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# THE POWER OF HUMILITY AND COLLABORATION



A background image showing two people in business attire shaking hands. The person on the right is wearing a white shirt, and the person on the left is wearing a dark suit. The background is a blurred office environment with other people and plants.

## AGENDA

- Introduction
- Collaboration
- Leadership Response
- Employee Empowerment
- Continuous Learning

# MATT TWERDY



## Professional

Company: Collins Aerospace

Years Experience: 32 years

Current role/assignment: Windsor Locks EH&S Site Lead and Business EH&S Lead

## Education & Certifications

UCONN (BS Env. Sciences), RIT (MS EH&S & Facilities), WPI (MBA)

Certifications: CSP and CHMM

## Fun facts

- From: Coventry, Connecticut
- Husband, Father, Leader, HOP Champ
- Hobbies: Hiking / Walking, following my favorite sports teams, spending time with friends and family





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# COLLABORATION

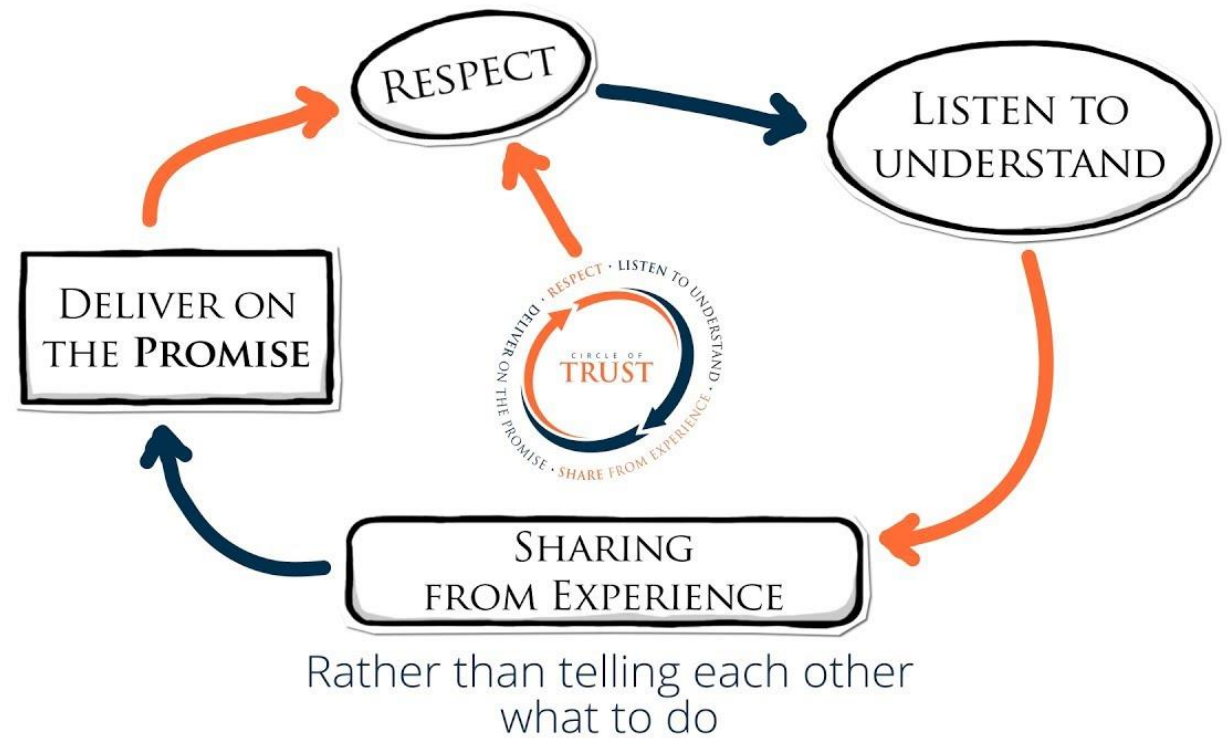
EHS & FACILITIES



# WORKING TOGETHER

Collaborative relationships with open communication leads to:

- Proactive risk management
- Enhanced culture of trust
- Robust innovation
- Improved systems and controls



# FIX THE ENVIRONMENT NOT THE PEOPLE

- People *want* to work and *want* to succeed.
- No one goes to work each day planning on making a muck of things.
- It is tough, though when the systems you work with aren't tuned.
- And when your business processes don't make sense, it is like sand in the gears.
- When a car runs rough you don't blame the driver. You get the car tuned up.

"More than 95% of your organization's problems derive from your systems, processes, and methods, not from your individual workers. Improving systems takes a concerted, well-planned, usually cross-functional effort led from the top of the organization. Without conscious attention to systems, you will focus on people. Your people are doing their best, but their best efforts cannot compensate for your inadequate and dysfunctional system."

Peter Scholtes

# LEADERSHIP

IF YOU THINK ABOUT  
THE WORDS YOU  
CHOOSE TO USE, YOU  
CAN CHANGE THE  
WORLD AROUND YOU

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# COLLABORATING WITH THOSE CLOSEST TO THE WORK

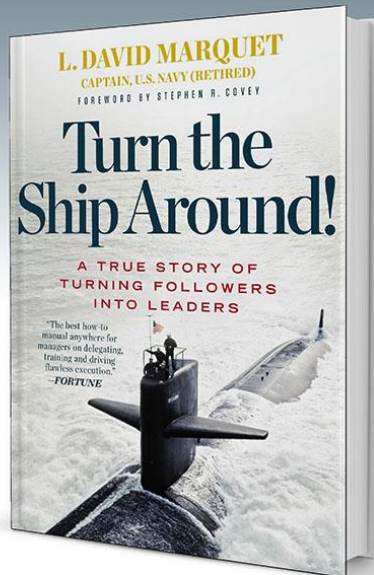
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“These people are closer to the action. They're the ones standing on the deck, feeling the vibration in their shoes. Whatever it happens to be, they're closer to the problem. They know something you don't know, and your job at that point is to make it easy for them to tell you what that is. If you want a resilient system where errors don't get propagated through the system, you really need to create an environment where it's okay for people to tell you you're wrong.”

**David Marquet, US Submarine Commander**

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# LEADERSHIP

**Push authority to information, not information to authority**

**– L. David Marquet**

- Leaders need to give up control, not take control.
- Typical organizations channel information from the boundaries of the organization to those in authority for a decision that is then channeled down for action.
- Instead, push the authority for decision making to the people with the information.
- This not only gives them control, but improves the organization's ability to respond in more agile ways.

# TRANSITIONING FROM ACCOUNTABILITY TO RESPONSIBILITY

***By shifting from a narrow focus on accountability to a broader emphasis on responsibility, organizations can create an environment more conducive to success and innovation.***

**The byproduct of making the organization understand the differences provides the following:**

Encourages ownership of outcomes, not just tasks

Fosters psychological safety so people feel comfortable taking risks


Focus on learning and improvement rather than blame when things go wrong

Cultivates intrinsic motivation and a sense of shared purpose

# RESPONSE MATTERS – DESTIGMATIZE FAILURE

|                                    | Traditional Frame                                  | Destigmatizing Frame  |
|------------------------------------|--|---|
| Concept of failure                 | Failure is not acceptable.                         | Failure is a natural by-product of experimentation.                                       |
| Belief about effective performance | Effective performers don't fail.                   | Effective performers produce, learn from and share the lessons from intelligent failures. |
| The Goal                           | Prevent failure.                                   | Promote fast learning.  |
| <i>The Frame's Impact</i>          | <i>People hide failures to protect themselves.</i> | <i>Open discussion, fast learning and innovation.</i>                                     |

# EMPLOYEE EMPOWERMENT



GRANT EMPLOYEES  
THE POWER,  
RESOURCES, AND  
FREEDOM TO MAKE  
DECISIONS AND ACT  
WITHIN THEIR ROLES,  
FOSTERING A SENSE  
OF OWNERSHIP AND  
RESPONSIBILITY

# EMPLOYEE EMPOWERMENT KEY ASPECTS

**Autonomy:** Employees have more control over their work and how they perform it.

**Decision-making:** Employees are given the authority to make decisions relevant to their work.

**Ownership:** Employees feel responsible for the outcomes of their work and take initiative.

**Resources:** Employees have the necessary tools and support to carry out their tasks effectively.



# EMPLOYEE EMPOWERMENT BENEFITS

**Increased job satisfaction:** Empowered employees feel more valued and motivated.

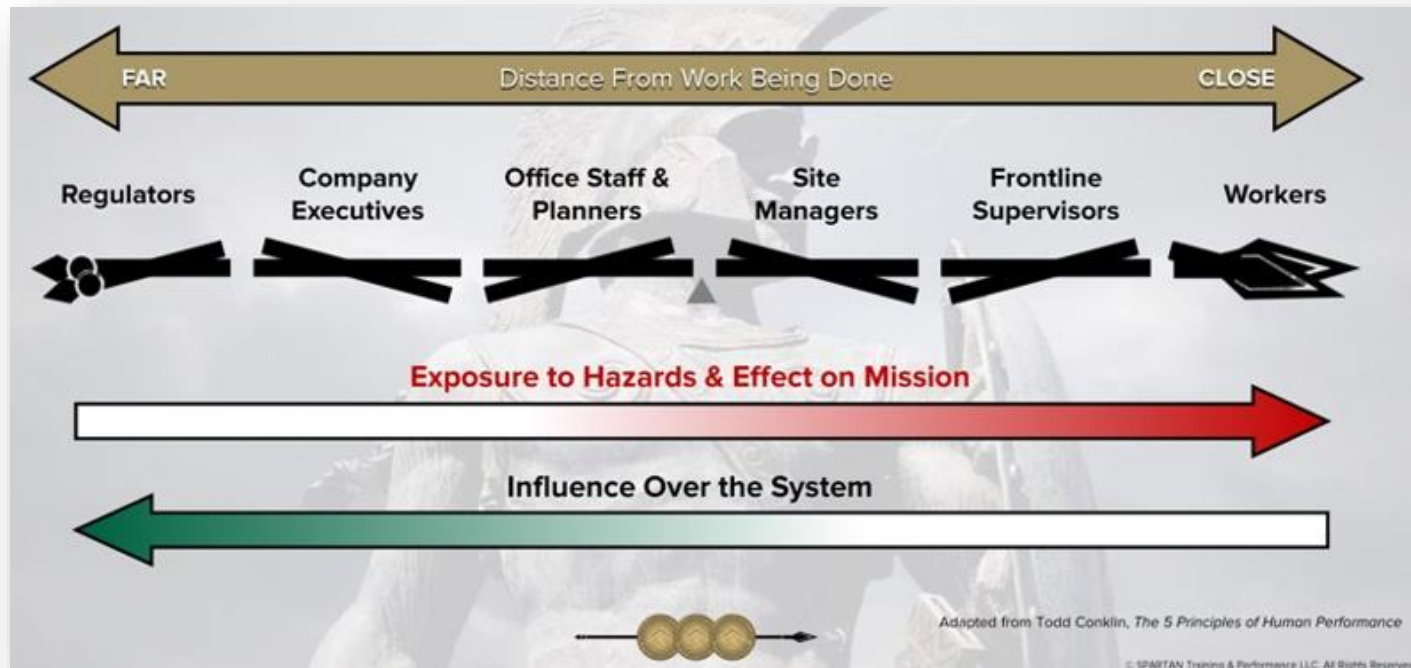
**Higher productivity:** Employees are more likely to go the extra mile when they have autonomy and ownership.

**Improved performance:** Empowered employees are more likely to exceed expectations.

**Innovation:** Employees are more likely to come up with new ideas and solutions when they have the freedom to experiment.

**Better retention:** Employees are more likely to stay with an organization that empowers them.

**Stronger teamwork:** Empowerment can lead to a more collaborative and supportive work environment.



ALIGN,  
CONNECT, &  
BALANCE THE  
ORGANIZATION  
“SPEAR”

PEOPLE ARE NOT THE  
PROBLEM...THEY ARE THE  
PROBLEM SOLVERS

WE LEARN  
EVERYWHERE,  
ALL THE TIME

USE THE HOP  
PHILOSOPHY TO  
DRIVE AN ACTIVE  
LEARNING CULTURE

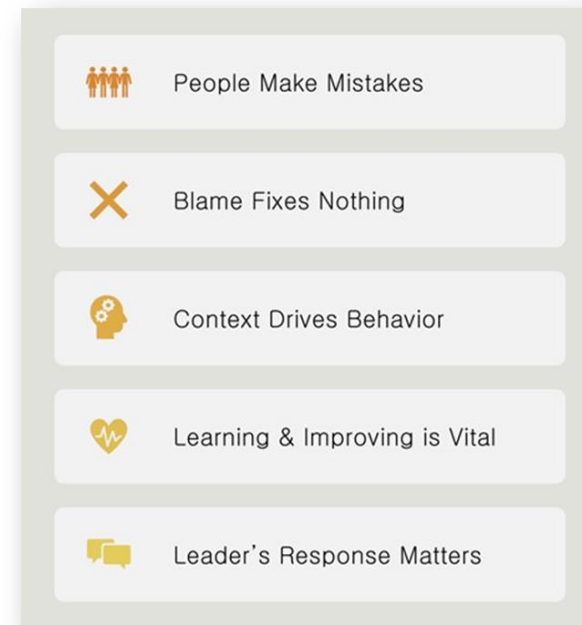
# HUMAN AND ORGANIZATIONAL PERFORMANCE (HOP)

An operating philosophy that gives us a framework for building more resilient organizations.

Five principles within HOP that shape and influence the way organizations think, act, view success and respond to failure

Principles work together to change the way we think about work and how to improve it

Encompasses the complex relationships that exist between people, technology, and the organizations they operate within



*“Humble Inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person.”*

-Edgar Schein, “Humble Inquiry”

# HUMBLE INQUIRY

**DO SAFETY WITH PEOPLE,  
NOT TO PEOPLE**



# INDUSTRIAL EMPATHY – SEEKING OPERATIONAL INTELLIGENCE

- Operational reality lives nearest to the work.
- We should deliberately and frequently seek to understand the true Operational Reality that exists throughout our organizations...
- Exercising well-intended operational curiosity and learning from the knowledge, know-how, and expertise of those closest to the work.
- Learning the "real deal" story of normal work - so we can learn and improve together.

# WISDOM OF THE CROWD

- Consider the “wisdom of the crowd”—a term coined by James Surowiecki in his appropriately entitled book *The Wisdom of Crowds*.
- Under the right conditions, the group is consistently smarter than any individual in the group. Doing is important, but action must be balanced with thinking
- There is power and resilience in a diversity of ideas.
- Collaborate to broaden our perspectives, embrace variability and make visible the collective knowledge, thoughts, and ideas of the group

A NEW YORK TIMES BUSINESS BESTSELLER

“As entertaining and thought-provoking as *The Tipping Point* by Malcolm Gladwell. . . . *The Wisdom of Crowds* ranges far and wide.”  
—*The Boston Globe*

## THE WISDOM OF CROWDS

JAMES  
SUROWIECKI

WITH A NEW AFTERWORD BY THE AUTHOR





Regardless of what we discover,  
we must understand and truly believe  
that everyone did the best job he or she  
could, given what was known at the time,  
his or her skills and abilities, the resources  
available, and the situation at hand.

■ NORMAN KERTH

REMEMBER



COLLABORATE



LEAD



EMPOWER



LEARN

# US Naval Aviation – Mission First...Safety Always



Plans, briefings, and operations are mission-focused, not safety-focused

- By **focusing on the mission**, the job gets done in a dynamic, high-threat environment
- Safety is an assumption – a shared, unconscious belief