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| **Reminder for Jan Permian Basin ASSP meeting** Jeffrey  Wirth joined R&T Ellis Excavating, Inc. in May 2018. He is responsible for managing all aspects of Environmental, Health, and Safety within the company. Jeffrey obtained his CSP during 2017 and possess his SMS and ASP designations as well. He became a Corporate EHS Director in 1999, and has 19 years of corporate safety management experience. His experience prior to entering safety management ncludes 17 years in senior operations management as well as 6 years with the Mine Safety and Health Administration (MSHA) as an Engineer and Special Investigator. Jeffrey graduated from Southern Illinois University – Carbondale, with his Bachelor of Science degree in Engineering.The presentation will entail the effects and influence upon the quickly expanding frac sand mine industry locally as it relates to the Mine Safety and Health Administration (MSHA). There will be a buffet lunch served, the cost is $20; cash, check, credit card or Eventbrite ticket  will be accepted at the door.  Visitors are welcome, so feel free to invite co-workers.Share this event on [Facebook](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=7UxMbrR7aSuTdFQJ-AKDYXyTfNVxIZuAsznsBE2wVDQKJe3al249Ec33eWAZeFJadZI2ykSbbvl1lqR38HVtxg~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) and [Twitter](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=Apo7JKTzjpw4geYZeR0UhiKqFi1H_svbL98l6AvnspDbTr74mHLbVksC6bKPD8hlBdCFpYfJKFndPDmCJ6V-ng~~&t=Zb5h0Lekmz99EUnpUkMrqA~~" \t "_blank).We hope you can make it!Permian Basin ASSE Chapter \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_September in Review Dean McCain, currently an OC Safety Instructor was our speaker. The topic of his talk was, "Leading and Communicating from the Inside Out."  He emphasized that you must make a difference, at work, and in all of your life! He asked, "If you didn't come home who would miss you?" He said that all of us are important to those we love, and have an impact on our workplace. He defined three words for us: Achievement is when you reach a goal! Success is reaching an achievement for the right reason. Significance is when you help others to be successful. He encouraged us to "Aspire to be Significant." He mentioned a book, by Captain David Marquet entitled, "Turn the Ship Around." Captain Marquet was captain of the submarine, "Santa Fe". He made such an impact on his crew that more of them were promoted to Captain that from any other ship in a period of 10 years after he left the Santa Fe. So he worked to "Aspire to be Significant." Dean asked us, "Why do people fail?" He gave us several reasons why: 1). They believe that they are the only one who matters. 2) They feel that they know everything and see no limit to their "knowledge." 3) They strive to be in charge. Dean encouraged us as supervisors to "take care of people in our care, and give them supervisory training;" so that they can replace us when the time comes. He said to "Make Things Simple", explain why you do the things you do. He drew a series of 3 concentric circles on the board and in the inner circle labeled that one "Why", the middle one was labeled "How" and the outside one "What". The "Why Guy" is the CEO who sees with clarity from the top down. The "How Guy" is the Executive Manager who shares the "Why" and has the skill to make it happen. The "What" is the end result. The one quality that a leader must have is something that will make people follow him. If they don't have people following them, then they have nothing. People can only envision the things that the leader has words to describe. People won't "buy" **what** **you do;** only **what you believe.** The lowest level of cooperation is people working for money. If there are problems, the supervisor **must** discipline the **behavior, not people. Their attitude needs to be top priority. *Skills can be taught***! So there is a difference between attitude and talent. People are born with talents, attitude is your choice. He encouraged us to have a passion to succeed. We are to stay focused on what we are doing, "Prior Planning Prevents Poor Performance." A Leader needs to: 1) Have a **Vision** for where he wants to do  2) Have a **Plan** on how to get there, which includes teaching people how to accomplish  the goal.  3) Have the Mental **Discipline** ittakes to see the plan through!  Once again Dean emphasized the "Leader—Follower" relationship. We all need each other. People don't function well as single individuals**;** we all do better in a "community" with others around us. Each of us is important to reaching the overall goal. He said, "Hire the right person for the job and get rid of the bad employees." Don't have any weak links in the organization. We are to be better today than yesterday, realizing that we are not as good as we could be tomorrow. Everyone has to pay a price for improvement, whether time, money, or some other price that is required. We are to be fluid and embrace "Change." It is the only constant in our lives**;** the seasons change, the time of day changes, etc. but it the one thing that everyone complains about having to do. Dean's Simple Rules are:  1) Do the right thing (for the right reason.)  2) Perform every job as task that it can be done. If you are too rushed to do it right,  when are you going to have time to come back and correct it?  3) Show people that you care! Why companies ask:  1) Can I trust you? That question is the most critical part of Dean's presentation  2) Are you committed to excellence?  3) Do you really care about me?[Wet Monkey Theory](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=RCqHjh6jhHQMP1ORE5_RHq2Pxgv6EixeWJsRdLCoOlCFRb4xa0tnV-HWkrjRPbP1S6-CCllJcIyGJN-T8b07GA~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) A group of scientists placed five monkeys in a cage and in the middle, a ladder with bananas on the top. Every time a monkey went up the ladder, the scientists soaked the rest of the monkeys with cold water. After a while, every time a monkey when up the ladder, the others beat up the one on the ladder. After some time, no monkey dared to go up the ladder regardless of the temptation. Scientists then decided to substitute one of the monkeys. The first thing this new monkey did was to go up the ladder. Immediately the other monkeys beat him up. After several beatings the new member learned not to climb the ladder even though he never knew why. A second monkey was substituted and the same thing occurred. The first monkey participated in the beating of the second monkey. A third monkey was changed and the beatings continued. The fourth was substituted and the beating was repeated, and finally the fifth monkey was replaced. What was left was a group of five monkeys that even though none of them ever received a cold shower, continued to beat up any monkey who attempted to climb the ladder. If it was possible to ask the monkeys why they woould beat up all who attempted to go up the ladder, I'll bet the answer would be..."I don't know—that's how things are done arund here." Does that sound familiar?  Dean next mentioned the Milgram experiment on obedience to authority figures which was a series of [social psychology](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=fpgZBqMQQ3cvryZTylOgig5O0kpTNKqBnaF7yrGwh_vVNnKL7v-7A_8gTryJ9FTzr1M-kxcrUiEYKjGZNfoX7Q~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) [experiments](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=Ts6L5gK_Cv0OWREb7lgFq5wR6Br8M28LYH53wRzTNuUXDdLTb1JAx2Yo1PME362q1PdLCn2I__GSD9RjsU7AMw~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) conducted by [Yale University](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=OVLpO5YYKyTAAsJ7XFTpWZnsZpRBUUmRfYCoaO5QCtXVjmfFK2LVc3WgNuiTZ3V85A7S4mcj2wJ24Tir8JayJQ~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) psychologist [Stanley Milgram](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=lkwUTuPCaJjAfY4E44gLLRKDL-bsFH7ZjPLdYKSJbKRJYpXwKpaaPgwtVSuByj00zX3kMsMj_HCFMX9Q-Z2LFg~~&t=Zb5h0Lekmz99EUnpUkMrqA~~). They measured the willingness of study participants, men from a diverse range of occupations with varying levels of education, to [obey](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=wADdrQB-q5aX-2Eh1nTMkFCYEARJmYrRSmTkU46f2kfaKYgXX7XHzOW1MrGViqV4JuyRhKwaqvSymf-UOfJA5Q~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) an [authority figure](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=MqHf8pArRcC0SfhfjQ732Wta-sNHqrVbw5aQFlutJggn5yibimAnHY-XoAH9wc3dYsMhtlSqRPxVwPlb6zHIRw~~&t=Zb5h0Lekmz99EUnpUkMrqA~~) who instructed them to perform acts conflicting with their personal [conscience](http://send.assp.org/link.cfm?r=SrKJIE8a-zOzHyvoFuGB-A~~&pe=6W_jSQMwbHlSHwrInVABLrJ0C659ECYIywSthlENmfste6UlEYEMQtVgv1mQ6dTsXskq1BXbgdHbSXbH34ayQQ~~&t=Zb5h0Lekmz99EUnpUkMrqA~~). Participants were led to believe that they were assisting an unrelated experiment, in which they had to administer electric shocks to a "learner." These fake electric shocks gradually increased to levels that would have been fatal had they been real. The experiment found, unexpectedly, that a very high proportion of men would fully obey the instructions; Dean said that in defense of war criminals claims that "they were just following orders." 65% of the people in the experiment "killed" people because they couldn't see or hear them. The problems with "Leader—Follower" programs is the team is only as good as the leader. Captain David Marquet author of "Turn the Ship Around" implemented the "Leader—Leader" mentality. It involves no micromanagement; and allows the person to operate independently as long as the goals agreed upon are met. He found that having frequent, quick conversations often saved hours of unnecessary work. He implemented the statement "I intend to..." This involves giving the person in command all the needed information about the situation that the person intended to do, so that the only response from the boss was, "Very Well." In this Leader—Leader idea, it is very important to not lower any standards. It did involve more planning on the part of upper management, because all personnel had to be capable of performing any job in the department. It also took an awareness of any "Toxic Work Culture" in the organization. Upper management needs to keep their focus on the "Why's and How's". (I purchased the book, and found it very informative, and the chapter on "Take Deliberate Action" involving the interaction between humans and machinery, I thought would be a very good idea in the safety field.) Dean closed with the idea of "Hire for Attitude, train your people and then let them work." |
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