

INFLUENCING SAFETY

What the Most Successful Leaders Do Differently

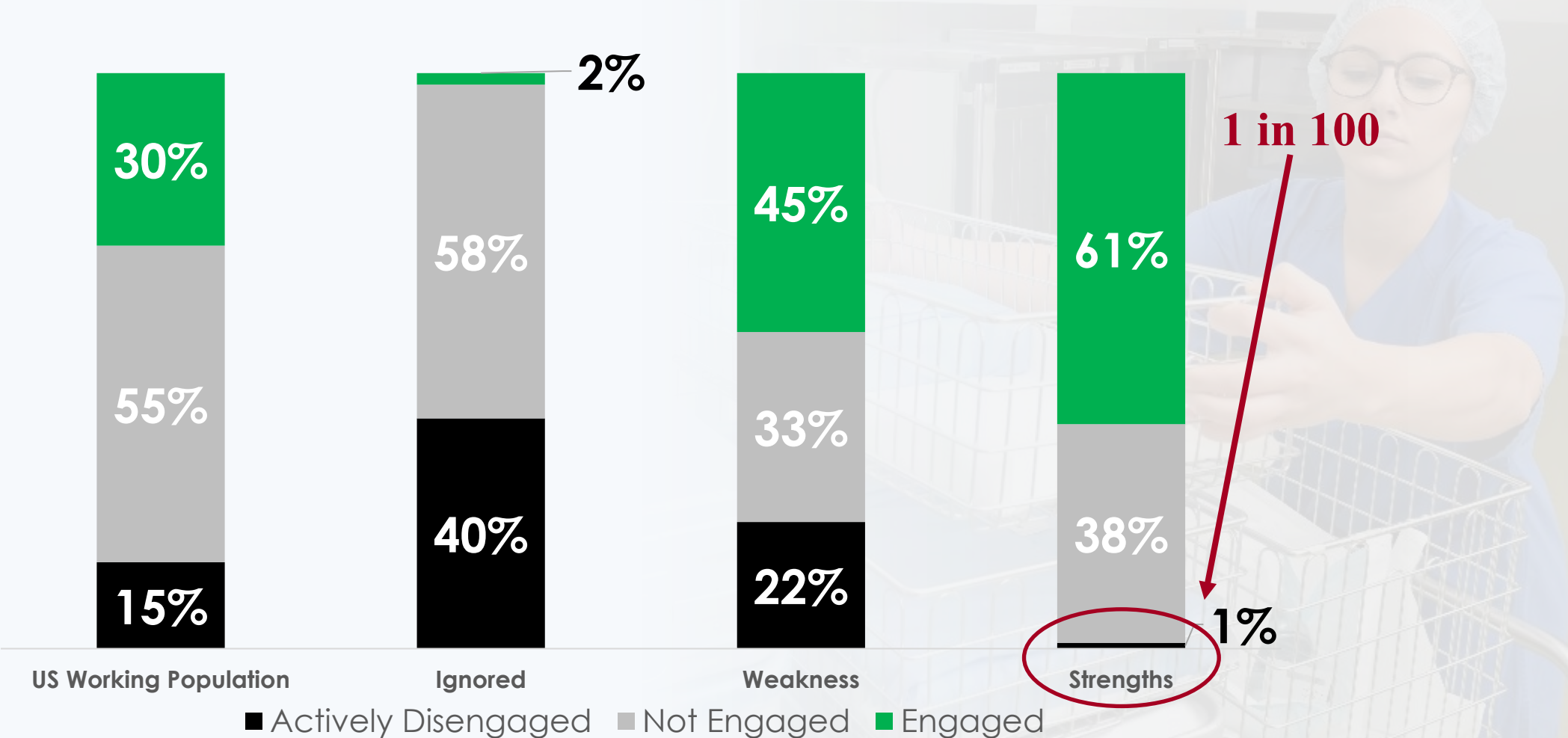
GARRISON



Palm Springs

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Curing Disengagement? (You'll get a copy of these slides)



Engaged Employees, Contractors & Coworkers are...

- 40x more likely to recommend and support you (your ideas, plans & decisions)
- 74% less likely to mentally & emotionally checkout (improves awareness)
- 15.5x more likely to stay with you (improves employee retention & skill levels)
- 9x more likely to enjoy working together & more likely look-out for each-other
- 6% more likely to trust and respect each other (increased teamwork)
- 43% safer and more focused on the job (fewer incidents)
- 86% more likely to be loyal to each other, the procedures and the culture

Making people feel valuable and focusing much more on strengths than weaknesses allows everything else you do to get better results.

Engagement Creates a Culture of Clarity & Loyalty

- A dog is not loyal because you love it...
- Clarity: My aunt Ethyl
- What does a good safe job look like when it's finished? Not just the steps
- Does everyone know what's expected of their role, in safety?
- The language of loyalty starts with clarity: (clarity = influence)
- The best question for creating loyalty

“Is there a question I didn't ask you that you believe I should have?” It proves you listened, it proves you care, and it may get them to ask the question they were afraid to ask.

- Offer guidance, not just expertise
- People get loyal when shown how their *own* abilities help them succeed.

Helping people to develop their own brilliance is much more effective than just giving them yours!

Generational Safety: Acceptance = Influence

- 44% of unemployed age 22–32 years-old are not looking for a full-time job/52%
- Skeleton crews are the least safe: Not enough people = Increased incidents
- Making Work Worth it: People stay & have more focus where they feel accepted
- Stop telling younger workers how brave we were (back-in-the day) What flies out...
- Bulldozer parenting created a lack of resilience, and increased sensitivity
- Solutions: Influence 18-26 Why, end-result, urgency level, I have faith in you
- Not all young people are the same: Dylan GPS /4 kids
- Worst **leadership** strategy: Wishing people were like you

We must deal with people for who they are...not who we wish they were!

Respect and Culture: Things Have Changed

- You don't have to like me you just have to respect me!"
- No...these days no-one respects people they don't like
- It's the end of Assholism!
- So, it takes a basic level of like-ability to have *any* positive influence these days

**People can't give what they were never exposed to.
Treat people the way you want them to treat others!
It's how you create a culture that sticks**

Getting Real About People: Back to Basics and Beyond

- We are our age: 20's to 30's, 40 to 50's, 60's over 75 (age affects reactions)
- Under 35 Kindergarten/partner vs compete/I'm old enough
- The greatest impact on any generation is the one before it
- Frontal cortex (decision making/impulse control) not fully developed until age 26
- A sense of belonging & participation can override impulse: Inclusion = Awareness
- A good lint management program requires a non-negotiable attitude about safety
- Being too harsh can backfire I told my GF she needed to embrace her mistakes

Sometimes we forget the basics and then wonder why the specifics don't work!

The Basic Foundation of Hazard Recognition

Identification: Looking for potential hazards while having the relationships with those who can provide valuable insights into the risks.

- *You need to know what you're looking at...or know somebody who knows!*

Hazard recognition is a team sport, the caveman who went to fight the Sabre-tooth Tiger by himself is not our ancestor!

Safety Culture and Situational Awareness

We looked at what the most successful safety programs have in common

- They have a safety culture driven by influential people who get buy-in through engagement.
- People who are engaged on the job have a higher level of situational awareness

The 4 “Don’ts” of Situational Awareness

1. Don’t be drunk
2. Don’t be sleepy
3. Don’t get cocky
4. Don’t forget what you are doing

Details of the Don'ts

- 1. Don't be drunk or on drugs:** Over the counter drugs like Sudafed combined with being hungover can mimic the effects of meth, cocaine, pain meds or alcohol. You can be impaired and not know it.
1 in 5 workers simply don't know they are hammered!
- 2. Don't be sleepy:** Get enough rest and **do** whatever it takes to be awake on the job (not meth or cocaine...see #1). 64% of incidents happen in overtime.
- 3. Don't get cocky:** Cocky = Complacency! **Expertise does not make you safe!** Safety requires humility: No one is too smart to get hurt! The Dynamite guy
- 4. Don't forget what you are doing.** What we learned from the Japanese about being present in the moment. **A guy turning a bolt with a wrench. If you don't follow your don'ts...you don't go home!**

Relevant RESEARCH for a Safer Culture

(Research sources for Garrison's session include US Dept. of Labor, PEW, Gallup, Evolve Performance, Caterpillar Safety and private client surveys)

1. **Relationships** will save your life: Last guy (why **small-town** safety records are good)
2. **1# cause of injury: Ground/Floor/slips, trips & falls/wet flooring** around a Tunnel washer along with confined space and temperature issues. Also, box trucks and tractor trailers backing up into stuff (including your own dock). **Walk-around procedures** and camera's help a lot. Strains and other ergonomic (repetitive stress) injuries are common/76K injuries.
3. **351K Injured texting & driving** per year: It's actually safer to drive../GPS 200K of 1.3M
4. **6 people last year** hospitalized biting into McDonalds Hot-Apple pies (basics win)
5. **Complacency:** Ex-wife/Root of cause (I'm so confident that I have it, I stop using it)
6. **Success = complacency?** Winning makes you **less likely to prepare** and double-check (engaged workers are double checkers) Award ceremony

Change is Mandatory...Stress is Optional

- Stress is not a thing, it's a belief that makes us worry/Hospitals & airplanes
- Expect bad news (war, economy, politics and pandemics)
- Focusing on problems we can't solve creates stress: Social media distracts us
- Focusing on problems we can solve reduces stress (accomplishment = less stress)
- Doing what's important reduces stress: Focusing on the right things = Safety

The leading cause of stress is knowing exactly what you're supposed to be doing and consistently doing something else!

You Can't Lead by Example (if you are a bad example)

- The definition of leadership is someone following someone because they want to and *not* because they have to!
- Holding people accountable (wrong/right) safety ownership
- Change is not the issue, it's resistance to change: My dad
- Talking safety and tech to WW2 Vets in 1980's/honoring experience and using it
- Safety is *not* a priority, priorities change, safety is a core foundation we live by
- How do we want our safety culture to look going forward?

Action and Adaptability Create Opportunity

Can We (personally) Create a Safer Culture?

1. There is guy driving down the free way and cars are everywhere!
2. If you are willing to take a look at the role you play in other people's behavior, you have massive influence.
3. Rules do not make people safe...people make people safe. What flies...
4. Knowing it and doing it have nothing in common: Knowledge/Heroes and...

Safety is the foundation of civilization!

Leadership and communication are the foundations of Safety.

Circumstances do not create your destiny...you do! Someone always succeeds in safety, why would that not be you?

Position yourself to win first and then put your efforts behind that.

Set yourself up for success by creating an advantage before a problem happens

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THANKS!