



Insights on Leadership for Operations and Safety: Cowboy Ethics

Brad Giles, PE CSP STS GIOSH

American Water Works Association

Boise, Idaho

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trust
loyalty
character
truth
honesty
bravery





Leadership starts with the individual

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loyalty
character
truth
honesty
bravery





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What We Believe about **LEADERSHIP**

• Leadership Is An Action, Not A Title •

• Employees Want Leaders
To Actually Do Something •

• Character And Attitude Matter
As Much As Skill And Knowledge •

• Surround Yourself With Great People
And Turn Them Loose - Be A Facilitator •

• Leaders Walk The Talk,
Bosses Talk The Walk •

• Leadership Drives Culture,
Culture Drives Safety •



What We Believe about

LEADERSHIP

Leadership Is An
Action, Not A Title

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What We Believe about
LEADERSHIP

**Employees Want
Leaders To Actually
Do Something**





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What We Believe about
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**Character And
Attitude Matter As
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What We Believe about
LEADERSHIP

**Surround Yourself
With Great People
And Turn Them Loose
– Be A Facilitator**





What We Believe about

LEADERSHIP

Leaders Walk the Talk,
Bosses Talk the Walk

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What We Believe about
LEADERSHIP

**Leadership Drives
Culture, Culture
Drives Safety**





Cowboy Ethics

By James Owen

The **CODE** *of the* **WEST**

Ten Principles To Live By

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character
truth
honesty
bravery



The **CODE** *of the* **WEST**

1. Live Each Day with Courage
2. Take Pride in Your Work
3. Always Finish What You Start
4. Do What Has to Be Done
5. Be Tough, But Fair
6. When You Make a Promise, Keep It
7. Ride for the Brand
8. Talk Less and Say More
9. Remember That Some Things Aren't For Sale
10. Know Where to Draw the Line



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A photograph of a cowboy in a blue shirt and a light-colored cowboy hat riding a brown horse in a corral. The horse is in motion, kicking up dust. The background shows a fence and some trees.

The **CODE**
of the **WEST**

1. Live Each Day With Courage

*There is more to courage than
jumping into a river to save
someone's life...*

*It's also being willing to speak up
and say something isn't right, even if
that means going up against
colleagues and superiors.*

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The **CODE**
of the **WEST**

2. Always Take Pride In Your Work

*Anything worth doing is worth
doing well.*

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The **CODE**
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3. Consistently Finish What You Start

Cowboy up!

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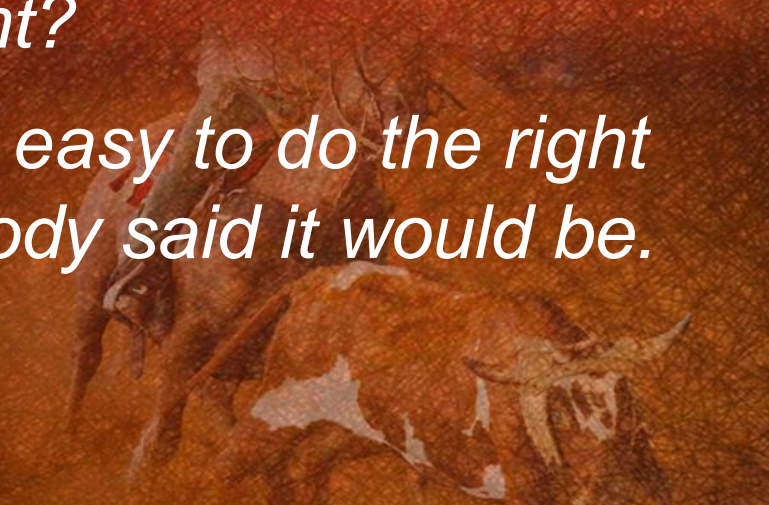
The **CODE**
of the **WEST**

4. Do What Has To Be Done

What will I do in the moment of truth?

Will I have the courage to stand up for what is right?

It's not always easy to do the right thing, but nobody said it would be.



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The **CODE**
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5. Be Tough, But Fair

Golden Rule

How would I like to be treated?



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The **CODE**
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6. When You Make A Promise, Keep It

Only as good as your word.

*People want someone they can
trust.*

That they can count on.

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of the **WEST**

7. Ride For The Brand

Make no mistake where your loyalties should be.

Our employees safety comes first, not when it's convenient, not when you feel like it — but always.

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The **CODE**
of the **WEST**

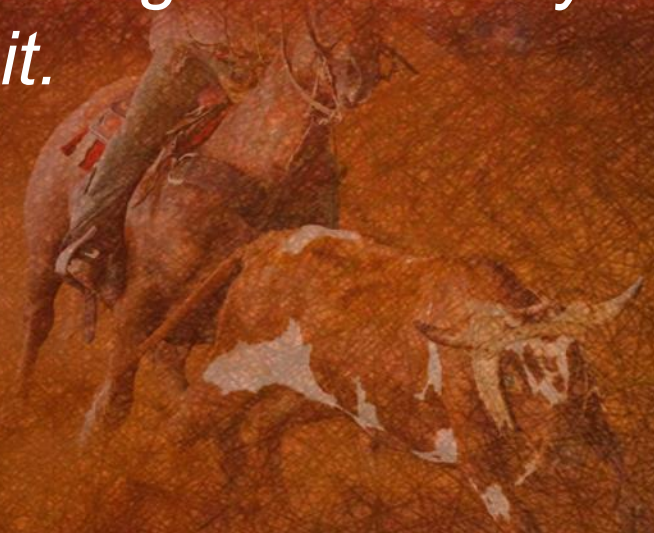
8. Talk Less And Say More

Doers not talkers.

Keep it simple; keep it true.

*When there's nothing more to say –
don't be saying it.*

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The **CODE**
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9. Remember, Some Things Are Not For Sale

The best things aren't things.

*How smart can we be if we don't
value our reputations above all else?*

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The **CODE**
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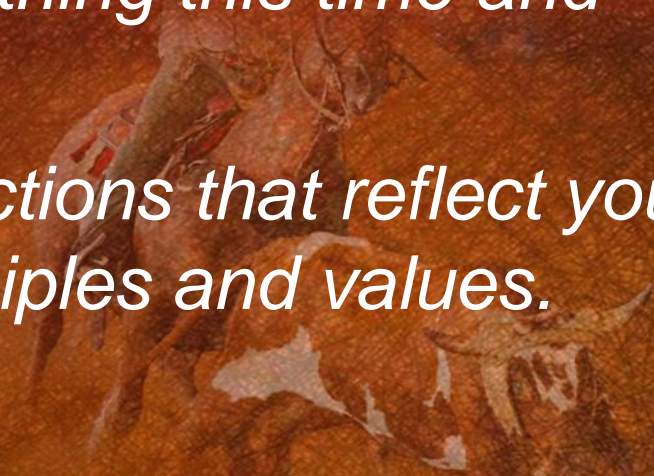
10. Know Where To Draw The Line

*There's right and there's wrong —
and nothing in between.*

*Doing the right thing this time and
every time.*

*Demonstrate actions that reflect your
character, principles and values.*

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“Everyone needs
a code – a creed
to live by”

— *John Wayne*

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Cowboy Values

By James Owen

Seven Core Values
That Define

AMERICA

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Seven Core Values That Define AMERICA

1. Courage
2. Optimism
3. Self-Reliance
4. Authenticity
5. Honor
6. Duty
7. Heart





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Seven Core Values That Define AMERICA

1. Courage

Making every effort and any sacrifice needed to uphold what's right.





Seven Core Values That Define AMERICA

Courage GROWS FROM:

- Acknowledging fear and confronting it head-on.
- Accepting risk, change, and failure as part of life.
- Persevering despite the odds.
- Standing up for what we believe.
- Enduring hardship and adversity without complaint.
- Being willing to make the tough choices.
- Living the life we want.



Seven Core Values That Define AMERICA

2. Optimism

Taking things as they come, with the confidence you can handle whatever happens.

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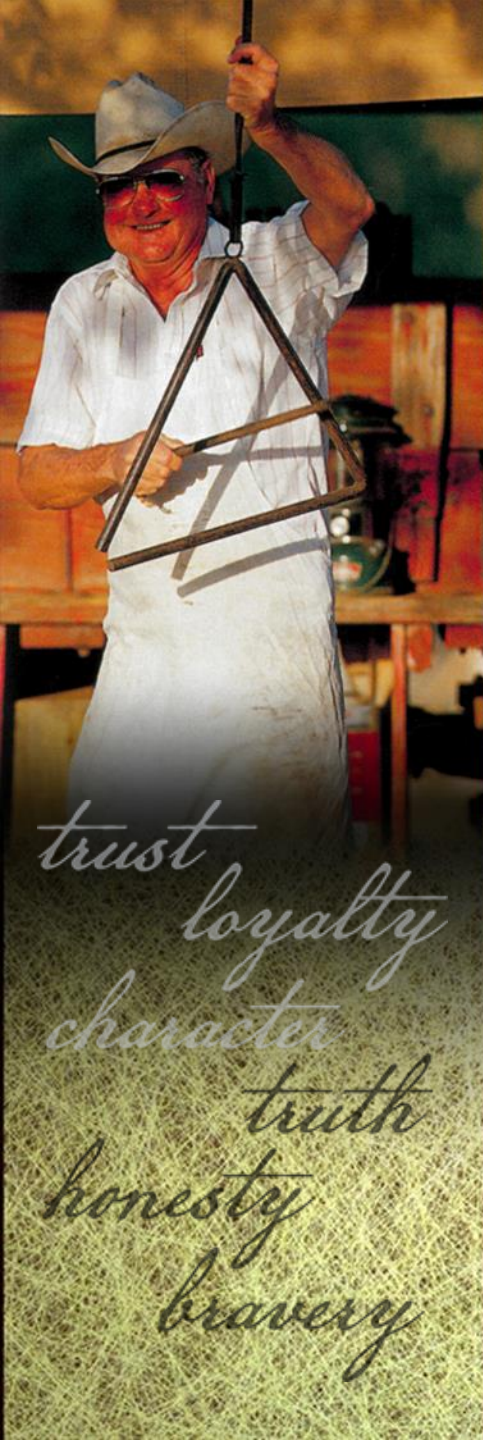


Seven Core Values That Define AMERICA

Optimism GROWS FROM:

- Faith in the rightness of the natural order of things.
- Confidence in our own abilities.
- Acceptance of the blending of good and bad in the world — and in ourselves.
- Consciously choosing to focus on the good in our lives.
- Gratitude for the blessings that come our way.





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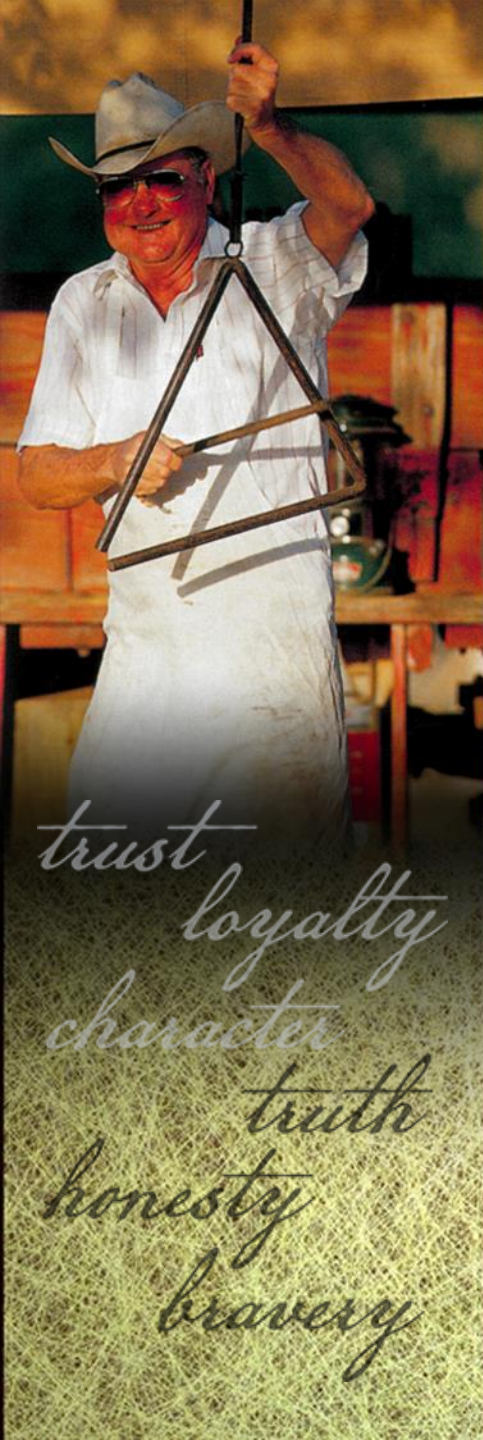
Seven Core Values That Define AMERICA

3. Self-Reliance

Depend on your own skills and persistence to get the job done.

Can-do spirit.



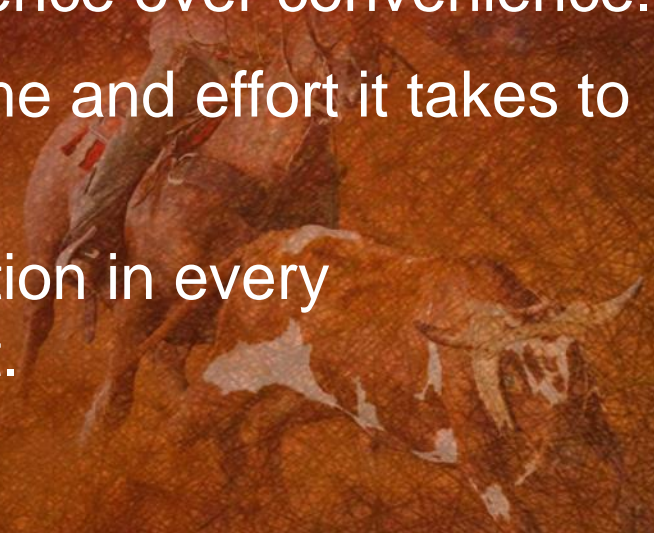


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Seven Core Values That Define AMERICA

Self-Reliance GROWS FROM:

- Taking responsibility for our own well-being.
- Confidence in our ability to learn.
- Making do with what we have.
- Doing our best and learning from mistakes.
- Valuing competence over convenience.
- Putting in the time and effort it takes to master a skill.
- Finding satisfaction in every accomplishment.





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Seven Core Values That Define AMERICA

4. Authenticity

Actions line up with your beliefs.

“All hat and no cattle.”



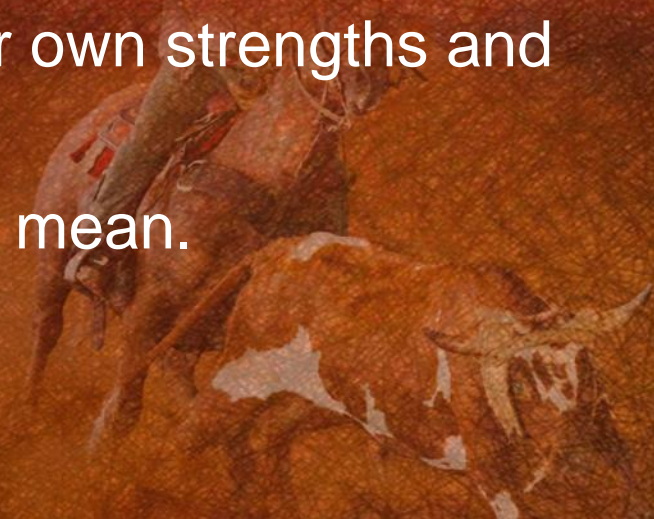


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Seven Core Values That Define AMERICA

Authenticity GROWS FROM:

- Understanding one's self as a whole person.
- Satisfaction in being who we are.
- Actions guided by a coherent set of core beliefs.
- Recognizing our own strengths and weaknesses.
- Saying what we mean.





Seven Core Values That Define AMERICA

5. Honor

*Bound to do the right thing even –
and especially – when no one is
looking.*

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Seven Core Values That Define AMERICA

Honor MEANS:

- Being worthy of trust.
- Someone who can be counted on.
- Telling the truth.
- Keeping our word.
- Acting with integrity, no matter the cost.
- Knowing that just because it's legal doesn't mean it's right.

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Seven Core Values That Define AMERICA

6. Duty

Bound by your code, put duty first.

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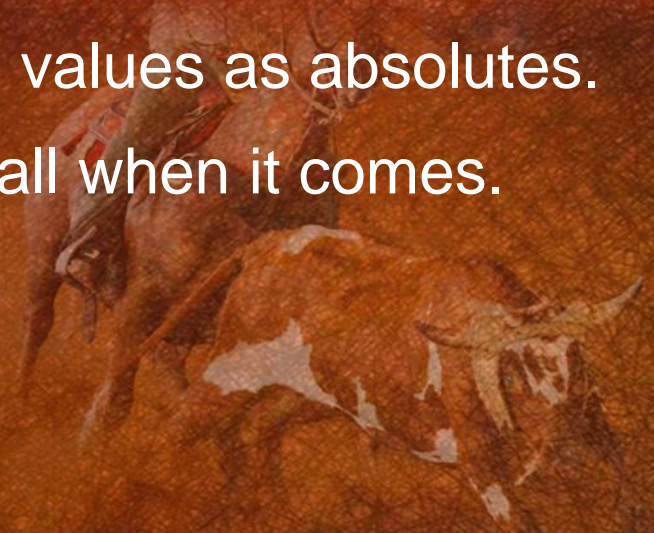
Seven Core Values That Define AMERICA

Duty MEANS:

- Actions, not words.
- Responsibility to something larger than one's self.
- A willingness to sacrifice self-interest.
- Doing what has to be done.
- Respecting core values as absolutes.
- Answering the call when it comes.



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Seven Core Values That Define AMERICA

7. Heart

*Open to understanding acceptance
of others.*

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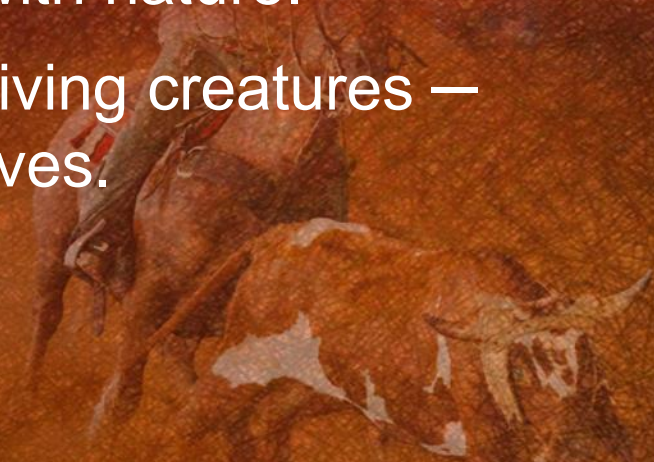


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Seven Core Values That Define AMERICA

Heart IS ABOUT:

- Seeing the good in people.
- Seeing the beauty in life.
- Finding rewards in giving.
- Recognizing our shared humanity.
- Feeling at one with nature.
- Kindness to all living creatures — including ourselves.





“It’s not how you’re buried; it’s how they remember you”

— *John Wayne*

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