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## **10 actions every employer must take to ensure a safer reopening**

National Safety Council, in coordination with the SAFER task force, releases comprehensive guidance and recommendations for employers to prioritize workplace safety post-quarantine.

Reopening businesses and returning employees to traditional work environments post-

reopening, and released a [series of playbooks](#) with in-depth recommendations for doing so safely.

*SAFER* – a group of experts from companies of all sizes, leading safety organizations, nonprofits, government agencies and public health organizations – is the first national task force focused on worker safety. The 10 universal actions every employer must take are:

3. **Screenings** - Develop a health status screening process for all employees
4. **Hygiene** - Create a plan to handle sick employees, and encourage safe behaviors for good hygiene and infection control
5. **Tracing** - Follow proper contact tracing steps if workers get sick to curb the spread of COVID-19
6. **Mental Health** - Commit to supporting the mental and emotional health of your workers by sharing support resources and policies
7. **Training** - Train leaders and supervisors not only on the fundamentals of safety such as risk assessment and hazard recognition, but also on the impacts of COVID-19 on mental health and wellbeing, as employees will feel



“Protecting our workers means coalescing around sets of safety principles and ensuring those principles guide our decisions,” said Lorraine M. Martin, president and CEO of the National Safety Council.

quarantine will be the most nuanced and complex actions American employers will undertake in the coming months. To help them prioritize safety during and after the COVID-19 pandemic, the [National Safety Council](#) – based on recommendations from the [SAFER task force](#) – identified the 10 universal actions every employer must consider before

1. **Phasing** - Create a phased transition to return to work aligned with risk and exposure levels
2. **Sanitize** - Before employees return, disinfect the workplace and make any physical alterations needed for physical distancing



the effects of the pandemic long after it is over

8. **Engagement Plan** - Notify employees in advance of the return to work, and consider categorizing workers into different groups based on job roles – bringing groups back one at a time
9. **Communication** - Develop a communications plan to be open and transparent with workers on your return to work process
10. **Assessment** - Outline the main factors your organization is using as guidance to provide a simplistic structure to the extremely complex return to work decision

“Protecting our workers means coalescing around sets of safety principles and ensuring those principles guide our decisions,” said Lorraine M. Martin, president and CEO of the National Safety Council. “Employers are asking for

help, and we’ve brought together leading safety experts to deliver in this time of need. We hope these universal actions, the detailed playbooks and the recommendations within them will help employers safely navigate reopening operations while prioritizing employees’ rights to safe work environments.”

On May 7, NSC and the *SAFER* task force released a framework from which employers should develop reopening action plans. The framework breaks down considerations within six key areas: physical environments, medical issues, mental health, communication needs, external considerations, and employment and human resources. From the framework, NSC researchers created playbooks with detailed recommendations for each of the six key areas, as well as guidance for four specific environments: [Office spaces](#), [closed industrial settings](#), [open industrial settings](#) and [public spaces](#).

For up-to-date information about the NSC response to COVID-19 and the task force’s activities, please visit [nsc.org/safer](https://nsc.org/safer).

## 10 ACTIONS SUMMARIZED

1. Phasing - Create a phased transition to return to work
2. Sanitize - Disinfect the workplace.
3. Screenings - Develop a health status screening process
4. Hygiene - encourage safe behaviors for good hygiene & infection control
5. Tracing - Follow proper contact tracing steps if workers get sick
6. Mental Health - Support the mental & emotional health of your workers
7. Training – Train leaders & supervisors on risk assessment & hazard recognition
8. Engagement Plan - Notify employees in advance
9. Communication - Develop a communications plan
10. Assessment – Out the return to work decision process.

ISHN

Online Edition

**May 21, 2020**

[ISHN.com](https://www.ishn.com)

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## Heat illness big risk as workers return from coronavirus lockdowns

Merriell Moyer

Employees returning to work following months of COVID-19-related inactivity may face some problems as the heat of the summer season begins to kick in.

As states begin to ease their lockdown restrictions, out-of-shape workers required to wear face coverings because of coronavirus concerns will return to jobsites just as temperatures are about to skyrocket.

### Refresher training

While employers are focusing on efforts to contain and combat the coronavirus, they also should remain aware of the risks posed by heat illness to workers who may need some time to get re-acclimated not only to warmer temperatures, but to safety procedures and PPE – such as face masks – that may be new to them.

Employers may want to be extra vigilant in refreshing employee training on heat illness prevention, which could have slipped workers' minds while they were in lock-down, according to a [blog post](#) by law firm Seyfarth Shaw.

### Dangers of hot environments

Those who work in hot environments could be at risk of heat stress, which can result in heat stroke, heat exhaustion, heat cramps or heat rashes.

Heat stress can also result in an increased risk of other injuries as workers can get sweaty palms, fogged up safety glasses and dizziness.

Workers are most susceptible to heat illness when they haven't been given the chance to acclimatize to higher temperatures. As they come out of coronavirus-related quarantine, they may be used to air conditioning and cooler indoor temperatures, so they could need more

time to get used to hot environments.

The same people at higher risk of contracting the coronavirus – those 65 or older, are overweight, or have heart disease or high blood pressure – are also among those at a higher risk of suffering from heat illness, and may need a longer time than others to re-acclimatize.

### Problems with face masks

Face masks required for reducing the spread of COVID-19 could cause further problems as mask-associated “facial heat complaints may represent any of a variety of effects,” including:

- local dermal effects
- increased temperature of breathing air
- elevated core temperature, or
- psychophysiological responses.

In short, risks of heat stress can worsen with masks which function like scarves



by keeping warm air near the body.

### **Considerations for employers**

Employers with employees susceptible to heat illness should:

- take efforts to minimize exacerbating effects heat may have in the context of the coronavirus pandemic
- hold refresher training on the hazards posed by heat illness and how to prevent it
- assess the hazard and implement a heat illness prevention plan, and
- consider adding additional breaks and other measures to help workers regulate their body temperatures.

### **Safety | NewsAlert**

Online Edition  
June 3, 2020

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### **Does Workers' Compensation Cover Coronavirus (COVID-19)?**

**In order to be eligible for workers' compensation due to the coronavirus, employees must be able to prove that their illnesses are work-related.**

As the coronavirus continues to spread across the United States, many companies are taking the extraordinary step of sending their employees home for an indefinite period of time. However, many employees are still being asked to report to work amidst the COVID-19 outbreak, and there have already been several reported cases of employees getting the coronavirus on the job. So, for many employees, this begs the question: If you get the coronavirus at work, are you eligible for workers' compensation?

This is a question that we expect many more people will be asking in the coming months. With this in mind, here is an overview of what employees in the United

States need to know about the coronavirus and workers' compensation:

### **10 Key Facts about the Coronavirus and Workers' Compensation**

#### **1. Workers' Compensation Eligibility Requires a Job-Related Illness or Injury**

Simply missing time from work due to an illness (even the coronavirus) does not make an employee eligible for workers' compensation benefits. In order to be eligible, an employee must get sick on the job while acting within the scope of his or her employment.

This "within the scope of employment" requirement does not mean that an employee needs to be performing his or her specific job duties, but it does mean that certain situations will not be covered. For example, if you went to the store during your lunch break and contracted the coronavirus while you were there, then



your illness may not be covered. On the other hand, if you came into contact with the COVID-19 virus in the bathroom or in the hallway in your office building, this is most likely a situation in which you would be eligible for workers' compensation benefits.

## **2. You Do Not have to Get Sick at Your Normal Workplace**

To be clear, however, you do not have to get sick at your normal workplace in order to be eligible to receive workers' compensation. The only question (for these purposes) is whether you were acting within the scope of your employment when you came into contact with the coronavirus. For example, situations in which employees may be eligible to receive workers' compensation for the coronavirus (COVID-19) include:

- Traveling for work
- Making a client visit
- Attending a conference for work

- Attending a work-related function or event
- Going to the store for work-related purposes

## **3. Your Employer Does Not have to Be At Fault in Order for You to Claim Benefits**

Another key aspect of workers' compensation is that it is a no-fault system. This means that your employer does not have to be at fault for you being diagnosed with the coronavirus (COVID-19). So, even if your employer has followed the CDC's coronavirus recommendations and taken all other appropriate precautions, if you get sick at work and you are otherwise eligible, you can file for workers' compensation.

In fact, in most cases, employers are "immune" from fault-based lawsuits for work-related injuries and illnesses. This is the trade-off of the no-fault workers' compensation system. Employers are not at risk for being sued (in

most cases), but they must pay medical and disability benefits to all eligible employees.

## **4. There May Be Situations in Which Employees Can Sue for the Coronavirus (COVID-19)**

While employers are immune from employee lawsuits for most job-related illnesses and injuries, there are exceptions. For example, in certain circumstances, employees can sue their employers for "gross negligence." If your employer failed to take the necessary steps to protect you and your coworkers from the coronavirus, then you may have grounds to sue. This is important because a lawsuit for contracting the coronavirus due to gross negligence can provide full compensation (including compensation for non-economic losses), whereas workers' compensation benefits are limited by law.

In addition to suing their employers in certain



circumstances, employees can also sue third parties that are responsible for the spread of the coronavirus. When suing a third party, only “ordinary” (as opposed to “gross”) negligence is required. If you were exposed to COVID-19 at work because of another company’s negligence (i.e. you visited a client’s office where appropriate precautions had not been taken), then you may have grounds to file a coronavirus lawsuit.

### **5. Most Types of Employees are Covered Under Workers’ Compensation**

Most types of employees are eligible for workers’ compensation. There are some categorical exceptions; but, generally speaking, if you work for a company and get paid a regular wage or salary, there is a reasonably good chance that you are covered. For example, types of employees that will generally be eligible for workers’ compensation include:

- Construction workers and employees in the skilled trades
- Emergency medical technicians (EMTS) and other emergency responders
- Health care workers at hospitals, clinics, testing laboratories, and other medical facilities
- Hospice and nursing home caretakers and other personnel
- News and media industry employees
- Professional services employees, including administrators, account managers, and paraprofessionals
- Restaurant and retail employees, including grocery store and supermarket employees
- Teachers, professors, administrators, and other school personnel
- Travel and hospitality industry employees

### **6. Independent Contractors are Not Eligible for Workers’ Compensation, But May Have Grounds to Sue**

As a general rule, workers who are classified as

independent contractors are not eligible for workers’ compensation. However, independent contractors may have grounds to sue for work-related coronavirus (COVID-19) diagnoses. If you are an independent contractor and you contracted the coronavirus at work, you could potentially have a negligence-based claim for damages.

### **7. In Order to Recover Workers’ Compensation Benefits, Employees Will Need to Be Able to Prove that Their Coronavirus Diagnoses are Work-Related**

As we already mentioned, in order to recover workers’ compensation for the coronavirus, an employee’s illness must be work-related. However, an issue that many employees are likely to face is the question of proof. As insurance companies get flooded with coronavirus-related claims, they are going to be looking for clear evidence that employees got sick on the job and not somewhere else.



So, how do you prove that you contracted the coronavirus at work? Unfortunately, in many instances, this could be a challenge. For example, the Washington State Department of Labor & Industries has stated that, “[i]n most cases, exposure and/or contraction of COVID-19 is not considered to be an allowable, work-related condition.”

However, this is specific to Washington, and Washington’s workers’ compensation system is unique from other states.

Since symptoms of coronavirus typically appear 2 to 14 days after exposure (according to the CDC), one challenge employees are likely to face will be pinpointing the specific cause of their illness. However, for those who suffer serious and/or long-term consequences due to COVID-19, it will absolutely be worth it to speak with an attorney about filing a claim for benefits, damages, or both.

### **8. Workers Who are Diagnosed with Coronavirus Must Be Diligent about Protecting Their Health and Their Legal Rights**

Regardless of what you do for work, regardless of where you got sick, and regardless of what your legal rights may be, if you are experiencing symptoms of coronavirus (COVID-19), it is important for you to be diligent. You should see a doctor right away, you should follow your doctor’s advice and the CDC’s recommendations, and you should speak with an attorney at the first available opportunity.

### **9. Workers’ Compensation Provides Death Benefits for Grieving Families**

Sadly, the coronavirus presents particular risks for older adults and individuals with certain health conditions. If you have lost a loved one due to the coronavirus, workers’ compensation provides death benefits, and you should speak with a lawyer

about taking appropriate legal action to secure just compensation for your family.

### **10. Anyone Who Has Questions about Coronavirus (COVID-19) Should Seek Professional Help Promptly**

Above all, as the coronavirus pandemic continues to impact more and more people in the United States and around the world, anyone who has concerns about COVID-19 should seek professional help promptly. Do not hesitate to see a doctor if you are experiencing symptoms, and consult with a lawyer if you have questions about workers’ compensation or filing a coronavirus-related lawsuit.

Work Source Injury  
Webpage

**March 14, 2020**

[Work Injury Source](#)

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## **What to Expect When You're Expecting OSHA to Visit Your Reopened Workplace**

Brian D. Lipkin

**On May 19, OSHA issued two enforcement memos outlining its plans to inspect workplaces during the COVID-19 pandemic. These memos took effect on May 26.**

The Occupational Safety and Health Administration (OSHA) is the federal agency that enforces workplace safety and health rules. On May 19, OSHA issued two enforcement memos outlining its plans to inspect workplaces during the COVID-19 pandemic. These memos took effect on May 26.

### **High Exposure Workplace Inspections**

When employees go back to work, OSHA anticipates an influx of COVID-19-related complaints. As a result, OSHA will prioritize inspections of workplaces with “high” and “very high” risks of COVID-19 exposure, including medical

facilities, nursing homes and clinical laboratories.

OSHA is less likely to visit workplaces with medium- and low-risk levels, meaning that employees have less frequent and less close contact with the public. So, retail stores and offices are unlikely to have an OSHA compliance officer pay a visit. If OSHA receives a complaint about a medium- or low-risk workplace, it will typically send a letter, ask the employer to respond in writing and close the inspection without any in-person contact.

### **Allowances for Unavailable Equipment**

OSHA requires all businesses to provide workers with personal protective equipment. Depending on the type of workplace, equipment to protect against COVID-19 can include masks, gloves and hand sanitizer.

Having shopped at Target recently, OSHA compliance officers understand many businesses can't purchase these items because they are in limited supply. OSHA will use its discretion in citing

employers that have acted in good faith, so employers should document their attempts to purchase any equipment that is unavailable.

If a business can't purchase the right protective equipment, it should consider changing workplace rules to limit exposure risks. For example, capacity controls or schedule changes could limit the number of people who come close into close contact with each other.

Next, the enforcement memos suggest that businesses should consider the pros and cons of using any expired equipment they may have. As a last resort, businesses can consider improvising with the protective equipment they are able to obtain.

### **Recordkeeping Requirements**

As part of an inspection, OSHA is likely to ask employers for written records. For example, OSHA requires all employers to conduct a “hazard assessment,” which involves deciding whether the workplace presents risks which require



employees to use personal protective equipment. OSHA also requires employers to document in writing that they have done this assessment. Employers may need to update hazard assessments to take into account COVID-19 risks, and should document any changes.

Employers should also be prepared to share with OSHA any policies and training materials relating to COVID-19. When employers provide training, it is a best practice to create a sign-in sheet documenting the name and date of each employee's session.

Finally, OSHA requires certain employers to keep an OSHA 300 Log listing work-related injuries and illnesses. (Employers with 10 or fewer employees, and employers in certain low-risk industries, are exempt from this requirement.) In deciding whether an illness is work-related, the employer must consider whether an exposure in the workplace caused or contributed to the condition. While this standard might seem straightforward, it can be

difficult or impossible to identify how an employee contracts COVID-19, leading employers to be uncertain about how they should report these illnesses.

In its enforcement memos, OSHA clarifies that if an employee gets the COVID-19 virus, the employer does not need to “undertake extensive medical inquiries” to determine whether to report the illness on its OSHA 300 Log. Instead, the employer

should use common sense to evaluate the most likely source of infection. For instance, if an employee does not have frequent contact with the general public, and was the only employee in the workplace with COVID-19, the transmission probably occurred outside of work, and likely would not need to be reported.

### **Next Steps**

Now is the best time for employers to prepare for a potential OSHA inspection. Based on these enforcement memos, we expect OSHA to prioritize inspections of high-risk workplaces, require employers to use good faith to obtain appropriate protective equipment, and request records showing efforts to limit COVID-19 risks.

For the latest updates on OSHA's response to COVID-19, employers can visit OSHA's website at [osha.gov/covid-19](https://www.osha.gov/covid-19).

### **The Legal Intelligencer Commentary**

**June 4, 2020**

[LAW.COM](https://www.law.com)

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## **20 Leadership Experts Share Their Best Leadership Tip *Trust* what these leaders say about good leadership. They are experts on the topic.**

John Brandon

Good leaders all have one thing in common: They know how to seek advice. It's a bit like parenting. No one who raises a child for the first time understands the job perfectly. You have to keep learning and growing. These experts know the drill. They've written about their experiences in leadership, spoken in front of mass audiences, and honed their skills over many years. Here are their single best tips, exclusive just to this list.

### **1. Don't hide anything from employees**

"Your team can tell if you're hiding something. It makes them uncertain or suspicious, both of which you don't want. Lay out the rules of the game as you see them with your team. Let the team know where they are; work on a plan to go forward. Keep individuals up to date on their status as it relates to the group. All this forces you to have and share your

vision, which is what makes you a great leader in the first place."

*Tony Scherba, President and Founder of Yeti*

### **2. Show empathy in tangible ways**

"You can't just be sympathetic and try to be liked every time someone comes to you with a problem or concern. But you need to be able to understand the problems, as well as that person's point of view. You can't just dismiss them out of hand. And if you're able to see things from their point of view and truly be empathetic, you'll be able to frame your response in a way that will prove you've heard them, and also answer their specific concerns. They might not always be happy, but it will lead to more acceptance if you have to tell them something they're not eager to hear."

*John Turner, the CEO of UsersThink*

### **3. Learn how to lead the younger generation**

"Leaders of younger generations are from the most social generation in history. They are in constant contact with peers and family through iMessages and social media sites. But

they are also highly isolated because so much of their relational contact is through technology. This has led to poor people skills, low emotional intelligence, and the inability to handle interpersonal challenges. Leaders should work to build relationships one-on-one. A helpful way to do so: Join industry or peer communities to take advantage of meeting and networking in person. Not only will this help their professional development but also help them learn to communicate on a level playing field with those of various generations and years of experience."

*Tim Elmore, a speaker, author and president of Growing Leaders*

### **4. Don't be afraid of the truth**

"Be willing to look at the truth, no matter how uncomfortable. That includes truths about yourself, your product, your people. If your product stinks and your people aren't performing, pretending that just ain't so won't change anything. At the same time, don't beat yourself up. Just look at it, address it, and move on."



*Katherine Hosie, Powerhouse Coaching Inc.*

## **5. Think like Swiss Cheese**

"Be candid with yourself and acknowledge what you know and don't know. Select supportive team members who possess the skills necessary to take the business in the right direction. See yourself as a piece of Swiss cheese--know your holes and add others (slices) whose substance, when layered on your slice, eventually creates a solid, firm unified block of cheese. A single slice of cheese with its many holes can easily be pulled apart, but a solid block is very difficult to pull apart."

*Richard J. Avdoian, the President and CEO of Midwest Business Institute, Inc.*

## **6. Be human, not humanoid**

"Humanoids show (and feel) no emotion at all. Ever. They are incapable of it. You may think there is no room for emotion in the workplace, but think again. There's already emotion there--too bad much of it is negative. Let some positive emotion flow between you and your people. Get to know them

better ... and let them get to know you better. People will go to the wall for people they know, like, admire, and respect. But if they don't know the first thing about you (or vice versa), how can they feel as though they know you, or have a relationship or anything at all in common with you? Humans truly connect with each other on a personal level, not a business level. You don't have to be "best buds," but you must have at least a few human elements in common in order to effectively work together to accomplish common business goals. One way to be more human is to realize that simply saying, 'Hello, how are you?' each morning does not constitute a relationship. Get out and talk with different people occasionally; ask about their families, pets, hobbies ... and share yours. Remember their names (and the names of their significant others/children/pets); ask about a tough situation they've gone through. When they know you really care about them, they will care more about you, and this will bridge the divide and help eliminate the 'Us' and 'Them' mentality."

*Sandy Geroux, the CEO (Chief Entertainment Officer) of WOWplace, International*

## **7. Never forget your responsibility**

"My best leadership tip is to think of leadership as a responsibility as much as an opportunity. Effective leaders understand that they are responsible for everyone that they are leading, and consider that responsibility as the main concern of their position. If you ever lose empathy for, and dedication to, the people you are leading, you are not being a leader."

*Michael Talve, the Founder and Managing Director of The Expert Institute*

## **8. Get comfortable in dynamic environments**

"In today's dynamic and uncertain business environment, the most successful firms are able to act quickly and decisively in response to change. Strong self-efficacy, high achievement, autonomy, and the ability to take decisive actions in the face of uncertainty and dynamic environments are critical capabilities for an organization. Preparing individuals to evaluate a dynamic environment and



act in the face of uncertainty is a particular strength of the military and it should be a priority for executive training programs. It all begins with having a clear vision and a specific mission that empowers people to act in alignment with the company objectives."

*Damian McKinney, the CEO of McKinney Rogers and author of The Commando Way*

## **9. Surround yourself with people who are smarter than you**

"Leaders find success when they create teams composed of people who are experts in their areas, and many times, smarter than the leader who's hiring them. Great leaders give them room to grow and innovate. These are the leaders who people want to work for. Unlike the micromanager leader whose insecurity leads them to create teams that include people 'just like them.' These teams may make the leader feel comfortable, versus challenged for the purposes of creating the best work."

*Tatiana Lyons, the Principal and Owner of Your Creativity Leads*

## **10. Take someone in training along with you on mundane tasks**

"Several years ago I had to go to the Department of Motor Vehicles to renew my license--a task that sometimes could mean three to four hours of waiting. There was a college student who was working for our church as an intern for a college credit. He wanted to learn the ins and outs of church leadership, so I asked him to come along to the DMV. Sure enough, it was a three-hour wait, but I spent that time answering all of the intern's questions about leadership. It was real quality time to invest in the young man. Now when I have a task that will involve a long wait time (such as going to the DMV or doctor's office or waiting for a plane flight or going on a long ride in the car, etc.), I take along a developing leader to invest in him or her."

*Chris Elrod, the Senior Pastor at Impact! Church*

## **11. Let employees in on your vision**

"Be as transparent as you can with all of your team members. The more they know, the more you all are part of the same dream and vision and you'll all work harder to get where you need to go as a team. If you're keeping information from

your team members, they'll lose trust and start to feel like they're not contributing to the bigger picture. That's when they look elsewhere."

*John Hingley, co-founder of startup Dasheroo*

## **12. Honor the past, built for the future**

"When you're leading a new team or joining a new organization, honor the new team/organization's past, and then build them a bridge to the future. Too many leaders inherit a new team and want to tell everyone how much success they had in the past, and how good their old organization/team was. When leaders disrespect their new team, team members start asking each other the following questions: If your old organization or team was so good, why did you leave? If your old organization is so good, why don't you go back?"

*Peter Barron Stark, a consultant, speaker, and author*

## **13. Have a clear vision and communicate it to your team**

"Know what your future looks like, feels like, and acts like. It has to be a compelling vision that gets



your people excited and focused. Latch onto that picture as though it has already happened. Transport yourself into the future so you can see it with picture clarity. Share it with your team so they can see it and do what it takes to achieve it."

*Brian Scudamore, the Founder and CEO of 1-800-GOT-JUNK?, WOW 1 DAY PAINTING and You Move Me*

#### **14. Make it a priority to develop your current leaders, nurture your future leaders, and hire great leaders**

"Strong leadership is one of the key pillars of success at any organization. People aren't necessarily born with great leadership skills. As such, organizations can't just sit back and hope people will be great leaders. Leaders need to be shaped and molded. And by leaders, I don't just mean executives--I mean managers at every level of the organization. Too often frontline managers are overlooked when it comes to leadership development, when the reality is that 70 percent to 80 percent of the workforce reports to frontline managers. The results of a study we did with Harvard Business

Review Analytic Services reveals 79 percent of global executives believe lack of frontline leadership capability negatively impacts company performance. As such, it's critical to the success of any organization that these people be given the tools, resources, and development to succeed."

*Dominique Jones, the Vice President of Human Resources for Halogen Software*

#### **15. Always lead with character**

"Leaders with character are highly effective. They have no need to pull rank or resort to command and control to get results. Instead, they're effective because they're knowledgeable, admired, trusted, and respected. This helps them secure buy-in automatically, without requiring egregious rules or strong oversight designed to force compliance."

*Frank Sonnenberg, author of the book Follow Your Conscience*

#### **16. Nurture a better self-awareness**

"Leadership has got nothing to do with figuring it out and everything to do with feeling it out. It is an 'awareness,' and for so long in my businesses, I too was not

aware. Leaders aren't born; they evolve. And to evolve you must first be self-aware. To develop leadership skills, allow yourself to be open, honest, and real. Be confident, not arrogant. Confident leaders lead through values, vision, and vulnerability. Arrogant leaders lead through fear, blame, and ego."

*Troy Hazard, a TV host, business owner, former Global President of the Entrepreneurs' Organization, and author of the book Future-Proofing Your Business*

#### **17. Good leadership is about good alignment**

"If you think about achieving your vision, it's like climbing a mountain. Executives and managers think they have to be all buttoned up and have the path up the mountain all mapped out, then they shout the directions back down to their organization. But really, leadership is about alignment, and that means we can achieve a lot more if we all go up that mountain together."

*Sonya Shelton, founder and owner of Executive Leadership Consulting*

#### **18. It's not about you**

"Repeat the words, 'It's not about me!' every day,



multiple times a day. Don't make your leadership about being in charge, being right, getting promoted, or looking the best. Make leadership about the cause of the organization, serving the legitimate needs of those you're leading, and not taking yourself so darn seriously. You'll have people lining up to work for and with you and the results will follow."

*Jeff Harmon, author of The Anatomy of the Principled Leader and founder of Brilliance Within Coaching and Consulting*

### **19. Use the right posture for leadership**

"Your posture and body language needs to be intentional and consistent. Always be aware of your posture when you are sitting, standing and walking. Roll shoulders up, back, and down. Straighten your spine; leaders don't slouch. Nor do they intimidate with off-putting body language such as crossed arms, puffed out chest and finger waving. Align your appearance, head-to-toe, with how you wish to be known. Aligning your appearance also means dressing the part head-to-toe. This includes wardrobe, haircut, eyeglasses and even

shoes. Leaders look the part -not like they just rolled out of bed. A pressed dress shirt or wool sweater, well-fitting trousers, leather shoes and belt is a good uniform to adopt. A tie and/or sport jacket give extra bonus points for executive presence. Update your eyeglasses every other year and get a good haircut. Dress, head-to-toe, as the leader you want to be."

*Marian Rothschild, a Certified Personal Image Consultant and best selling author.*

### **20. Be a curious leader**

"When we are curious with others, we learn, we collaborate, and we innovate. When leaders aren't curious, they tend to judge, tell, blame, and even shame without realizing it.

This creates conflict, frustration, narrows perspectives and opportunities, and prohibits collaboration, innovation, and understanding. Based on our 10 years working with leaders, we know that they know they need a new language to be successful; however, they don't know how to access it. Curiosity allows you to access that language to meet the leadership needs of the 21st century."

*Kirsten Siggins, the Co-founder of Institute of Curiosity and a Certified Executive Coach.*

**Inc.com**  
**December 12, 2014**  
[Inc.com](http://Inc.com)

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**There are currently no ASSP North Florida Chapter events scheduled.**

**Check our webpage for updates. <https://nfl.assp.org/>**





## Local Chapter Officers and Chairs

### Elected Officers

- President - Bob Dooley
- President Elect - Eric Gray
- Secretary - Steve Wilson
- Treasurer - Yaniv Zagagi
- Delegate – Paul Thomas

### Appointed Chairs

- Membership Chair  
Mark Gibson
- Newsletter Chair  
Allen Davis
- Nominations Chair  
Steve Brown
- Past President  
Steve Brown
- Program Chair  
Dan Hemsall
- Social Chair  
Phillip Baker
- Social Media Chair  
Vernon Adams
- SPY Awards Chair  
Curtis Strothers
- Scholarship Chair  
Stephen Brown

## Local Chapter Information

The North Florida Chapter of the American Society of Safety Professionals, formerly the American Society of Safety Engineers, was chartered in 1952 and currently has over 200 members.

Professional meetings are held nine times per year in the Jacksonville area.

Meeting notices are distributed, and RSVP's are returned by email. If you are a member of ASSP and are not receiving notices by email, please email the [Chapter Secretary](#).

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## Job Market Links General Employment Links

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[BCSP Construction Safety](#)

[Jobs](#)

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[EHS Careers](#)

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## ASSP Chapter Links

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