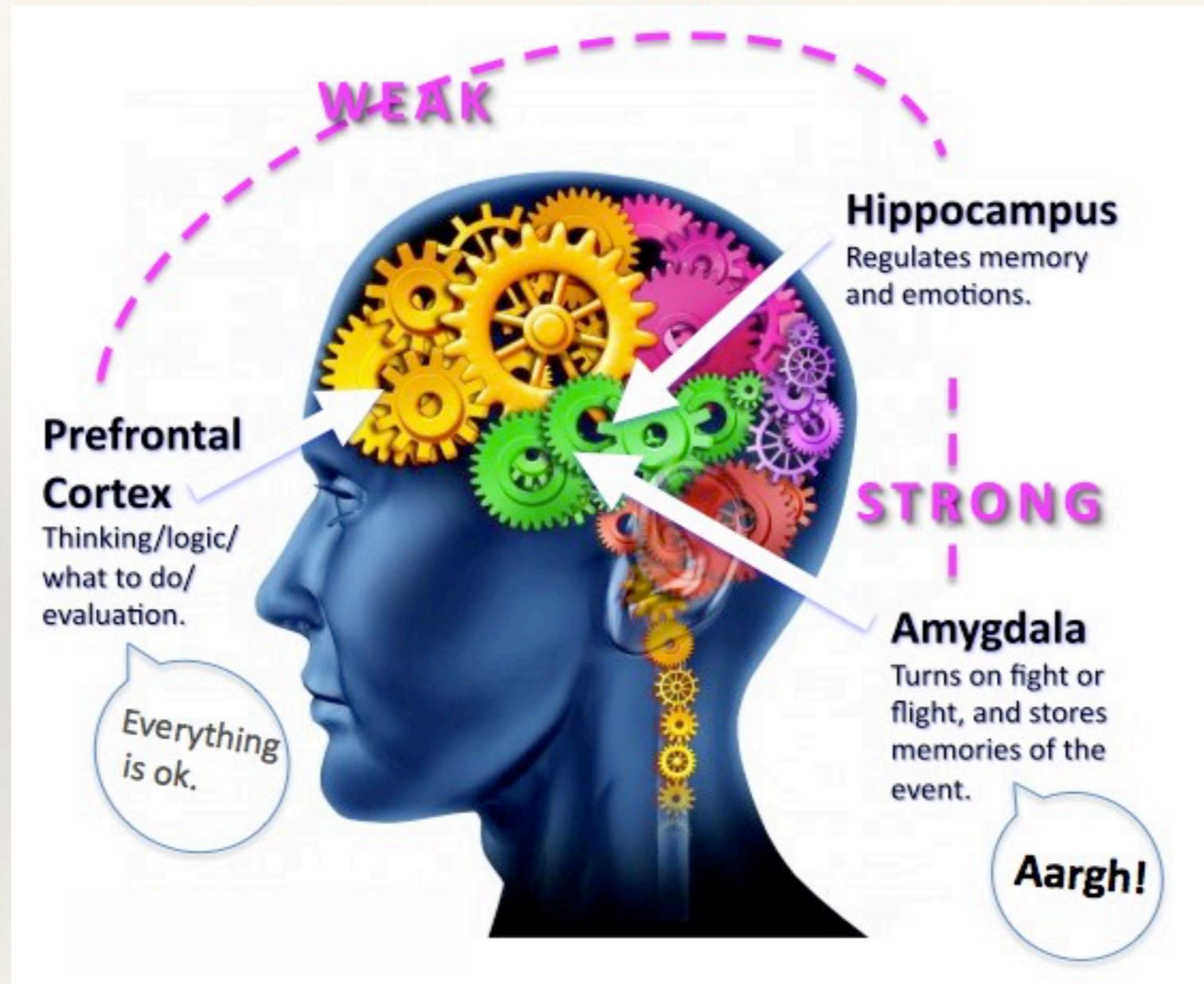
*Immediate
Gratification*

**Automatic Non-conscious
Mental System**



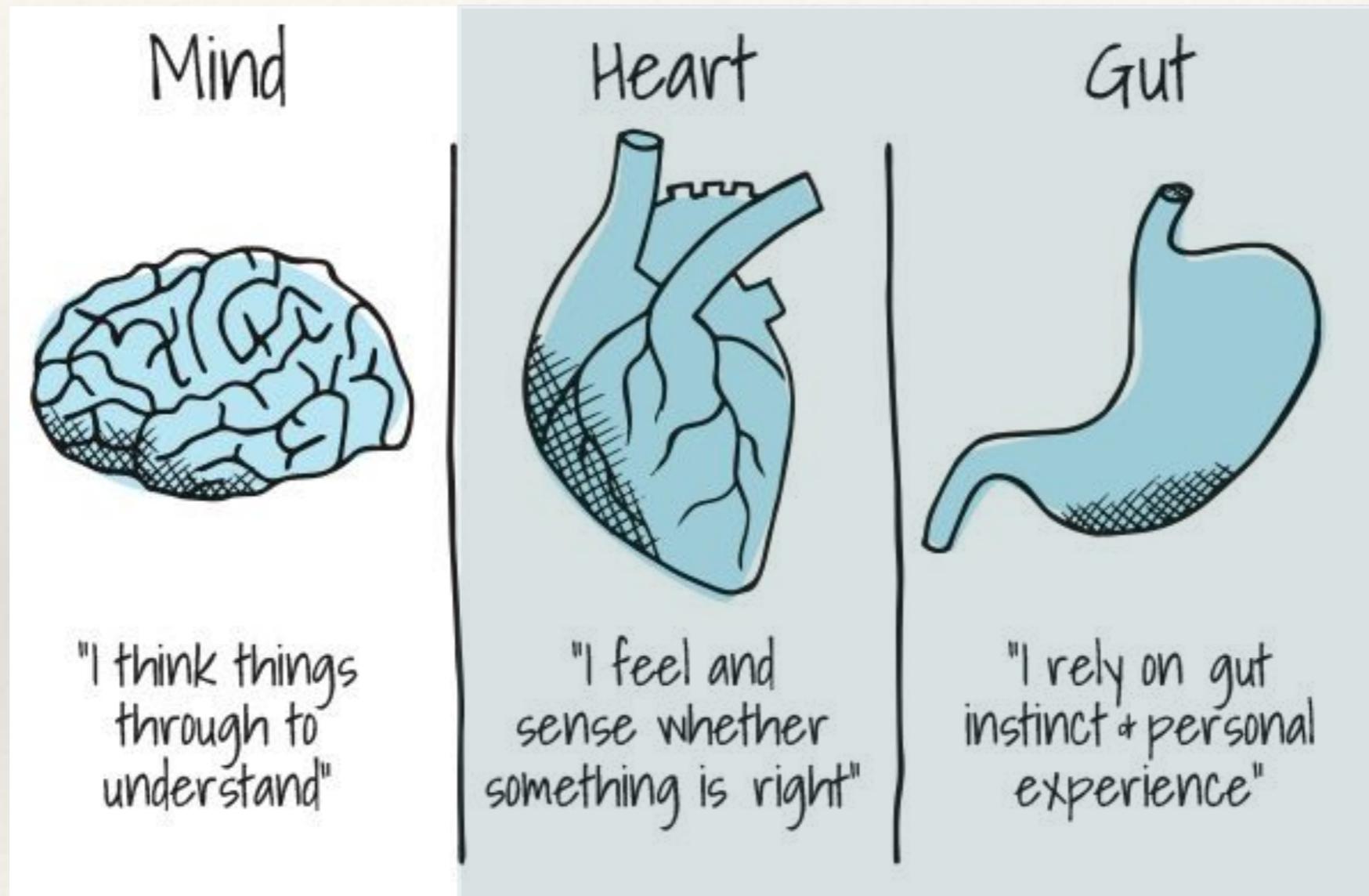
by Richard Thaler, PhD Nobel Prize for Behavioral Economics, 2017

Consciousness is NOT central to our decision-making



[Daniel Kahneman, PhD](#) (Nobel Prize in Economics) and Amos Tversky

Heart & Gut = Lizard Brain



When you know a song "by heart" it's not really in your heart

Benjamin Libet - Human Consciousness 1983

Neocortex

Consciously decide
to act 200
milliseconds before
acting

Limbic

Unconsciously
decide 500
milliseconds before
acting



[Benjamin Libet & Free-will](#) 2-minute video

The Lizard Brain

- Allows us to walk, talk, develop likes & dislikes, choose friends & fall in love
- Acts w/o conscious deliberation instantly, effortlessly, and can't be turned off
- **Smart, Intuitive and FAST**



Human Biology & Relationships

Leaders Eat Last

You will want to read or listen to this book!



Simon Sinek

Happy Hormones

Happiness Hormones	Key Phrase	Example	Emotion Type <small>*per Anchor</small>
Endorphins	No pain	Runners high	Pleasure
Dopamine	One more	Setting and achieving milestones	Pleasure
Serotonin	Loyalty; allegiance	Making a partner proud; graduation ceremony	Joy
Oxytocin	Intimacy; safety	Team dinners; high fives	Joy

Endorphins

Diminish our perception of pain.

It keeps us going during our work-outs, gives us a “runners high” and helps us endure difficulties.

Laughing also generates endorphins.



Dopamine



Motivates us to achieve incremental goals.

It is the “greed” function in our brain. It makes us feel good when we check things off our “To-do” list, meet our goals, find a great pair of shoes, or buy a new car.

Triggered by tobacco, alcohol, food, gambling & social media

It's addictive!!!!

Serotonin



Provides the feeling of significance, pride and status.

It drives us to seek the recognition of others. It is what drives us to make our mom's proud. It reinforces the sense of relationships and belonging in a group. It creates a sense of allegiance and organizational cohesion.

Oxytocin



Creates intimacy, trust and the feeling that someone will protect us. Moms, dads, babies and lovers generate this when they are protected and loved. It is generated by sharing emotions, experiences, and physical contact - a handshake, high-five, shoulder pat, hug or hand-holding

When Employees are Happy

Shawn Achor's Research shows

- ❖ More frequently report Success
- ❖ More Creative
- ❖ More Productive **↑31%**
- ❖ More Engaged
- ❖ Fewer fatigue symptoms

<https://hbr.org/2011/06/the-happiness-dividend>



Cortisol

- Alerts us to threats
- Heightened sense of alertness
- Creates low-grade anxiety
- Suppresses creativity
- Makes us selfish
- Causes sleeplessness
- Suppresses the immune system
- Inhibits the release of oxytocin
- Increases blood sugar & weight-gain
- Increases cholesterol



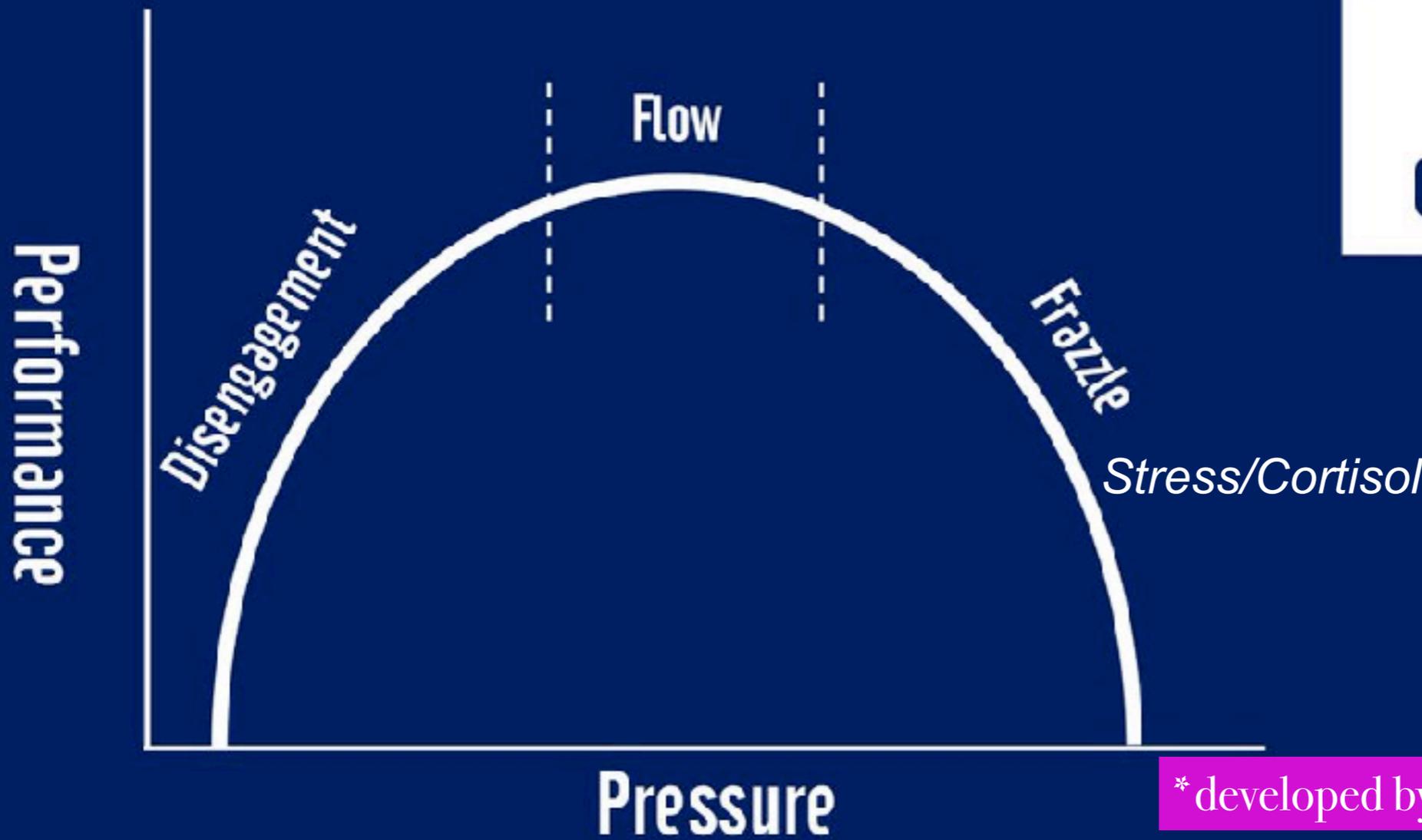
Emphasis on Individual Achievement Creates Stress

Shawn Achor's research shows

- ❖ Creates isolation
- ❖ Reduces ability to sleep
- ❖ Reduces ability to be pay attention
- ❖ Reduces happiness
- ❖ Reduces health



The Arc of Performance

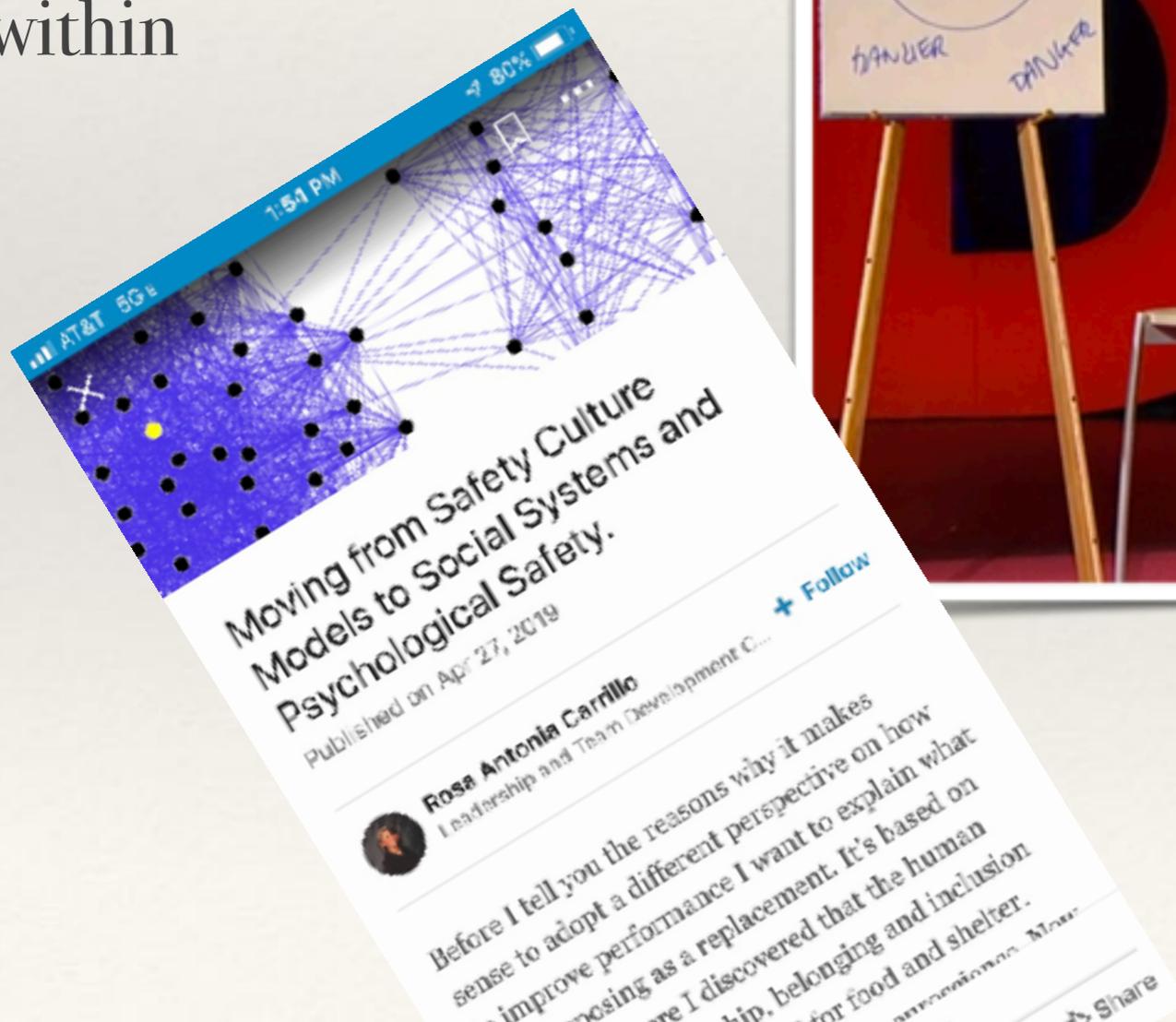


* developed by [Mihaly Csikszentmihaly](#)

Cognition: Load → Overload
Emotion: Challenge → Threat
Stress → Distress

Circle of Safety

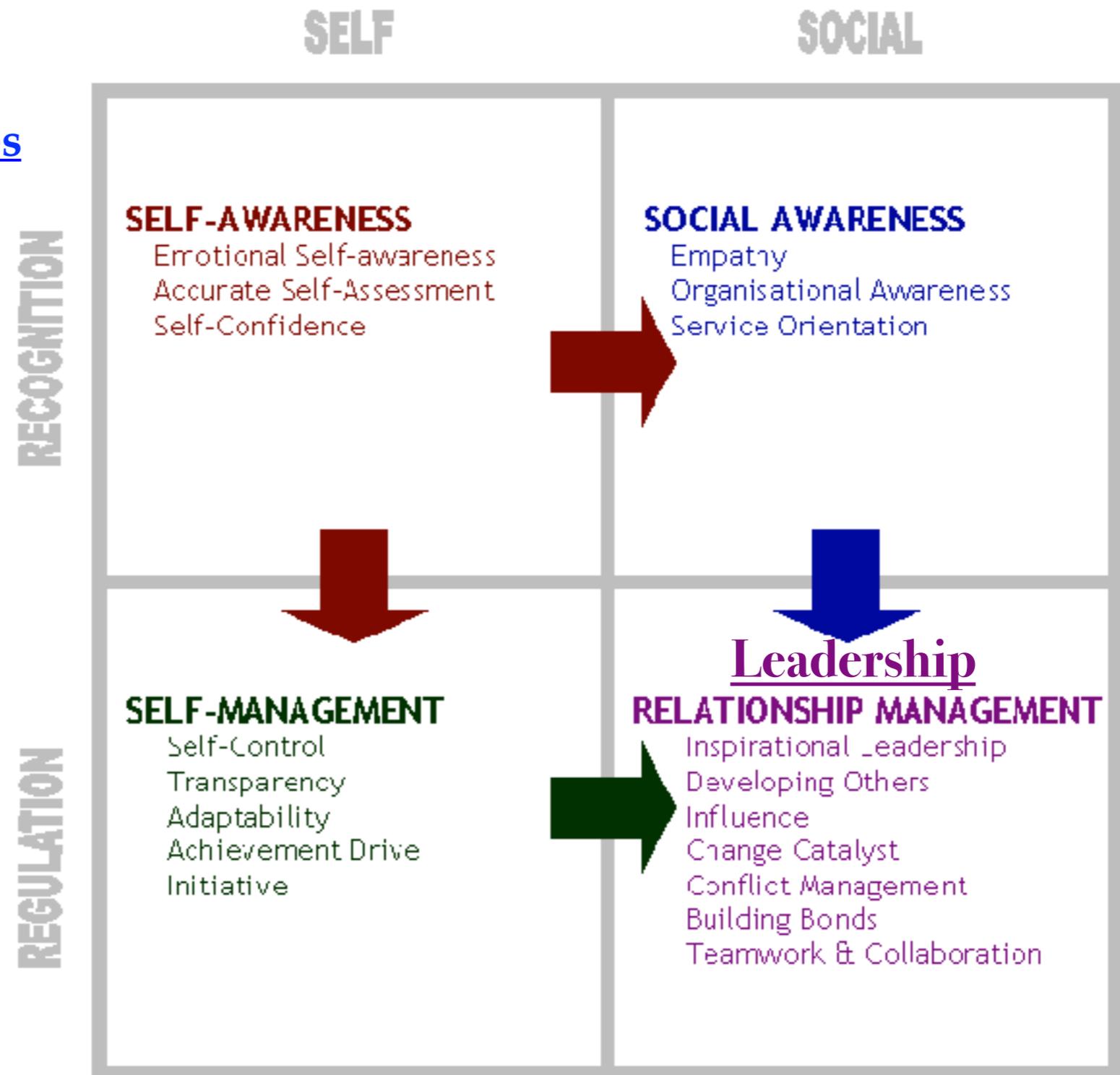
- Trust & Cooperation
- Family mentality
- Danger is from the outside – not within



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EI Competencies & Capabilities



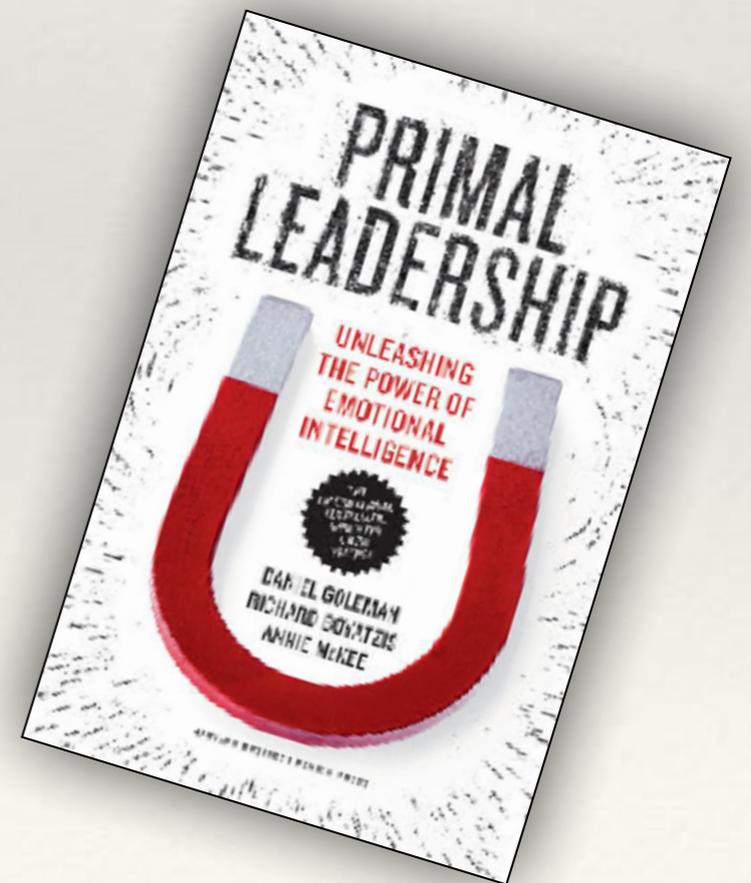
Leaders Create Resonance

Leaders have the power to impact the emotional states of people around them. They can have a positive effect, pulling everyone onto the same upbeat wavelength. Resonant leaders use their emotional intelligence to direct the feelings of others to help a group meet its goals.

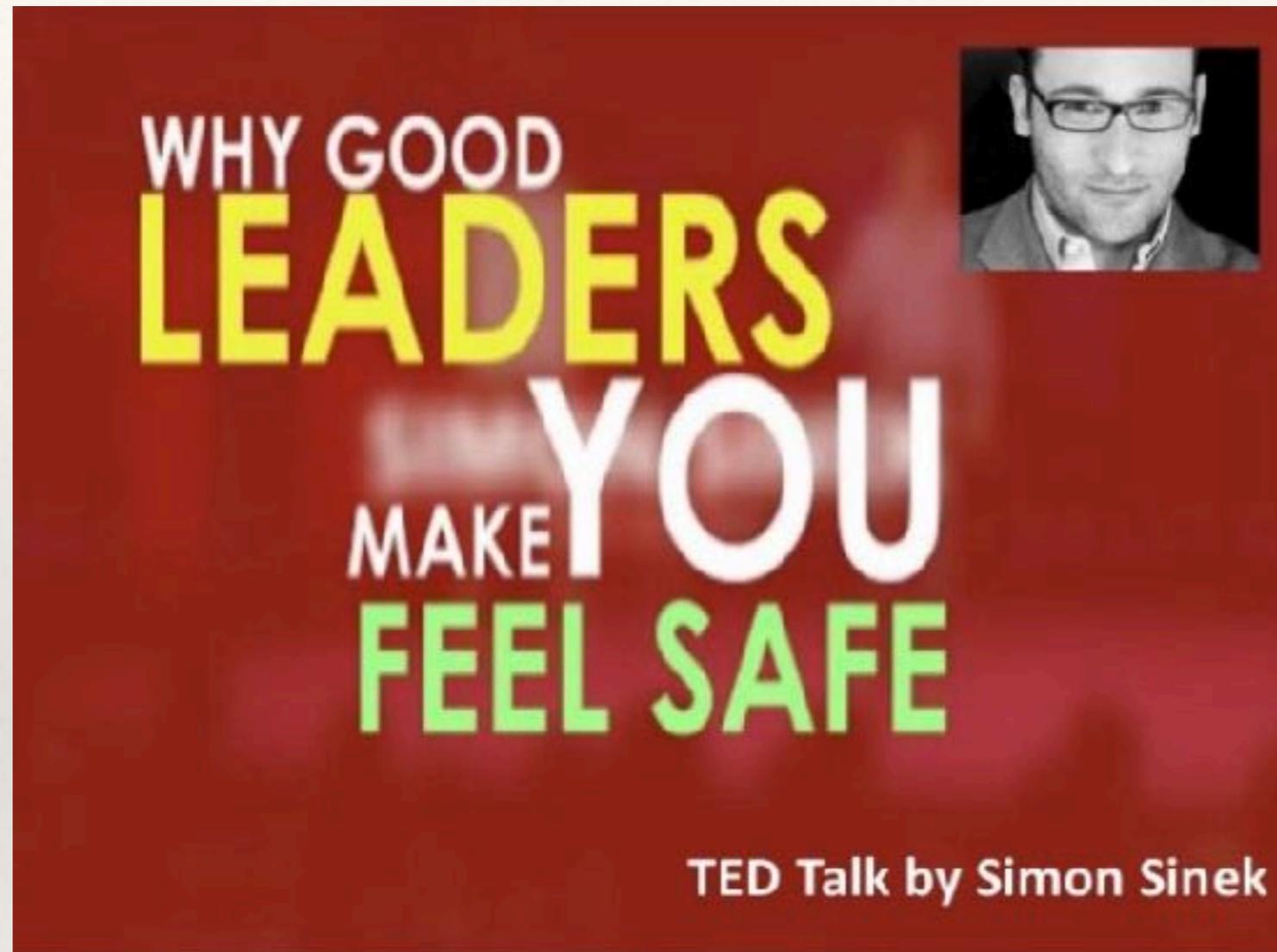
Daniel Goleman, PhD

Remember Shawn Achor's phrase?

Ignite a Virtuous Cycle of cascading successes that amplify our own.



Leaders are not responsible for the **numbers**



Leaders are responsible for the ***people*** who are responsible for the numbers.

Leadership is a Choice not a Rank



Simon Sinek

Cheri Zehner, MPH

Thank you



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