

SAFETY SESSION NOTES

FROM **GARRISON WYNN**

This document contains an overview of Garrison's presentation and is designed for people who have attended the session.

FOCUS ON SOLUTIONS

The research

- 5,000 top-performing people of influence in multiple industries. **They had the trust and relationships in place to look out for each other and create a culture of safety.**

Being right!

- **The ideas of others – If you criticize others' ideas in times of change, they will almost never listen to yours, no matter how good your ideas are!**
- How you make people feel – If you make people feel important, you will be important to them.
- People don't choose the best safety strategy or process. They choose what they are the most comfortable with, whether it's the best or not.

THE TRUTH ABOUT TRUST

We are judgment machines.

Everybody knows something you don't.

- **The minute you think you are so skilled that you can't get hurt, your wisdom leaves you.** I think we understand that everyone knows something you don't when it comes to safety. The problem is sometimes people are just wrong!
- The top 1% didn't use the word "wrong." Instead, they said things like "Please tell me more." When they took that tactic, they noticed three things that could happen:
 1. You might find out that you are more in agreement than you previously thought because you listened.
 2. You listened and found out they don't make any sense, but now you know *why* they don't make any sense because you listened.
 3. They start to change their story to match your story in an effort to look right in front of other people.

- The beginning of trust: You've known people for five years who still don't trust you, and you've known people for five minutes who do. Most information on trust stresses that it takes time. But actually looking at research from 1916 to the present reveals the truth about trust.

AN EXERCISE IN INFLUENCE

The Plumber Exercise: Doing a Good Job

5. Good job
 4. Not that good
 3. Less than not that good
 2. Bad
 1. Really bad
- Your behavior always betrays your skill. If people don't like your behavior, they look for reasons to mistrust or disagree with you.
 - What the top 1% of leaders would only discuss anonymously: *The opinion that others have of your behavior is more powerful than your skill.*
 - Can you have horrible behavior and be a good leader? Plumber No. 1 didn't look at the role his own behavior played in undermining or negating his skill. Are you willing to look at how your behavior can reduce your influence? Make sure your conduct does not interfere with your ability to improve safety performance.
 - The key: Make sure that your behavior does not reduce your authority. Employees who do not like your behavior will always do the minimum.

ESTABLISHING TRUST

What most people won't do, and what the most effective always do

- People you can't stand: Are you willing to own 5% of their problems to gain more influence? Are you willing to look at the role you play in their behavior or reaction?
- People you don't understand: We let other people's "odd" behavior take up a lot of our thoughts. We believe everyone has a different agenda. But people basically want sincerity, value, and prestige.

Sincerity

- Does your sincerity match the situation? Are you seen as real? If you aren't sincere enough, people see you as cold. But if you're overly sincere, they see you as fake.

Money/Value

- Multiple solutions for a single problem – If you tell people there is only one way to do something, you have no influence. Younger people were raised to believe there are multiple ways of doing everything. Finding those avenues makes them feel valuable. **What to say:** "There are other ways to do this, but this is the way most people agree works best."

Prestige

- Will working with you make them look good to others? Can you make them look good in front of the people they want to impress? Can you make them look smart?
- If people know you are being real, you have more than one way to solve their problems, and you can make them look good to others, **they will listen to everything you say every time you speak**. That's the **foundation of influence**.

Convincing people they're valuable

- The key to influence: Make sure people feel valued. They will look out for you and make fewer mistakes, which means fewer accidents and a better safety record.
- To create a culture of change, you have to let people know that their experience plays a key role in the future. Be sure to communicate that even if they haven't been hurt yet, that doesn't mean we keep doing it the same old way!
- When introducing change, reassure people that what they already know will help them. **Similarities first**: Show how the new way is similar to what they're used to, and then show the benefits of the new way – how it's better than what they're used to.
- To create a culture of safety, you must let people know that you value them. **What to say**: "I don't want you to get hurt because I need you. You do a great job!" Or "I know you can do a better job; I believe in you!" Influencing someone effectively requires that the person knows your care.
- Safety requires having the trust and relationships in place that will make safety part of how we think and feel. Safety is a lifestyle, not a goal.
- Good relationships with coworkers and employees can save your life. No one wants to be the last guy to get pulled out of the burning building! Relationships make you observant, and they mean others are watchful over you too.
- Leaders must create an environment of camaraderie and teamwork. People who feel unappreciated don't pay close attention to the safety of their coworkers. But if we make people feel valuable, they're more likely to value each other and watch out for each other.

Complacency

- Even if your job rarely takes you out into the field, statistics on office safety indicate plenty of hazards around the office. A fracture – from a breach of safety regulations or from leaning too far back in your desk chair – is still a fracture that earns you some face time with a physician. It also affects your organization's productivity.
- Slips, trips, falls – accidents that are preventable. (That handrail was installed for a reason!)
- **The real issue is complacency**. It makes you vulnerable. It's oddly common that the accident occurs just after you've earned the safety award.
- *Just because you have never had an accident, do not let success-induced complacency **cause** an accident.*

HOW TOP LEADERS CREATE A SAFER ENVIRONMENT

They clearly explain the value of safety.

- **The explanation needs impact**. What not to say: "You should be safe so you don't die. Dead people are rarely productive." What works: "I personally care about your safety. Even worse than dealing with the problem of injuries is the prospect of having to call your family and tell them you're **not** OK!"

They take action when someone jeopardizes safety.

- It's far better to step forward and call someone out (even your boss) for an unsafe act than to explain to a family member how you let it happen. It takes courage to say "Stop the job!"
- Communicating safety forces you to think more about it. We learn best what we teach – so calling people out for not being safe actually makes *you* safer.

They address anticipated problems.

- Good question to ask: How do we identify what could go wrong?

WHAT THE MOST INFLUENTIAL HAVE IN COMMON

They know the impact of clarity.

- Don't let your brilliance prevent you from making sense! It doesn't matter how smart you are if no one knows what you're talking about.
- **A clear example: If your job is to get everybody on the same page, you should at least make that page a lot easier to read. Does everyone agree on what successful safety looks like?**
- Safety communication is not just about making the information available; it's about making sure people actually understand what you've told them.

They clearly communicate their point.

- **Beware of mixed messages such as "Be safe but hurry up!"** Better message: "Do the best you can between safety guidelines. If you are outside the safety guidelines, stop and rethink it!"
- Accidents happen because people are *not* present in the moment; they're working on one thing but thinking about something else. Supervisors are responsible for keeping people focused on a single task. Multitasking on the job site has a terrible track record.
- Realize that you never have so much expertise that it *creates* safety. (The inventor of dynamite actually died in a dynamite explosion!)

They know clarity is the foundation of value.

- People buy into what they can understand quickly. If you are easy to understand, you have more influence.
- A good idea is not good enough. You'll have more influence if you position your good idea inside the clarity-of-value formula:
 - *Issue* – a well-defined description of the problem, using simple terminology.
 - *Action* – the solution, with big picture first, followed by details. Keep it simple and repeatable so it has legs.
 - *Impact* – why the solution has specific value to a particular person or group.
- Most people believe that if you can't simplify your information, you don't understand it well enough yourself.
- In our effort to make something safer, have we complicated the procedure? If so, it's actually *not* safer because people are less likely to follow it. (They stick with the old way because it's easier.) Can we simplify a process and still make it safe?

They know how to get people to THINK.

- Teaching or transferring your knowledge onto others is not enough; you need to get people to think by asking questions that provoke thought.
- **Good question:** “Is there a question I didn’t ask today that you think I should have?” This proves you care and gets them to think more deeply about what you’ve told them, which might spur them to ask the questions they were afraid to ask. **People get hurt because they don’t ask questions!**
- Avoiding bad questions is easy; asking good questions takes effort.
- Where safety is concerned, the best questions will connect ego to a task (especially a safety task that seems silly to your “experts”). **Example:** “You’re so good at what you do that you make very few mistakes, but are you aware that others who don’t have your skills will copy you? Maybe you can take the short cut and be OK, but others can’t. And they’re watching how the pro does it. Do you want someone to get hurt because of your expertise? Wouldn’t you rather have your expertise make others safer and better?” The goal of these questions is to trigger an emotional response that sticks.
- If you are to be judged on safety, and if not being safe means you can’t do your job well, what will you do differently? New rule: Moving forward, 50% of your job is safety – and a 60% is passing. So if you’re not safe, you have failed at your job, even if you got the task done.

They know the perfect team is not perfect.

- The definition of a team is people playing different positions to achieve a common goal. Safety is a team effort.
- The foundation of true agreement is disagreement. To make safety part of your culture, you need people to be honest. You **do not need** people paying lip service.

They are realistic about people’s skills and limitations.

- You have to accept people for who they are; they will never be you, but you still need them to perform.
- Trying to muscle through a task is a bad idea. Encourage your team to ask for help instead.

They know the leading cause of stress.

- Stress (the most common cause of illness) arises from knowing exactly what you are supposed to be doing but consistently doing something else.
- Practicing safety lowers your stress. What are the priorities? Are they clear to everyone involved?

They know how to hold people accountable for safety.

- In times of change, you have to claim responsibility if you hope to be influential.

They avoid jellyfish communication.

- No spineless leaders! True leaders do not blame those above them for what the company requires.
- **Non-jellyfish statement:** “Our new process is different but definitely doable.”

They know an unsafe environment is just too expensive.

- In addition to its weighty personal cost, injury affects profitability.
- How much money does the company have to generate to offset losses? Recovering from a \$100,000 claim could take \$4.2 million in sales. Consequently, you can’t afford to pay people as much, your company’s value decreases, and your desirable reputation is damaged.

They know that older and younger workers must work better together.

- Younger workers often lack a sense of urgency. “Now” means now!
- Processes need to make sense to younger workers. They need to know **why** you do something, not just that it’s important. If you insist on doing something a certain way because it has always been done that way, they simply believe your experience is overrated.
- You can’t lead by example if you’re a bad example! Don’t create unsafe behaviors in others by telling them “how we used to do it before safety equipment.” Young men will try to prove their bravery if you challenge them.
- Effective safety message: “I don’t want to have to get someone who is not as good as you are to take your job just because he can follow the safety rules you can’t. You landed this job because you’re better than the other guy!”
- What works: Trust each other and believe that every problem comes with its own set of solutions.
- Praise younger workers all along, not just when they reach the goal.

THINKING LIKE A SAFETY LEADER

Creating a culture of safety

- You cannot lead by example if you’re a bad example.
- Show that you believe in the change. **The definition of leadership is when others follow someone because they want to, not because they have to.**
- A safety culture begins with buy-in, from the top levels all the way down.
- Obtain buy-in by clearly showing the value of safety and making sure the people who are involved feel valuable for their participation.
- Behavior changes a culture. Commitment changes behavior.

Implementing change

- **We have to be innovative** to succeed. What specific actions can you take that are different from what you’re currently doing?
- **Action and adaptability** – Change is not the problem; resistance to change is the problem. The tool of the day is influence.
- **We have a choice** – Success lives in you. The best way to stay motivated is to motivate each other.
- **Don’t wait for bravery** – The most successful people take action while they’re afraid. You do that a few times and you develop courage.
- **Your value** – If you make others feel valued, you’ll be seen as more valuable. People who trust each other and communicate look out for each other every day.

CONNECT WITH GARRISON

E-mail: Garrison@wynnsolutions.com
Twitter: @garrisonwynn
Facebook: www.facebook.com/keynotespeakergarrison
Website: www.wynnsolutions.com
Book: http://www.amazon.com/The-Real-Truth-about-Success/dp/0071629963/ref=tmm_hrd_title_0
Blog: www.thetruthaboutsucces.com

Get a copy of **Garrison's book**: *The REAL Truth about Success: What the Top 1% Do Differently, Why They Won't Tell You and How You Can Do It Anyway!* at Amazon.com. Available in [hardcover](#), [Kindle](#), or Nook format.

Inquire about Garrison's availability to speak at your next event

info@wynnsolutions.com or 713-864-2902 or toll free 888-833-2902.