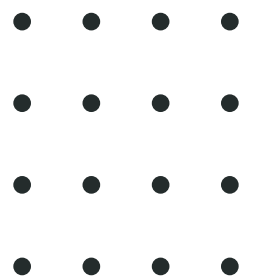


EHS SUPPORT SOURCE



**7 SOFT SKILLS
FOR BIG
EHS IMPACT**

By Linden Terpstra, CSP

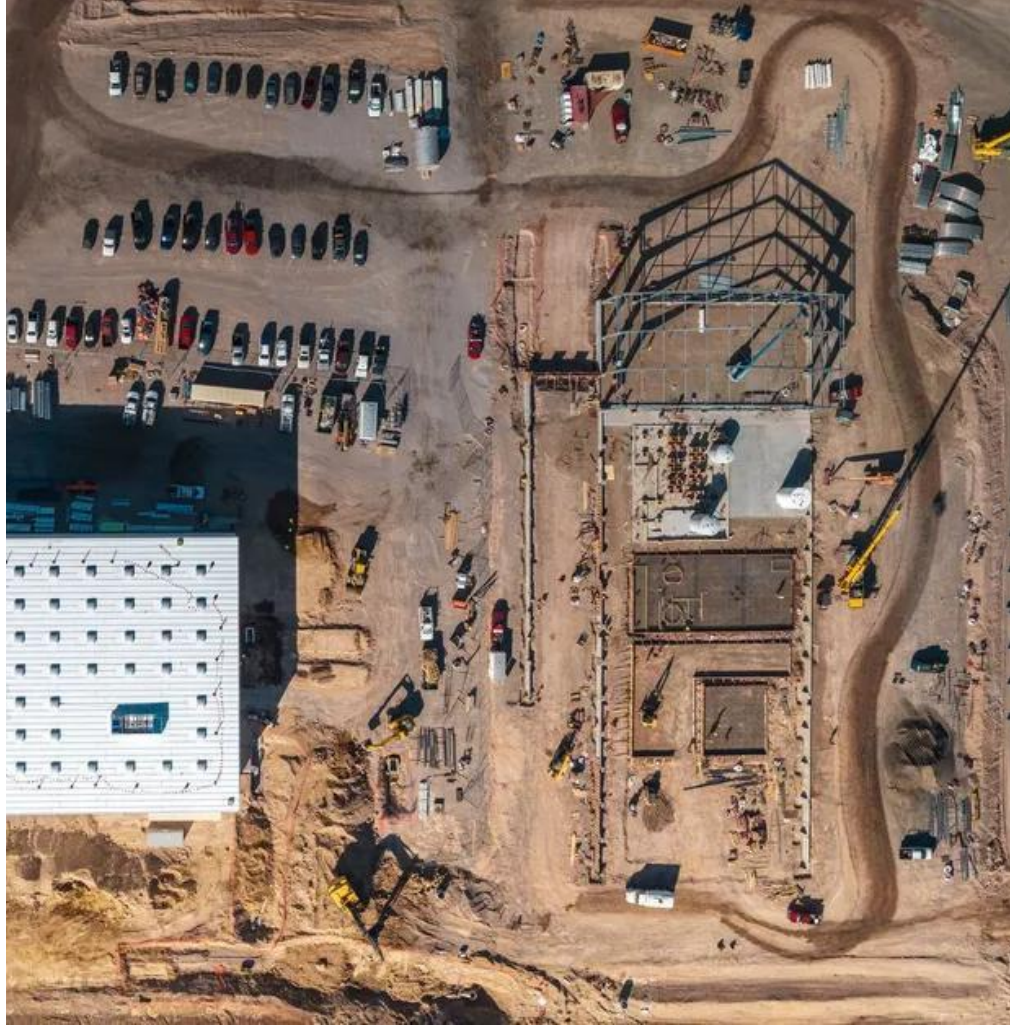






WHO AM I?

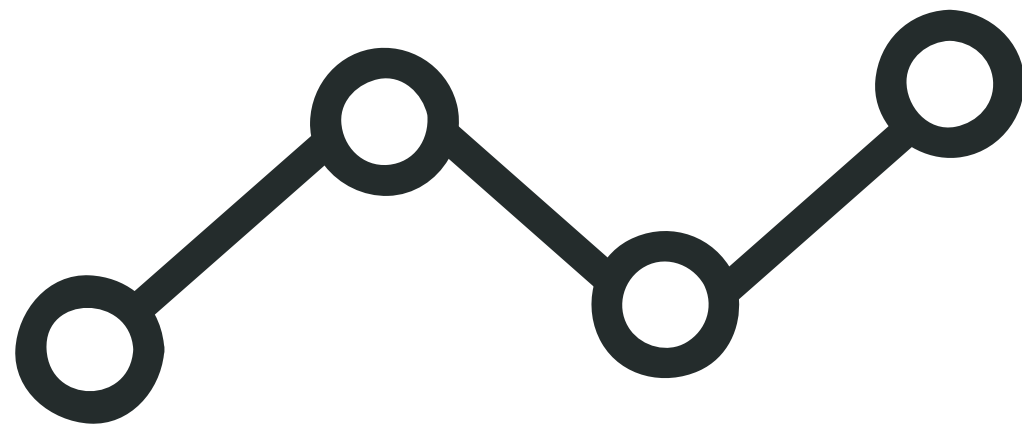
- Fractional EHS Leader
- Consulting Expertise
- Diverse Industry Background
- Programs from Scratch

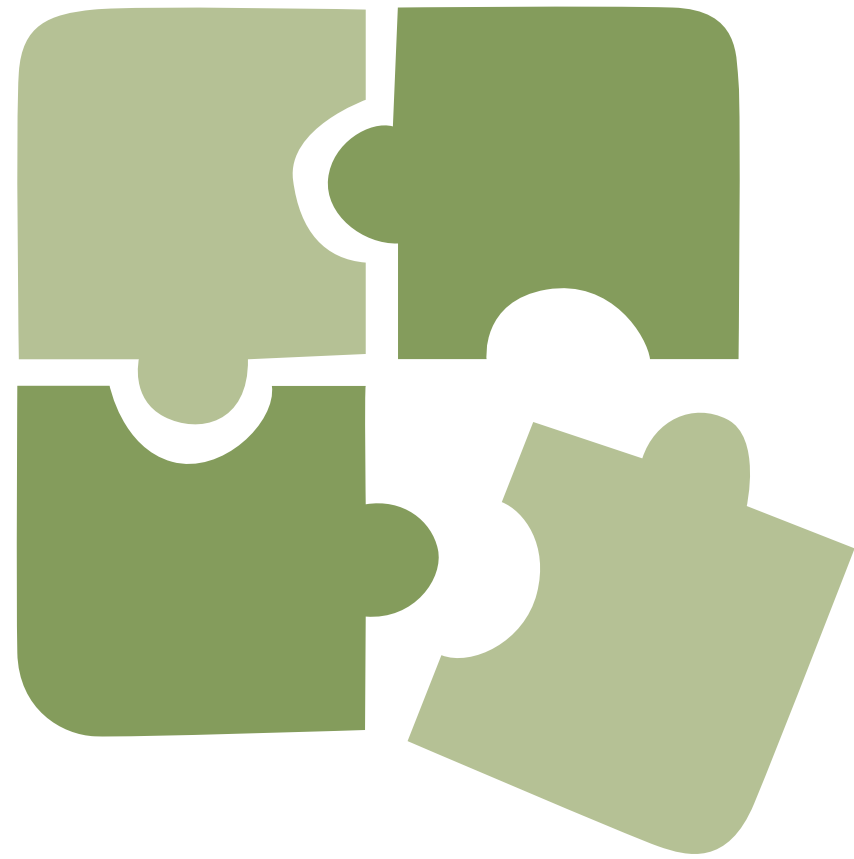


SOME BACK STORY

LEARNING THE MARKET

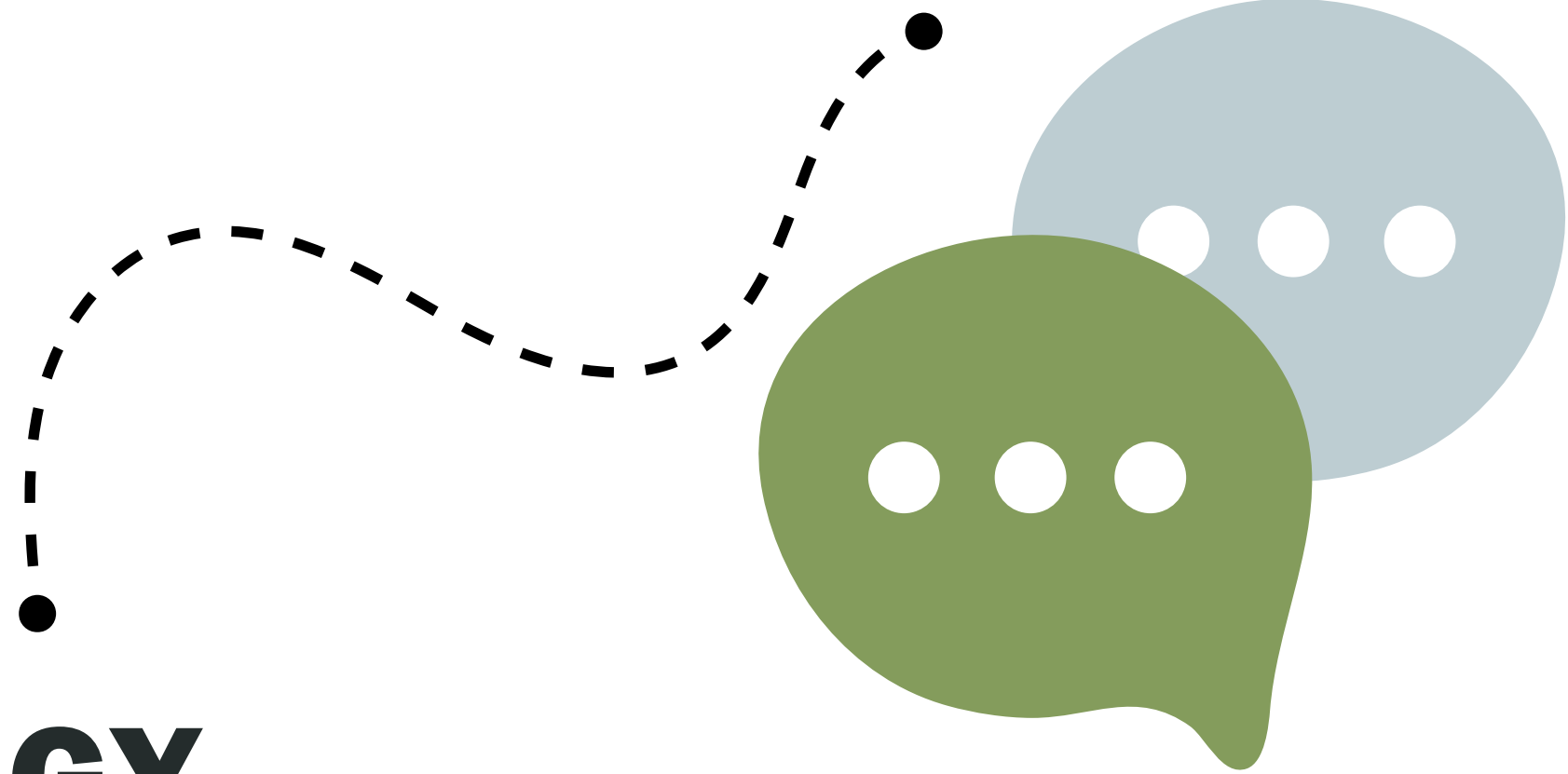
- Outsourcing EHS Efforts
- Meeting with Top Leaders
- New Views of EHS Efforts





STRATEGY

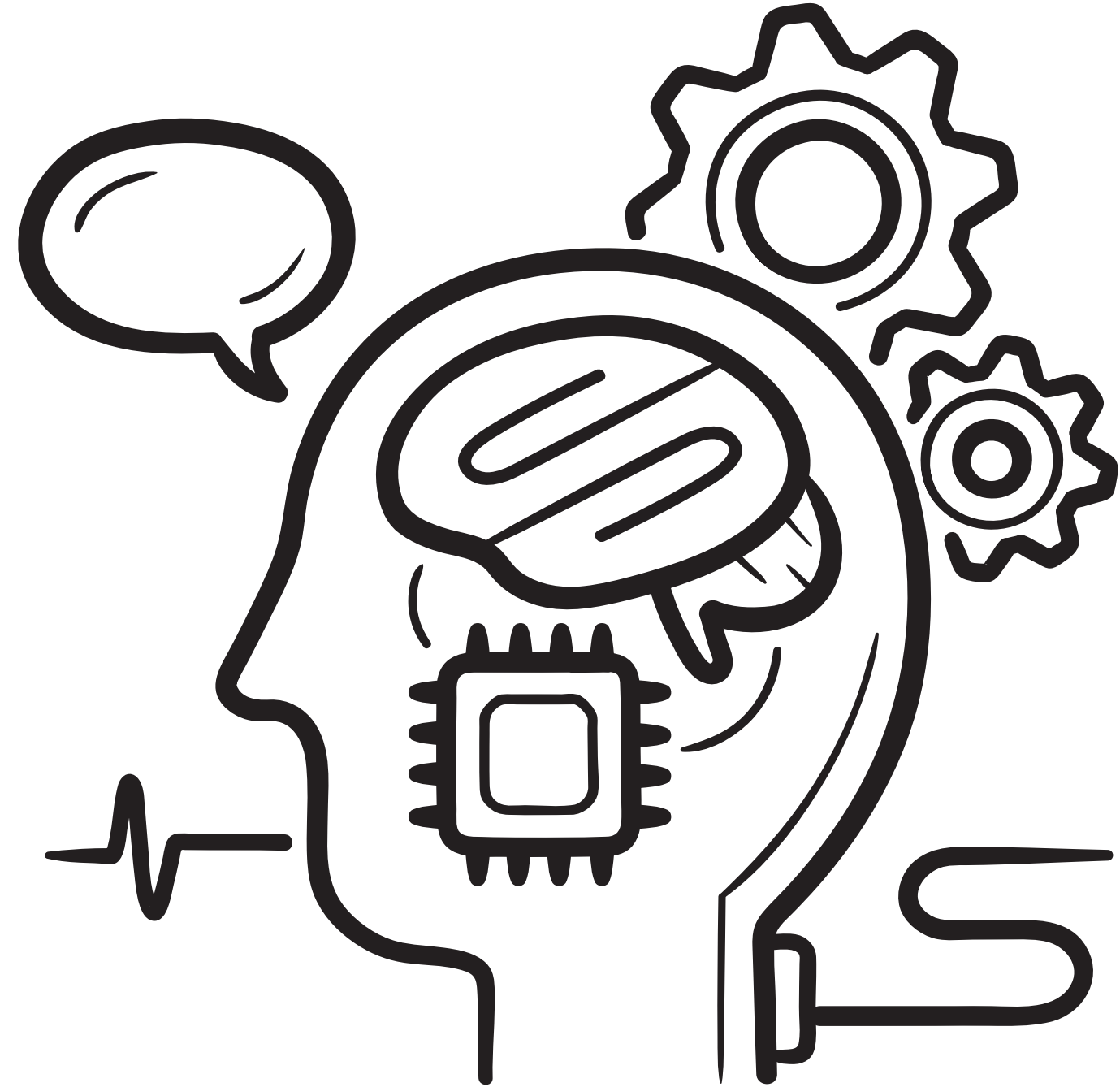
COMMUNICATION





THINK LIKE A SALESPERSON

- Not Enough to Be Technical
- Success Hinges on Advocacy
- Support Increases Effectiveness
- Speaking To Our “Customer”





#1: UNDERSTAND YOUR ORGANIZATION



THE ORG



CEO



Finance



Operations



Engineering



Legal



Plant Manager



Quality



Maintenance



Research &
Development



Human
Resources



AMAZON IN 2024*

- Delivery Speeds
- Lowering Costs
- International Expansion
- Advertising Services
- Shift Focus to AWS

*Amazon 2023 Shareholder Letter

OPERATIONS PRIORITIES



- Improve Efficiency
- Maintaining Productivity
- Minimizing Disruptions
- Resource Availability
- Reducing Costs

FINANCE PRIORITIES

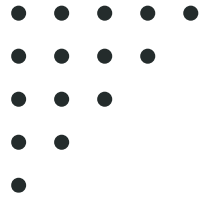
- Controlling Costs
- Maximizing Profitability
- Budget and Resources
- Monitoring Cash Flow





#2: KNOW YOUR CUSTOMER





WHO CALLS THE SHOTS?

- Fate Lies With One* Department
- Understand Their Goals
- Align Your Message to Them
- It's About the Business Value



TAILOR YOUR MESSAGE



LEGAL

An incident may lead to fines up to \$[X] and lawsuits from the union or citizen groups.



OPERATIONS

An incident could result in [X] months of production downtime and a [X]% decrease in productivity, resulting in the site not meeting its productivity goals.

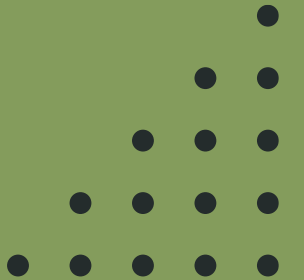


FINANCE

An incident may require \$[X] in redesign costs and/or \$[X] in capital costs to rebuild the direct and indirect processes that were impacted by the incident.



#3: BUILD RELATIONSHIPS



GET A MEETING

1

2

3

4

5

Do Your
Homework

Leverage
Connections

Be Clear
In Your Ask

Timing is
Everything

Follow Up
Politely



ASK FOR INTRODUCTIONS

“I am trying to learn more about our business and how EHS can be the most successful.

Would you introduce me to individuals who would be open to sharing insights on this?”



FIND A CHAMPION

- Trusted Advocate Within Company
- Look for Allies & Beneficiaries
- Get Them Involved Early
- They Provide Valuable Information
- They Lobby on Your Behalf



BUILD A TEAM

- A Beneficiary Representative
- A Finance Representative
- A Legal Representative
- Internal/External Technical Experts
- Someone Who Talks to Customers



#4: ASK QUESTIONS & LISTEN





“SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD.”

– Stephen Covey

- Listening Opens Doors
- Look for Underlying Concerns
- Uncover What Matters

CUSTOMER DISCOVERY

- What keeps you up at night?
- What is your team working toward?
- What is holding you back?
- How do you measure success?
- Don't Try to "Sell" EHS



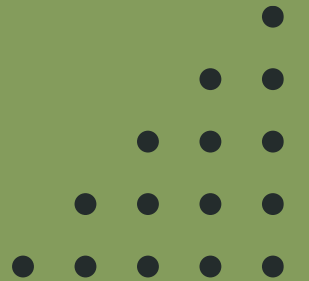
DOCUMENT

- Summarize Key Insights & Metrics
- Track Specific Quotes
- Document Priorities & Pain Points
- Organize By Department





#5: CHOOSE THE PRIORITIES





SELECTING FOR IMPACT

- Identify 3-5 Top Priorities
- Focus on High-Impact Areas
- Align with Business Goals
- Allocate Resources Effectively

IDENTIFY & REGISTER THE RISKS

- What is the hazard?
- What is the consequence?
- What are the controls?
- Impact to customer value?



RISK RANKING

SEVERITY



POPULATION



TASK FREQUENCY

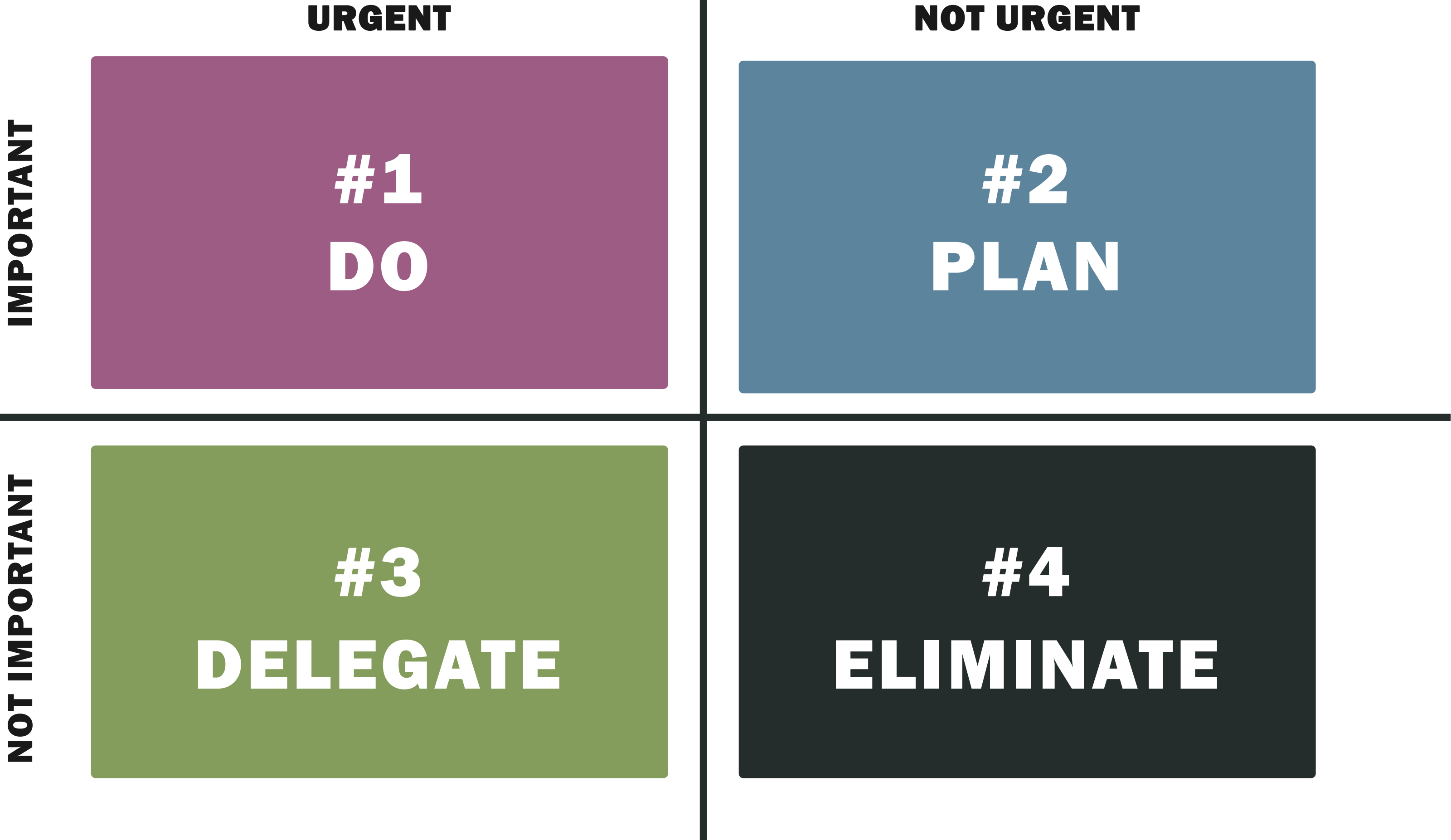


INCIDENT RATE



CONTROL MULTIPLIER

FINAL RANK



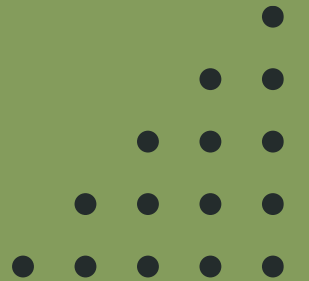
BUILD CONSENSUS

- Involve Team in Risk Assessments
- Create Feedback Loops
- Regular Updates with Leadership
- Relate Back to Business Case





**#6:
KEEP IT
HIGH-LEVEL**



HIGH-LEVEL PLAN

Here are some questions to ask:

- What work must be done?
- Who needs to do it?
- What (and whom) will the work involve?
- What will the major costs?
- What training will be required?
- What will change or be eliminated?

HIGH-LEVEL PLAN EXAMPLE

1

2

3

4

5

Combustible
Dust Testing

Dust Hazard
Analysis (DHA)

Dust Capture
System Redesign

System Updates
Cost Estimate

System
Installations

EHS
Due By 10/1

Cross-Functional
Due By 11/15

Engineering
Due By 12/15

Procurement
Due By 12/31

Commissioning
Due By 3/31

MAKE YOUR PITCH

- Start With The Business Need
- Be Clear About The Risk
- Keep Your Delivery Brief
- Involve Beneficiaries and Stakeholders
- Shine Light on The Experts



GET TO A DECISION

"The Project Isn't A Priority"

The case is not in sync with strategic goals, the ROI isn't high enough, or there aren't enough funds.

"We Can't Make a Decision Yet"

Stakeholders agree about the business need but aren't sure about the solution.

"We Can Only Approve a Part"

They have qualms with the process or issues with the proposed project. They want to hedge their bets.

"Yes. Let's Move Ahead."

Great! Stakeholders will immediately start asking questions about resources.



#7: RESOLVE CONFLICTS



WHAT IS CONFLICT?



Conflict: A disagreement or clash between ideas, principles, or people.

Often Caused By:

- Miscommunication
- Differing Values
- Competing Interests

RESOLVING CONFLICT



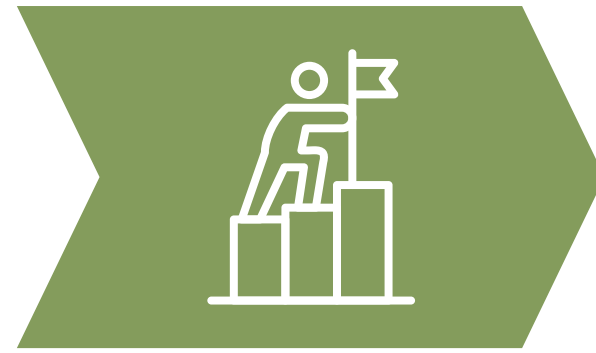
Acknowledge
The Conflict



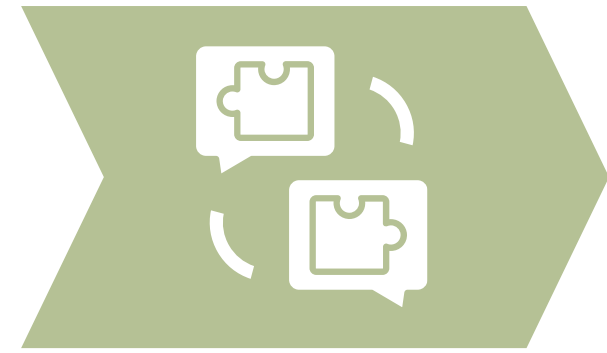
Safe Environment



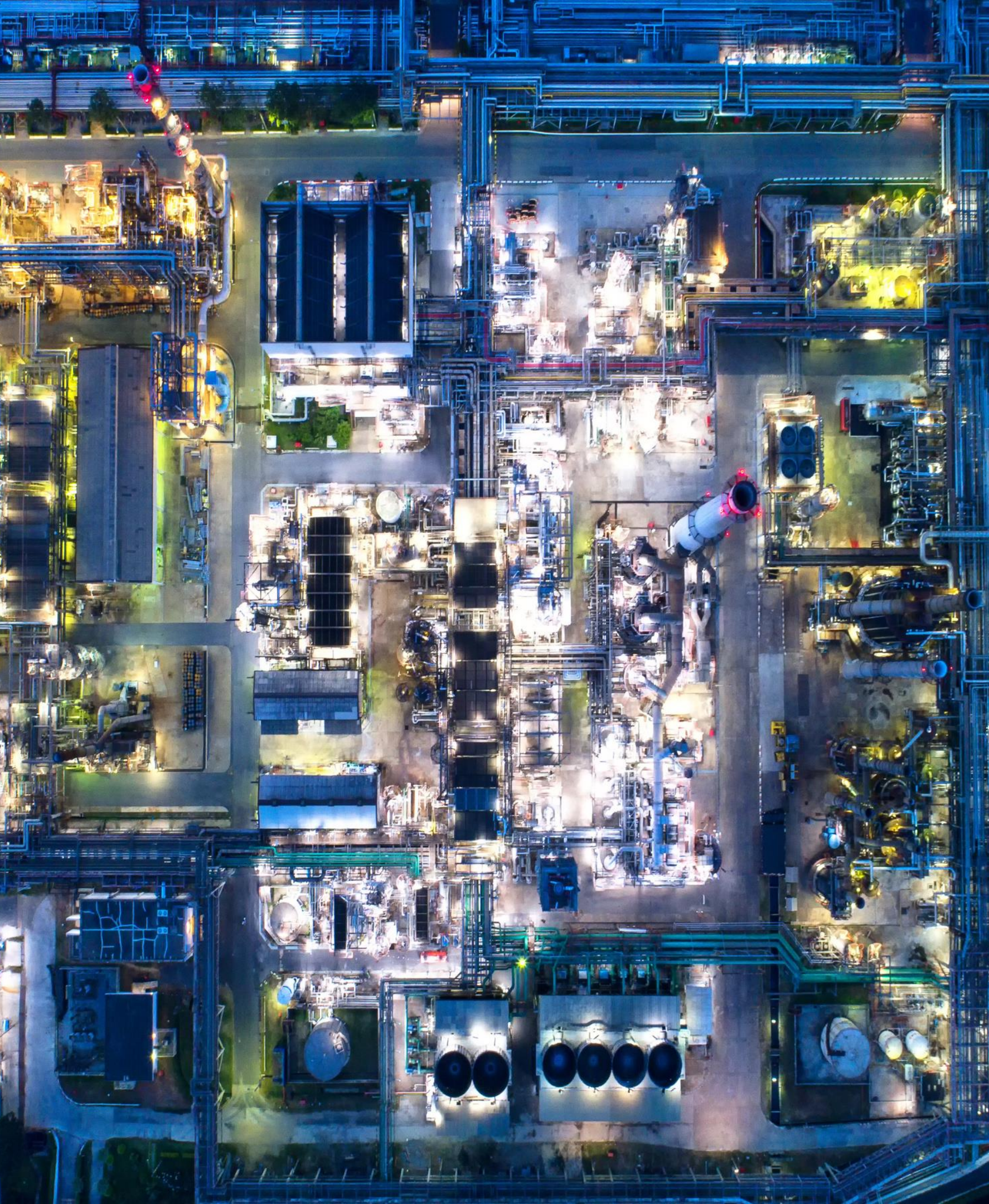
Actively
Listen



Common
Goals



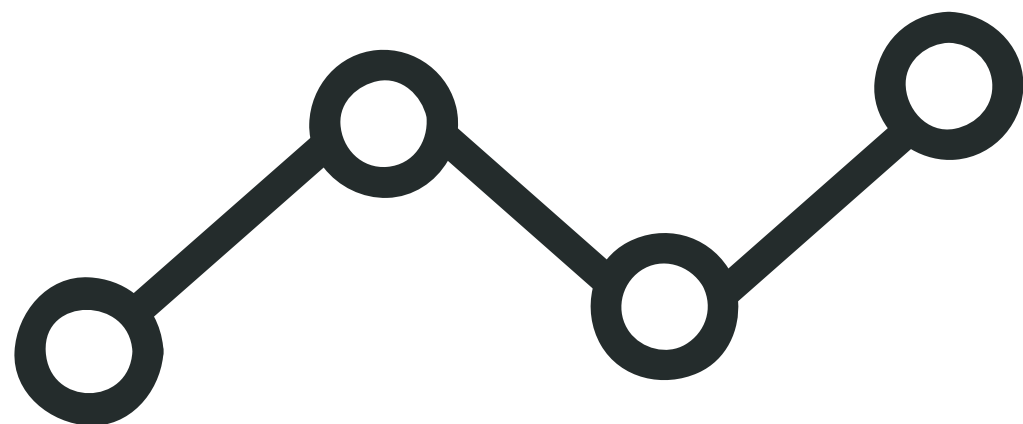
Collaborate &
Compromise



7 SOFT SKILLS

- 1** Understand Your Organization
- 2** Know Your Customer
- 3** Build Relationships
- 4** Ask Questions & Listen
- 5** Choose The Priorities
- 6** Keep It High-level
- 7** Resolve Conflicts

WE CONNECT LEADERS TO TRUSTED EHS RESOURCES.



CATEGORY



EXPERT 1

COST

\$\$\$

AVAILABILITY

JULY

REVIEW SUMMARY



CLIENTS REVIEWS

WHY THEM



EXPERT 2

\$\$\$\$

MAY





EXPERT 3

\$\$

JUNE





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THANK YOU.