

3 Leadership Strategies to Minimize Risk-Taking Behavior

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To strengthen
our leadership
skills, we should
view our world
in ③ ways...



LOOK AROUND

LOOK OUT

LOOK IN



①

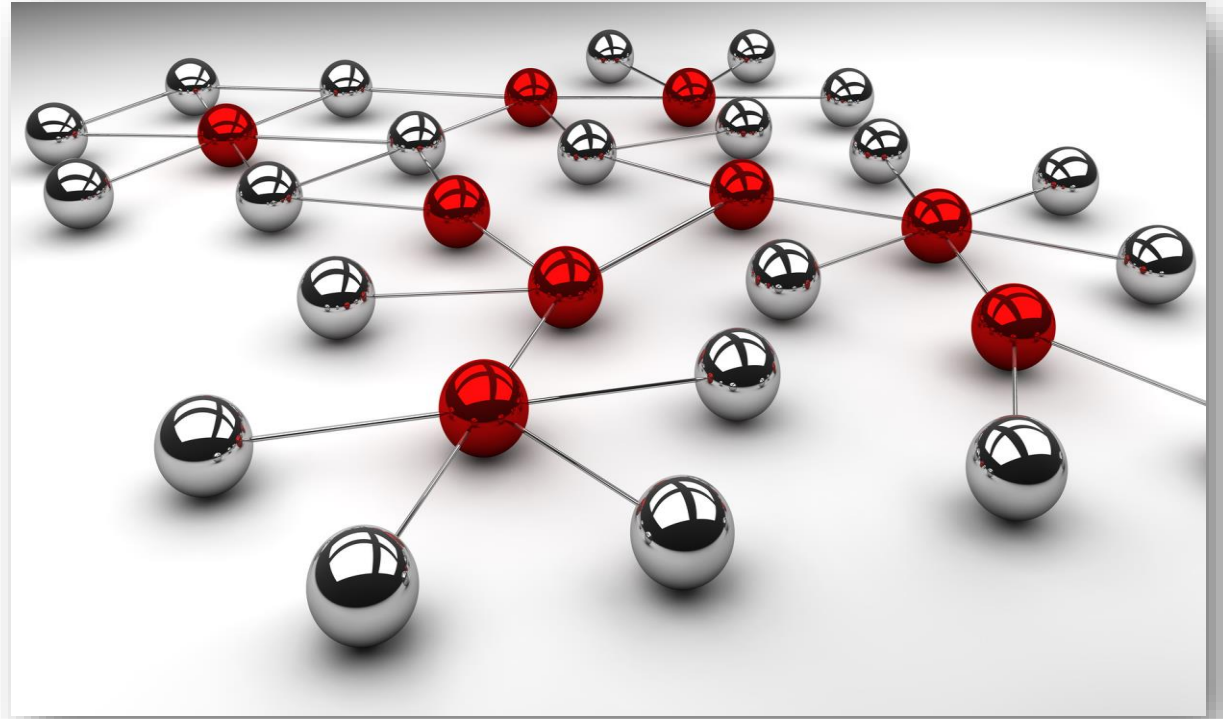
LOOK AROUND

(at the situation)

90% of human error
and most at-risk
behaviors occur
because we are:

✓ ***influenced***

✓ ***fallible***



***We are
(easily and often)
influenced...***





TION
TION
TION
TION

23

REPETITION
REPETITION
REPETITION
REPETITION

20

24

REPE
REPE
REPE
REPE

EASY



DIFFICULT







Habit:

*“I’ll get the chemicals, since
I’ve done it many times.”*

Obstacle:

*After several minutes of searching
in the chemical storage area...*

*We are **fallible**...*

Prevalent human error TRAPs:

- 
- Time Pressure
 - Distraction
 - Frustration
 - Multiple Tasks
 - Complacency
 - Vague Guidance
 - Peer Pressure
 - Non-Normal
 - Environment
 - Fatigue

Time Pressure:

Nick reminded Ed & Phil that the maintenance work could not begin until they had completed the cleaning job.

Vague Guidance:

...their job was to “transport several tote bins of cleaning chemicals”

Non-Normal:

Ed noticed that the storage area had been re-arranged since the last time...

Fatigue:

“I’ve had to work a double shift the past five days.”



As Ed and Phil were loaded into ambulances, Nick tried to piece what happened together in his mind. Something had gone terribly wrong.

*He was determined to find out **WHAT** mistakes were made and **WHO** made them.*



We tend to attribute people's
behavior to
the way they are
rather than to
the situation they are in.

***The way
they are?***

(Who)

~~Incompetent~~

~~Incapable~~

~~Careless~~

~~Irresponsible~~

~~Reckless~~

***The situation
they are in?***

(Why)

- ✓ Obstacles
- ✓ Time Pressure
- ✓ Vague Guidance
- ✓ Non-Normal
- ✓ Fatigue



Do I have a

PEOPLE problem?

or a

SITUATION problem?

Leadership Strategy:

LOOK AROUND (and change the situation)

①

LISTEN

for
Influences



②

DISCOVER

Error
Traps



Leadership Strategy:

LOOK AROUND (and change the situation)

③ TAKE ACTION!

- ✓ **Eliminate** (or mitigate) error traps
- ✓ **Implement** error-proofing solutions
- ✓ **Collaborate** on removing obstacles
- ✓ **Coach** unhealthy perceptions & habits



②

LOOK OUT

(for each other)

Safety Culture Survey

Question 1

When was the last time that you had a personal conversation (one-on-one) with your manager or supervisor about safety?

more than a month ago

☐ 1

several weeks ago

one week ago

☐ 4

within the last few days

☐ 5

Question 2

How often does your supervisor or manager discuss safety with you?
(Reactive = following a safety incident or near miss)

The only time we talk about safety is during a scheduled safety meeting or after an injury happens

☐ 1

We discuss safety frequently

some kind of proactive discussion at least several times each week.

☐ 4

Safety is always on the daily agenda. We are constantly encouraged to think about risks and what we can do to minimize them.

☐ 5

Question 3

When it comes to safety, to what extent is your supervisor or manager a "Coach" rather than a "Cop"?

Never a coach. Always a cop. Safety conversations focus almost exclusively on catching people doing things wrong.

☐ 1

Rarely a coach. Mostly a cop. Safety is mostly about making sure you follow the rules.

☐ 2

Sometimes a coach. Sometimes a cop. I get some positive feedback, but an equal amount of criticism.

☐ 3

Mostly a coach. Occasionally a cop. We have some good proactive safety discussions, but we are also expected to follow critical safety rules.

☐ 4

Almost always a coach. He/She genuinely seeks to understand the influences on risk and we work together to minimize risk. He/She also holds people accountable if they do not accept coaching.

☐ 5

- 8 Questions
- Simple
- Insightful

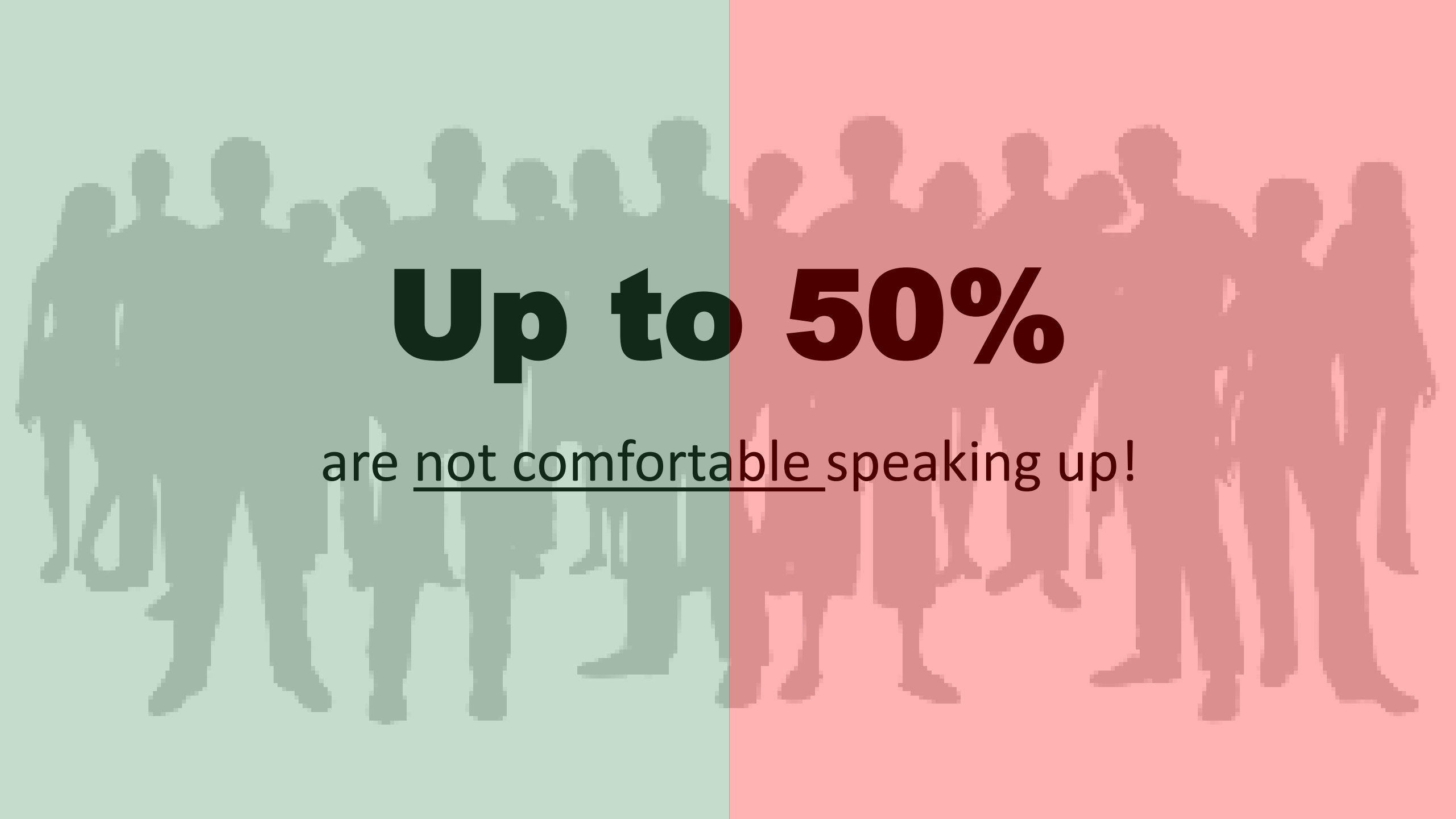
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Speaking Up



#SaySomething

How comfortable are you in stopping and talking to a co-worker if you see them taking an unnecessary risk, *even if they are more senior than you?*



Up to 50%

are not comfortable speaking up!

Why are some people reluctant to speak up?



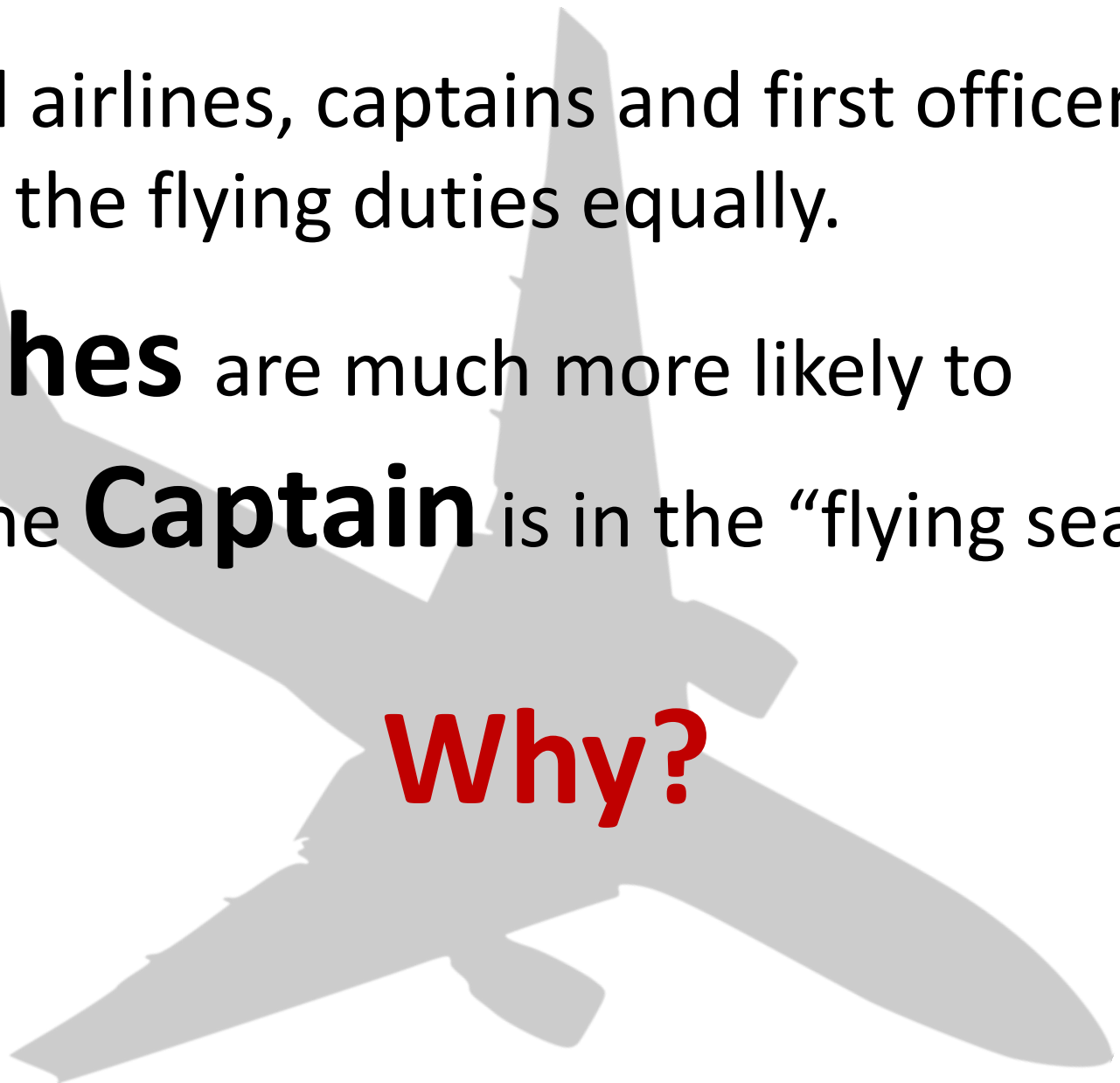
“The other person has more experience or authority than me.”

“I’m not sure how they will respond to any feedback.”

In commercial airlines, captains and first officers split the flying duties equally.

Plane Crashes are much more likely to happen when the **Captain** is in the “flying seat.”

Why?



*“Phil noticed that the tote bins were not identical, but decided **not to say anything** since Ed was much more experienced than him.”*





Why is this such a powerful question for co-workers to ask one another?

adapted from "Will you watch out for my safety?" by John Drebing

- ▶ You are *Pro-Actively* giving others permission to “Speak Up” (to you).
- ▶ It sends a message that you **trust** them (to watch out for your personal safety).
- ▶ When you watch out for someone else, ***you improve your own safety awareness!***

Leadership Strategy:

LOOK OUT (for each other)

① SET THE EXPECTATION

- ✓ Is “speaking up” part of your safety vision?
- ✓ Is every employee (current & new) coached to speak up?
- ✓ Does everyone know how to speak up (and listen)?

Leadership Strategy:

LOOK OUT (for each other)

② **MAKE IT PERSONAL**

- ✓ Facilitate mini-conversations among members of *natural work groups*.
- ✓ Encourage each employee to ask every one of their co-workers to “watch out for my safety”
one person at-a-time.



③

LOOK IN

(at yourself)

Are you ***priming***
your employees to
take risks
or
work safely?



Negative Priming

asap

behind schedule

on time

minimum

whatever it takes

rush

pace

waiting

quickly

critical path

Positive Priming

take breaks

make sure

watch out

help each other

relief

concerns

stop if unsure

no heroes

check it out

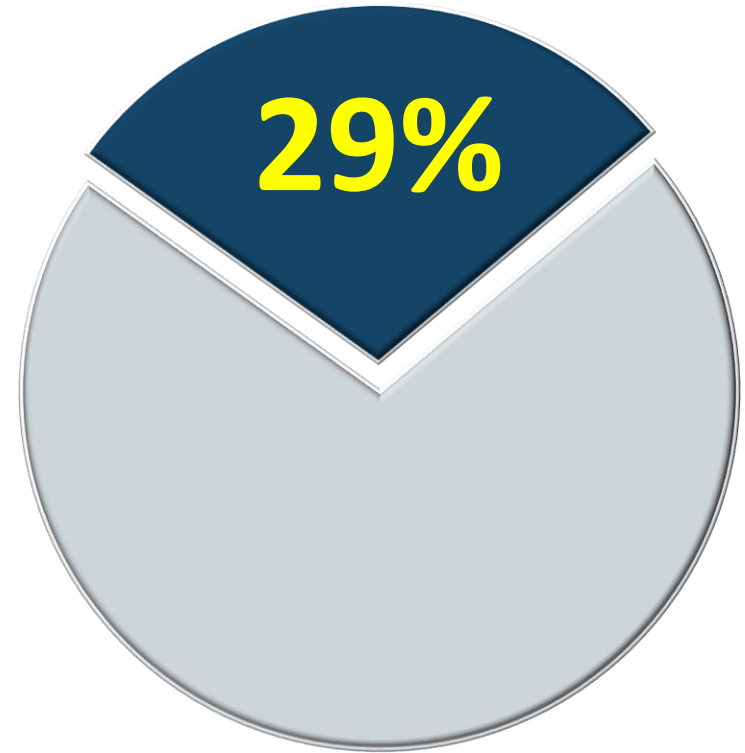
'Pre-suasion'

The art of influence by capturing and channeling attention.



Pre-Suasion: A Revolutionary Way to Influence and Persuade by Robert Cialdini Ph.D.

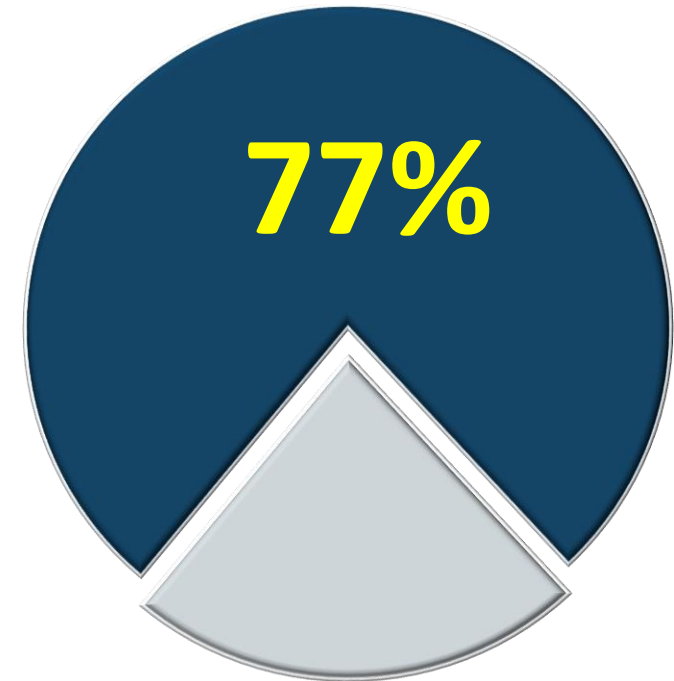
“Can I have a few minutes of your time for a short survey?”



“Do you consider yourself to be a helpful person?””

“Can I have a few minutes of your time for a short survey?”

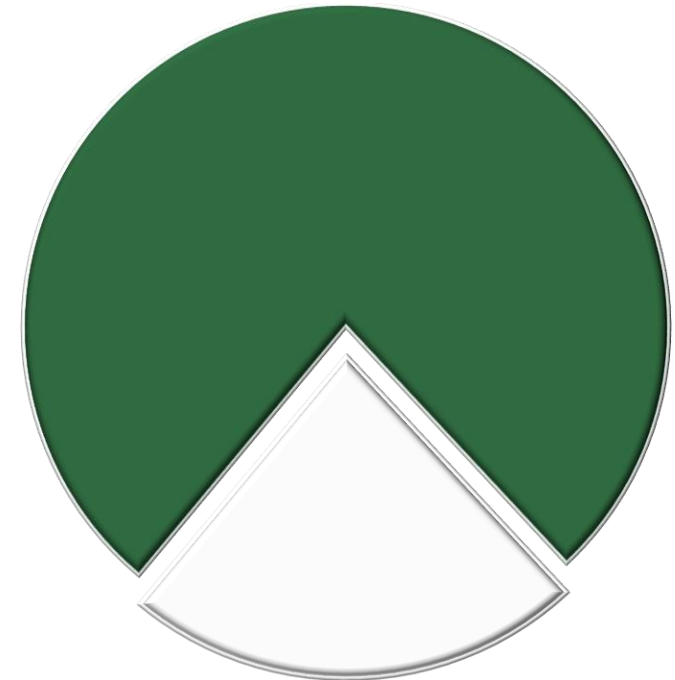
Pre-suasive
Opener



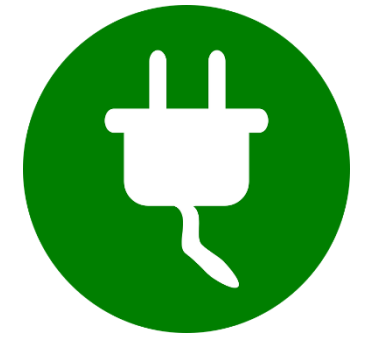
“Do you consider yourself to be a team player?””

“Would you watch out for the new employees in your area while they go through their training?”

Pre-suasive
Opener



Four different messages were sent to homeowners
(*once per week for a month*) asking them
to conserve household energy...



The environment will benefit



It's the socially responsible thing to do



It will save you money on your utilities



Most of your neighbors try to conserve energy



**Social
Proof**

\$3.50

- ✓ **Most** of your co-workers use a pre-job checklist
- ✓ The **majority** of our employees speak up when they see something that doesn't look safe
- ✓ **95%** of the forklift operators in our facility always buckle up
- ✓?

Leadership Strategy:

LOOK IN (at yourself)

① **POSITIVELY PRIME**

- ✓ What message do you want to send?
- ✓ Your words (and phrases) carry more weight than you realize on the mindset of others under your leadership – *choose carefully!*

Leadership Strategy:

LOOK IN (at yourself)

② **PRACTICE PRE-SUASION**

- ✓ Learn about these (and other) pre-suasion strategies
- ✓ Use these concepts to influence desired behaviors and habits

“He who wants to
persuade should put
his trust not in the
right argument
but in the right word.”

- Joseph Conrad



A structured, 5-step process can be used to conduct an *effective one-on-one safety conversation*



1

FRAME

THE CONVERSATION

2

LISTEN

FOR INFLUENCES

3

DISCOVER

ERROR TRAPS

4

IDENTIFY

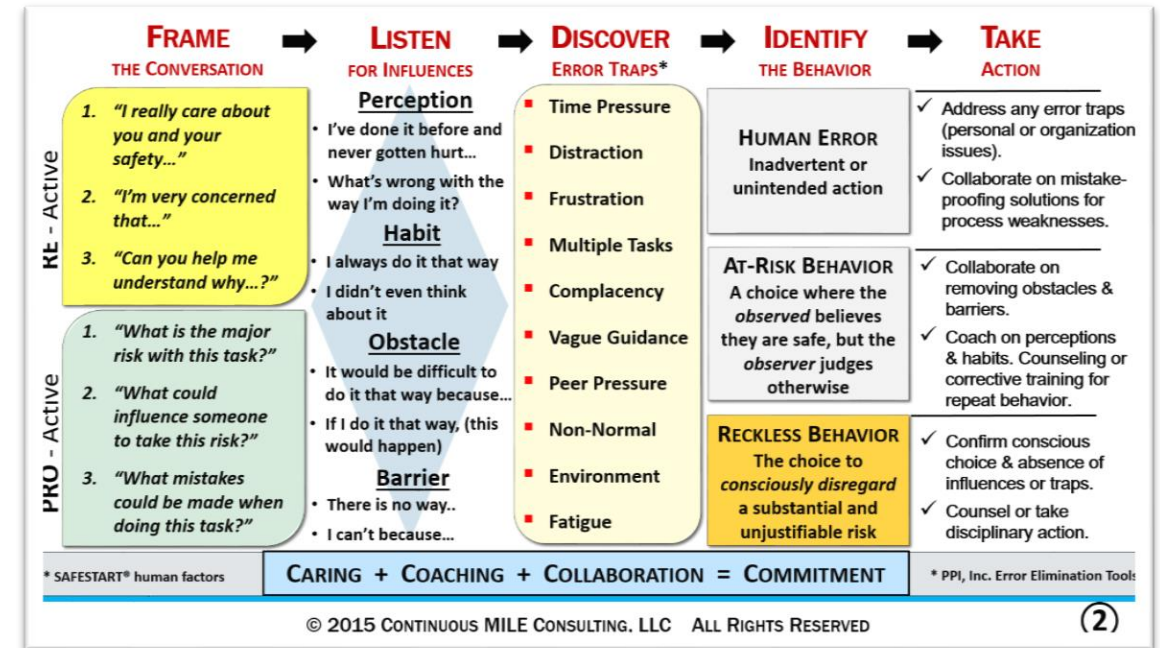
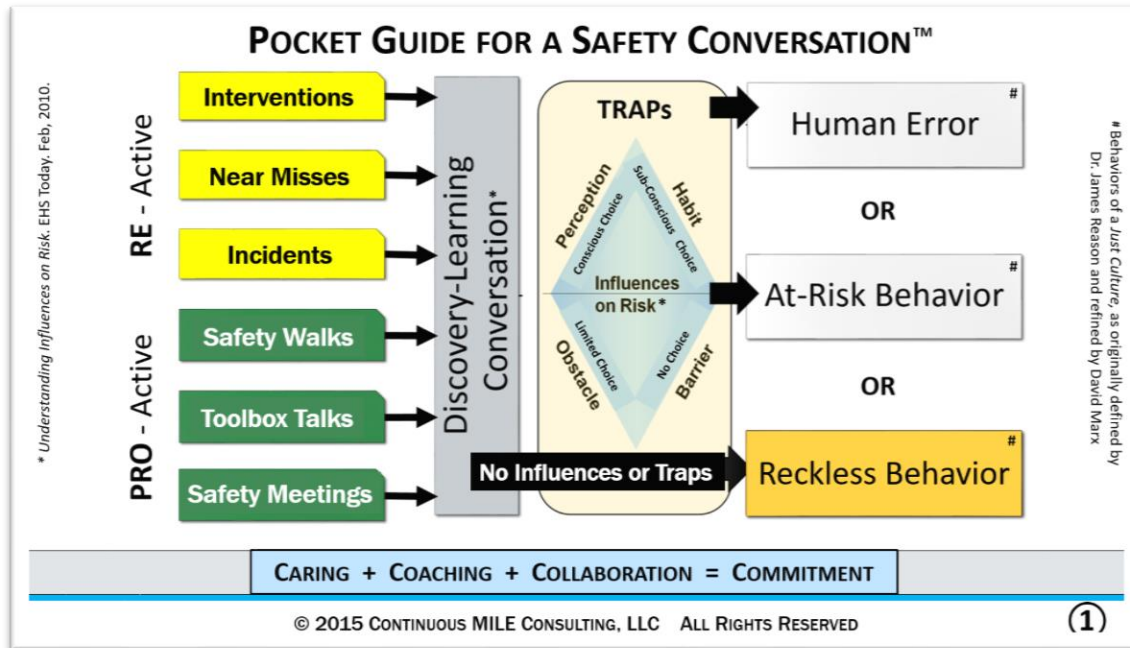
THE BEHAVIOR

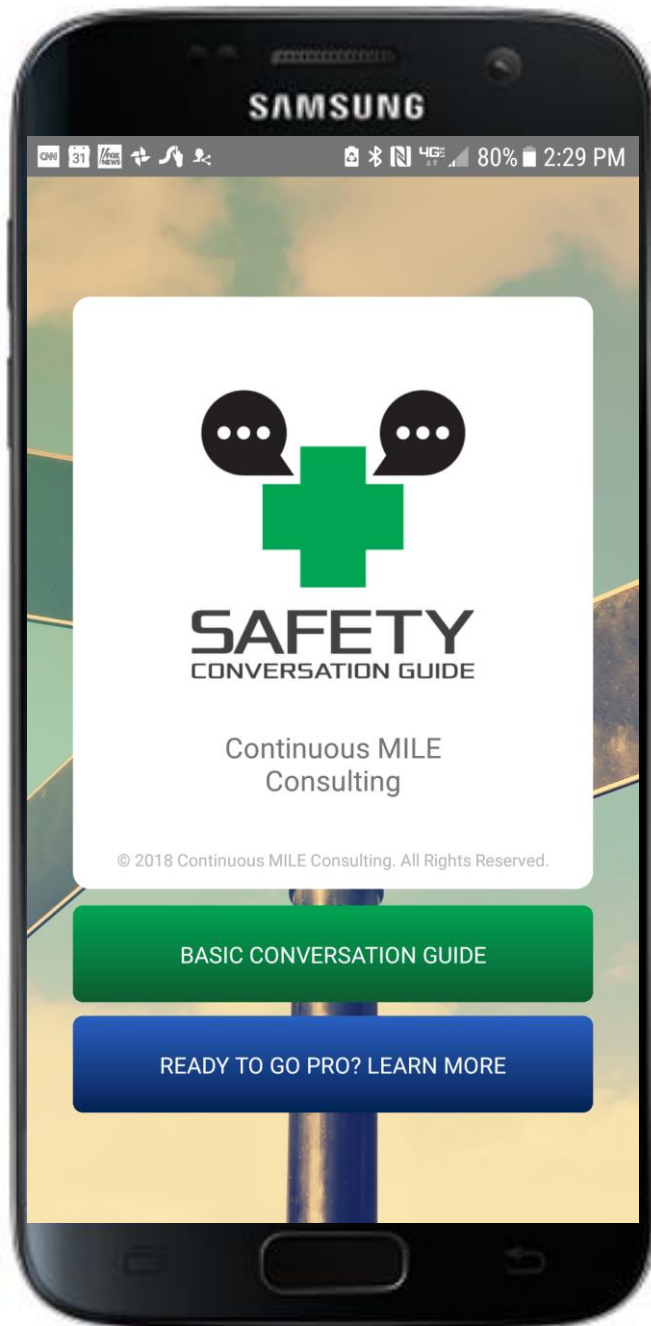
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TAKE

ACTION

POCKET GUIDE FOR A SAFETY CONVERSATION™





Free mobile app

SAFETY CONVERSATION GUIDE



LOOK AROUND



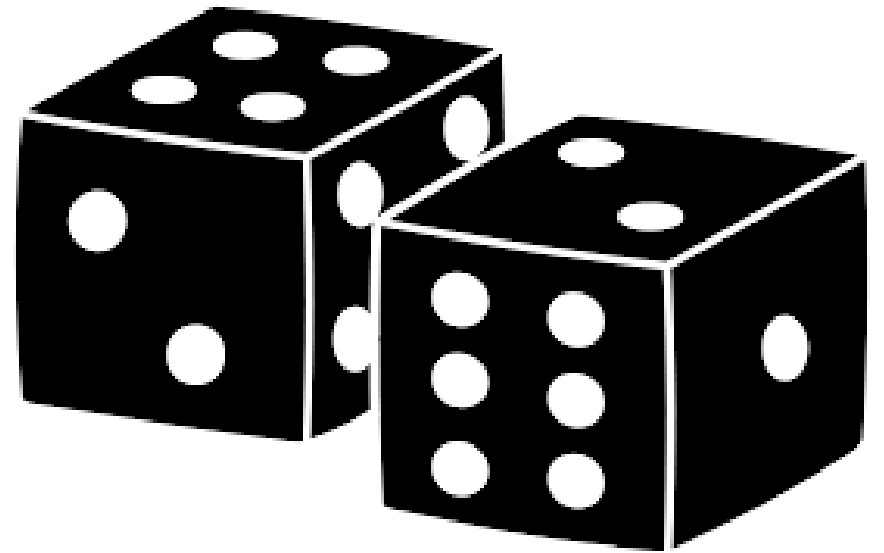
LOOK OUT



LOOK IN



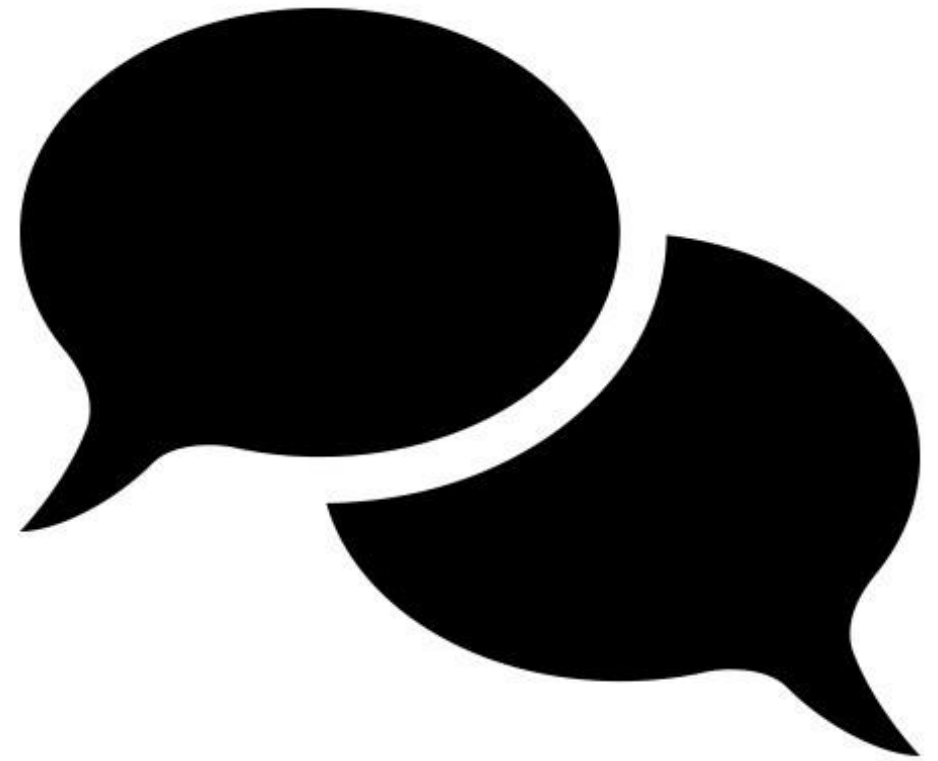
Do you know
how much
risk-taking behavior
(seen and unseen)
occurs in your
organization?



Do you know
why these
behaviors occur,
where to look,
and *what* to do?



Do you have the
safety leadership
and *conversation*
skills to minimize
these behaviors?



What are you going to do about it?





BETTER PROCESSES. **SAFER OPERATIONS.** STRONGER INNOVATION.

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