

Training and Risk Management Newsletter

Harvey B. Lermack & Associates

Welcome

Welcome to our first newsletter. Every few months, it will bring you the latest news and trends about training and related technologies; risk management and environmental, health and

safety training; and graduate business education. The goal is to be useful, concise and informative, and to evolve to reflect your needs. Please send me your ideas and topic re-

quests. While I plan to contribute much of the editorial content, in future issues I will invite associates, customers and guest experts to address your issues.

Harvey Lermack

Inside this issue

- Welcome to the first edition of this newsletter. *P. 1.*
- Improve the safety and productivity of your workforce with integrated risk management training. *P. 1.*
- What are some of OSHA's hot buttons, and how can you learn more about them? *P. 1.*
- Trends in graduate management education reflect and impact your leadership training needs. *P. 2.*

In the next issue

- Behavioral safety can help to change your employees' safety and operating behaviors.
- How can you train your workforce to have a more strategic focus? What skills and knowledge are required?
- Philadelphia University MBA students visit companies and government offices in Europe.

Integrated Risk Management Training

Want to Improve Your Organization's Risk Management Performance? Try This.

Traditionally, much occupational training has been regulatory driven, rules based and reactionary. Alternatively, a cognitive approach can build a framework whereby every employee knows how to identify, prevent and manage risks more effectively at their work site. By broadening their perspective to include risks to themselves, their coworkers, the communities they serve and your customers, you can achieve reduced levels of incidents, injuries, damages and costs. You should also attain improved productivity, service quality, and customer and employee relationships.

Step One—Awareness

First, establish a framework by providing awareness training to every employee.

Utilizing real life scenarios, employ adult learning princi-

ples to encourage participative and team learning. Provide a model that students can easily use to identify, assess and manage the risks at their specific work site.

At Conrail, a freight railroad in the northeastern U.S., a full day of integrated risk management training every year addressed such issues as environmental, health and safety, damage prevention and hazardous materials management, violence and sexual harassment. This integrative approach may very well be adaptable to your industry with similar success.

Step Two—Regulatory Training

Next, match regulatory requirements to your current training efforts.

Compile a complete inventory of regulatory training require-

ments, as they apply to your specific operational job families. Next, inventory all of your current programs. Finally, identify and fill the gaps between the regulatory requirements and your current programs, either internally, or by purchasing or outsourcing the required programs.

Step Three—Changing Behaviors

Most importantly, you must assure that the training you deliver results in changed behaviors at the job site. Traditional approaches include supervisory observation, focus groups and interviews. Experience shows that Behavioral Safety can do the job even more effectively.

Next Issue: More about Behavioral Safety.

Helpful Internet Web Sites

What's Hot at OSHA?

The Occupational Safety and Health Administration (OSHA) web site—www.osha.gov/

is loaded with important news, training materials, and tips to implement effective training programs.

Their OSHA "Hot Topics" web site—www.osha.gov/hot-topics.html

highlights key initiatives at the agency.

Three current hot issues on OSHA's agenda—Ergonomics, Workplace Violence,

and Health and Safety Program Requirements—are being addressed by my associates, who are available to answer your questions in future issues.

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For more information, or for copies of recent publications or handouts which describe our products, services and projects in more detail, send me an electronic mail message. Include your electronic and business address, and phone number.

Harvey B. Lermack & Associates is a professional education, training and consulting firm. Our mission is:

- To help organizations improve risk management, environmental, health and safety performance through innovative training and education programs. The key result—your employees know how to identify, assess, and manage the risks at their workplace, reducing incidents and costs and improving productivity.
- To help organizations develop leaders at every level by delivering effective professional development training. The key result—leaders who bring a strategic focus to their daily and long-term activities.
- To ensure the success of these and other training and development efforts by utilizing innovative performance management techniques, working with individuals and small groups to ensure changed behaviors. The key results—safer operations, better performance, and reduced costs.

My associates and I bring extensive industrial, academic, training and consulting experience to this unique mission.

Trends in Graduate Business Education

Are They Reflected in Your Leadership Training Programs?

Harvey B. Lermack & Associates

Training and Consulting Services

Risk Management Training

Behavioral Safety

Environmental, Health & Safety Programs

Strategic Planning and Management Skills

Leadership Skills for the 21st Century

Managing Change

Performance Management

Effective Networking & Alliances

Cultivating Influence

Coaching and Counseling Skills

Facilitation Skills for Teams and Meetings

Developing & Delivering Effective Training Programs

Balancing Work, Family and Career, and Time Management

Personal Skills Development

We have witnessed a significant change in the focus of graduate management education over the past 20 years, as reflected by the Masters of Business Administration (MBA) Program at Philadelphia University. As this results from similar changes in the overall business climate over that period, you should take the opportunity to review your leadership training programs and assure they reflect these trends.

Trend 1—From Domestic to Global Focus

Do your programs provide an appreciation of the global and resultant risk issues specific to your business?

Trend 2—From Internal to External Focus

Do your programs emphasize the external environment of business? Or still stress manipulation of the internal bureaucracies?

Trend 3—From Tactical to Strategic Focus

Today, managers and leaders

are asked to adopt a more "strategic", or long-term focus. Have your programs adapted to this requirement?

Trend 4—From Internal Resources to Strategic Alliances

Today, businesses are working more closely together to advance their common and mutual interests. Even competitors are teaming together to take advantage of their strengths and overcome their weaknesses. But some of our people are so afraid of losing authority that they resist learning about such potentially advantageous alliances.

Trend 5—From Management to Leadership Focus

Tomorrow's leaders will require the skills to wield influence internally and externally, with or without legitimate position power. How well do your future leaders work together in teams, as well as individually, to garner influence and accomplish your organizational objectives?

Trend 6—Technology

There are two schools of

thought to this issue among graduate business schools—to integrate technology and electronic commerce issues within all the current courses, or to address them as separate modules within the graduate programs. How well are you integrating these issues into all your leadership training programs to exploit your technology opportunities?

As mentioned earlier, changes in Philadelphia University's MBA courses reflect these trends. The core course "Managing and Leading in the 21st Century," and the capstone (final and integrative) "Strategic Management in a Global Environment," have each replaced a more traditional, functionally and internally focused course.

For more information on these and other graduate courses, visit the educational web site:

<http://faculty.philau.edu/Lermackh>

Next Issue: Philadelphia University MBA International Business Trip to Europe