



# Leadership “A Winning Attitude”



2018 DREDGING SUMMIT & EXPO  
June 25-28  
Norfolk, VA



# Agenda

- What is leadership?
- Triple “A” ownership
- Know your team/place your team
- Effective communication
- Understanding the brain
- Journey from good to great

# Safety Core Value

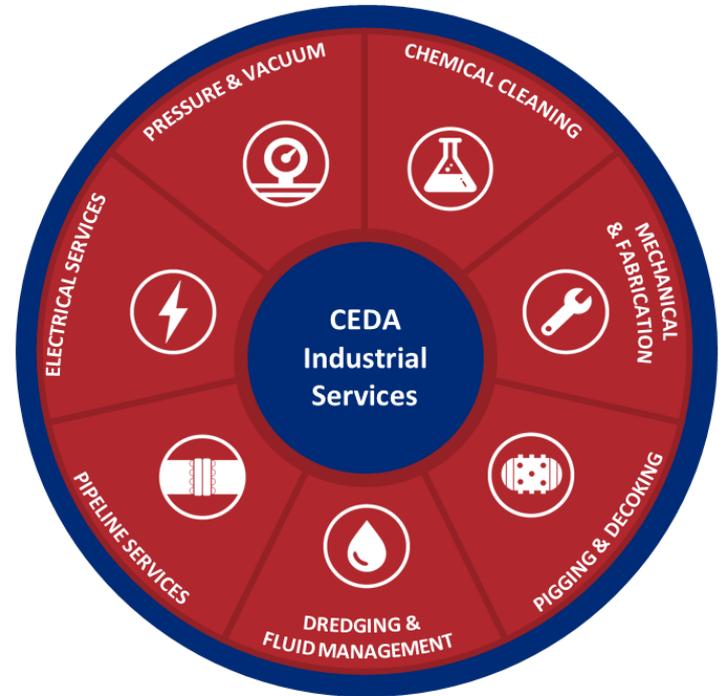


“A zero-incident culture ensuring everyone arrives home safe every day.”



# Dredging & Fluid Management

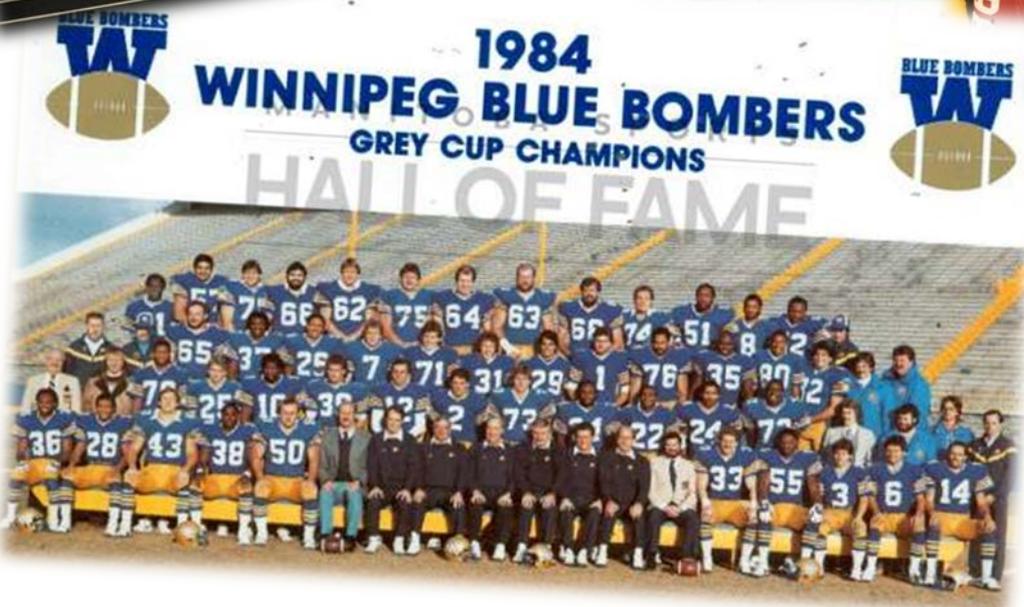
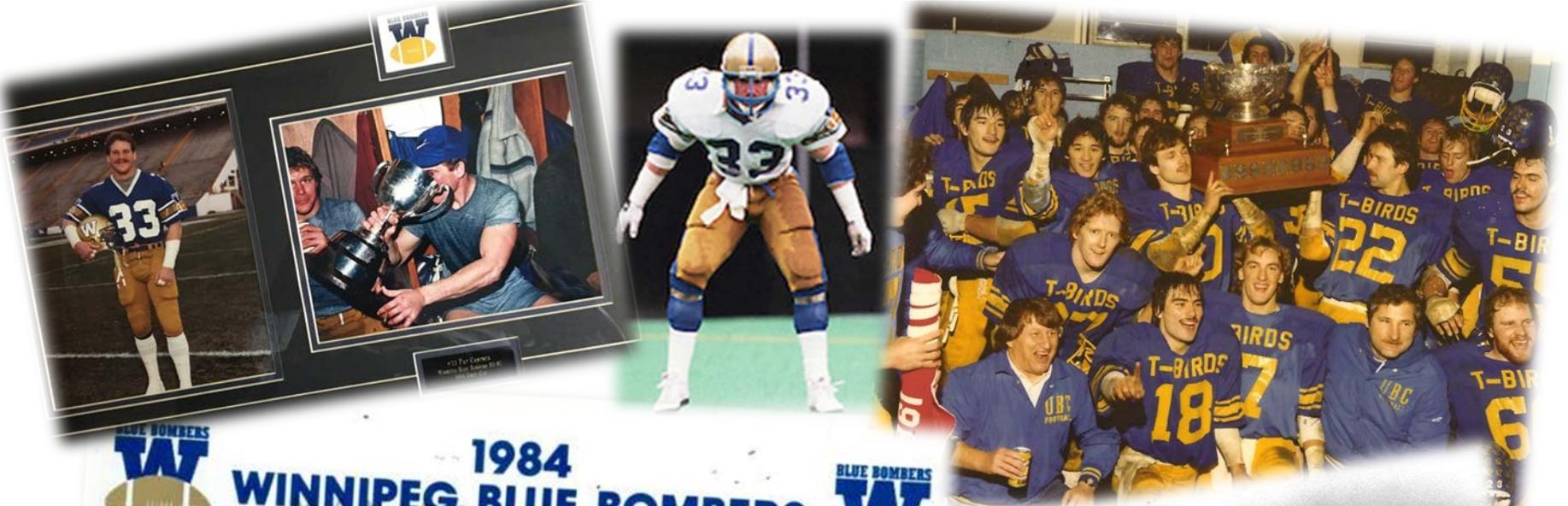
CEDA has core service lines that operate throughout Canada and in the United States.



## Fluid Management

- Dredging, Dewatering
- By-Pass Fluid & Hydrocarbon Movement
- Custom Dredge & Pump System Design & Fabrication

# Championship Teams



# CEDA Championship Teams



# What is Leadership?

“Leadership is influence.” John Maxwell



# Leadership – A Winning Attitude

*“The strength of the team is each individual member. The strength of each member is the team.”* Phil Jackson

Every championship team has:

- Clear direction with a common goal
- A game plan
- Solid leadership
- A “Winning Attitude”
- Pride of TEAM

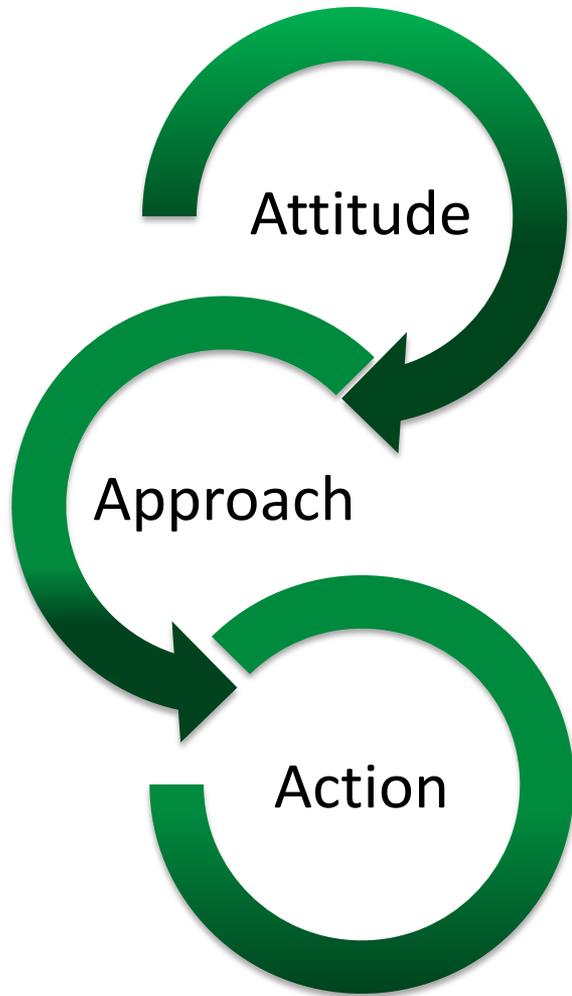


*“A goal without a plan is just a dream!”*

-Herm Edwards Former NFL Coach

*“The number one rule of winning is don’t beat yourself.”* John Maxwell

# Leadership – Triple “A” Ownership



Your Span of Control – You Own It!

# Leadership – Mirror Time

Look inward first before formulating an opinion, responding to a question or making a decision.

- Self-awareness
- Compassion
- Authenticity

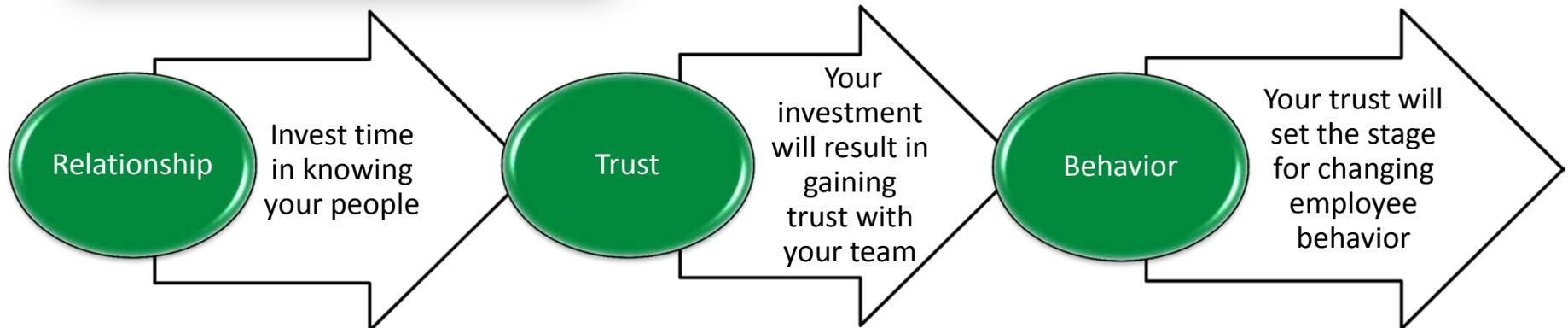


Put yourself in the position of the other person.

# Leadership – Know/Place Your Team



Your early investment into knowing your teams strengths will improve your ability to set your team up for success!



# Leadership – Know Your Team

For the first time in modern history, workplace demographics now span four generations, meaning that 20-year-old new hires can find themselves working side-by-side with colleagues who are older than they are by 40 + years.

The four generations are:

- Traditional Generation (born 1945 and before)
- Baby Boom Generation (born 1946-1964)
- Generation X (born 1965-1980)
- Millennial Generation (born 1980-2000)



A graphic showing the four generations in a stylized, overlapping font. 'TRADITIONALIST' is in black, 'Gen X' is in green, 'Baby Boomer' is in red, and 'Millenniums' is in orange.

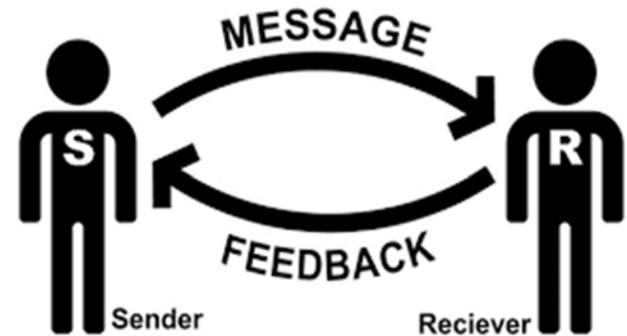
Every generation has it's own workplace characteristics.

# Leadership – Know Your Team

	TRADITIONAL	BABY BOOMERS	GENERATION X	MILLENNIALS
<b>OUTLOOK</b>	PRACTICAL	OPTIMISTIC	SKEPTICAL	HOPEFUL
<b>WORK ETHIC</b>	DEDICATED	DRIVEN	BALANCED	AMBITIOUS
<b>VIEW OF AUTHORITY</b>	RESPECTFUL	LOVE/HATE	UNIMPRESSED	RELAXED, POLITE
<b>LEADERSHIP BY . . .</b>	HIERARCHY	CONSENSUS	COMPETENCE	ACHIEVEMENT, PULLING TOGETHER
<b>RELATIONSHIPS</b>	SELF-SACRIFICE	PERSONAL GRATIFICATION	RELUCTANT TO COMMIT	LOYAL, INCLUSIVE
<b>PERSPECTIVE</b>	CIVIC-MINDED	TEAM-ORIENTED	SELF-RELIANT	CIVIC-MINDED
<b>TURN-OFFS</b>	VULGARITY	POLITICAL INCORRECTNESS	CLICHÉS, HYPE	CYNICISM, CONDESCENSION

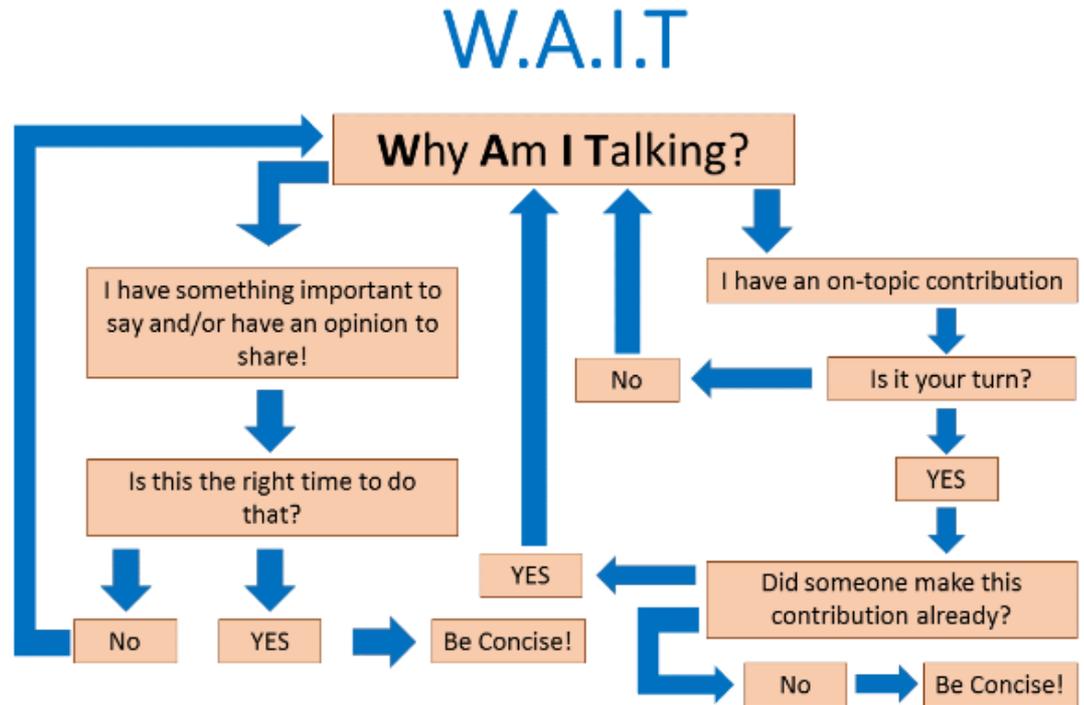
# Leadership – Effective Communication

- We hear ½ of what is being said - we listen to ½ of that - we remember ½ of that
- We can hear up to 400 words per minute but can only speak 125 words per minute (with certain exceptions), therefore, our minds tend to wander ahead of what the speaker is saying
- We often make judgments or decisions before we have listened to all the information
- Because of this it is vital that we listen effectively



# Leadership – Effective Communication

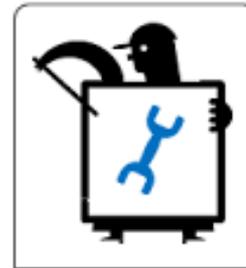
1. Actively decide to listen
2. Let go of your personal agenda
3. Be curious
4. Listen with your eyes
5. Listen for the whole message
6. Be patient
7. Listen with respect
8. Be emphatic
9. Test for understanding
10. Manage your emotions and reactions



# Leadership – Effective Communication

## Motivate Tell-Show-Do

- Test for understanding
- Have the learner tell and show
- Have learner explain key points
- Ask questions
- Provide feedback
- Continue until you know the learner understands
- Observe and comment



Tell



Show



Do

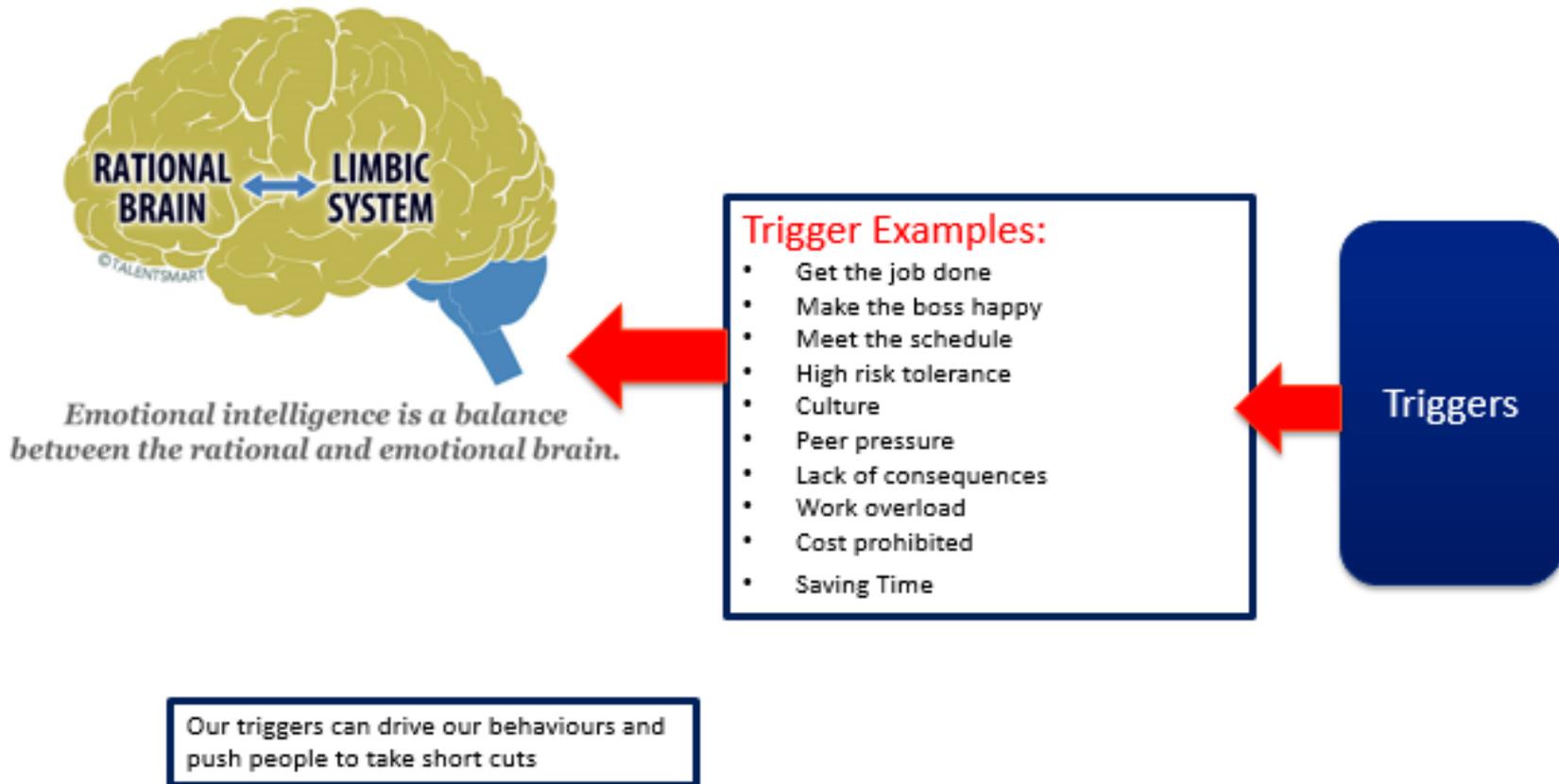
# Leadership – Understanding the Brain

## What influences our (human) behaviour? Why do we take shortcuts?

- Every decision we make, humans unknowingly undergo a cost/benefit or risk/consequence analysis (**rational brain and the limbic system**)
- Usually the cost/benefit or risk/consequence analysis is based on our own experiences
- Perceived low risk activities will increase the likelihood to take shortcuts or unsafe acts
- Unsafe behavior can be reinforced by continually taking shortcuts without consequence (**normalization of deviation**)
- Eventually those unsafe behaviors can lead to a significant incident, often with serious consequences, e.g. life or limb threatening incidents
- There are many triggers that will compel us/workers to take shortcuts without recognizing the serious potential consequences

*Suncor Energy*

# Leadership – Understanding the Brain



# Leadership – Journey from Good to Great

- Everything starts with **clear direction** and a **plan**
- Ensure workers are **trained and competent** to perform all assigned tasks
- **Coach** workers to follow safe work procedures and set standards
- **Observe** workers to ensure they are performing their work safely
- Create a **positive environment** for workers to openly express ideas and solutions
- **Mentor** workers to identify and control unsafe acts and conditions
- **Remove** workers that can't or won't comply with set standards
- Focus on **pride of ownership** and attention to detail (and then some)
- Lead by **example!**
- **Recognize** and reward operational safety excellence

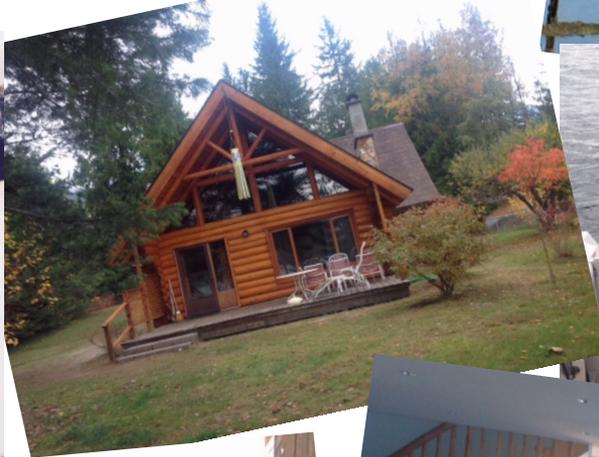
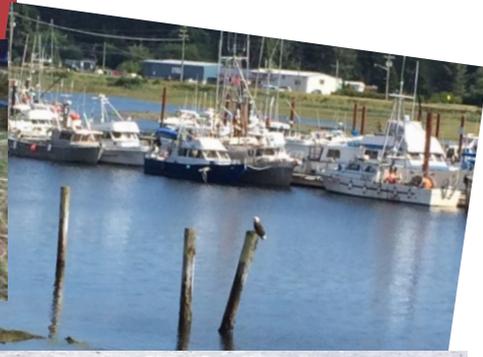
*“Learn to say 'no' to the good so you can say 'yes' to the best.”* John Maxwell

# Leadership – Journey from Good to Great



- Leaders work everyday on improving their ability to positively impact others
- Be the best “You” that you can be, everyone else is taken

# Why Do You Choose to Live Safe Now?



# Contact Card

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