Index

Symbols

360-degree diagnostic instrument 43–44, 133, 238–239
assessment(s) 120, 195

A

ABC analysis. See Applied behavior analysis
Abduction 38
Ability to innovate 39
Academia 87
Accident(s) 11, 126, 216
Accident frequency
decreasing 207
rate 213
Accountability 154, 156, 178
as best practice 48–49, 56
Accuracy 70, 136
Action orientation 156
as best practice 48–49, 52
Action items 148
Action plan(s) 98, 201–202
behavioral 91, 127
coaching 238
individual 57, 202, 238
personal 195
Action planning 155
Active listening 132, 136
Adaptability to change 39
Administration 149
Administrative functions 229
Adventure Consultants 105–106
Aeronautics 220

Aging production line 109
Agri-Business of the Year 208
Agricultural nutrients 207
Alcoa 2–3
Aligned 195
Alignment 209, 221
supervisor 137–138
workshop 195
Alignment process 155
All-employee meetings 34
All-hands meetings 239
Aluminum 2
Anchoring 108, 110
Anecdotal data 240–241
Anonymous data 238
Antecedent 88–102
best practices and 49
Anthropology 2
Antifreeze 192
Apologies 136
Applied behavior analysis 85–102
application to organizational performance 86–87
safety improvement and 87–89
Approaching Others 205
Approaching others 77–82, 174, 201, 226
Armed services 171–176
Assessment 193, 208, 222, 229, 231
interviews 238
report 228
results 232
tool(s) 27, 168
<table>
<thead>
<tr>
<th>Term</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>At-risk work</td>
<td>195</td>
</tr>
<tr>
<td>Attitude</td>
<td>71, 87</td>
</tr>
<tr>
<td>Attribution</td>
<td>108</td>
</tr>
<tr>
<td>Audits</td>
<td>130</td>
</tr>
<tr>
<td>Audit systems</td>
<td>168</td>
</tr>
<tr>
<td>Authority</td>
<td>211</td>
</tr>
<tr>
<td>Awareness</td>
<td>95</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td></td>
</tr>
<tr>
<td>Background influence</td>
<td></td>
</tr>
<tr>
<td>organizational culture and</td>
<td>17</td>
</tr>
<tr>
<td>Bad weather</td>
<td>106</td>
</tr>
<tr>
<td>Barrier(s)</td>
<td>153, 203</td>
</tr>
<tr>
<td>organizational</td>
<td>220</td>
</tr>
<tr>
<td>to safe performance</td>
<td>195</td>
</tr>
<tr>
<td>Barrier removal team</td>
<td>206</td>
</tr>
<tr>
<td>Baseline</td>
<td>196</td>
</tr>
<tr>
<td>Behavior(s)</td>
<td>71, 88-102</td>
</tr>
<tr>
<td>course of action to change</td>
<td>221</td>
</tr>
<tr>
<td>impact on others</td>
<td>121-122, 128</td>
</tr>
<tr>
<td>inconsistent with safety</td>
<td>126</td>
</tr>
<tr>
<td>influencing</td>
<td>87, 88</td>
</tr>
<tr>
<td>in the organization</td>
<td>55</td>
</tr>
<tr>
<td>lack of</td>
<td>126</td>
</tr>
<tr>
<td>leader</td>
<td>125, 196</td>
</tr>
<tr>
<td>leadership</td>
<td>117-118</td>
</tr>
<tr>
<td>manager</td>
<td>127</td>
</tr>
<tr>
<td>managing</td>
<td>47</td>
</tr>
<tr>
<td>of worker</td>
<td>10-11</td>
</tr>
<tr>
<td>positive</td>
<td>126</td>
</tr>
<tr>
<td>reinforcement mechanisms for</td>
<td>230</td>
</tr>
<tr>
<td>shared norms for</td>
<td>222</td>
</tr>
<tr>
<td>task-oriented</td>
<td>47</td>
</tr>
<tr>
<td>unsafe</td>
<td>124</td>
</tr>
<tr>
<td>vs. intentions</td>
<td>38</td>
</tr>
<tr>
<td>Behavior-based method</td>
<td>190</td>
</tr>
<tr>
<td>Behavior-based safety process</td>
<td>192</td>
</tr>
<tr>
<td>Behavior-based tools</td>
<td>249</td>
</tr>
<tr>
<td>Behaviorally specific</td>
<td>200</td>
</tr>
<tr>
<td>Behavioral approach</td>
<td></td>
</tr>
<tr>
<td>to leadership</td>
<td>116-118</td>
</tr>
<tr>
<td>Behavioral causes</td>
<td>10</td>
</tr>
<tr>
<td>Behavioral data</td>
<td>240-242</td>
</tr>
<tr>
<td>Behavioral interview data</td>
<td>117</td>
</tr>
<tr>
<td>Behavioral leverage</td>
<td>128</td>
</tr>
<tr>
<td>Behavioral norms</td>
<td>232</td>
</tr>
<tr>
<td>Behavioral observation and feedback</td>
<td>21, 238</td>
</tr>
<tr>
<td>for leaders</td>
<td>182, 237</td>
</tr>
<tr>
<td>Behavioral science</td>
<td>86</td>
</tr>
<tr>
<td>research in</td>
<td>89</td>
</tr>
<tr>
<td>Behavioral tools</td>
<td>232</td>
</tr>
<tr>
<td>Behavior analysis. See Applied behavior analysis</td>
<td></td>
</tr>
<tr>
<td>Behavior change</td>
<td>87, 122</td>
</tr>
<tr>
<td>at the leadership level</td>
<td>91-97</td>
</tr>
<tr>
<td>at the middle management level</td>
<td>97-101</td>
</tr>
<tr>
<td>Behavior modification</td>
<td>87</td>
</tr>
<tr>
<td>Beliefs</td>
<td></td>
</tr>
<tr>
<td>leader influence on</td>
<td>237</td>
</tr>
<tr>
<td>Bell curve</td>
<td>128</td>
</tr>
<tr>
<td>Benchmark</td>
<td>211</td>
</tr>
<tr>
<td>Bench strength</td>
<td>42, 177</td>
</tr>
<tr>
<td>Benefit</td>
<td>193</td>
</tr>
<tr>
<td>Best Places to Work</td>
<td>224</td>
</tr>
<tr>
<td>Best practices</td>
<td>20, 44, 89, 186</td>
</tr>
<tr>
<td>leadership</td>
<td>46-58, 156-157, 176, 177, 195</td>
</tr>
<tr>
<td>scores</td>
<td>181</td>
</tr>
<tr>
<td>Bias suppression</td>
<td>136</td>
</tr>
<tr>
<td>Big Brother</td>
<td>87</td>
</tr>
<tr>
<td>Big Five personality traits</td>
<td>28-44, 167</td>
</tr>
<tr>
<td>coaching and</td>
<td>34</td>
</tr>
<tr>
<td>leadership effectiveness and</td>
<td>31</td>
</tr>
<tr>
<td>research</td>
<td>31</td>
</tr>
<tr>
<td>safety effectiveness and</td>
<td>34</td>
</tr>
<tr>
<td>Blame</td>
<td>11, 136, 143-144, 154</td>
</tr>
<tr>
<td>culture of</td>
<td>146</td>
</tr>
<tr>
<td>Boss</td>
<td>133</td>
</tr>
<tr>
<td>Branch Chiefs</td>
<td>234</td>
</tr>
<tr>
<td>Brazil</td>
<td>207</td>
</tr>
<tr>
<td>Breadth</td>
<td>169</td>
</tr>
<tr>
<td>BST methodology</td>
<td>190</td>
</tr>
<tr>
<td>Budgets</td>
<td>104</td>
</tr>
<tr>
<td>Budget pressures</td>
<td>222</td>
</tr>
<tr>
<td>Business metrics</td>
<td>192</td>
</tr>
<tr>
<td>Business motives</td>
<td>18</td>
</tr>
<tr>
<td>Business outcome(s)</td>
<td>164</td>
</tr>
<tr>
<td>Business success</td>
<td>199</td>
</tr>
<tr>
<td>Business unit</td>
<td>61</td>
</tr>
<tr>
<td>Buy-in</td>
<td>53, 152</td>
</tr>
<tr>
<td>Term</td>
<td>Pages</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>California Institute of Technology</td>
<td>220</td>
</tr>
<tr>
<td>California Management Review</td>
<td>106</td>
</tr>
<tr>
<td>Canada</td>
<td>199, 207</td>
</tr>
<tr>
<td>Capability</td>
<td></td>
</tr>
<tr>
<td>in safety leadership</td>
<td>101</td>
</tr>
<tr>
<td>Career-limiting event</td>
<td>119</td>
</tr>
<tr>
<td>Career success</td>
<td></td>
</tr>
<tr>
<td>personality and</td>
<td>30, 31</td>
</tr>
<tr>
<td>Car crash</td>
<td>13</td>
</tr>
<tr>
<td>Case histories</td>
<td>171-188, 189-218</td>
</tr>
<tr>
<td>consumer products manufacturer</td>
<td>213-218</td>
</tr>
<tr>
<td>Petro-Canada</td>
<td>199-207</td>
</tr>
<tr>
<td>Shell Chemical LP</td>
<td>192-198</td>
</tr>
<tr>
<td>Catastrophic events</td>
<td>12</td>
</tr>
<tr>
<td>Center Director(s)</td>
<td>228, 234</td>
</tr>
<tr>
<td>CEO(s)</td>
<td>1, 2, 18, 39, 61, 88, 119, 121, 176</td>
</tr>
<tr>
<td>primary motives in safety</td>
<td>18</td>
</tr>
<tr>
<td>top ten concerns</td>
<td>39</td>
</tr>
<tr>
<td>CFO</td>
<td>120</td>
</tr>
<tr>
<td>Challenger accident</td>
<td>230</td>
</tr>
<tr>
<td>Challenging</td>
<td>43</td>
</tr>
<tr>
<td>Challenging circumstances</td>
<td>204</td>
</tr>
<tr>
<td>Change initiative(s)</td>
<td>20, 164</td>
</tr>
<tr>
<td>mediocre</td>
<td>20</td>
</tr>
<tr>
<td>organization-wide</td>
<td>169</td>
</tr>
<tr>
<td>Change process</td>
<td>16-17</td>
</tr>
<tr>
<td>Charismatic</td>
<td></td>
</tr>
<tr>
<td>See Transformational leadership</td>
<td></td>
</tr>
<tr>
<td>Chemical reactions</td>
<td>104</td>
</tr>
<tr>
<td>Churchill, Winston</td>
<td>128</td>
</tr>
<tr>
<td>Class A accidents</td>
<td>172</td>
</tr>
<tr>
<td>Clear message</td>
<td>209</td>
</tr>
<tr>
<td>Climate</td>
<td>11, 16-17, 46, 158. See also Climate; Safety Climate; culture and 59-82</td>
</tr>
<tr>
<td>Clinical psychology</td>
<td>87</td>
</tr>
<tr>
<td>Coach</td>
<td>208, 211, 238</td>
</tr>
<tr>
<td>role of</td>
<td>123</td>
</tr>
<tr>
<td>Coaching</td>
<td>170, 237-238</td>
</tr>
<tr>
<td>leadership</td>
<td>206, 208, 212, 237</td>
</tr>
<tr>
<td>in safety</td>
<td>124-128</td>
</tr>
<tr>
<td>one-on-one</td>
<td>195, 202, 215</td>
</tr>
<tr>
<td>process</td>
<td>118-119</td>
</tr>
<tr>
<td>relationship(s)</td>
<td>118-119, 123</td>
</tr>
<tr>
<td>session</td>
<td>216</td>
</tr>
<tr>
<td>Cognitive bias</td>
<td>103-112, 239</td>
</tr>
<tr>
<td>applications to safety leader</td>
<td>107-112</td>
</tr>
<tr>
<td>research findings</td>
<td>104-106</td>
</tr>
<tr>
<td>Cognitive methods</td>
<td>101</td>
</tr>
<tr>
<td>Collaboration</td>
<td>156, 178, 195, 246</td>
</tr>
<tr>
<td>as best practice</td>
<td>49, 53</td>
</tr>
<tr>
<td>Collaborative approach</td>
<td>139</td>
</tr>
<tr>
<td>College dropout rates</td>
<td>12</td>
</tr>
<tr>
<td>Collegiality</td>
<td>29, 31</td>
</tr>
<tr>
<td>Columbia Accident Investigation Board</td>
<td>220-223, 228, 236</td>
</tr>
<tr>
<td>Columbia tragedy</td>
<td>222</td>
</tr>
<tr>
<td>Combat</td>
<td>174</td>
</tr>
<tr>
<td>Commitment</td>
<td>126, 157, 209, 216, 227, 229</td>
</tr>
<tr>
<td>organizational</td>
<td>78</td>
</tr>
<tr>
<td>Communication</td>
<td>72, 134, 156, 178, 220, 223, 239-240</td>
</tr>
<tr>
<td>as best practice</td>
<td>48-49, 54</td>
</tr>
<tr>
<td>barriers to</td>
<td>227</td>
</tr>
<tr>
<td>inhibiting</td>
<td>228</td>
</tr>
<tr>
<td>open</td>
<td>216, 229</td>
</tr>
<tr>
<td>Communications effort</td>
<td>237</td>
</tr>
<tr>
<td>Communication skills</td>
<td>152</td>
</tr>
<tr>
<td>supervisor and</td>
<td>131-133</td>
</tr>
<tr>
<td>Company objectives</td>
<td>218</td>
</tr>
<tr>
<td>Compassion</td>
<td>35</td>
</tr>
<tr>
<td>Compensation plans</td>
<td>124</td>
</tr>
<tr>
<td>Competence</td>
<td>71</td>
</tr>
<tr>
<td>Competing pressures</td>
<td>105</td>
</tr>
<tr>
<td>Complacency</td>
<td>42</td>
</tr>
<tr>
<td>Complex system</td>
<td>106</td>
</tr>
<tr>
<td>Compliance</td>
<td>146</td>
</tr>
<tr>
<td>Conducting meetings</td>
<td>195</td>
</tr>
<tr>
<td>Conference Board's CEO Challenge</td>
<td>39</td>
</tr>
<tr>
<td>Confidence intervals</td>
<td>244, 247-248</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>29</td>
</tr>
<tr>
<td>leadership emergence and</td>
<td>31</td>
</tr>
<tr>
<td>Consequence(s)</td>
<td>39, 88-101, 124, 132, 157, 237</td>
</tr>
<tr>
<td>best practices and</td>
<td>49</td>
</tr>
<tr>
<td>financial</td>
<td>94</td>
</tr>
<tr>
<td>identifying new</td>
<td>93-95</td>
</tr>
<tr>
<td>of decisions</td>
<td>43</td>
</tr>
<tr>
<td>positive</td>
<td>90</td>
</tr>
<tr>
<td>short-term</td>
<td>92</td>
</tr>
<tr>
<td>soon-certain-positive</td>
<td>92</td>
</tr>
<tr>
<td>Consistency</td>
<td>70, 72, 90, 126, 134, 136, 246</td>
</tr>
</tbody>
</table>

261
Consultant(s) 1, 87, 216

culture 2

Consumer products manufacturer 186–188, 213–218

Continuous improvement 206

Contractors 201, 228

Control chart

recordable rate at Edmonton refinery 206
recordable rate at Shell Chemical, LP 197

Control hazards 156

Cooperation 71, 246

Core concepts 8

Core values 26–27, 234

Corporate-wide 200–202

Corporate citizenship 199

Corporate leadership 211

Corporate mandate 196

Corporate office 213

Correctability 136

Correctable characteristic of Procedural Justice 70

Corrective action 239

Cost control 40

Cost pressure 137

Cotton swabs 213

Credibility 67, 145, 156, 178, 193

as best practice 48–49, 51

lack of 1

of supervisors 130

Crimes 12

Critical behavior(s) 201

at NASA 238–239

Critical leadership behavior(s) 182, 202

Critical success factors 165, 171, 176, 178, 183, 186

Cross-validation 168, 173

Crude oil 199

Cultural barriers 186

Cultural traits 220

Cultural transformation 232

Cultural unity 3, 18

Culture 1–2, 16–17, 42, 101, 158, 165–168, 190, 192–193, 195–196, 205, 210, 221, 229. See also Organizational culture improving 195 leadership behavior and 234

organizational sustaining systems and 16

safety supporting 231

strong 213

vs. climate 77

weak 17

Culture and climate

addressing 231–232

difference between 222

Culture change 20, 62, 165, 217, 228

as leadership issue 1–2

at chemical producer 183–186

at consumer products company 186–188

at NASA 21, 219–249

consistent 232

how leaders drive 232

initiative 230

in armed services branch 171–176

need for 223

ownership for 249

plan 230

values and 2

Culture diagnostic 195

Culture improvement

specific indicators of 246, 249

Culture survey(s) 223–224, 242–243

Current state 164

assessment of 172, 184

diagnosing 158

Customer loyalty 39

Cynicism 19

D

Daily tasks 195

Data gathering 139, 148–149

Data gathering and feedback process 215

Data streams 207

Data use 147

Day-to-day activities 195

Day-to-day work 20, 183

Decision(s) 38, 104

implications for culture 60

of leadership 17

safety-related 14

unfavorable 136
Index

Decision-making 105, 117–118, 134, 220–221
cognitive bias and 108–112
fairness of 68, 80, 135–137, 193–194
independent 53
Decisive 199
Dedication 227
Delegation and input 134
Demonstration of concern 72
Design
as variable in Working Interface 10
Desired future state 164, 166
Development activities 195
Development plans
individual 182
Devil’s advocate 111
Diagnostic instrument(s) 216
vs. surveys 67
Diagnostic instruments 208
Diagnostic tools 188
Dichotomy of causes 10
Diesel 199
Diet 86
Dignity 211
Diligence 126
Dimension(s) 195
Dimensions of organizational culture
and safety climate 61–81
predictive of safety outcomes 61
Directives 216
Directors 234
Direct reports 51, 120, 208
Disciplinary action 216
Discipline 135
Discretionary time 62
Distrust 56
Division 213
Division Chiefs 234
Driving safety 172
Duty 35
Dysfunctional paradigms 43

Elimination 149
Emergency shutdown interlocks 109–110
Emotional commitment 27, 35–38, 46
Emotional Resilience 28, 31, 33
Empathy 35
Employee(s) 125, 185, 199, 214
beliefs regarding support 193
blame and 143
concern for 75
contract 201
cross-section 214
decision-making and 135
engagement in safety 146
identifying exposures and 148
implementation team 151
injured 138
interacting with 195
morale and motivation 37
needs of 72
perception of leadership 181
safety concerns of 70
surveys of 1, 67, 168
values of 2
well-being of 145
Employee-driven method(s) 167
combined with safety leadership
development 191
role of managers and
supervisors in 200
Employee-driven safety 128, 139, 170,
179, 183–187, 188, 192, 209
as part of culture 217
reinventing 196
Employee-engagement 16, 21–22, 113,
170, 201, 207–208, 217, 218
effort 210–211
integration of effort 217
Enabled 130
Enabling safety systems 172. See also
Safety enabling systems
sustaining systems and 17
Engagement 1–2
Engaging
variable of transformational
leadership 43
Engineering 149, 240
analysis 2
group 213
practices 220

E

Edmonton refinery 199–201, 204–206
Effective safety leaders 8, 14, 19
EHS 8. See also Environmental health
and safety
EHS processes 217
Elevated surface 13
Leading with Safety

Engineering Directorate at Johnson Space Center 233, 246
Environment favorable 64
Environmental health and safety 8, 213
Environmental responsibility 199
Equipment 79, 95, 130, 138, 196
design of 143
facilities and 10–11
Errands 86
Ethicality procedural justice and 70
Ethics 35, 199
obligation 36
principles 18
Ethylene glycol 192
Evaluating readiness 157
Everyday activities 193
Excellence 229
Excuses 136
Execution 164
Executive(s) 116–128, 233
Executive coaching 115–128, 158
Executive Safety Board 175
Executive team 1
Exercise(s) 196
Expectations 218
Exposure(s) 13–14, 107, 130, 138, 193, 196, 207
capturing data on 209
event 14
identifying 145
proportion to incidents 10
recognition and mitigation 196
reducing 11, 46, 79
relationship to injury events 11–14
reported by employees 195
to injury 138–139
Exposure-based safety 200, 203–204
team 202
Exposure to event principle 13
Exposure to hazards 111, 125–126, 128, 166–167, 217
core mechanism for reducing 147–151
intolerance for 124, 127
leader’s role in reducing 18
reducing 141–160
Extrinsic values 37
Extroversion 28, 31, 33, 43
leadership emergence and 31, 33
Eye protection 138

F

Face-to-face contact 216
Facilities 95
Facility 79
Fact/Value Confusion 108
Fair procedures. See Procedural Justice
Fair treatment 75, 136
Fall protection 13, 203
Family 36
Fatalistic attitude 125
Fatalities 12–13, 165, 176
fewer 2
investigations of 61
Fault. See Blame
Fear 216
Federal Office of Personnel Management 224
Feedback 95, 128, 139–140, 156, 195
as best practice. See Recognition and feedback
for supervisors 133
impactful 201
lack of direct 238
leader-to-leader 202
negative 98
providing 156
Feedback report 238
Feedback skills 239
Fighting ethos 172
Finance 2
Findings and Recommendations report 120
First-line supervisors 18
Fischer, Scott 105–107
Five-minute safety talks 137
Flawed judgments 104–105
Fluctuating priorities 220
Fluency 196
Focus 183
Focus group(s) 172–173
Foggy lens 211
Follow-through 140
Four pillars of culture 68
Foxhole dilemma 119
Fragrances 213
Index

Frequent and positive contact 216
Front-line employee(s) 16, 19, 88
Frustration 227
Fuel tank 104
Future desirable state 50
Future leaders 39
grooming 233
Future probabilities 104
Future state 233

G

Gap(s) 137, 164, 178
assessment of 166–168
Gasoline 199, 204
Gather data 156
Geismar, Louisiana 192–198
General manager 124–125
Gienn Research Center 227, 232, 240,
243–246
Glove use 203
Goals
business 118
personal 119–120, 122
professional 119–120, 122
Goodwill 132
Good intentions 134
Great safety leaders 26
Grudges 135
Guarding systems 10
Guidance feedback 238
Gulf Coast chemical producer 183–186

H

Hall, Rob 105–107
Hardhat area 126
Hazard(s) 12, 90, 107, 130, 139, 196
control measures 10
failure to address 16
filtering out 109
identifying 144
in Working Interface 10–11
Hazard reduction mechanism 152
Headquarters 214
Hearing protection 203
Heinrich, H.W. 11
Heroin 13
Hierarchy of controls 149–150
High-performing organizations 11, 64,
149, 195
High-severity events 12
High standards 43
Hourly 213, 216, 218
HSE 194
Humanity 35
Human behavior 86
Human compassion 18
Human life 35

I

Identical audit scores 15
Identify exposures 147–148, 156
Illnesses
fewer 2
Implementation 124, 182
of culture change 222
team 151–154
charter of 152–153
Improvement initiative 214
Improvement opportunity 195
Improvement trend in behavior 240
Improving safety performance
behavior-based method for 190
Inadequate scaffolding 13
Incentives. See Safety incentives
Incident(s)
prevention of 12
safety climate following 231
underreporting 213
Incident data
overreacting to 14
Incident frequency rate(s) 15, 179
accountability and 56
different 15
culture and 17
Incident investigation(s) 11, 130,
137–138
process 217
Incident rate(s) 183, 192, 199,
211–213, 217
leadership development and 208
low 196
Incident reports 97, 139
Inconvenience 98
Indecisive 117
Individual
development 195
experience 62
well-being of 35
Individual contributor(s) 227, 233
behaviors of 234
Individual leader 27
Industrial leaders 87
Influence 232
Influencing
variable of transformational leadership 43
Influencing skills 239
Initiatives
concrete and specific 232
Injured personnel 216
Injuries 75, 78
costs 19
fewer 2
frequency of 12
ratio of major to minor 12
reducing 79
Injury 98
blame and 143
causation 10, 11
costs 19
prevention of 153, 195, 224
rates 94
rates and climate 77
reporting 69, 75, 216–217
Injury-free culture 13, 73, 165, 166, 177
Injury frequency 14
reduction of 91
Injury rate 207
reduction at Oakville refinery 203
Injury reduction 196
Innovative solutions 91
Insight 35
Inspections 137
Inspirational leadership. See
Transformational leadership
Inspiring 43
Integrity 18, 72, 140, 199, 229–230
Intentions 38
Interaction fairness 136
Internal resources 169
International Space Station 220
Interpersonal skills 19
Intervention 193, 197
Intervention plan 67
Intervention strategy 8, 163–188, 196, 206, 214
at energy and utility company 179
Interview(s) 168, 172–173
confidential 120
Intranets 239
Intrinsic values 37, 40
Inventory of behaviors 182
for leadership 201
Isolated event 13

J
Jet Propulsion Laboratory 220, 224
Job assignments 135
Job duties 98
Job satisfaction 73
Job titles 35
Johnson Space Center 227, 233,
240, 243
results 246–249
Judgments
independent 231
under uncertainty 104–105
Justifications 136

K
Kazdin, Alan E. 90
Keeping promises 134
Key leadership practices 200, 209–211
Knowledge 130
lack of 93

L
Labor 151, 153
management and 142
Labor leader(s) 144–145
Lack of bias 70
Lagging indicators 14, 16
Laissez-faire leadership 38
Latin culture 186–188
Launching point 214
Leader(s) 195, 215
at Oakville refinery 203
culture change and 232
future 232
misalignment 199
motivation to improve safety 18–19
organizational 26
performance goals 182
personality of 27–30
primary motives in safety 18
role in engaging others 146
Leader-Member Exchange 68–71, 79, 132, 146, 174, 193, 201, 226
Leadership 168, 197, 214, 218, 223, 233
as improvement target 224
as mechanism for culture change 244
best practices 186, 195
cultural characteristics 195
coaching 178, 182, 237
culture and 46
driving the culture from 195
effective 204
effectiveness 167
feedback assessments 170
focus on 249
hazards and 14, 154
impact on safety excellence 200
improvement of 165
influence 33
motivation and 48
observation 182
opportunity of 144
performance ratings 179
predictive of success
in safety initiatives 46
problems 186
role in creating organizational
culture and safety climate 16–18
safety improvement and 16–22
site 193
strengths and weaknesses of 238
support of 170
task of 18
vision and communication 145
vs. management 47–49
Leadership behavior(s) 238
critical 236, 238
culture and 234
reinforcing 201
Leadership best practices 238, 239.
See also Best practices
Leadership capability 179, 185
Leadership coaching. See Coaching Leadership development 179, 182, 183, 188, 201
activities 196
long history of 200
Leadership Diagnostic Instrument 57, 167, 177–180, 202, 209
at consumer products company 214
at energy and utilities company 181
at Gulf Coast chemical company 185–186
at metals and mining company 177
Leadership difficulties
   Emotional Resilience and 33
Leadership dimension 27
Leadership effectiveness
   Collegiality and 31
Leadership emergence 31
   Extroversion and 33
Leadership observation
   feedback and 201, 206
Leadership plan 122–123
Leadership practices 208, 238
gaps in 221
in safety 208
Leadership skill(s) 116, 227
   strong 237
Leadership style 20, 27, 38–44, 214, 238
cultivating 43–44
difference between 41
Leadership team 127, 186
   initiatives 170
Leadership training seminar 178
Leadership workshops 182
Leading indicator(s) 147
   necessity of 14
Leading with safety 2, 208
Lead with safety 3, 46
Learning 223
Learning Orientation 28, 31
Lessons learned 218
Leverage 168
Lighting 203
Lincoln, Abraham 135
Lock-out tag-out 104
Lost-time 3
Low-severity events 12
Low functioning 214
Low trust 16
Lubricants 199
Luck 14
M

Machiavellian 116
Machine-guarding program 217
Management 124, 144, 153, 159, 199
   actions of 130
   definition of 133
   labor and 142
   lack of integrated 220
   support of 154
   task of 18
   trust in 233
Management by exception 39
Management chain 229
Management commitment
   link to safety outcomes 77
   meaning of 80
Management credibility 68, 71–72, 174,
   193, 195, 201, 216, 228
Management skills 229
Management sponsor 151, 203, 217
Management team 186, 192
Manager(s) 125, 216, 227, 233
   contact with hourly workforce 216
   maintaining an effective balance 230
   middle 116
   organizational goals and 18–19
   role in employee-driven process 200
   role of 154
   subordinate 234
Managing resources 209
Manufacturing facility 109
Manufacturing organization 1, 36
Manufacturing vice president 91
Marketing 2
Market cap 3
Market conditions 1
Maturity 35
Mayer, R.G. 90
Measures 169
Mechanisms and processes
   critical role of 20–22
   supervisors and 21
Medical errors 12
Meta-analysis 190
Metals and mining company 176–178
Military organization 174
Minority opinions 228
Misalignment 199

Mission Operations 233, 240
   at Johnson Space Center 246
Mission safety 224
Mississippi River 192
Mistrust 216
Misunderstandings 132
Money 37
Monthly reports 21
Montreal 199–200
Morale 1, 37
Motivation 95, 101
   of employees 37
   of leaders to improve safety 18–19
Motor vehicles 174
   fatalities 171
Mountain-climbing 106
Mountain Madness 105–106
Mount Everest disaster 105–107
Multi-level intervention 217
Multi-rater feedback 237, 239
Multiple objectives 137
Mutually supportive 214, 218
Mutual trust 133

N

NASA 21, 170, 219–249
Natural inclinations 43
   toward safety 19
Near miss(es) 150
Negative feedback 55
Negative issues 229
Night shifts 216
Nine dimensions of
   organizational functioning 193
Nitrogen 207
Non-enabled situations 130
Non-performance 239
Normative database 67
Norms database 178, 193
Northbrook 207
North America 213

O

O'Keefe, Sean 223
O'Neill, Paul 2–3
Objectives and vision statement 165–166,
   172, 177, 179, 183, 186

268
Index

Observation(s) 148, 203, 238
Observation and feedback
  of leaders 201
OGCDI 193, 212, 224, 236, 242–243
  at armed services branch 172–175
  at chemical manufacturer 184–186
  at energy and utilities company 179–181
Oil refinery 124
Openness 199
Openness to change 75
Operating profits 18
Operating units 173
Operationally-defined objectives 164
Operational decisions 146
Operational definitions 148
Operational excellence 3
  parameters 2
Operational pressures 222
Operations 1
Operations backgrounds 8
Operator error 11
Order of effects 108
Organization
  dysfunctional 187
Organization’s mission
  individual’s needs and 43
Organizational cause(s) 220, 223
Organizational change 22, 90
  magic in 21
Organizational citizenship 19, 137
Organizational culture 20, 26, 27, 46, 116, 124
  definition of 17
  four pillars of 174
  weak 11
Organizational culture and safety climate See also Organizational Culture Diagnostic Instrument
  20, 59–82, 188, 224
at NASA 219–249
  dimensions of 61–81
  leadership and 16–18
  measurement of:
    perceptions and 62–64
  predictive relationships to outcomes 64
Organizational Culture Diagnostic Instrument (OCDDI) 125, 158, 167, 193, 197, 205, 208–209, 212, 214, 224–228, 236, 242–243,
at armed services branch 172–175
at chemical manufacturer 184–186
at Edmonton refinery 200, 205
at energy and utilities company 180–181
at Gulf Coast chemical company 184
at Oakville refinery 201
at PCS Phosphate 210
at Puerto Rican consumer products company 187, 215
Organizational development 42
Organizational effectiveness 19
Organizational excellence
  safety as a metaphor for 46
Organizational functioning 153, 193
  and safety outcomes 3
  dimensions of 60–82
Organizational growth 206
Organizational levels 186
Organizational life 18, 62, 86
Organizational objectives 104, 133
Organizational practices 220
Organizational priorities 130
Organizational realities 87
Organizational Safety Model 5, 7, 166
  successful safety leadership and 26
Organizational scope 169
Organizational structure 223
Organizational support 195
Organizational sustaining systems 10, 16, 46, 166, 172
Organizational value(s) 193
  underlying definition of desired culture 230
Organization Dimension 64, 75, 174, 185, 193, 216
Outcome(s) 193
Outcome fairness 135
Outcome measure(s) 173
Outcome study 190
Outside resources 211
Overconfidence bias 107–108
Overtime 135
Ownership 217

P

Paperwork 137, 138
Paper machine 143–144
Parochialism 121

269
Project-driven 230
Promotion
   as extrinsic value 35
Psychology 2, 86, 104
Public speaking 152
Puerto Rico 213-218
Punishment 71
Punitive 216

Q
Quality 2
Quality improvement
   lessons of 21
Quality issues 213
Quality of leadership
   as variable in Working Interface 10
Quality problems 186
Quid-pro-quo 38

R
Raising safety concerns 78
Random variability 14
Raze events 13
Rash of injuries 14
Raw scores
   at Glenn Research Center 243
   at Johnson Space Center 246-247
Rebound effect 165
Recency bias 107-108, 110
Reciprocity 2, 68, 72
Recognition 156
Recognition and feedback 178, 195
   as best practice 48, 55
Recordable(s)
   incident 126
   injury frequency 206
   rate 165, 192
Recordable injury 211
Recordable rate 212
Reducing uncertainty 71
Redundancy 109
Reinforcer 90
Relationship 211
Relationship-oriented leadership. See
   Transformational leadership
Relationships 35
Relationship building 195
Relationship orientation 230
Reliable execution 88
Remedial strategy 116
Renew the process 150-151
Reorganization 34
Representativeness 70
Resentment 56
Resistance 62
Resource(s) 130, 211
   and programs 78
   balancing with objectives 170
   constraints 220
Resourcefulness 203
Respect 211
   for individuals 228
Respectful 199
Respiratory protection 203
Response bias 243
Response rate 225, 242
Response to change 62
Responsibility
   abdication of 38
Results-focused 199
Retreat 214
Retribution 216
Reward(s) 71, 135
Ringing doorbell 88-89
Risky work 125
Risk management 220, 223
Root cause 150
   analysis 148
Rosy retrospection 109

S
Safety 195, 207, 229
   activities 93, 138
   as an organizational value 172
   as a driving value 16-17, 46
   as cooperative effort 144
   as vehicle for leadership
devolution 176
audit 109
commitments 154
communication 154
concerns 172
improvement 207
infrastructure 166
management system 207
organizational commitment to 193
organizational practices
detrimental to 220
procedure 132
strategic role of 42
value for 195
Safety-related behavior 75
Safety-Specific Dimension 64, 77-81
Safety and Mission Success Week 228, 236
Safety Climate 16, 77-81, 216 See also
Climate; Organizational culture and
safety climate; Organizational
Culture Diagnostic Instrument
(OCDU)
as dimension of organizational
functioning 59-61, 63, 65-67, 77-78,
80, 173-174, 180-181, 201, 205, 236
at NASA 224-225,
culture survey and 230, 243-248
favorable 231
improvement in 249
organizational culture and 17
strong 222

Safety community 10
Safety concerns
avoid raising 213
Safety contacts 138-140
Safety enabling systems 10, 15, 46,
125, 130, 166, 168
Safety excellence 199
as guiding principle 246
leadership and 27
Safety improvement 142
comprehensive approach 213
core elements 165
evaluating readiness for 157
mechanism 147
project 190
strategies for 164
Safety incentives 55, 94
Safety indicators 213
Safety initiative(s) 91, 165, 218
relation to culture and climate 64
success of 46
Safety interventions 101
Safety leader 208
Safety leader(s) 8
effective 14
great 35-36
great no different from great leaders
generally 19-20
influencing the behavior of 19
role of 18
transactional 42
transformational 42
Safety leadership 190-191, 208
at all levels 151
behaviors 19
best practices in 48-58
capacity 168
successful 27
Safety leadership development
at chemical manufacturer 183-186
at energy and utility company 179-183
at metals and mining
company 176-178
combined with employee-driven
methods 191
Safety Leadership Model 19, 26
dimensions of organizational
functioning and 60
Safety leadership skills
enhancing 211
Safety management system 211
Safety manager 186
Safety meeting(s) 76, 130, 137, 140, 153
Safety outcome(s) 193
and climate 77
leadership performance and 3
organizational influences on 80
Organization Dimension and 64, 69
safety leadership and 16
supervisors and 130
Team Dimension and 75
Safety performance 1, 3, 199, 200
excellence 231
weak 109
Safety processes
leader accountability and 16
Safety professionals 139
Safety program(s) 137
Safety programs 207
Safety regulations 211
Safety results
at consumer products
manufacturer 217-218
Safety Science 190
Safety shortcuts 127
Safety system(s) 15, 109
organizational goals and performance of 18
primary motives in safety processes and role in employee-driven process role of 129-140, 153-154 skill building 206 Supervisor-member relationships 133 Supervisory development methodology 183 Supervisory effectiveness course 216 Support functions 229 Surfactants 192 Survey(s) 168 of NASA employees 223-224 scales 224, 246 vs. diagnostic instruments 67 Sustainability 155 Sustainable change 218 Sustained and steady growth 39 Sustaining organizational (safety) systems. See Organizational sustaining systems System(s) 196 issues 195

T
Tailgate meetings 140 Task achievement 229 Task forces 232 Task orientation 152, 230 Team 75, 127, 214 dysfunctional 79 effectiveness of 19 identity 76 Team-building 152 Teamwork 75-77, 205, 224, 226 Team Dimension 64, 75-77 Team functioning 69, 79, 105, 181 effective 226 perceptions of 75 Team leader(s) 79, 195 Team member(s) 131, 133, 152 Technical ability 19 Technical capabilities 223 Technical excellence 220 Technical failure 220 Technical organizations 230 Technical positions 229 Technician(s) 193, 195, 196 Time 137 Time management skills 152 Tuning 90 Toolbox meetings 196 Tools 138, 203 Top performers 213 Top safety performer 217 Traditional job duties 62 Training 93, 133, 135, 152 as variable in Working Interface 10 for leaders 170 in performance management skills 195 Training presentations 158 Training programs vs. real organizational change 20 Transactional leadership 38-39, 41, 71 constructive 38 corrective 39 safety activities of 42 Transformational leadership 38-41, 71 as predictor of safety performance 40 safety activities of 42 Trinidad 207 Trust 71, 76, 193, 199 in management increasing 218 lack of 213 Trustworthy 199 Turnover 176 Two-o’clock rule 106-107

U
Underlying causes 211 Union 135, 144, 151, 205 leaders 159 Union affiliation 197 Unique strengths and weaknesses 197 United States 207, 213 Unsafe workplace 19 Unstated assumptions 166, 222 Unwanted events 12 Upward Communication 69, 77-81, 154, 174, 181, 201, 205, 209, 216, 226-228, 234 inhibition of 230 Upward feedback 228 Urgency and Time Requirements 169
Index

V
Vacation 135
Values 27, 35–38, 46, 238, 239
extrinsic 35–38
importance of 231
imposing on employees 19
intrinsic 35
lack of visibility 61
of employees 2
shared 19
Value for safety 195
Venting systems 10
Vision 17, 156, 166, 178, 203, 233
as best practice 48–50
direction and 218
safety 211
Vision statement 164–165
Voice 136

W
Walking/working surfaces 203
Warrior(s) 171, 174
Warrior culture 175
Weak leadership 213
Western oil company 34
White Springs 208
Wishful thinking 109–110
Worker(s) 42, 130, 132, 216, 217
behavior 11
behavior and system
configuration 10
engaging 139
interaction with technology 10
organizational goals and 18
reducing exposure and 142–160
role of 153
safety activities of 154
Worker-supervisor relations 75, 79
Workforce(s) 130
reduction in 34
similar 15
Workgroup(s) 193
climate of 131
dysfunctional 64, 76, 79, 135
small 196
Workgroup Relations 75–77, 201,
205, 226, 234
Working Interface 13–16, 16, 20, 20–21,
46, 79, 104, 124, 128, 139,
144, 147–150, 166–167, 170–171,
199
data on 217
definition of 10–11
measurement of 214
workers and 143
Working relationship(s) 133–134, 140
as exchange 133
Workplace 132
Workshop(s) 158, 164, 170, 188,
208, 239
leadership 182, 215
Work practices 193
Work schedules 135
Work stoppage 204
World-class 166, 176
HSE performer 197
HSE system 192
organization 185
performance 193
performer 194
safety 179
Wrong objectives 166

Z
Zero harm 204
Zero injuries 127
recordable 200