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