

THE VALUE OF VENTING:

Encouraging Employee Feedback
for Improved Safety Outcomes

Tim Page-Bottorff, MS, CSP, CIT
SafeStart



Speaker Introduction

- SafeStart Senior Consultant Since 2005
- US Marine Corps/Desert Storm veteran
- National Safety Council's Top 10 Speakers
- Author of *The Core of Four: 4 Tools to Navigate Roadblocks to Great Human Performance*
- 2018 ASSP Society-Wide Safety Professional of the Year
- 2018 NSC Distinguished Service to Safety Awardee
- Hobbies: golf, **baseball** and hanging out with the family

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Tim Page-Bottorff, MS, CSP, CIT
SafeStart, Senior Consultant

Baseball in Arizona



Today's Agenda

- Workshopping communication challenges
- How to make safety REAL
- Psychological safety
 - Open ended questions and storytelling
- Formal feedback platforms/programs
- Understanding with a different lens
- Real world example(s)





Disney

ENCANTO



Bruno hides in
fear of conflict

Do your
employees?



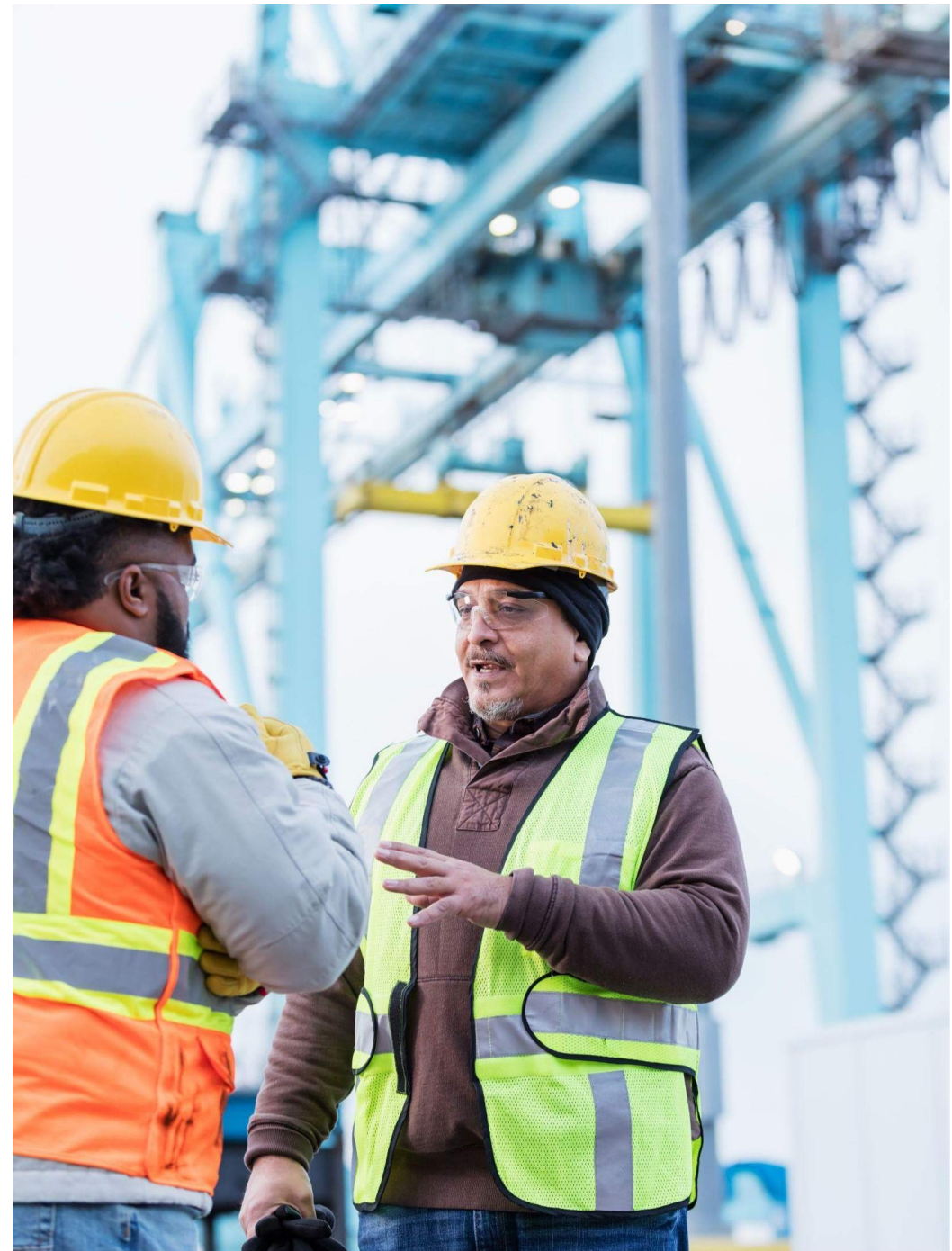
A background image featuring the golden droid C3PO from Star Wars. He is positioned in the foreground, looking slightly to the right. Behind him, a blurred crowd of people is visible, suggesting a public event or a busy environment. The overall lighting is somewhat dim, with a blueish tint.

No One Ever Listens to C3PO

Employees can provide invaluable feedback on the gaps in your SMS but only if they feel safe and empowered to do so.

Communication Challenges

- Is it employees understanding?
- Is it supervisors not delivering the right messages?
- How about management, do they leverage the right motivating tools?
- Is it straight to blame?
- Is it just plain and simple fear?
- We don't talk about Bruno?



What is your biggest safety communication challenge right now?

- Management; Supervisors; Employee Understanding?
- How would you rate your supervisors' communication skills? (Low - Medium - High)



Do any of these sound like your facility?

Culture of Blame

Lack of Trust

**Poor Hazard/ Risk
Identification**

**Ineffective
Communication**

Poor Data (KPIs)

Low Engagement

SAFETY CLIMATE SUCCESS FACTORS (Leads to Great or Poor Culture)



NO-BLAME MINDSET

Pause. Think. Respond.



FRESH EYES

Spot hazards and assess the risk.



SYSTEMS AND DATA

Learn from reporting, team input and analysis.



PERSONAL COMMITMENT

Demonstrate that you care about keeping people safe.



TRUST AND ENGAGEMENT

Engage co-workers with open communication.



ACTIVE LEADERSHIP

Inspire action through what you do and say.

Supervisors are the key

When supervisors can:

- give/receive input
- understand how human factors connect to safety outcomes
- Make Safety REAL

The organization benefits from:

- **accurate** leading indicator data
- **positive** day-to-day climate
- **desirable** long-term culture
- **trust and engagement** that thrives
- **a no-blame mindset** will emerge



Make Safety REAL

R = Respect goes both ways

E = Empathize

A = Acceptance

L = Less talk and more listen, less anger, less...

REAL

R = Respect

E = Empathize

A = Acceptance

L = Less, less, less

Workplace Climate and Psychological Safety

Dr Amy Edmondson

- Coined the term Psychological Safety 1999.
- She had been studying the BEST and WORST performing clinical teams in hospitals.
- Which teams do you think made the most mistakes?

The BEST performing teams
ADMITTED the most mistakes.



Psychological Safety

“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

-Amy Edmondson



INCLUSION SAFETY

Members feel:

- Included
- Wanted
- Appreciated

LEARNER SAFETY

Members feel safe to:

- Ask questions
- Make and admit mistakes
- Ask for help

Four Stages of Psychological Safety

CHALLENGER SAFETY

Members feel safe to:

- Question others' ideas
- Suggest significant changes to ways of working

CONTRIBUTOR SAFETY

Members feel safe to:

- Contribute their own ideas

INCLUSION SAFETY

Members feel included, wanted, appreciated

LEARNER SAFETY

Members feel safe to:

- Voice Concerns
- Report Near Misses

Four Stages of Psychological Safety

CHALLENGER SAFETY

Members feel safe to:

- Exercise Stop Work Authority

CONTRIBUTOR SAFETY

Members feel safe to:

- Explain?

Three Things Leaders and Supervisors Can Do to Build Psychological Safety

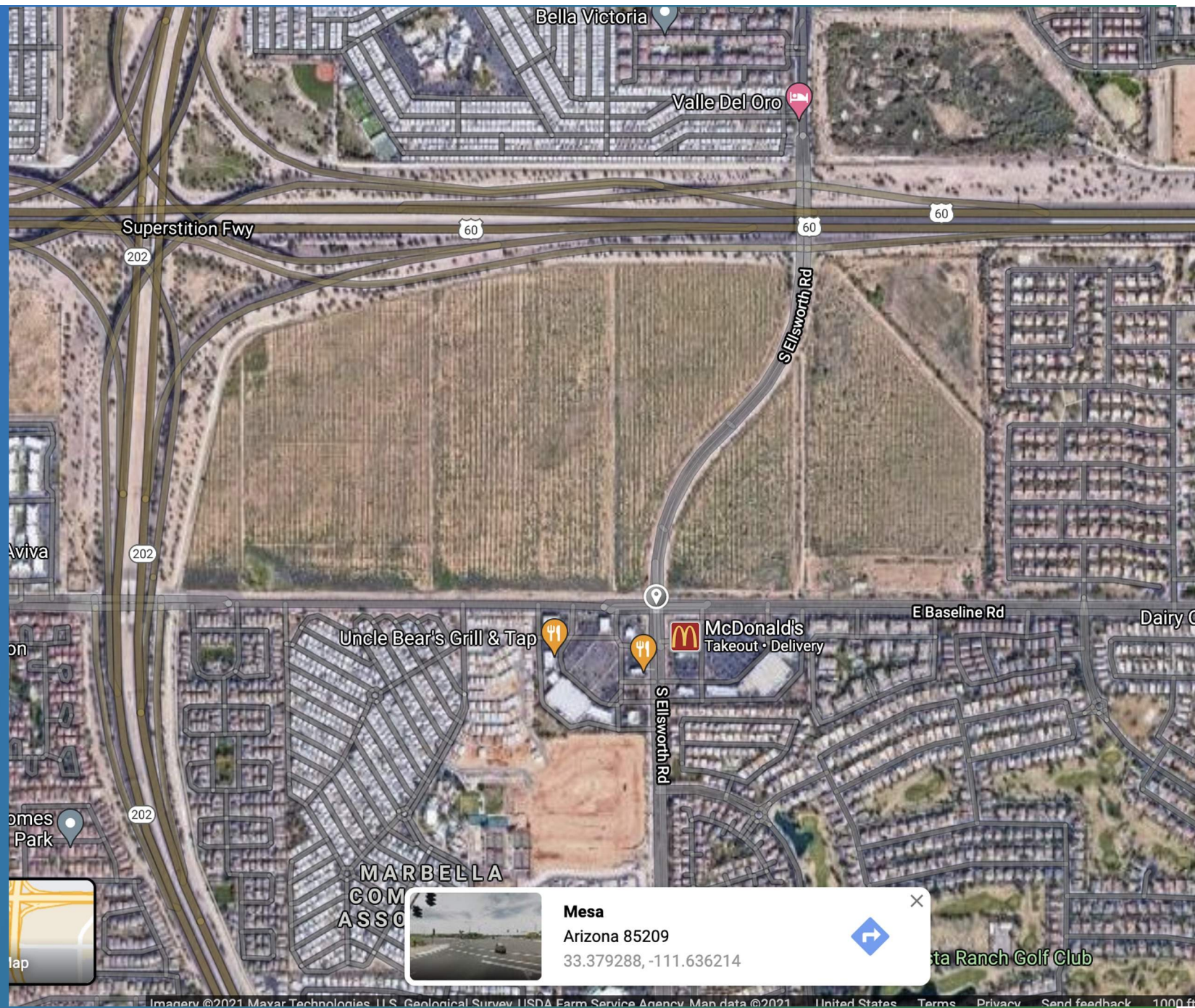
1. Frame the work as a learning problem
2. Model curiosity and ask lots of questions
3. Acknowledge your own fallibility



Acknowledge Your Own Fallibility

Share your experience and mistakes

I just had to
have some
ice cream



Mesa
Arizona 85209
33.379288, -111.636214







We ALL Have Common Injuries (A Story)



Formalize Feedback

Real world example:
Ed Stephens' Harvesting
Frustrations program



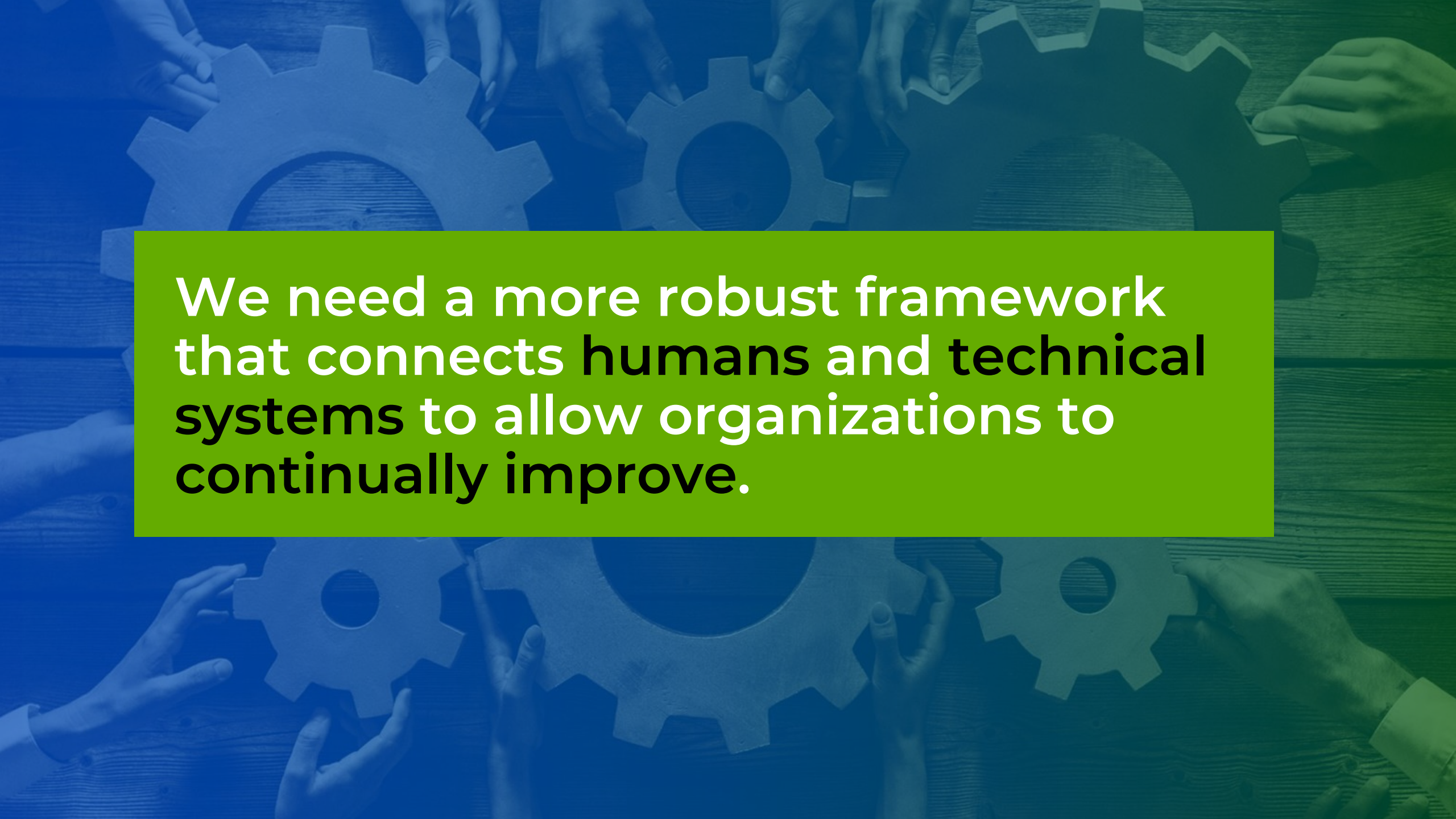
**Listen to the
Podcast:**
Ed Stephens'
explains
Harvesting
frustrations in



Try Using a
Different Lens

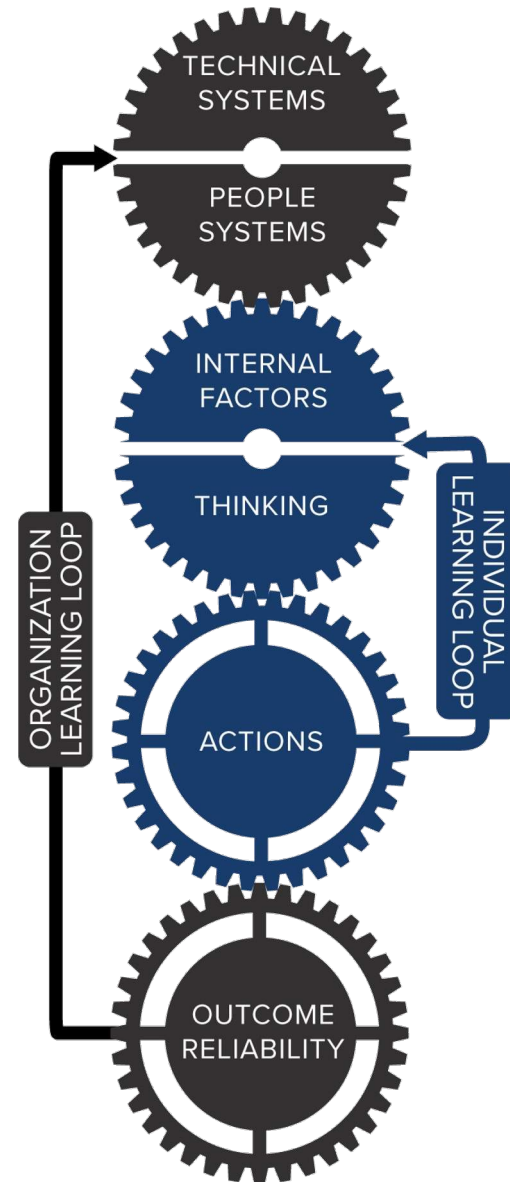
A framework
to help





We need a more robust framework that connects **humans and technical systems** to allow organizations to continually improve.

HUMAN FACTORS FRAMEWORK



Human Factors Framework SYSTEMS

PEOPLE SYSTEMS

- work team
- supervisory skills
- organizational culture



TECHNICAL SYSTEMS

- engineering
- process
- equipment
- safety management system

Human Factors Framework

INTERNAL FACTORS THINKING

THINKING

- decision-making
- autopilot
- attention
- habits

INTERNAL FACTORS

- fatigue
- illness
- distraction
- overconfidence



Human Factors Framework

ACTIONS



ACTIONS

- behaviors
- habit development
- having conversations
- flagging issues

Human Factors Framework

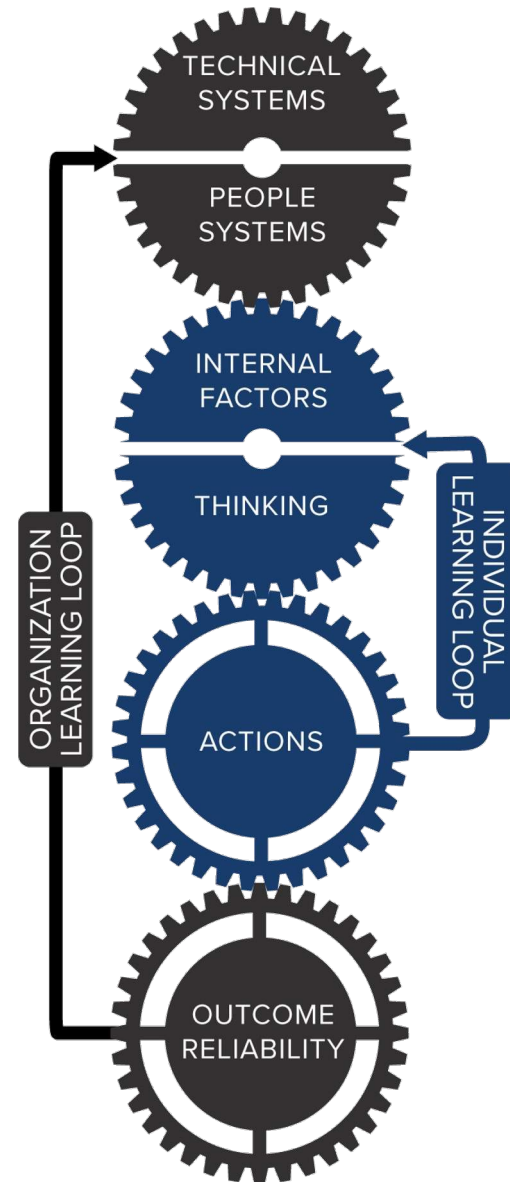
OUTCOME RELIABILITY

OUTCOME RELIABILITY

- safety
- production
- quality
- organizational performance

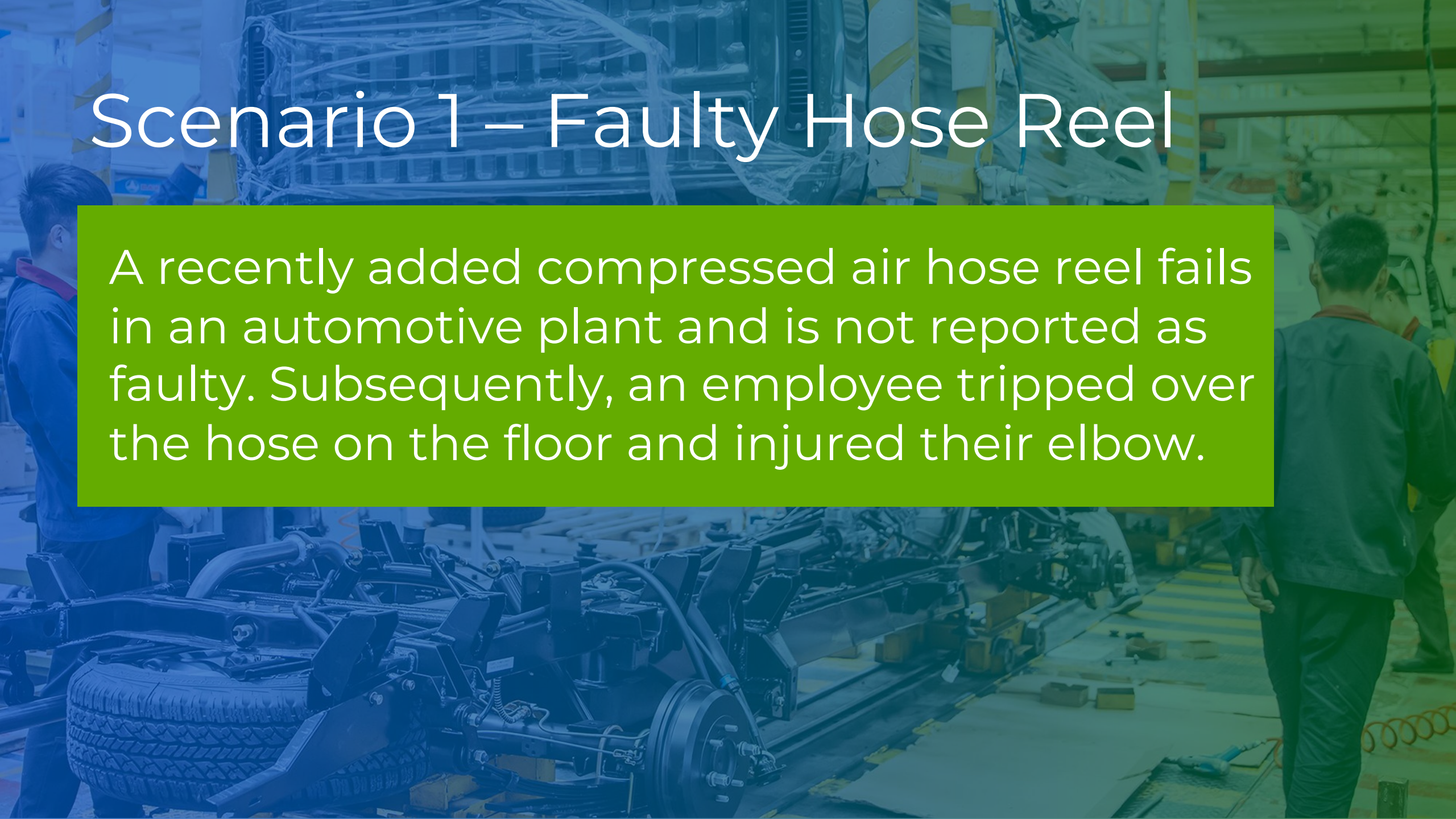


HUMAN FACTORS FRAMEWORK



Scenario 1 – Faulty Hose Reel

A recently added compressed air hose reel fails in an automotive plant and is not reported as faulty. Subsequently, an employee tripped over the hose on the floor and injured their elbow.



THE HUMAN FACTORS FRAMEWORK

TECHNICAL SYSTEMS

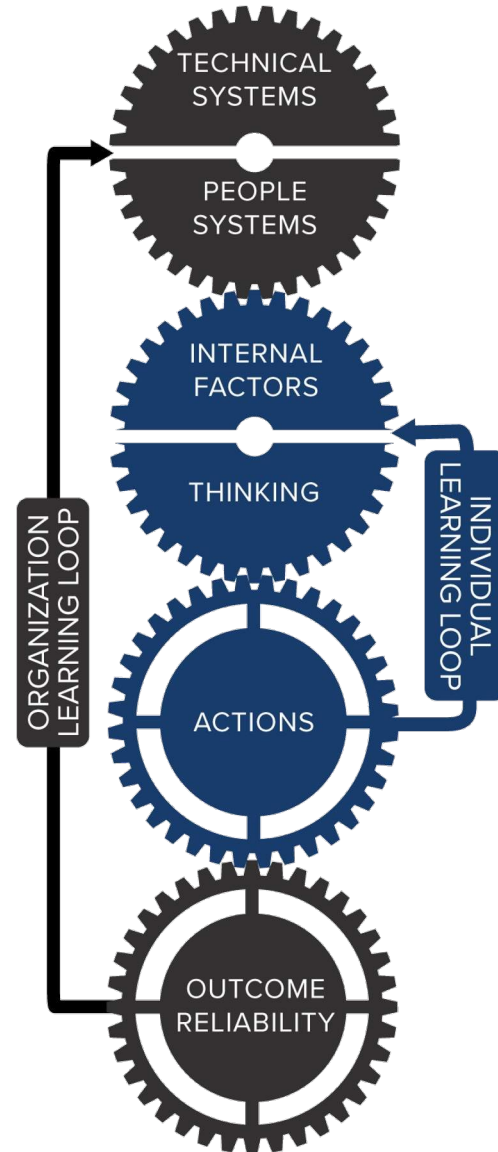
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- process
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PEOPLE SYSTEMS

- work team
- supervisory skills
- organizational culture

OUTCOME RELIABILITY

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INTERNAL FACTORS

- fatigue
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THINKING

- decision-making
- autopilot
- attention
- habits

ACTIONS

- behaviors
- habit development
- having conversations
- flagging issues

Submit Your Answers



Summary

- We Need to Talk about Bruno
- Supervisors need to develop trust...and keep it REAL
- Psychological safety allows for Employee Feedback
- Create your own feedback platform
- Use a different lens, or the Human Factors Framework
- Work together and collaborate.



Thank You for Attending Today's Presentation!

To learn more about developing
safety-conscious supervisors,
scan the QR code for a selection
of resources.



safestart.com/cp4



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