



Higher-Level Safety Performance, Leadership, Culture & Change **(5+5) Suggested Don'ts and Do's**

Robert Pater January 9, 2025

- **Safety & Culture**
- **Step-up leadership**
- **Global-class injury prevention**







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Intentional Considerations??

-  **What** are we doing that might perpetuate plateaus?
-  **Why** do our leaders/company pursue/implement same strategies/approaches that haven't shown to make progress? **What** is my part in what we do/where we are?
-  Are our goals/objectives **realistic**? How **balanced** is our approach?
-  **How** do I envision S and SC? What are my **biases** - Exec, M, S, W - & Safety? **How** do these affect my perceptions, judgement, planning, & actions?



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(some of....) My Biases

“Leadership is a potent combination....” - Norman Schwartzkopf

“People have 2 kinds of relationships...” - Jiddu Krishnamurti

“There are two ways to be fooled: one is to believe what isn't true, the other is to refuse to believe what is true.” - Søren Kierkegaard

“It's essential to be treating humans as they are and not as they are supposed to be.” - EB-M

“When someone wants to do something....” - Confucius

“Who overcomes by force, hath overcome but half his foe.” - John Milton

“The secret of success is simple....” - Will Rogers

“Not everything that is faced can be changed, but nothing can be changed until it is faced”
- James Baldwin

“To know and to act are precisely the same” - Samurai maxim

“I asked my master....” - Dan Inosanto



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Safety & Culture: 5 Dont's?

- ➊ **Greater emphasize Do's/doing more (Lewin)**
- ➋ **Silo IP from perf & C**
- ➌ **Mostly on T or F vs. W or B**
- ➍ **Oversimplify (“caused by”?), “Slogan”**
- ➎ **Not incorporate E**



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Safety & Culture: 5 Do's?

- ↑ **Comm S is more...**
- ↑ **See SC as subset - “Invis” not = nonexistent**
- ↑ **Seek out & reduce (MM)**
- ↑ **Enlist “Scissors”, eliciting**
- ↑ **Saturate**



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Leadership: 5 Dont's?

- ❌ Conflate “easy” w/effective. Tell/show not = active doing
- ❌ Give in to arrogance/omnisc or defen
- ❌ Try to overcontrol/“target”/blame/shame/guilt
- ❌ Band-aids (vs. surfacing, then removing block)
- ❌ Too theo - just think “in vitro” or best-case



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Leadership: 5 Do's

- **Sherlock S: See more/hidden/what can't control**
- **Prefer ?: Stoke curiosity & discovery (self 1st)**
- **Towards internalizing S/ prefer enlist to direct**
- **MIEL 2**
- **Front-end inspired/dislodged & back-end reinvig**



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Injury Prevention: 5 Dont's?

- Only expect ext controls (“Hierarchy of Infl”) or P&P
- Overly on “Will” (“Skills”!)
- Harbor mechanical view (psychosoc?)
- Keep beating tired/dead horse
- “1 right way”, 1 and done



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Injury Prevention: 5 Do's

- 🌀 Help change mindsets (beliefs, control)
- 🌀 Choice confirmation
- 🌀 Balance ext with int
- 🌀 Internalize self-direction/leadership/decision-making, along w/ P
- 🌀 Aim towards UI



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Higher-Level Safety Performance, Leadership, Culture & Change Suggested Don'ts and Do's

Takeaways

Ask questions/Uncover courageously

Reduce & Remove

Make it both easy AND effective

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