



## Where Safety Strategy Meets Execution

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### Our Mission

Help clients take their next steps in building a successful safety culture.  
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# Risk Perception

Why do we take chances?

Module 1: Top 10 Reasons People Take Chances

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# What goes through our mind when we take risk?

**It will not happen to me!**

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# Top 10 Reasons We Take Risk

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# We Accept Risk Because....



1. We overestimate our ability.
2. The task is too familiar.
3. We don't believe the consequences would be bad.
4. Voluntary actions feel safer. We are in control.
5. We have never seen the negative impact.



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# We Accept Risk Because....



6. We believe the “cost” is not that high.
7. We believe the equipment will not fail.
8. We have confidence in the protection and rescue.
9. We gain perceived value from the activity.
10. People we respect accept the risk.



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# Video Examples



- [10 Reasons We Take Risk](#)
- [Demolition](#)
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# We Accept Risk Because....



**1. When we overestimate our ability.**

We believe our experience and capability will keep us safe.



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# We Accept Risk Because....



2. The task or condition is too familiar.

COMPLACENCY – We are relaxed and unaware of dangers.



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# We Accept Risk Because....



**3. We don't believe the consequences would be bad.**

If we believe that the outcome will not be serious, we take more risk.



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## 1 – The Structure of Morale

J.T. MacCurdy

- The One That Suffers
- The Near Miss
- The Remote Miss

**We do not think it will happen to us!**



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# The Structure of Morale



- Leading into WWII – London prepared for panic.
- Winston Churchill
  - Described London as, “The greatest target in the world, a kind of tremendous, fat, valuable cow, tied up to attract the beast of prey.”

Malcolm Gladwell; David & Goliath



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# The Structure of Morale



- The bombing started in the Fall of 1940
  - Lasted 8 months
  - Started with 57 straight days
  - 40 thousand killed
  - 47 thousand injured
  - 1 million buildings damaged

Malcolm Gladwell; David & Goliath



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# The Structure of Morale



- People did not act in a mass panic as expected.
- Just the opposite – They acted with indifference.
- The Structure of Morale – J. T. MacCurdy
- Three Categories
  - The Fatal
  - The Near Miss – Leaves you traumatized
  - The Remote Miss – Leaves you invincible

Malcolm Gladwell; David & Goliath



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# The Structure of Morale



- 8 Million People in London
  - Everyone was impacted!!
  - But, Less than 2% were physically impacted.
- What category did the majority of people fall in London?

Malcolm Gladwell; David & Goliath



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# The Structure of Morale



## The Fatal

### Impact

40,000 Killed  
46,000 Injured  
2% of the population

## The Near Miss

### Traumatized

Feel the blast  
See the carnage  
Survive in Shock

## The Remote Miss

### Invincible

You hear warnings  
Impact is distant  
Multiple Events - Invulnerable



The distance between impact and survival influences our risk acceptance.



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# The Structure of Morale



**The Fatal**

**The Near Miss**

**The Remote Miss**

**Impact**

**Traumatized**

**Invincible**



The distance between impact and survival influences our risk acceptance.

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# We Accept Risk Because....



**4. We feel safer when we have a choice and we are in control.**

We perceive a lower risk when we control the activity or it is voluntary.



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# We Accept Risk Because....



**5. We have never seen the negative impact.**

We accept less risk, if we have seen bad things happen related to the activity.



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# We Accept Risk Because....



**6. We believe the “cost” is not that high.**

When there is a significant penalty for not complying, a person may be more reluctant to take that risk.



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# We Accept Risk Because....



**7. We believe the equipment will not fail.**

Too much trust in the equipment can cause you to ignore the underlying risk.



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# We Accept Risk Because....



**8. We have confidence in the protection and rescue.**

When we think our equipment will protect us and rescue is immanent, our acceptance of risk increases.



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# We Accept Risk Because....



**9. When we gain value from the activity.**

Substantial gain or personal profit from the risky action can make it worth it to us.



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# We Accept Risk Because....



**10. People we respect  
accept the risk.**

The level of risk  
accepted by people in  
authority will impact  
our level of risk  
acceptance.



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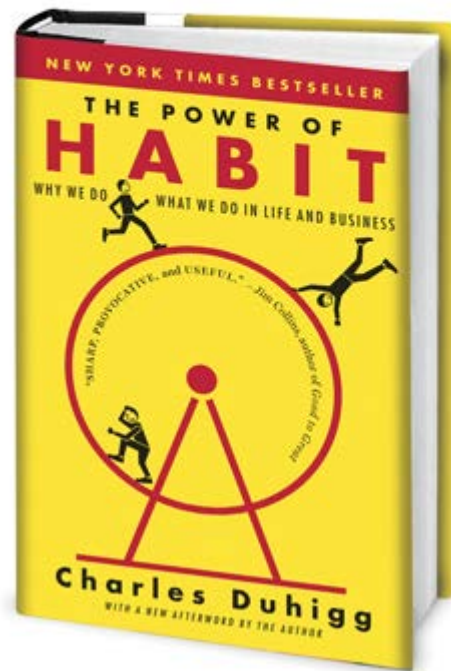


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# THE POWER OF HABIT



- 40% of actions people perform each day are not decisions. They are habits.
- Habits form to save effort. (pg. xvi)

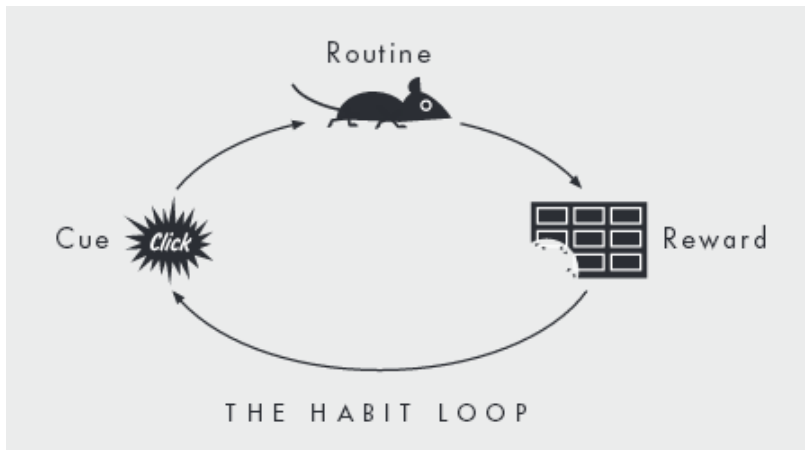
**OUR GOAL: Create Habits  
That Recognize & Mitigate  
Risk.**

Reference: The Power of Habit, Charles Duhigg

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- New habits are created: by putting together a cue, a routine, and a reward, and then cultivating a craving that drives the loop. (pg. 49)

Reference: The Power of Habit, Charles Duhigg

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- Keystone habits say that success doesn't depend on getting everything single thing right, but instead relies on identifying a few key priorities and fashion them into powerful levers. (pg. 100)
- Cultures grow out of the keystone habits in every organization, whether leaders are aware of them or not. (pg. 124)

Reference: The Power of Habit, Charles Duhigg

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**FIRST - Understand that the injury can happen to YOU!**

## Individual Tools

## Leadership Tools

- ☐ Have a Questioning Attitude
- ☐ Review Task (SAFER)
- ☐ Self Check (STAR)
- ☐ Stop When Unsure
- ☐ Follow Procedures/Rules
- ☐ Communicate
- ☐ Review the Jobsite
- ☐ Audit the Task/Job
- ☐ Perform Pre-Job Brief
- ☐ Conduct Post Job Review

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# It can happen to you!



- Know your capabilities.
- Don't get complacent!
- Think "What If?"
- Question your controls.
- Learn from others.
- Consider the cost.
- Anticipate failures.
- Don't ignore the risk.
- It is not worth personal gain.
- Model the right behavior.

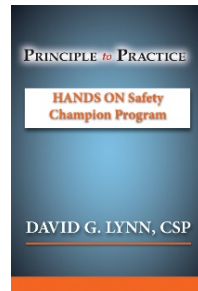
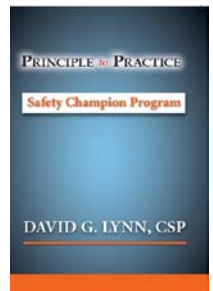
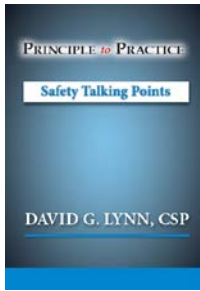
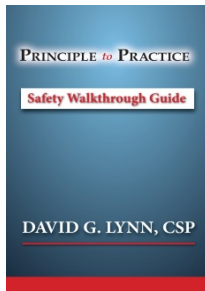
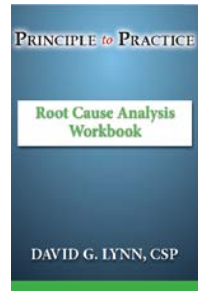
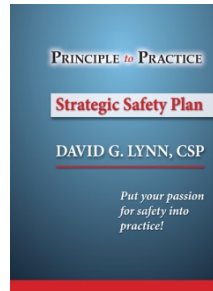
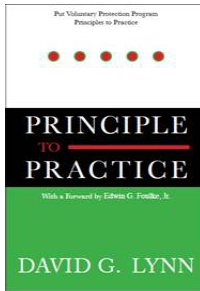
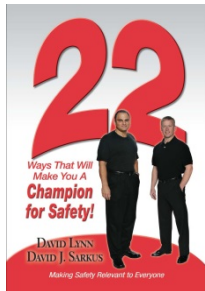


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