

ACHASM MINI-SYMPOSIUM
'CLIENT LEAD HEALTH & SAFETY'

"Client Contributions to Construction H&S –
 The Role of the Pr.CHSA"

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Where to from here?


(Professional Construction Health and Safety Agent's Proverb)

"The Professional Construction Health and Safety Agent did not pray to the Good Lord for instruction on what to do. The SACPCMP was already clear on what was expected of them. Nevertheless, the Professional Construction Health and Safety Agent got down on their knees every day of their lives to pray that in spite of daily temptations, they could find the courage and strength to do the right thing."

AJK (Pr.CHSA); 31/05/2013


Moral of the proverb: Let your daily Construction H&S decisions be principle based.

Construction Client



Moving from a State of Reaction to a State of Interdependence


1. Operational Context : S.A's Current CH&S Environment
2. Pr. CHSA : What does this now mean?
3. Pr. CHSA : as 'Transformational Agent'
4. Pr. CHSA : as 'Trusted Advisor'
5. Pr. CHSA : as 'Servant Leader'
6. Pr. CHSA : as 'Continuous Learner'
7. Conclusion and Questions



**1. Operational Context:
SA Current CH&S Environment**

| SACPCMP Framework | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SWAMP CULTURE | |
| Characteristics | Emanates |
| <ul style="list-style-type: none"> *Antagonism *Legalism *Protectionism *Politics *No or little trust *Attempts at change are enforced | <ul style="list-style-type: none"> *False sense of security *Dependency on the apparent order that prevails *Lack of creativity *Lack of free thinking *Culture festers and rots |


SACPCMP Framework



Industrial Dinosaurs Operating in the “Knowledge Society”


- As Pr.CHSAs operating and servicing the construction industry, we will either
 - become extinct, or
 - have to rapidly re-invest in ourselves to ensure survival

As appointed Pr.CHSAs, we have to ensure that our Construction Clients are held accountable in ensuring they meet their absolute duties and responsibilities creatively within the fluid construction environment characterised by rapid change.




2. Pr.CHSA – What does Professional now mean?

- As legally appointed Pr.CHSA: we must possess “Professional Intellect” across four levels:-
- Level One** : *Cognitive Knowledge*
Where mastery is achieved through CH&S study and CH&S certification (SACPCMP)
- Level Two** : *Advanced Skills*
We must demonstrate advanced CH&S application within the construction industry
- Level Three** : *Systems Understanding*
We must demonstrate an advanced understanding of CH&S systems management and organisational systems relationships
- Level Four** : *Self - Motivated Creativity*
This is the ultimate function of professional intellect - it comprises of the intrinsic motivation to deal creatively with CH&S problems




What is real Professionalism?

- It is not a set of competencies and is more about attitude – a real Pr.CHSA is a technician who really cares.
- It is not a label you give yourself - it is a description that you hope others will apply to you .
- It is neither about money or about professional fulfilment – these are both consequences of an unqualified dedication to excellence in servicing construction clients and their needs.
- It is all about a strict adherence to principles (or values) which demonstrate you truly care.



What are the characteristics of a Great Pr.CHSA


- Team players
- Trusted in confidence
- Honest, trustworthy and loyal
- Open to constructive critique
- Really listen
- Learn to understand their construction clients to serve them better
- Reach out for responsibility
- Take pride in their work
- Show initiative
- Do whatever it takes to get the job done (within reason)
- Always looking for efficiencies
- Eager to learn as much as possible about their construction clients



Don't forget the slogan...

“People don't care how much you know until they know how much you care”

A real Pr.CHSA is a technician who cares!




3. Pr.CHSA – as ‘Transformational Agent’

In today's SA society, culturally different Construction Clients require transformational leaders to bring out creativity, imagination and best effort practice.

Real change takes place in the hearts and minds of the Construction Client.

The PR.CHSA must possess the ability to work with and through people – being the Construction Clients, PM's, Designers, QS's and Contractors = Emotional Intelligence (EQ)

- Self aware
- Self regulated
- Motivated
- Empathetic
- Socially Inept




Development as a Transformational Leader

Both the “professional” and “emotional” intellect must be developed = Transformational Intellect (TQ).

Construction Client Followers → Construction Client Leaders

- **Idealised Influence** - Genuine trust accounts between Pr.CHSA and Construction Clients (based on high morals and ethical standards).
- **Inspirational Motivation** - The Pr.CHSA must provide meaningful challenges for engaging in shared CH&S goals and undertakings.
- **Intellectual Stimulation** - The Pr.CHSA must provide the Construction Client with the big picture.
- **Individual Consideration** - The Pr.CHSA must coach and mentor the Construction Client to ensure growth.


All these providing performance beyond self-interest and motivation to do the right thing.



4. Pr.CHSA – as ‘Trusted Advisor’


- The Evolution of a Construction Client- Pr. CHSA advisor relationship and types:

| | | | | |
|----------------------------|------------------------------------------------------------|---------------------------------------------|--------------------|-----------------|
| Breadth of Business Issues | | | Relationship-based | Trust-based |
| | | | Valuable Resource | Trusted Advisor |
| | | Needs-based | | |
| | Service Offering-based Subject Matter or Process Expert | Subject Matter Expert plus Affiliated Field | | |
| | Depth of Personal Relationship | | | |




• Characteristics of Construction Client – Pr.CHSA relationship levels:

| | Focus is on: | Energy Spent on: | Client Receives: | Indicators of Success: |
|--------------------|---------------------------|--------------------------|--------------------------------------|----------------------------------------------|
| Service-based | Answers, expertise, input | Explaining | Information | Timely, high quality! |
| Needs-based | Business problem | Problem-solving | Solutions | Problem solved |
| Relationship-based | Client organisation | Providing insights | Ideas | Repeat business |
| Trust-based | Client as individual | Understanding the client | Safe haven for hard issues/Knowledge | Varied; e.g. Creative pricing/real value add |



Some characteristics of a Trusting Relationship

1. It grows, rather than just appears
2. It is both rational and emotional
3. It resumes a two-way relationship
4. It is intrinsically about perceived risk
5. It is personal (who said that business isn't personal)




What are the basic skills a 'Trusted Pr.CHSA' advisor should possess

1. Have the ability to earn trust
2. Give advice effectively
3. Have the ability to build relationships


And as Pr.CHSA we must operate within the following paradigms

1. Ability to have complete focus on the Construction Client
2. Self-confidence
3. Demonstrate ego strength
4. Curiosity (never killed the cat)



As 'Trusted Pr.CHSA' advisor we must constantly work on the essential elements that engender trust


1. Credibility (SACPCMP Stage One : Project Initiation & Briefing / Gazetted)
2. Reliability (SACPCMP Stage One – Stage Six / Gazetted)
3. Intimacy (this is always questionable)
4. Always demonstrating a low level of self-orientation, or self-interest (this is always questionable)



5. Pr.CHSA - as 'Servant Leader'


"The first responsibility of a leader is to define reality.
The last is to say 'Thank You'.
In between the two, the leader must be a servant and a debtor."

"Management is doing things right; Leadership is doing the right things" – Peter Drucker




The Pr.CHSA as 'Servant Leader'

- Devote yourself in serving the needs of your Construction Clients;
- You must focus on meeting the needs of your Construction Clients;
- Insure personal growth in yourself and your Construction Clients;
- You need to listen and build a sense of community;
- You need to treat your Construction Clients and other Built Environment Professionals as you would like to be treated.



What are characteristics of being a 'Servant Leader'

- Excellent listening skills – ability to listen to self and the Construction Client.
- Empathetic – ability to put yourself in your Construction Client's shoes.
- Intuitive – understanding of subtle communication.
- Very aware – of their and the Construction Client's duties and aspirations.
- Powerful persuasion – ability to use consensus building to persuade.
- Conceptualisation skills – ability to see the big picture and communicate clearly to their Construction Client.
- Power to influence – your professionalism needs to be earned.
- Stewardship – ability to see the greater good of and for society.
- Contemplation – ability to reflect, contemplate and learn from experience.
- Collaboratory skills – ability to work with people in the construction project team.
- Trust – be value focused, encouraging openness and trust.
- Empower – ability to train, mentor and develop your Construction Client.
- Teamwork – ability to encourage and support teamwork in the construction project team.




6. Pr.CHSA – as 'Continuous Learner'


"It is not what we possess that determines our success - it is how we think"

We need possess and nurture three positive thinking patterns to keep on learning in practice as a Pr.CHSA

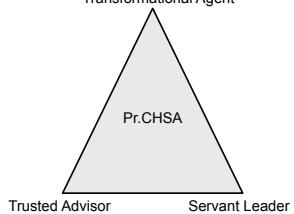
- Do not let what you know make you think that you know it all – keep asking questions about CH&S. Make CH&S learning a passion by keeping a beginner's mind-set to the end.
- Maintain a positive mental attitude – maintaining a consistently positive mental attitude, will be your greatest ally in growing and learning as a Pr.CHSA.
- Embrace creativity in every situation – do not stay inside your comfort zone. Approach CH&S problems creatively and therefor accomplish more value for your client.

' To know is to be ignorant – not to know is the beginning of wisdom'





Transformational Agent



Pr.CHSA

Trusted Advisor Servant Leader

- **In conclusion:** there is no simple short-cut in developing the Pr.CHSA capabilities required to handle with excellence the Construction Clients condition or situation – a certain price must be paid in practice, patience and persistence!

Questions?

