3 Leadership Strategies to Minimize Risk-Taking Behavior

David Allan Galloway
Founder & President
Continuous MILE Consulting, LLC
To strengthen our leadership skills, we should view our world in 3 ways...
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...
CHOICE
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.

*Dr. Lee Ross of Stanford University*
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 ②

LISTEN for Influences

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

<table>
<thead>
<tr>
<th>Question 1</th>
<th>8 Questions</th>
<th>Simple</th>
<th>Insightful</th>
</tr>
</thead>
<tbody>
<tr>
<td>When was the last time that you had a personal conversation (one-on-one) with your manager or supervisor about safety?</td>
<td></td>
<td></td>
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<tr>
<td>more than a month ago</td>
<td>1</td>
<td></td>
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<tr>
<td>several weeks ago</td>
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<td></td>
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<tr>
<td>one week ago</td>
<td>4</td>
<td></td>
<td></td>
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<tr>
<td>within the last few days</td>
<td>5</td>
<td></td>
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| Question 2                                                               |             |        |            |
| How often does your supervisor or manager perform safety inspections?    |             |        |            |
| The only time we talk about safety is during a scheduled safety meeting or after an injury happens | 1           |        |            |
| reactive = following a safety incident or reaction                         |             |        |            |
| proactive = some kind of proactive safety inspection 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           |        |            |
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 Dreberger
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!*
Would you watch out for my safety and Speak Up if you think that I am at risk for getting hurt?
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.*
LOOK IN
(at yourself)
him was worried she always
from are Florida oranges temperature
shoes give replace old the
sky the seamless gray is
us bingo sing play let
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Are you **priming** your employees to **take risks** or **work safely**?
asap
on time
whatever it takes
pace
quickly
behind schedule
minimum
rush
waiting
critical path
Negative Priming
‘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?”

77%
“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?”
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**.
POCKET GUIDE FOR A SAFETY CONVERSATION™

FRAME THE CONVERSATION
1. "I really care about you and your safety..."
2. "I'm very concerned that..."
3. "Can you help me understand why...?"

LISTEN FOR INFLUENCES
- Perception
  - I've done it before and never gotten hurt...
  - What's wrong with the way I'm doing it?
- Habit
  - I always do it that way
  - I didn't even think about it

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

IDENTIFY THE BEHAVIOR
- Human Error
  - Inadvertent or unintended action
- At-Risk Behavior
  - A choice where the observed believes they are safe, but the observer judges otherwise
- Reckless Behavior
  - The choice to consciously disregard a substantial and unjustifiable risk

TAKE ACTION
- Address any error traps (personal or organization issues)
- Collaborate on mistake-proofing solutions for process weaknesses
- Collaborate on removing obstacles & barriers
- Coach on perceptions & habits. Counseling or corrective training for repeat behavior
- Confirm conscious choice & absence of influences or traps
- Counsel or take disciplinary action

CARING + COACHING + COLLABORATION = COMMITMENT
Free mobile app

SAFETY CONVERSATION GUIDE
Look Around

Look Out

Look In
Questions for you to consider
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?
Continuous MILE

BETTER PROCESSES. SAFER OPERATIONS. STRONGER INNOVATION.

www.ContinuousMILE.com

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