



# **Leadership Driven Excellence – Transformational Leadership Drives Health & Safety Excellence**

**2026, CRBOH  
Educational Seminar  
Thursday, June 11. 2026**

**Dr. Richard D. Fulwiler, FAIHA. CIH (Retired)  
Global Director, Health & Safety, Procter & Gamble (Retired)  
President, Transformational Leadership Associates  
Instructor, Harvard School of Public Health  
[rdfbmw@gmail.com](mailto:rdfbmw@gmail.com) 513 476 0811**



# Purpose Today

- **H&S Excellence requires ENGAGEMENT**
- **Transformational Leadership (TFL) drives ENGAGEMENT**
- **Concepts and Principles of TFL**
- **Where are you and your enterprise on the TFL scale?**



# Developing new skills

- **Awareness**

- **Stimulation**

- **Skill building**



# Time for a Knowledge Check

- **Characteristics of a...**
- **Transactional Leader**
- **Transformational Leader**



# Quiz Time

**What percentage of the American Workforce is engaged on the job?**

**75%**

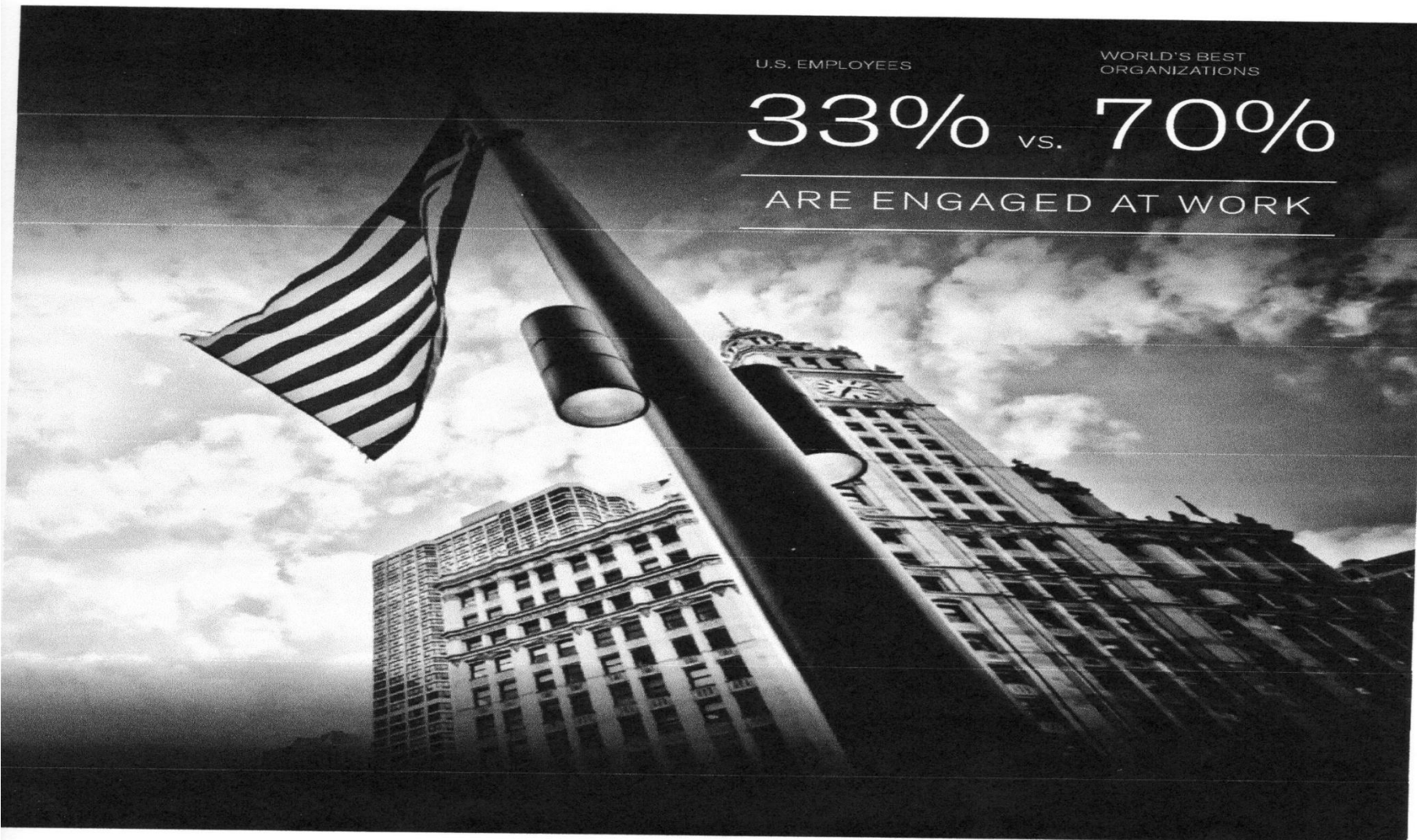
**50%**

**30%**

**20%**

GALLUP®

# State of the American Workplace





# Gallup's Actual Findings

**Note: 195,600 workers in the survey**

- **33% Actively engaged**
- **51% Not engaged**
- **16% Actively disengaged**

**A 67% Opportunity!**



# So What?

- **Engaged workers** are highly involved, enthusiastic and energized about their work
- **Not engaged workers** are emotionally unattached to their work or workplace
- **Disengaged workers** tend to be unhappy, resentful and counter productive



# Additional Gallup Findings

**Specific to safety they found, “Engaged workers are more mindful of their surroundings, more aware of the safety procedures and diligent about keeping their coworkers protected.”**



# Peter Drucker

**“His concepts turned companies away from treating employees as cogs, persuading management to think of workers as assets and partners – which is how the best companies behave today.”**

**USA Today, 11/06**



# Work Systems and Engagement

Transactional  
Traditional



About  
70%

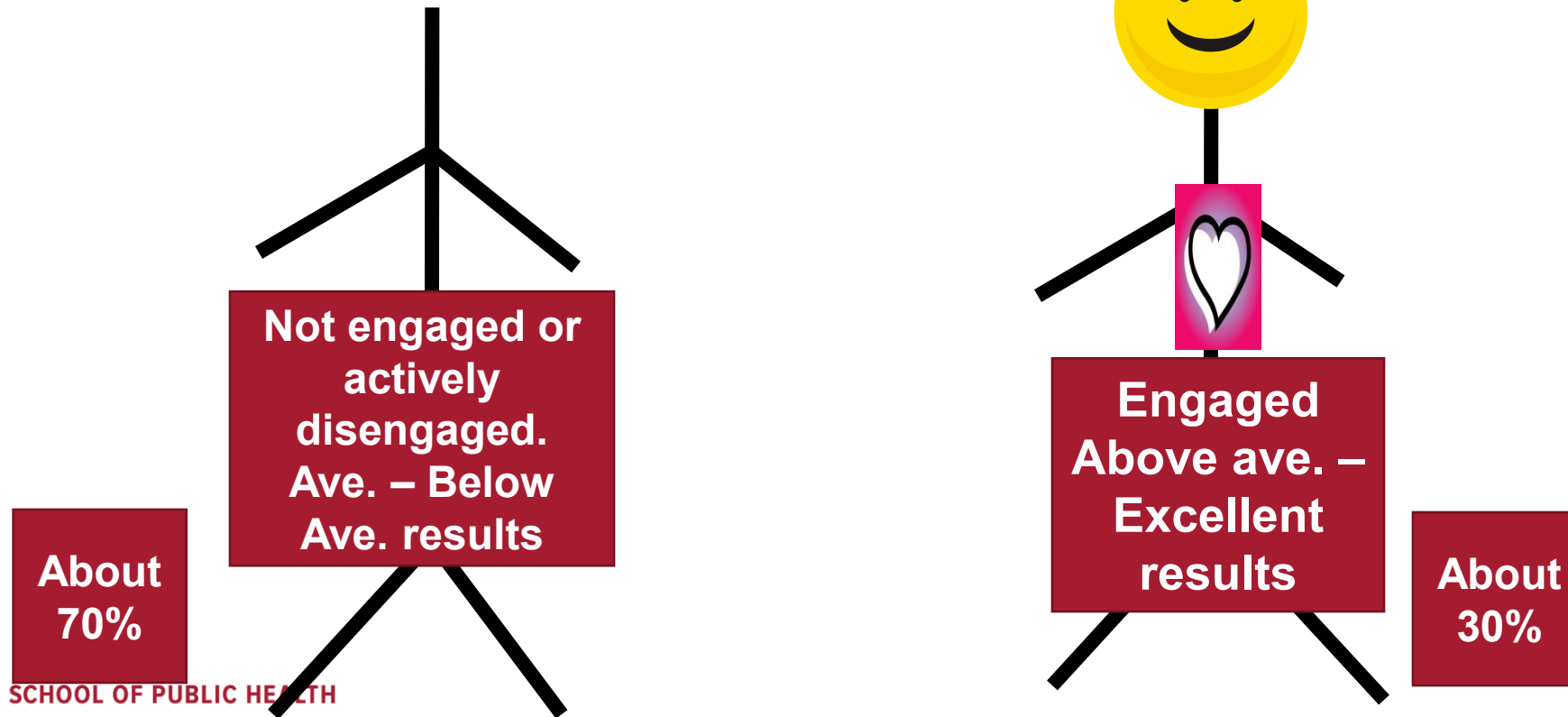
IC HEALTH

Executive and Continuing  
Professional Education

# Work Systems and Engagement

## Transactional Traditional

## Transformational World Class

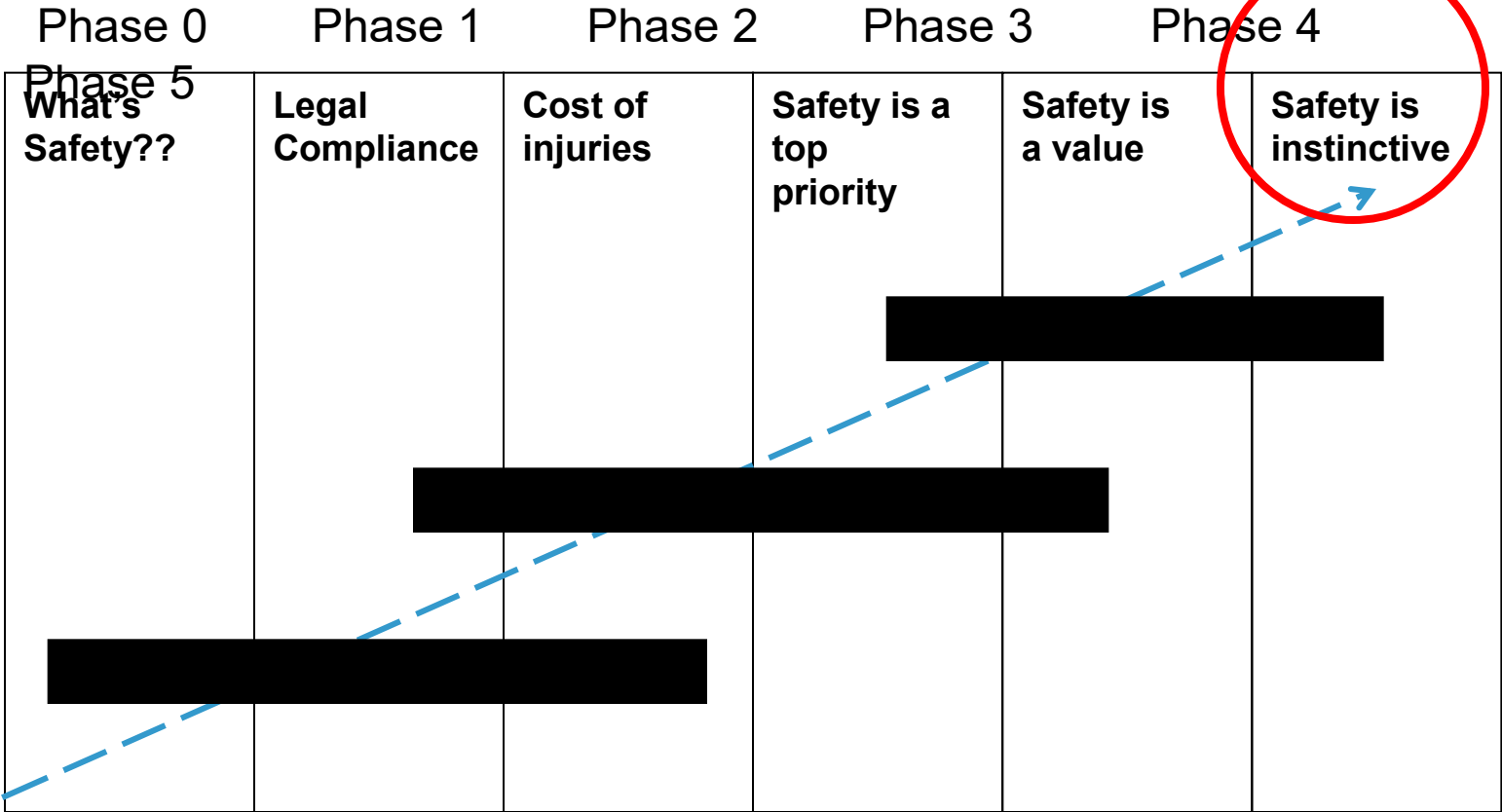


# THE EVOLUTION OF SAFETY EXCELLENCE



## Phases of Safety – How We Evolve

**Requires Engagement**





# OK, so how do we increase engagement?

## By being more transformational and less transactional.

### A short tutorial



# Transactional Behavior

- **A *quid pro quo* relationship between the worker and leader – disciplinary action**
- **Task oriented**
  - **e.g. regulatory compliance**
- **Preserves existing culture, conditions and practices**
  - **i.e. preserves the *status quo***
- **Likely to focus more on the **WORK** than the **WORKER****



# Transformational Behavior

- Results in the worker's values aligning with their leader's values – **mutual self interest**
- Empowers the worker to **ENGAGE** in the work process
  - e.g. go beyond their self interest
- The leader is personally **ENGAGED** with the **worker** – the leader cares about the worker
- Maximize/optimize the contribution of the worker = **Functional Excellence**
- Focuses on **both** the **WORK** and the **WORKER**



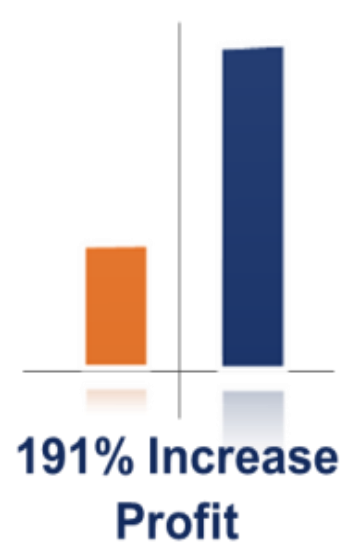
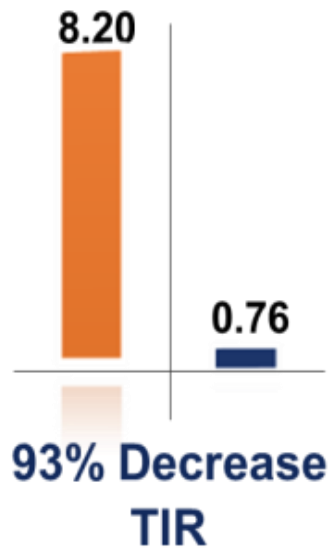
# Transactional Behavior...

- ...is not bad leadership, in fact it is essential
- As with so many leadership characteristics, the concept of **BALANCE** comes into play.
- Transactional leadership **will not maximize/optimize the contributions of the work force.**
- Most senior managers are hard wired TAL
- Where is your senior management?**

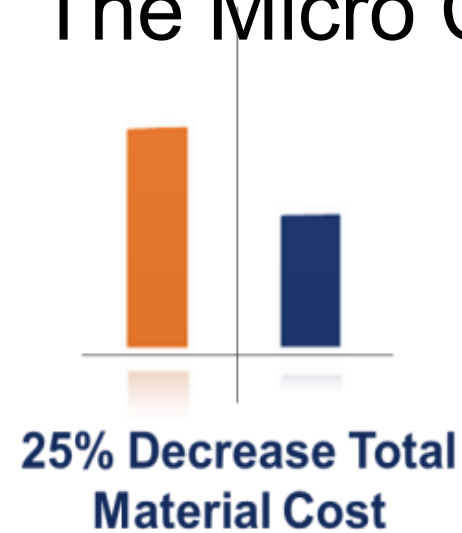


# ??? Functional Excellence ???

- **Cost**
- **Productivity**
- **Quality**
- **Customer service**
- **Employee relations (HR)**
- **H&S**
- **Compliance**



## The Micro Case



**The impact on important business measures when the culture becomes more transformational.**



# “A culture of caring”

- **“Our vision was to create a culture of caring. I personally marketed, communicated, demonstrated and taught this message from the moment I began **SERVING** the partners of Portsmouth.”**

- Scott Buttz, New GM

**Scott saw his role as a SERVANT LEADER**



# Cintas Financial Performance

## Return on Average Equity, 2014 Form 10K

2010	2011	2012	2013	2014
8.8%	10.2%	13.4%	14.5%	17%

Certainly, there were other factors involved but in 2010 they became much more focused on becoming more transformational.

Stock price: 12/31/14 = 78

The Macro Case

Stock price: 3/21/26 = 179 X 4 = 716







# On becoming more transformational

**Three overarching attributes:**

- **Listening – a skill**
- **Caring – an attitude >> behavior**
- **Engaging – developing a connection**



# Group 1

## Characteristics – Caring

- **Being interested and sensitive to the needs of others**

# Group 2

## Characteristics - Engaging

- **Demonstrating a personal connection with subordinates**





# Engaging

- Demonstrating a personal connection with subordinates
- Communicating directly with subordinates in a caring and friendly manner
- Helping subordinates to commit and achieve the desired result
- Conveying a sense of worth to subordinates i.e. they are not just a cog in the wheel
- Linking the workers needs with the company's mission – **Mutual Self Interest**

# EHS Today®



## Engaging the Workforce Is a Key to **HEALTH & SAFETY EXCELLENCE**

Engagement can only be achieved by leaders who demonstrate they truly care about the health and well-being of their employees. *p. 9*

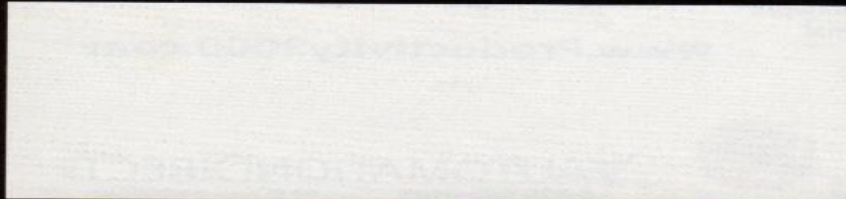
**Eye Health**  
*p. 13*


**Sustainability**  
*p. 17*

**ISO 45001**  
*p. 23*

**Standing Desks**  
*p. 26*

**Risk Management**  
*p. 31*



 Page 7  
AIR POLLUTION CONTROL  
**Combustible Dust Problems Solved**





# Now that self assessment

- **Simply to establish a benchmark**
- **Its not an exhaustive assessment**
- **Rate yourself based on interacting with all levels including the “shop floor.”**
- **Be brutally honest – no need to share results**
- **Don’t over think it. Put the first rating that comes to mind – only get a few minutes.**
- **1 = lowest skill level, 10 = highest**
- **Total each rating and divide by 5**





# How'd you do?

**0 – 2: Significant opportunity for improvement**

**3 - 5: Good start but still room to improve**

**6 - 7: You get this transformational stuff and it makes sense**

**8+: You're transformational– now put it to use and share with others**



# Now the Enterprise Assessment

- Simply to establish a benchmark
- Take your “best shot” i.e. your perception
- Rate senior leadership based on interacting with all levels including the “shop floor”  
Take
- Don’t over think it. Put Home st rating that comes to mind – only get a few minutes.
- 1 = lowest skill level, 10 = highest
- Total each rating and divide by 5





# How'd the enterprise do?

**0 – 2: Significant opportunity for improvement**

**3 - 5: Good start but still room to improve**

**6 - 7: They get this transformational stuff and it makes sense**

**8+: Your enterprise is transformational– is it being leveraged effectively?**



# Today's Objectives

- Importance of ENGAGEMENT
- Characteristics of TAL & TFL
- *Growing our TFL skills*
- **TFL drives functional excellence**
- Where are you on the TFL scale
- (Where is your enterprise on the TFL scale)
- Where to from here – path forward



# Where to from here?

- **First, TFL is not new, but it is not broadly practiced or understood**
- **The TFL message needs to be delivered broadly**
- **May need to “coach up”**
- **What is your role in making this happen?**



- **Thanks for giving me this opportunity...**
- **Questions**
- **Comments**



# Listening Characteristics

- Seeking first to understand, then to be understood
- Listening for meaning and feeling and not just for facts – **empathic listening**
- Not interrupting or developing a response while the person is speaking
- Being open to the speaker in a way that it shows



# Caring

- Being interested and sensitive to the needs of others
- Demonstrating in a visible way you really care about the health and safety of your employees
- Being willing to interact with all levels in your organization
- Interacting with workers in a manner that says “I care”

**“Walk a mile in their moccasins.”**