

The background features a complex, dark gray pattern of interlocking gears and concentric circles on a black field. Some of the circular elements have tick marks and numbers, resembling a technical or scientific diagram. The overall aesthetic is mechanical and precise.

CHARACTERISTICS AND BEHAVIORS OF EHS VICE PRESIDENTS

JEFFREY SASARA BS MS CSP; OBSERVATIONS FROM 1980 TO 2019

HOW COULD THIS INFORMATION HELP YOU?

- VP status is achievable; you can do it if you are motivated and committed:
 - VP position is often highly compensated, respected and influential
- VPs determine your future; even if you don't want to be one
 - Final approval on SHEA policies practices and procedures
 - Final approval on technical and managerial promotions
 - Final approval on hiring and firing

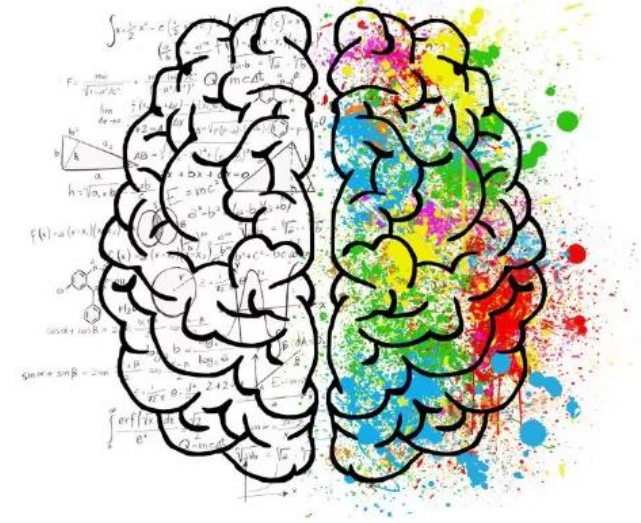
The background features a dark, textured design with several interlocking gears and circular patterns. Some of the gears have numerical markings, such as 140, 150, 160, 170, 180, 190, 200, 210, 220, 230, 240, 250, and 260. The overall aesthetic is technical and mechanical.

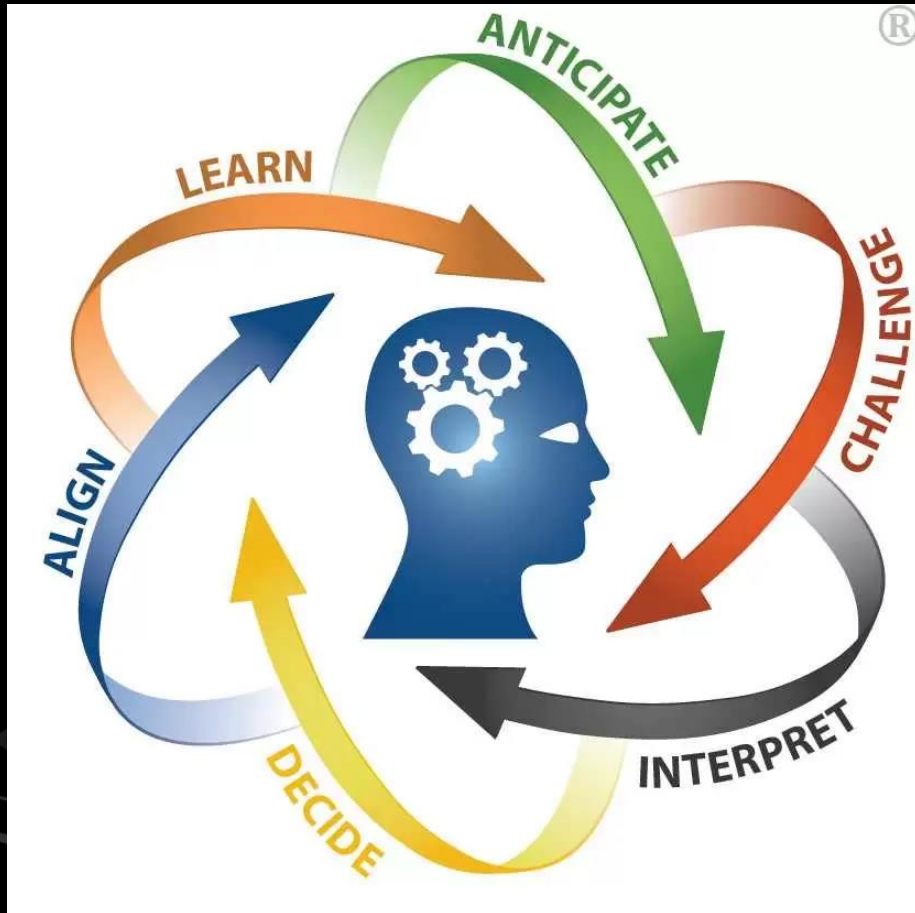
CHARACTERISTICS AND BEHAVIORS OF VICE PRESIDENTS

1. High Levels of Emotional Intelligence

- Enhanced capacity to discern and respond appropriately to the
 - Moods
 - Temperments
 - Motivations, and
 - Desires of **others** and of **yourself**
- Enhanced ability to “read” the room and respond effectively to those “readings”
- Enhanced ability to read non verbal cues from others and make adjustments on the go

EMOTIONAL INTELLIGENCE





2. Strategic thinker... aka... good chess player

- Consider primary secondary and tertiary results of decisions
- “measure it twice and cut it once” = carpenters’ axiom
- Opposite approach to “management by reaction” or “whack a mole”
- “be thoughtful when you solve a problem because you might create two more problems that are worse than the one you just solved”



3. Good at elevator rides

- Comfortable and poised when communicating at different “elevations” in the organization:
 - Work Areas(hourly and temporaries)
 - Conference Rooms(managers and engineers)
 - Plant Managers Office(executive staff)



4. Know Organizational Processes

- Production
- Maintenance
- Accounting
- Personnel
- Purchasing
- Engineering Project Management
- Information Technology
- Quality control
- Legal Affairs

This has practical advantages.

Promotes enterprise-wide thinking and decision making.



5. Change Tolerant and Digitally Competent

- Open minded and
- Willing to learn
- PCs
- Cell Phones
- MS Office Suite
- SAP
- In house software



“If you keep doing what you are doing, you will keep getting what you are getting.”

6. Flexible Management Style

- Authoritarian with some people and topics
- Participative style with others
- Judgement to apply the right tool at the right time



7. Early Birds that “take notes”

- Each workday is a cycle
- Early birds overcome the inertia
- Early birds ride the momentum
- Taking notes can mean:
 - Didactic memory
 - Digital notes
 - Actual notes



8. Great sense of timing

- We all have too much to do so timing is paramount
 - Deciding what to work on today
 - Deciding what to delegate to who
 - Deciding what to ignore
- Meeting before the meeting



9. Mobile-moves to different position or location every 3 to 5 years

- “You never get a second chance to make a first impression.”
Oh yes you do!
- “Every move gives you a chance to make a second impression”
 - Re-shape your brand
 - Apply lessons learned from previous assignment
- Observe a larger variety of successes
- Observe a larger variety of learning opportunities



10. Develops, maintains and utilizes professional relationships with peers

- ASSP and similar organizations
- LinkedIn or similar e networks
- Charity Events like fund raising golf tournaments.
- Community Service Working Groups like the United Way etc.
- Informal lunches
- Quid Pro Quo
- “You are only as powerful as your contact list...”
- Professional relationships are like caring for a garden where each plant is unique



SUMMARY-COMMON TRAITS AMONG VPS

1. High Emotional Intelligence
2. Strategic Thinker
3. Good at Elevator Rides
4. Knows Organizational Processes
5. Change Tolerant and Digitally Competent
6. Flexible Management Style
7. Early Birds that Take Notes
8. Great Sense of Timing
9. Highly Mobile
10. Strong Professional Network



ANY QUESTIONS?
ANYTHING YOU WISH TO DISCUSS?
OPPOSING VIEWS?

