Accident
causation, 54–55
communicating data on, 91, 95
definition of, x–xi, xlvi, 50–51
incident vs. 51
“lost time” accidents and rates, 132
postaccident communications, 77
precautions, 54–55
prevention of, 51, 54–55
reactive vs. proactive safety, 56–57
translating numbers into human terms, 77
types of, 50
Accidental injury, definition of, xi, 50–51
Accident investigation reports
analysis of, 109
variables for, 137
Accountability, 16–20
Customized Accountability and
Reinforcement Plan, 19–20
proactive, 86–87
Safety Excellence Accountability System,
xxxvii, 16–20
Action plan
measurement of focused action plans
completed, 99
measurement of focused action plans
developed, 99
taking a safety-improvement step,
111–112
worksheet, 139
Affiliation, influence of, xxi
Assessment, 29–40
of existing safety initiatives, 30–31
goals, 29–30
methods, 30
by outsiders, 29
STEPS, 30–40
evaluation of existing safety initiatives,
30–31
interviews, 37–39
perceptions, 31–37
progression/flowchart, lv–lvii
safety data analysis, 39–40
who should conduct activities, 29
Attitudes, xliv
Audit checklist list, STEPS, 126, 141–142
Balanced scorecard for safety, 101–104
Bandura, Albert, 83
Barriers, influence of, 122
Behavioral causation, xii
Behavioral targets, 71
Behavior-based safety (BBS), xvii, xxii, 30,
119, 124
term described, 131
Behaviors
as accident cause, xii
definitions of, xlvi–xlvii
forming and norming culture (exercise),
xlvi–xlvii
negative connotation, xlvi–xlvii
reinforcement of, 87–89
Blind men and the elephant (parable), xviii
Boswell, Thomas, vii
Branding, 13–14
Bridge to safety excellence (exercise), lii–lv
background materials, lii–lv
questions for, lv
Buying decision, reinforcing, 14
Caring, safety climate and, 67–68
Case study, viii–ix
communication, 95–97
continuous improvement, 28
core values, xxxv
evaluation of existing safety initiatives,
31
Case study (cont’d)
  expectations, 85–86
  focus, 79–80
  interviews, 38–39
  measurement, 26, 104
  passion, 78
  perceptions, l–li
  perception survey, 33
  precaution identification, 54
  proactive accountability, 87
  reinforcement, 89
  safety climate caring, 68
  safety climate coaching, 72–73
  safety climate commitment, 66
  safety climate cooperation, 69–70
  safety culture and performance
    excellence strategy (exercise), xxxv
  safety strategy, 4
  trust, 105
  vulnerability, 90
CAVE people, 22–23
Change agents. See also Safety Excellence Team (SET)
  examples of, 46–47
  exercise, 21–23
  goal of, 21
  identification and enabling of, xxxvii–xxxviii, 20–24
  recruiting, 47
Charters, 66
Chemistry, xxv–xxvi, xxvi, 75–105
  goals, 75
  methods, 75
  STEPS, 75–105
    communication, 91–97
    expectations, 80–86
    focus, 78–80
    measurement, 97–104
    passion, 76–78
    proactive accountability, 86–87
    progression/flowchart, lvi–lvii
    reinforcement, 87–89
    trust, 104–105
    vulnerability, 89–91
Citizens against virtually everything (CAVE) people, 22–23
Clarity, 41–62
  in communication, 92–93
  goals, 41
  methods, 41
  STEPS, 42–62
    employee briefings, 57–62
    progression/flowchart, lvi–lvii
  SET clarity workshop, 48–57
  SET strategy briefing, 47–48
  structure, 42–47
  workshop, 48–57
  accident causation and prevention, 54–55
  low-probability risks, 55–57
  safety definitions, 48–54
  STEPS outline discussion, 57
Clarity of purpose, creating, xxvi
Climate, xxv–xxvi, 63–73
  goals, 64
  methods, 64
  pillars of safety climate, 63–64
  STEPS, 64–73
    caring, 67–68
    coaching, 70–73
    commitment, 65–66
    cooperation, 68–70
    progression/flowchart, lvi–lvii
Coaching
  positive reinforcement, 89
  safety climate, 70–73
Collaboration, 18, 136
Commitment
  formal statement of, 66
  safety climate, 65–66
Common practice, measuring aspects of, 100–101
“Common sense,” 56
Communication, 91–97
  of accident data, 91, 95
  action plan, 111–112
  barriers to, 94
  believability of, 92
  bottom-up, 94
  broadcast, 93
  case study, 95–97
  clarity, 92–93
  coaching, 70–73
  computer-based, 93–94
  effectiveness of, 92–93
  employee briefings, 57–62
  of focus, 95
  information to include in, 94–95
  Internet, 93–94
  lateral, 94
marketing and, 96–97
media, 93–94
in meetings, 93
nonthreatening, 93
objectivity, 92
passion in, 77
personalizing, 96
positive reinforcement, 89
postaccident, 77
of progress, 95
repetition, 97
in Safety Excellence Team (SET), 46, 136
stories, xlvi–xlviii
top-down, 94
of trends, 100
two-way, 93
written, 93
Community, impact on culture, xxi
Compliance
bridge to safety excellence pillar, liii–liv
as core value, 7
Conditional safety, xii
Conference calls, for professional development, 125
Conferences, for professional development, 125
Consideration, as core value, 7
Continuous improvement, 117–126
goals, 118
methods, 118
motivation, 114
safety culture and performance excellence strategy (exercise), xxxviii
safety strategy, 27–28
STEPS, 118–126
FILM for cultural snapshot, 119–122
multilevel support, 122–123
new-employee orientation to STEPS, 124–125
ongoing safety-improvement STEPS, 118–119
professional improvement, 125–126
progression/flowchart, lvi–lvi
reassessment, 126
succession plan for SET, 123–124
Control, 107–115
goals, 107–108
hierarchy of controls, 54
loss-of-control scale, 83
methods, 108
STEPS, 108–115
converting BBS to STEPS, 112–113
motivation, 114–115
progression/flowchart, lvi–lvi
taking a safety-improvement step, 111–112
targeting safety improvement, 108–111
Cooperation
empathy, 68
language and, 69
safety climate, 68–70
synergy and, 69
Core values, xxxiv–xxxv
background materials, 6–7
examples of, 6, 7
questions, 8
safety strategy, 6–8
testing, 8
Countercultures, xxii–xxiii
Course, of safety culture, xxiv
Covey, Stephen, xxxiii, 121
Crowd followers, 22
Cultural snapshot, FILM for, 119–122
Culture. See also Safety culture
bridge to safety excellence pillar, liii–liv
characteristics of, xxv
community impact on, xxi
countercultures, xxii–xxiii
defined/described, xii–xx
FILM for cultural snapshot, 119–122
forming and norming culture (exercise), xli–li
perpetuation of, xiii–xiv
project culture, xxii
subcultures, xxiii–xxiv
Customized Accountability and Reinforcement Plan, 19–20
Data analysis, 39–40
Da Vinci, Leonardo, 75
Death, accidental injury and, vii
Decisions, xlv–xlvi
Definitions, safety, 48–54. See also Terminology
Deming, W. Edwards, 26, 110
Demotivation, 114
Discipline, 67, 69
Drucker, Peter, 26
Edicts, safety, xxxii–xxxiii
Effectiveness metric, in bridge to safety excellence, liv
Einstein, Albert, 41
Empathy, 68
Employee briefings, 57–62
- goals, 58
- length of, 58
- main points, 58–62
  - excellence vs. perfection, 60
  - organization’s rational and objectives, 58–59
- personnel involved, announcement of, 61–62
- safety strategy, 59
- STEPS process, choice of, 59–60
- STEPS process milestones, 60–61
- scheduling of, 58
- selection of delivery person, 57–58
Evaluations, starting point, xli–xlii
Example, as core value, 7
Excellence, vii–viii. See also Safety excellence
- as core value, 7
- as journey, xv, xviii
- perfection vs., 60
- term defined, xiv
- vision, 10
Exercises
bridge to safety excellence, lli–lv
- background materials, lli–lv
- questions for, lv
- forming and norming culture, xlii–li
  - attitudes, xliiv
  - behaviors, xlii–xlvi
  - case study, l–li
  - confirm/conflict (+/-), xlvi–li
  - decisions, xlvi–xlvi
  - expectations, xli
  - experiences, xlvi
  - perceptions, xlii–xliv
  - stories, xlvi–xlvi
  - values, xli–xliv
- making decision to move forward, lv–lvii
  - background materials, lv–lvii
  - questions for, lvii
- prestrategy reality, xxxviii–xlii
  - background materials, xxxviii–xxxix
  - questions for, xxxix–xli
- safety culture and performance excellence strategy, xxxiv–xxxviii
  - background materials, xxxiv–xxxviii
  - case study, xxxv
  - starting point evaluations, xli–xlii
  - background materials, xli
  - questions for, xli–xlii
  - understanding and breaking out of the cycle of avoiding failure, xxx–xxxiv
  - background materials, xxx–xxxiii
  - questions for, xxxiii–xxxiv
Expectations, 80–86
- of fellow workers, 82
- focus, 79
- forming and norming culture (exercise), xlvi
- hiring for safety excellence, 83–84
- interview questions
  - How would you define safety?, 83
  - What does it take to reach and sustain zero injuries?, 84
  - What do you think the safe roles, responsibilities, and expectations are for someone in this position?, 84
  - What role does safety play in an organization?, 84
- level of, 71
  - of managers, 81
  - of Safety Excellence Team (SET), 84–86
- self-expectations, 82–84
- setting, 81–82
- of supervisors, 81–82
- unrealistic, 80
Experience
- forming and norming culture (exercise), xlvi
- low-probability risk detection and, 56
- SET member, 135
Facilitator, Safety Excellence Team (SET), 43
Failure avoidance
- characteristics of “avoiding failure” mentality, xxxi
- cycle of, xxxi–xxxii
- health care parallel, xxx–xxxii
Safety Performance Excellence Curve, use of, xxxii–xxxiii
understanding and breaking out of the cycle of avoiding failure (exercise), xxx–xxxiv
background materials, xxx–xxxiii
questions for, xxxiii–xxxiv
FILM (focus, influence, listen, measure), 119–122
Focus, 78–80, 95
FOCUS (Forming One Common Understanding of Safety), 121
Forming and norming culture (exercise), xlii–li
attitudes, xli
background materials, xlii
behaviors, xlvi–xlvi
case study, l–li
confirm/conflict (+/-), xlvi–xlvi
decisions, xlv–xlvi
expectations, xlvi
experiences, xlvi
perceptions, xliii–xliv
stories, xliii–xliv
values, xli–xlvi
Goals
assessment, 29–30
chemistry, 75
clarity, 41
climate, 64
continuous improvement, 27, 118
control, 107–108
definitions as different than, 49
employee briefings, 58
long-term, 11
motivation and, 114
professional development, 126
safety strategy, xxxvi, 1, 10–12
background materials, 10–11
questions for, 12
short-term, 11
Grounding perception measurements, 99–100
“Groupthink,” xxxviii
Habits, influence of, 122
Haloing in perception surveys, 33, 35
Hiring for safety excellence, 83–84
Honesty, as core value, 7
Horton, Thomas R., xxix
Human behavior, safety and, xii
Human dramas, 77
Human error, xi
Human Performance Improvement (HPI), xi
Icebreaker activity, 2–4
Imitation, as tool for Safety Culture ExcellenceSM, xviii
Improvement
identifying opportunities for, 108–109
prioritizing opportunities for, 109–111
taking a safety-improvement step, 111–112
targeting, 108–111
Incentives, 88, 114–115
Incident rate
questions about, xxxix
total recordable incident rate (TRIR), 131
Incident vs. accident, 51
Indicators, key process (KPIs), 15, 25–26
Influence, 121–122
Initiatives
reviewing, 16
safety strategy, xxxvii, 15–16
background materials, 15–16
questions for, 16
Internet, for professional development, 125
Interview questions
How would you define safety?, 83
What does it take to reach and sustain zero injuries?, 84
What do you think the safe roles, responsibilities, and expectations are for someone in this position?, 84
What role does safety play in an organization?, 84
Interviews
assessment, 37–39
case study, 38–39
grounding a perception survey, 32
guidelines for, 37–38
Introduction to Business (Reinecke and Schoell), xiii
Juran, Joseph M., 110
Kaplan, Robert S., 102
Key process indicators (KPIs), 15, 25–26
Lagging indicators, xxxi–xxxii, xlv, 98, 101–103
Leaders
  of Safety Excellence Team (SET), 43
  safety strategy development by, 42
Leadership
  in bridge to safety excellence, liv
  definition of, xiii
  passion of, 76–77
  role of, xiii
  in Safety Excellence Team (SET), 43
  sincerity of, 76–77
Leading indicators, 52
Lean, xvii
Likert scale, 36
Listening, 121
Lockout tagout (LOTO) violations, 87
Loss-of-control scale, 83
“Lost time,” 132
Low-probability risks, 55–57, 80, 90
Luck, 80
Management
  influence of, xxiii
  safety strategy, xxiii
Managers
  expectations of, 81
  influence of, xxiii
Marketing, xxxvi
  communication, 96–97
  personalizing, 96
  repetition of message, 97
  elements of marketing strategy, 13–14
  branding, 13–14
  positioning, 14
  reinforcing buying decision, 14
  voice of the consumer, 14
  safety strategy, 12–15
  background materials, 12–14
  questions for, 15
Measurement, 97–104
  of action plans completed, 99
  of action plans developed, 98–99
  of common practice, 100–101
  FILM (focus, influence, listen, measure), 120–122
  grounding perception measurements, 99–100
  impact on lagging indicators, 101–102
  of perceptions, 99
  of progress through STEPS, 98
  safety strategy, 24–27
  of starting place, 98
Media, communication, 93–94
Mehrabian, Albert, 92
Milestones
  applications
    Milestone 1 (strategy), 28
    Milestone 2 (assessment), 39–40
    Milestone 3 (clarity), 57, 62
    Milestone 4 (climate), 73
    Milestone 5 (chemistry), 78, 80, 86–87, 89–91, 97, 104–105
  described, viii
  explained at employee briefing, 60–61
  Milestone 1 (strategy), 1–28
  Milestone 2 (assessment), 29–40
  Milestone 3 (clarity), 41–62
  Milestone 4 (climate), 63–73
  Milestone 5 (chemistry), 75–105
  Milestone 6 (control), 107–115
  Milestone 7 (continuous improvement), 117–126
Moorman, Jeve, 29
Motivation, 114–115
Moving forward, making decision for
  (exercise), lv–lviii
  background materials, lv–lviii
  questions for, lviii
Multiple causation, xii
  “Near miss”
    definition of, 52
    reporting process, 119
New-employee orientation to STEPS process, 124–125
Nike, 117
Nonperformance, consequences of, 72
Norton, David P., 102
Objectives, safety strategy, xxxvi, 12
Objectivity, 92
Observation, 100
Obstacles, influence of, 122
Occupational Safety and Health Administration (OSHA)
  lockout tagout (LOTO) violations, 87
  “near miss” definition, 52
Voluntary Protection Program (VPP), xxii, 30, 131
Onboarding, 124–125
Opportunities for improvement
  identifying, 108–109
  prioritizing, 109–111
Organizational change, types of people in,
  22–23
  CAVE people, 22–23
  crowd followers, 22
  pioneers, 22
  skeptics, 22
  “yes” people, 22
OSHA. See Occupational Safety and Health Administration (OSHA)

Parable (blind men and the elephant), xviii
Pareto, Vilfredo, 109–110, 133
Pareto analysis, 39, 79, 109–111, 118–119, 133–134
Passion, 76–78
Patton, George, 27
Peer influence, xx–xxi
Perceptions, 31–37
  accuracy of, xliii–xliv, 33
  of caring, 67–68
  case study, l–li
  changes in, 31–32
  forming and norming culture (exercise),
    xliii–xliv
  grounding measurements, 32–33, 99–100
  influence of, 122
  managing, 34
  measuring, 99
  of risks, 32
  volatility of, 34
  vulnerability, 89–91
Perception survey
  acting on previous, 35
  anonymous, 33, 35–36
  case study, 33
  challenges of, 34–36
  design issues, 36–37
  format, 36–37
  frequency of, 35
  grounding, 32–33, 99–100
  guidelines for administering, 33–34
  haloing in, 33, 35
  language and literacy issues in, 35
  length of, 37
  misinterpretation of, 35
  phrasing in, 35
  purchased or custom, 32, 34
  sample size, 33
  terminology in, 34–35
  timing of, 33
  trends and benchmarks from, 35
Perfection, viii, ix, xiv, 60
Performance, consequences of, 71–72
Performance coaching, 71–72
Personal best, viii–ix, xiv
Personalizing communication, 96
Peters, Lawrence J., 107
Pioneers, 22
Pipeline model, xxiv–xxv
Positioning, in marketing strategy, 14
Positioning: The Battle for Your Mind (Ries and Trout), 14
Positive reinforcement, 11, 88–89
Precautions, for accident prevention,
  54–55
Prestrategy reality (exercise), xxxviii–xli
  background materials, xxxviii–xxxix
  questions for, xxxix–xli
“Preventable,” definition of, 52–53
Pride, viii
Priorities, xlv–xlv
Prioritizing opportunities for improvement,
  109–111
“Prisoner’s dilemma,” 69
Proactive accountability, 86–87
Proactive Safety Excellence Reinforcement System, 18–19
Problem solvers, in Safety Excellence Team (SET), 46, 136
Professional development, 125–126
“Program” mentality, xxxi
Progress, communication of, 95
Project work, xxi–xxii
Published materials, for professional development, 125
Punishment, 67, 69, 88
Purpose, 5–6
  altruistic, 6
  background materials, 5–6
  business, 6
  questions for, 6
  safety, 6
Reassessment, 126
Recruitment, of SET members and change agents, 47
Reinecke, John *(Introduction to Business)*, xiii
Reinforcement, 87–89
  case study, 89
  Customized Accountability and Reinforcement Plan, 19–20
negative, 88
positive, 11, 88–89
Proactive Safety Excellence Reinforcement System, 18–19
STEP application, 89
Repetition of message, 97
Resources, as core value, 7
Responsibilities, in Safety Excellence Accountability System, xxxvii, 17–19
Results, in Safety Excellence Accountability System, xxxvii, 17–19
Rewards, 88, 114–115
Ries, Jack *(Positioning: The Battle for Your Mind)*, 14
Risks
  hierarchy of controls, 54
  low-probability, 55–57, 80, 90
  perceptions of, 32
  in safety definitions, xi–xii
tolerance of, 86
Role models, in Safety Excellence Team (SET), 46, 135
Roles, in Safety Excellence Accountability System, xxxvii, 17–19
Rotter, Julian B., 83
Rough, Howard, 63
Safety
  conditional, xii
  definitions of, 49–50, 90–91
  reactive vs. proactive, 56
term defined, xi–xii
  traditional, lii–liii
Safety committee/team. See also Safety Excellence Team (SET)
  assessment of existing initiatives, 30–31
case study, 31
  questions to ask, 30–31
Safety culture
  basic formula, xxvi–xxvii
course of, xxiv
definitions of, xiii, xix
  as journey, xix, 79
making decision to pursue excellence, xxix–lviii
notoriety of, x
other works on, xvii–xviii
questions on state of, xl
themes, xvii
understanding and improving, xix–xxvii
understanding concept of, x–xv
Safety Culture Excellence SM Evolution Model, xliii
Safety data analysis, 39–40
Safety excellence
  hiring for, 83–84
  purpose of, xxxiv
  safety culture and performance excellence strategy (exercise), xxxiv–xxxviii
  vision of, xxxv–xxxvi
Safety Excellence Accountability System, xxxvii, 16–20
  implementation, 18–19
  safety roles, responsibilities, and results (SRRRs), 17–19
  safety strategy, 16–20
  background materials, 16–20
  questions for, 20
Safety Excellence Team (SET), 41
  ability of team to meet, 44
  behavior-based safety (BBS) and, 113
  characteristics of SET members, 45–46
  clarity workshop, 48–57
  accident causation and prevention, 54–55
  low-probability risks, 55–57
  safety definitions, 48–54
  STEPS outline discussion, 57
  collaboration in, 44, 46, 136
  critical mass, 44, 123
  evaluation worksheet, 42
  examples of, 45
  expectations of, 84–86
  facilitator in, 43
  leadership of, 43
  members announced at employee briefing, 61
  multiple SETs, 45
  recruiting members, 47, 123–124
  representation in, 43–44
  role of, 42
  rotating membership in, 42–43, 123
safety climate and, 63
selecting effective members for, 135–136
size, 43–44
strategy briefing, 47–48
structure, 42–47
succession plan for, 123–124
turnover in, 44, 124
Safety meetings, questions to ask people at, 31
Safety Performance Excellence Curve, xxxii–xxxiii
Safety roles, responsibilities, and results
(SRRRs), 17–19, 86–87
Safety strategy, xxiii, 1–28
case study, 4
details of, 4–5
development of, xxvi
employee briefings, sharing at, 59
goals, 1
icebreaker activity, 2–4
measurement/adjustment questions, 24–27
Are you working your plan?, 24–25
Is working your plan producing the desired results?, 26
Is your plan working?, 25–26
methods, 2
presentation to SET team, 47–48
questions on current, xl–xli
safety culture and performance
excellence strategy (exercise), xxxiv–xxxviii
background materials, xxxiv–xxxviii
case study, xxxv
change agents, xxxvii–xxxviii
continuous improvement, xxxviii
core values, xxxiv–xxxv
goals, xxxvi
initiatives, xxxvii
marketing, xxxvi
measurement and adjustment, xxxviii
objectives, xxxvi
purpose, xxxiv
Safety Excellence Accountability System, xxxvii
vision, xxxv–xxxvi
STEPS, 5–28
change agents, identifying and enabling, 20–24
continuous improvement, 27–28
core values, 6–8
goals, 10–12
initiatives, 15–16
marketing, 12–15
measurement/adjustment, 24–27
objectives, 12
progression/flowchart, lvi–lvii
purpose, 5–6
Sanborn, Mark, 67
Schoell, William (Introduction to Business), xiii
Scientific method, xx
Scorecard for safety, balanced, 101–104
Self-efficacy, 83
Self-expectations, 82–84
Service, as core value, 7
SET. See Safety Excellence Team (SET)
Seven Habits of Highly Effective People (Covey), xxxiii
Silent Messages (Mehrabian), 92
Site visits, for professional development, 125
Situational values, xxxiv–xxxv, 6
Six Sigma, xvii, xlv
Skeptics, 22
Starting point
assessment of, xix, xxvi, 29–31, 98
prestrategy reality, xxxviii–xxxix
Starting point evaluations (exercise), xli–xlii
background materials, xli
questions for, xli–xlii
Statistical process control, 110
STEPS process (Strategies Targets for Excellent Performance in Safety)
audit list, 126, 141–142
chemistry, 75–105
clarity, 42–62
climate, 64–73
control, 108–115
described, viii–ix
employee briefings
explaining choice of at, 59–60
milestones discussed at, 60–61
flowchart, lvii
leadership of, 43
measurement of progress through, 98
STEPS process (cont’d)
new-employee orientation to, 124–125
outline discussion, 57
progression, lvi
safety strategy, 5–28
term defined, xi
Stories
accident prevention, 53
forming and norming culture (exercise), xlvi–xlviii
perceptions and, xlvii–xlviii
Strategy. See Safety strategy
Subcultures, xxiii–xxiv
Supervisors
expectations of, 81–82
influence of, xxii–xxiii
Support, multilevel, 122–123
Survey. See Perception survey
Synergy, 69
Targeting safety improvement, 108–111
Teamwork, in bridge to safety excellence, liv
Terminology
clarity and, 48
safety definitions, 48–54
accident (accidental injury), 50–51
incident, 51
“near miss,” 52
“preventable,” 52–53
safety defined, 49–50
Total recordable incident rate (TRIR), 131
Traffic accidents, prevention of, 51
Training sessions, questions to ask people at, 31
Trends, 100
Trout, Jack (Positioning: The Battle for Your Mind), 14
Trust, liv, 104–105
Unintentional action, 50
Unions, membership in, xxi
Unsafe acts, xii
Values
core, xxxiv–xxxv, 6–8
enforcing/reinforcing, li
forming and norming culture (exercise), xliv–xlv
situational, xxxiv–xxxv, 6
Vision, ix–x
of excellence, 10
of safety excellence, xxxv–xxxvi
safety strategy, 8–10
background materials, 8–9
questions for, 9–10
targets for visioning, 9
Voice of the consumer, 14
Voluntary Protection Program (VPP), xxii, 30, 131
Vulnerability, 89–91
What’s in it for (WIIFM) question, viii, 124
Woods, General Robert E., 1
Workers
eliminating decisions by, xlv–xlvi
expectations of fellow workers, 82
hiring for safety excellence, 83–84
influences on, 122
integration life cycle, xxi
interview questions
How would you define safety?, 83
What does it take to reach and sustain zero injuries?, 84
What do you think the safe roles, responsibilities, and expectations are for someone in this position?, 84
What role does safety play in an organization?, 84
low-probability risk detection by, 56
marketing safety to, xxxvi
new, xxii, 124–125
orientation to STEPS process, 124–125
peer influence, xx–xxi
project work, xxi–xxii
in Safety Excellence Team (SET), 43
self-expectations, 82–84
winning hearts of, xxi
Work organizations, membership in, xxi
Workshop. See Clarity, workshop
“Yes” people, 22