

Desired Traits Organizational Leader and EHS Leader Perceptions

Traits / Skills	As Viewed by EHS Leader (15 responses)	As Viewed by Organizational Leader (7 responses, 3 CEO's, 4 Exec VP's)
1. Knowledge / technical competence	X	X "theoretical & experiential, not just stewardship"
2. Ability to analyze and synthesize	X	X "ability to use statistical tools"
3. Ability to link EHS issues to bottom line. Understands the business. Has business acumen. Presents EHS as business value. Establishes credible metrics and able to articulate.	X	X "presents EHS as business enhancement, not simply a business value"
4. Confidence, courage of conviction, guts & tact.	X	X
5. Thinks strategically	X	X "... and tactically, including an awareness of competitor and off- shore market capabilities and impact on EHS"
6. Honesty, integrity (strong moral compass)	X	X
7. Communication skills (oral and written); succinct and simple	X	X require outstanding skills in this area
8. Perspective – balance and understanding of EHS issues in light of entire organization	X	X
9. Problem solving (realistic, attainable)	X	X
10. Negotiation, mediation and debate skills	X	X
11. Patience	X	X
12. Passion (expansion of leadership)	X	X
13. Professional presence (lose the IH look)	X	X
14. Unwavering commitment to EHS goals	X	X
15. Don't be afraid to say "I don't know"	X	
16. Listening skills	X	
17. Effective team player	X	

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18. Interpersonal skills	X	
19. Be a regular presenter in the Boardroom	X	
20. Credibility		X
21. Decisiveness		X
22. Talent utilization, personnel management skills – good evaluation of people skills and ability to use their strengths.		X
23. Leadership		X
24. Understanding organization and knowing how to secure "buy in". Organizational effectiveness. Ability to leverage resources.		X
25. Ability to operate at all levels (boardroom to shop floor)		X