Engaging Senior Leaders

Strategic Approaches for Gaining (and Sustaining) Support

The world’s leading sustainability consultancy
“Setting a goal is the easy thing. The hard part is deciding how you will go about achieving it and staying with that plan.”

— Tom Landry, NFL coach
Are these skill sets mutually exclusive?

- OHS program
- Value of the OHS program
Why isn’t there more TWH in the boardroom?

Barriers

**OH/IH practitioners**
- Focus on operational/compliance risks
- Silo’d, not integrated
- Insufficient ‘scaffolding’ to support initiatives

**Senior management**
- Incomplete knowledge
- Misperception about roles, contribution potential
- Viewed as cost, not value (or as staff, not line)
Business case for a more strategic approach

TWH emerging as a critical business need

**Transparency**
How are enterprise risks managed?

**3rd Parties**
Clients
Credit rating organizations

**Operational Excellence**
Beyond technical control systems, are the leadership skills in place, in addition to prevent catastrophic incidents? Are blind spots prevented?

**License to Operate**
Is the organization a welcome member of the community?

**Governance and ethics**
Are governance and ethics an essential part of the entity’s foundation? Do these processes ensure that OHS controls are properly implemented?

**Systems & Standards**
Are the resources in place, allocated, and supported to address enterprise-wide known and emerging risks?
Global nature of work
How do we demonstrate value?

- Why is it important?
- What does the TWH value proposition look like?
- What are the outcomes that have meaning in our context?
Is it worth the effort??

- Compete successfully for limited resources
- Increase integration of health to the business
- Emphasize connection to bottom line, gain traction, and sustain the program over time
- Improve perception of OHS contributions
- Moral imperative?
- Better worker and public health
Can we increase traction?

1. Planning strategically to capture tangible outcomes
2. Analyzing business impacts
3. Translating value to influence business decisions and ensure relevance

Aligning the health program for maximum impact
Analyzing OHS program contributions

What worked well?

- Production increases
- Capacity increases
- Cost savings
- Operational continuity
- Improved compliance
- Smoother labor/community relations
- Productivity increases
- 360 degree health improvements
Analyzing OHS program contributions

Consider context in defining business impacts and benefits!

- Project challenges
- Competing initiatives
- Risk perceptions
- External drivers
Health metrics vs. business metrics

- Opportunity
- Impacts
- Cost
- Value
- Savings
- Revenue producing
- Cash flow
- Net present value
- Payback period
- ROI
- Internal Rate of Return
- Total Cost of Ownership
Quantitative approach

Analyzing capital and expense investment decisions

- Material selections
- Program development investments
- Resource allocation
- Risk management strategies

Return On Health, Safety and Environmental Investments (ROHSEI)
http://www.who.int/occupational_health/topics/linhard.pdf
Doesn’t everyone see the value of health?
Planning your executive presentations

- What is my core message?
- How does it benefit the audience?
- What barriers prevent people from accepting the message?
- What action is the goal?
- What common ground/values/experiences do I share
7 Tips for Gaining Executive Support

- Invest and Investigate
- Overprepare
- Simplify
- Start strong
- Be relevant
- Embrace flexibility
- Manage pushback
#1. Invest and Investigate

- Know your audience!
- Don’t overestimate their interest in your topic
- What do they want to focus on?
- Build trust before asking for anything
#2. Overprepare (and underpresent)

- Supporting data in the pocket
- Prepare for subtext, i.e., can we trust your analysis and recommendations?
- Anticipate extra questions for anything
  - Counterintuitive
  - Unexpected
  - Requiring significant change
#3. Simplify (smartly)

- Omit what they know already
- Distill complexity into strong, essential terms
- Content-rich graphics > modified text > text
- Biggest pitfall – using our perspective instead of theirs
- Get coaching!
#4. Start strong

- Open with results, outcomes (the ‘what’)
- Be prepared to share the ‘how’
- Top, left, and first
#5. Be relevant

- Present in their terms, not yours
- Linkages
#6. Adjust to the rhythm

- Prepare for abrupt changes
- Cover what *they* want to hear, not what *you* want to present
- Mini versions
#7. Manage (expect) pushback

- CIH
- Direct vs. indirect
- Trust-building
Sustaining management support

- A good problem to have!
- Invest time
- Slope is less steep with history and success
- Multiple approaches to maintain influence
Thank you!

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