Expect the Unexpected

Fast Forward – Perspectives From the Future Leaders Institute

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Thank You AIHA and the FLI Team!

AIHA Board of Directors:
- Thank you for the multiple year commitment to sponsor the program

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- Steven Davis

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- Allan Fleeger, Ryan Langton

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- Michelle L. Dunham, Donald Hart, Kevin R. Roberts, Jennifer Sahmel

AIHA Future Leaders Institute Participants:
- The title of this group is misleading – these folks are leading now!
Expect the Unexpected - Three Themes

1- Unanticipated changes to the IH profession
   - Unexpected future leadership challenges and opportunities

2- Unanticipated areas of technical expertise
   - Unexpected leadership opportunities

3- Personal voyage of unexpected outcomes
   - Leadership opportunities in the silver lining

Leadership, growth, renewal and opportunity can all result from unexpected events

How you react to change can determine your perception as a leader
Changes, Challenges, or Leadership Opportunities

Different people react differently to change

Everyone has fundamental needs that have to be met

Change often involves a loss, and people go through the "loss curve"

Expectations need to be managed realistically

Fears have to be dealt with
Changes Affecting the IH Profession

US workforce deindustrialization
- 1950 34% of US workers employed in the manufacturing sector
- Today less than 12% of the nation’s jobs are in manufacturing
- 2000-2003 more than 2 million manufacturing jobs moved from the US

Service sector jobs are now experiencing the same geopolitical economic shifts
- The World Is Flat – Work segmentation & distribution - globally
- Starting to see the same dynamic in some parts of the service industry
- The age of full employment has been dispelled in manufacturing
- Can your work be segmented?
- Who is the lowest cost provider?
Changes Affecting the IH Profession

Where will the *industrial* in Industrial Hygiene be in 10 years

- IH job growth is expected to be slower than average in the next decade
- Decrease in the number of applicants for graduate-level programs

While the needs of IH in the developed world have shifted – the ‘traditional’ demands are increasing in emerging economies

Emerging economies

- Manufacturing will continue to locate in emerging economies (Asia – China, India, Malaysia, Vietnam, etc.)
- Transitioning from a physician-dominated treatment model (reactive) to a greater emphasis on prevention (Industrial Hygiene?)
Changes Affecting the IH Profession

The IH collective make up is shifting
- 25% of professionals expected to retire in the next 5 years
- 60% believe EHS generalist offers the best employment opportunity
- 7% believe IH offers the best

More is expected – do more – IH has expanded with new subjects, new challenges, new questions

‘The nature or location of jobs in our profession may not be the same, but there will be plenty of opportunity. Get prepared’

Come to expect the unexpected – and be prepared to lead
Unanticipated Areas of Expertise

Avian flu
SARS
Anthrax and other interesting purposeful agents
Tsunami and hurricane response and recovery
Mold
World Trade Center

What’s next?
- Applying your skills to unfamiliar challenges
- Potentially limited resources
- Anticipation, recognition, evaluation
Unanticipated Areas of Expertise

"The anger I feel, and continue to feel, about the attacks on the World Trade Center is healthy," he writes in the last lines of his book. "The challenge was to put it to work in ways that would make me a stronger, better leader."

- Rudi Giuliani

_Come to expect the unexpected – and be prepared to lead_
Personal Voyage of the Unexpected

My Mother
- Four years ago moved from her hometown of nearly 30 years to be close to her grandkids
- Untimely passing at age 55 – too early to fully enjoy her 3 grandkids
- Unexpected leadership opportunity – We are building a hospice house in her honor to help others in her situation

My wife
- Week before Christmas 2004 – ‘we found calcification’
- Surgery – chemo – recovery – remission
- Unexpected grace in the simplicity of everyday things
- Leadership opportunity? Still working on that one...

Come to expect the unexpected – and be prepared to lead
Closing thoughts

Leadership is a privilege and a responsibility

Leadership opportunities are not always apparent in the size or shape of the package

Leadership, growth, renewal and opportunity can all result from unexpected events

How you react to change can determine your perception as a leader

- Change, Challenges, or Leadership Opportunities
“In the end, it is not the profession but those in it that will determine our future”
Zack Mansdorf – 2005 Cummings Award Lecture

2005 Inaugural FLI Class
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Back-Up Materials