# CONTENTS

**INTRODUCTION**
ix

**ACKNOWLEDGMENTS**
xiii

**ABOUT THE AUTHOR**
 xv

**CHAPTER 1**
A GUIDE TO THE GUIDE: GETTING THE MOST OUT OF THIS BOOK 1

**CHAPTER 2**
THE CASE FOR SAFETY 7

**CHAPTER 3**
THE PRACTICE OF LEADERSHIP 17

**CHAPTER 4**
MOMENTS OF HIGH INFLUENCE 27

**CHAPTER 5**
MANAGING BY WALKING AROUND 35

**CHAPTER 6**
FOLLOWING ALL THE RULES . . . ALL THE TIME 45

**CHAPTER 7**
RECOGNIZING HAZARDS AND MANAGING RISK 53

**CHAPTER 8**
BEHAVIOR, CONSEQUENCES—AND ATTITUDE! 69

**CHAPTER 9**
THE POWER OF GOOD QUESTIONS 87

**CHAPTER 10**
MAKING CHANGE HAPPEN 93

**CHAPTER 11**
MANAGING ACCOUNTABILITY 101

**CHAPTER 12**
SAFETY MEETINGS WORTH HAVING 111

**CHAPTER 13**
MANAGING SAFETY SUGGESTIONS 121

**CHAPTER 14**
CREATING THE CULTURE YOU WANT 129

**CHAPTER 15**
INVESTING IN TRAINING 143

**CHAPTER 16**
UNDERSTANDING WHAT WENT WRONG 157

**CHAPTER 17**
MEASURING SAFETY PERFORMANCE 169

**CHAPTER 18**
ON THE HORNS: MANAGING SAFETY DILEMMAS 189

**CHAPTER 19**
LEADING FROM THE MIDDLE 209

**CHAPTER 20**
THE TOP 10 MISTAKES MANAGERS MAKE IN MANAGING SAFETY PERFORMANCE 223
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>EXECUTION: THE NAME OF THE GAME . . . AND SAFETY’S BOTTOM LINE</td>
<td>253</td>
</tr>
<tr>
<td>22</td>
<td>CAN YOU REALLY MAKE A DIFFERENCE?</td>
<td>265</td>
</tr>
<tr>
<td></td>
<td>REFERENCES</td>
<td>269</td>
</tr>
<tr>
<td></td>
<td>INDEX</td>
<td>271</td>
</tr>
</tbody>
</table>