

## Transformational vs. Transactional Leadership

Andrew Salvadore, CSP, CUSP  
VP - Risk Management and Safety  
Carr & Duff, LLC

## Topics of Discussion

- Build a Common Language**
  1. Definitions and Word Choices
  2. Generations of Safety
  3. Neuroscience of Humans
- Leadership**
  1. Styles, Traits, Beliefs
  2. Communication Tools
  3. Disciplinary Action
  4. Integration (change mgmt.) Process
- Systems**
  1. Standards as the Minimum
  2. Systematic Approach
  3. What to Work on First






## Definitions

### Transformational

Open approach that enables big change and improvement in a situation.




Encourages thinking outside the box and find new and inventive ways to address needs.

### Transactional

Structured approach that relies on rigorous checks and balances.

Rules, regulations, and a high degree of organization is the foundation.



## Generations of Safety




## Generations of Safety

- **Hazard Identification and Abatement**
- **Behavioral** - Coaching, Peer Check and Interdependence
- **Neuroscience of Human Behavior**

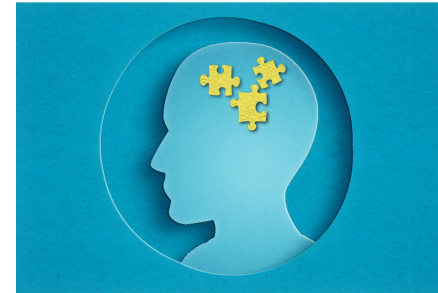


Glossary: Thinking about safety in terms of subconscious processes that build skill and habits.\*

\* Third Generation Safety, The Missing Piece, Author(s) Sylvestre



## Neuroscience of Humans



Several Ways We Make Routine Mistakes



## Dictionary – Mistake

An action, thought or judgment that is misguided or wrong.



## Human Systems

- **Autonomic Nervous System** – Keeps us breathing
- **Subconscious Neural Maps** – 90%+ of Daily Activity
- **Conscious Thought** – Only used when needed



# Challenges



## Autonomic Nervous System

- Runs 24/7/365
- Affected by physical conditioning and drugs
- Total Worker Health™

## Subconscious – 95% of Daily Activity and Habits

- Very fast and can do many tasks at the same time – aka Multi-Tasking
- Makes big decisions with very little information – “Tip of Nose Decisions”
- Will only identify serious harm but does not identify small risk

## Conscious Thought

- Energy intensive and exhausting
- Hard to maintain long term use and focus
- Can only do one task at a time.
- Biased aka Cognitive Biases



# Hydration versus Heat Stress



## The Importance of Good Hydration for Day-to-Day Health

## The Importance of Good Hydration for Work and Exercise Performance

## The Importance of Good Hydration for the Prevention of Chronic Diseases

Patrick Ritz, MD, PhD, and Gilles Berrut, MD, PhD

June 2005

<https://academic.oup.com>

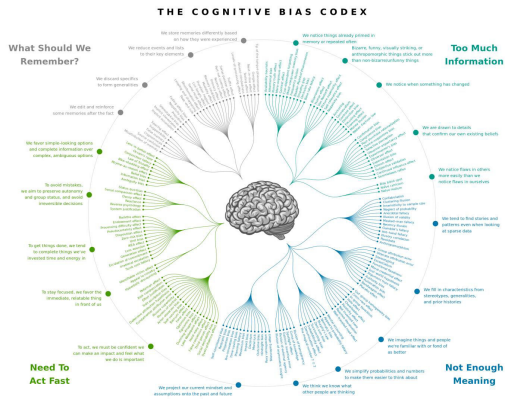
Reference	Subjects	Hydration Method	Findings
Shirreffs et al., 2004 <sup>4</sup>	<b>Table 1. Effects of Dehydration on Exercise Performance.</b> (Retrieved from Chauvort et al., 2003. <sup>1</sup> Used with permission.)		
Cain et al., 2001 <sup>10</sup>	Study	Conditions	Dehydration <sup>a</sup>
Adolph, 1947 <sup>27</sup>	Desert walk (21 miles); 31°C; 30% RH; NF (n = 13) or AL (n = 9)		NF = 6.3% AL = 4.5%
Madamba et al., 1997 <sup>24</sup>	Walk/obstacle course (3 h); 30°C/28% RH; NF (n = 18) or SF (n = 6)		NF = 7% SF = 2.8%
Cain et al., 2000 <sup>9</sup>	Bench step to exhaustion; 38°C/78% RH or 38°C/50% RH		No data
Ladell, 1955 <sup>28</sup>	Walk 3.5 miles; 32°C (5 h); 35% RH		No data
Pitts et al., 1944 <sup>27</sup>	Cycle ergometer; 30°C; 30% RH; NF (n = 10) or SF (n = 10)		NF = 1.8% SF = 0.0%
Gopinathan et al., 1988 <sup>2</sup>	Wahb et al., 1994 <sup>44</sup>		
Below et al., 1995 <sup>26</sup>			
Sharma et al., 1986 <sup>13</sup>			
Barr et al., 1991 <sup>23</sup>			
Neave et al., 2001 <sup>14</sup>			
Bachle et al., 2001 <sup>16</sup>			
McClell et al., 1999 <sup>11</sup>			
Sahr et al., 2004 <sup>15</sup>			
McClell et al., 1997 <sup>14</sup>			
Robinson et al., 1995 <sup>21</sup>			

Note:  
Not meant to be legible.



# Cognitive Bias Codex – en.wikipedia.org

Note:  
Not meant to be legible.

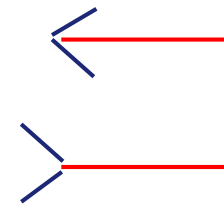
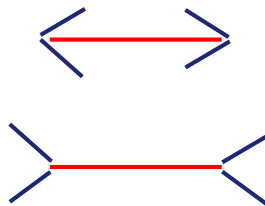


# Cognitive Biases – 181 total

- Anchoring
- Confirmation Bias
- Framing
- Implicit Bias
- Priming
- Over confidence
- Status Quo
- Sunk Cost Fallacy



## Group Exercise



## Neuroscience Take-Aways

### Develop and Trust Safe Work Habits

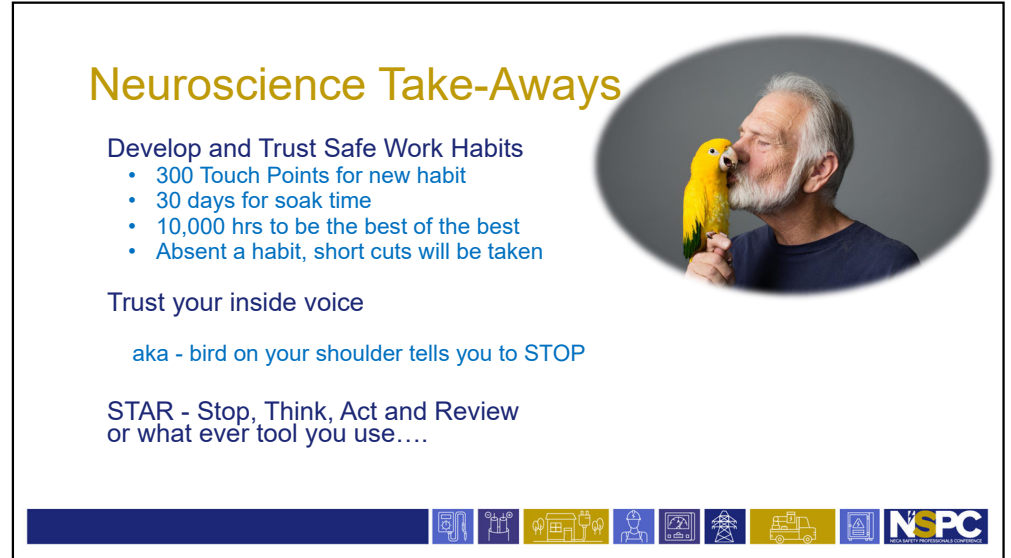
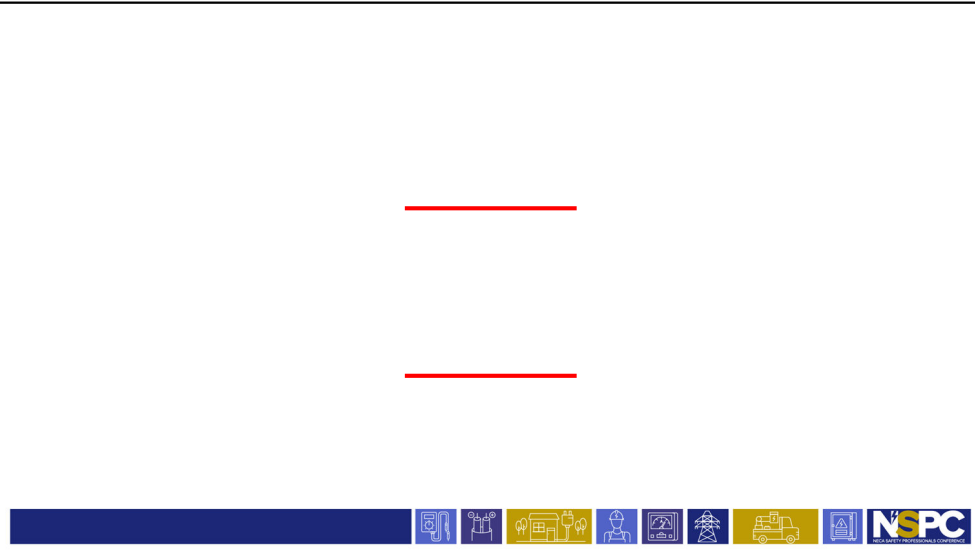
- 300 Touch Points for new habit
- 30 days for soak time
- 10,000 hrs to be the best of the best
- Absent a habit, short cuts will be taken



### Trust your inside voice

aka - bird on your shoulder tells you to STOP

STAR - Stop, Think, Act and Review  
or what ever tool you use....



## Back to Definitions

### Safety versus Risk

## Definitions – Safety

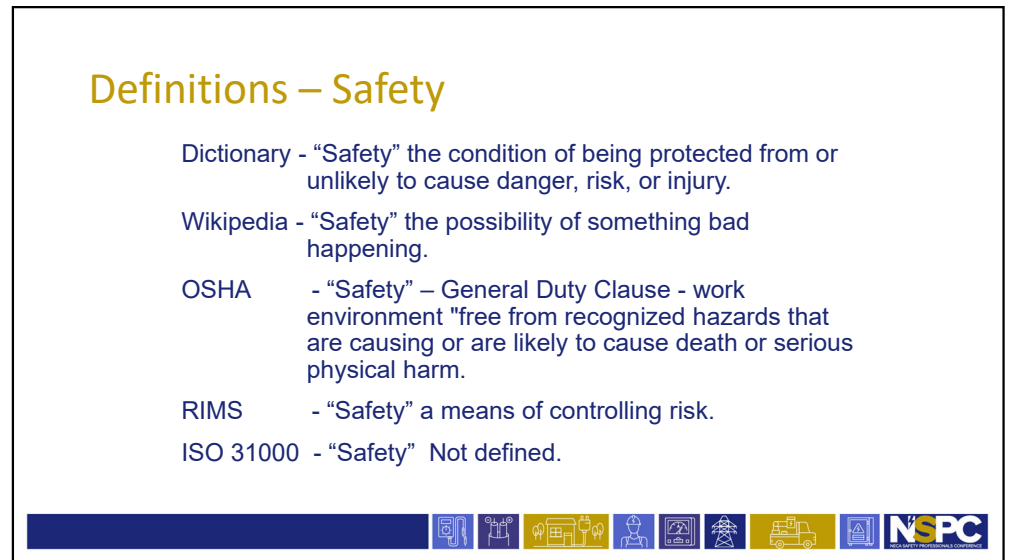
Dictionary - “Safety” the condition of being protected from or unlikely to cause danger, risk, or injury.

Wikipedia - “Safety” the possibility of something bad happening.

OSHA - “Safety” – General Duty Clause - work environment "free from recognized hazards that are causing or are likely to cause death or serious physical harm.

RIMS - “Safety” a means of controlling risk.

ISO 31000 - “Safety” Not defined.



## Definitions – Risk

- Dictionary - “Risk” a situation involving exposure to danger.  
Wikipedia - “Risk” the possibility of something bad happening.  
OSHA - “Risk” is the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard.  
RIMS - “Risk” an uncertain future outcome that can either improve or worsen an organization’s position.  
ISO 31000 - “Risk” the effect of uncertainty on objectives.



## Consider: Safety to Risk



### Why change?

### It is a euphemism

The substitution of a disagreeable, offensive, or disparaging expression for an agreeable or inoffensive one.

- Aligns with Risk Management Methodology
- Better reflects the situation and enables conversation
- Wider audience of influence



## Who owns Risk?

We all do!!!

Definition of Performance\*

- Ability
- Role Perception
- Effort



\* Safety Supervision 2<sup>nd</sup> ed., Dan Peterson, 1999



## The use of the phrase “That is a “Safety” Hazard.”

Consider replacing with ....

- Falling
- Tripping
- Hydration
- Slipping
- Struck by
- Crushed by
- Cut by



## Safety Tips

Consider replacing with ....

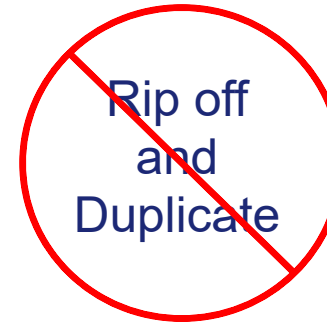
- Precaution
- Control
- Work Practices
- Procedure
- Protocol
- Rules
- Guidelines
- Best or Better Practice



It is a Safety Rule Book not Tip Book?



## What does R&D stand for?



Try it this way.

**R**esearch and **D**evelop  
or  
Give credit using appropriate foot note  
reference, Trade Mark icon or ask for  
permission to use.



## Law and Vision at the Top

### Laws – Natural and Written

Policy  
Regulation, Ordinance...  
Procedure, Protocol  
Guideline  
Social Norm

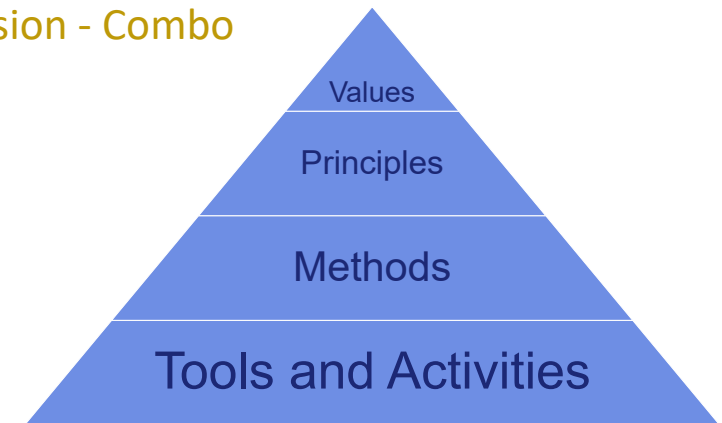
### Vision – the future after the mission

Mission – purpose for having value  
Values – worth assigned to principles  
Principles – foundation of beliefs  
Beliefs – Assumptions about things  
Things – Everything around us

“We have a POLICY for that...or Do We?”



## Lean Version - Combo



This Is Lean – Resolving The Efficiency Paradox, 2015 Modig Ahlstrom





# Leadership



## Core Values

Attack Problems Not People

Coach People and Manage Things



## Risk Management Enterprise Principles - Examples

- ... Starts at the top.
- ... More than a policy, it is a culture.
- ... Not just a theory but a strategy.
- ... Risk-aware for the enterprise.
- ... Complex is no remedy.
- ... Never about finding “the answer”.
- ... It is possible to prepare for unknown risks.
- ... What matters is the “talk”, not the “report”.
- ... **All risk can be eliminated, transferred, controlled or assumed.**



## Belief System

All risk can be eliminated, transferred, controlled or assumed. \*

- |   |                  |
|---|------------------|
| <ol style="list-style-type: none"><li>1. Eliminated – Engineer it Out (passive and active)</li><li>2. Transferred – Insure, Replace, Contract</li></ol> | Transformational |
| <ol style="list-style-type: none"><li>3. Controlled – Safety Programs</li><li>4. Assumed – Employee Behavior</li></ol>                                  | Transactional    |

\*ARM – Associate in Risk Mgmt. study materials.





## Leadership Styles



### Transactional

**Hierarchy** – President, VP, Director, Mgr., Supervisor, Field Worker

**Seniority** – 50 Years, 40 Years, 30 Years,.....

**Function** – Operations, Finance, Legal, Human Resources.....

AKA – Stay in your lane.

### Transformational

o **Principles** – What is right is right !



## Leadership Traits

### My Words

1. Know the Rules
2. Use the Rules

### Dr. Adizes's Words

- Administrator
- Producer

Transactional

3. New Ideas
4. Integration

- Innovator
- Integrator

Transformational

Leadership Consultant, Dr. Ichak Adizes, 2006



## Communication Tools



## Rhetorical Devices



### What are they and why use them?

What is it? - a linguistic tool that employs a particular type of sentence structure, sound, or pattern of meaning in order to evoke a particular reaction from an audience.

### Why – Better communication and listening skills



## Rhetorical Devices - Examples

**Anaphora:** Repetition of a word or expression at the beginning of successive phrases, clauses, sentences, or verses especially for rhetorical or poetic effect.  
 Martin Luther King –Speech “I have a dream”, “Now is the time” “One hundred years later”, “We can never be satisfied”, “With this faith”, “Let freedom ring”, and “free at last”

**Antithesis:** A contrast of thoughts.  
 “Slow is smooth and smooth is fast” – U.S. Special Operations Forces

**Hyperbole:** Exaggerating a description for emphasis.  
 “It’s a jungle out there.” idiomatic English expression

**Metaphor:** Comparing two unlike objects to provide a clearer description.

**Parallelism:** using a sequence of identical constructions in writing  
 “Tell me and I forget. Teach me and I may remember. Involve me and I will learn.”  
 – Benjamin Franklin



## Readability

Words are inevitable.

How many words per sentence?

How many syllables per word?



## Readability

Microsoft

When correcting spelling and grammar in Word

- Check spelling as you type
- Mark grammar errors as you type
- Frequently confused words
- Show readability statistics

Readability Statistics	
<b>Counts</b>	
Words	1,325
Characters	6,000
Paragraphs	47
Sentences	80
<b>Averages</b>	
Sentences per Paragraph	2.1
Words per Sentence	15.5
Characters per Word	4.3
<b>Readability</b>	
Flesch Reading Ease	63.8
Flesch-Kincaid Grade Level	8.2
Passive Sentences	21.2%



## Readability

% of words versus images?

Best

Good

**SAFETY BULLETIN**

**Subject: Load Securement - Backyard Machine-Approved work practice.** Car & Duff is standardizing the securement of the backyard machines. This method will apply to current and future backyard machines. Use the provided bindery only to secure the backyard machine.

**DO'S**

- Only use the bindery provided on the trailer for securement.
- Check for correct fit of the bindery on the machine and frame.
- Pull the machine off the way the "load" vehicle.
- Make sure the bindery is secured to the machine.

**DO NOT'S**

- A bindery should not be used to secure the machine.
- Don't leave the bindery on the machine when not in use.
- Don't use the bindery to secure the machine on the way the "load" vehicle.

**EXCEPTION NOTE: AID-7 and trailer are designed for our retrofit straps, not bindery.**

**Do a walk around! Extend the bindery bindery only, never to trailer stop.**

**Incident Investigation**  
 Taking Pictures and the Preservation of Evidence

It is important when any type of incident happens, we take good pictures and preserve evidence (if applicable).

**Photo Techniques**

- Get multiple angles (N, S, E, W)
- Make sure you stand at feet back to get everything in the frame
- Take more photos and less

In general, these photos help tell the story. After an accident your mind will be racing. Getting multiple photos will help you remember.

For objects at work sites that are critical to operations or are costly to replace or are in an area that place concrete barriers or another protective barrier around it so the barrier is stuck first instead of the critical object.

**Weekly Safety Message: Fixed Objects/ Motor Vehicle Safety**

Striking fixed objects with moving equipment or vehicles is common in manufacturing settings, on construction sites, and for occupations such as heavy drivers. These incidents are 100% preventable if the proper steps are taken to prevent them. It is important to take the time and energy to properly eliminate or mitigate the chance that fixed objects are struck.

**Ways to Prevent Striking Fixed Objects**

The single best way to prevent these types of accidents is through the elimination of exposure to the hazard. Fixed objects are just that, they are fixed, the only way they will not move is over the movement of the vehicle you are controlling. Elimination can be achieved by not being near the fixed object at all or by not looking the object in an area where you can be struck in the first place. Often there are good planning or layout in involved in these types of incidents. Obviously, not all fixed objects are eliminated or can be removed by your company, and many of them cannot be eliminated or removed in a certain way.

While elimination of all work tasks involving moving equipment or vehicles near fixed objects is not possible, there are many other additional safeguards and best practices that can be used to reduce the chance that objects are struck. A few of these other safeguards:

- Avoid backing. Often times objects are struck when individuals are backing up.
- Never park within a few feet of a fixed object. Doing so leaves more of a chance that you or the load impacts the equipment or vehicle in the object.
- Always perform a full walk around of the vehicle or equipment prior to operation.
- The operator when operating or driving must at all times, determine if an object or equipment are in their path or in low speed conditions.
- Use a specific route you are working near fixed objects.
- Make the object more visible by using orange flags or other light markers to bring attention to it.
- For objects at work sites that are critical to operations or are costly to replace or are in an area that place concrete barriers or another protective barrier around it so the barrier is stuck first instead of the critical object.

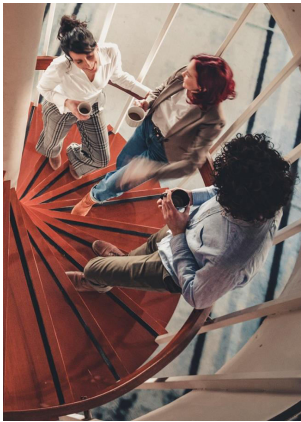
**Summary**

There are many ways to prevent striking a fixed object. Elimination of work tasks near these objects or avoiding striking fixed objects near paths of travel is the first step in the best check. A combination of safeguards is another effective method to reduce the chance of striking fixed objects. These types



## Readability and Knowledge Transfer

A Picture is Worth  
a  
Thousand Words  
  
or is it?



## Disciplinary Action

Employee Write Up aka Written Warning

change to

Performance Notice

- Positive
- and
- At-Risk



## Integration (change mgmt.) Process

### Step 1 - Decision Making

1. Unilateral
2. Collaborative
3. Consensus



Great Business Teams, Cracking the Code for Standout  
Performance 2008, Guttman

### Step 2 – Integration

(checklist)

1. Decision Made – Step 1 Completed
2. Executive Leadership Communication
3. Various Committee discussion / vetting
4. MOU, Bulletin, Alert, or Notice Issued
5. Pilot Program, Survey or Analysis
6. Policy, Procedure, Guideline created
7. Handbook addition and update
8. Daily Work Order / Job Brief updated
9. Posting in affected areas
10. Auditing Tool addition and update
11. Company Calendar “Margin” Tagline
12. Communication Campaign
13. Weekly Messaging
14. Education and Training
15. Annual Meeting Topic of Discussion
16. Check and Adjust Cycle

These will be unique to your company

## Systems Approach

# Standards are the Minimum Aim Higher

## Standard (transactional - lagging)

- Insurance Minimums
- Workers Compensation
- Anti-Trust
- Bank Covenants
- Licensing and Permits
- Contracts
- Bonding/Surety
- Sarbanes-Oxley, Dodd-Frank
- OSHA, EPA, EEOC, IRS...
- Inspections and Recs.
- Plus.....

## Aiming Higher (transformational - leading)

- 24/7 Philosophy
- ANSI voluntary standards
- Best and Better Practices
- Captive vs Traditional Ins.
- Certification – Prof. Development
- Culture/Risk Survey(s)
- Lean - Continuous Improvement
- Loss Analytics - Correlations
- SIRs, High Deductible
- Total Worker Health™



# Systems Approach

## Risk Mgmt. System - International ISO 31000 Risk Mgmt. Standard

- Universal
- Performance Based
- Non-prescriptive
- w/ SME guides

## ISO 31010 Risk assessment techniques

- Tied to the 31000 Standard
- 40 plus tools to choose from
- Risk Indices aka Risk Register and Charting



ISO 31010  
EMER 10000

# Risk List – Company Specific

Not meant to be read – Just to show volume

## Health, Safety and Environmental

- Air, boat or other commercial travel
- Apprentices
- Chain Saw Use
- Confined and Enclosed Spaces
- Cultural HSE Strength
- Direct Elec. Voltage Contact > 50 volts
- Dog/Animal Attacks
- Drivng Vehicles
- Explosion Work
- Eye Injuries
- Fall from Elevation
- Fire Prevention, Suppression and Protection
- Fork Truck/Scissor Lift/ or other personnel lift
- Hand Lacerations
- Heat Stress/ Hydration
- Hydraulic Oil Paintures
- Ladder use
- Line-of-Fire Incidents
- Load securement of machinery during transport
- Manhole Handling
- Mobile Equipment Damaged, Out of Specification or In-use
- PCB Exposure
- Power Operated Hoist
- Sprains and Strains
- Stuck Vehicle/Equipment Recovery
- Trained Work Force
- Vehicle Emissions from Electrical Contact
- Weather Related Issues
- Wildfire
- Work Zone Traffic Control

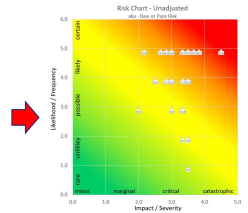
## ALL OTHERS

- Backlog Management
- Bonding and Surety
- Business Continuity (Fire, Weather, Civil Unrest, Pandemic)
- Cash Flow Liquidity
- Competition
- Contract Risk Transfer
- Culture Strategy and Strength
- Customer Revenue Diversification
- Cyber Security and Information Technology
- Economy - Recession, Inflation, Depression
- Enterprise Diversity Status
- Environmental
- Epidemics/Pandemic
- Equipment Damage
- ERF Integration
- Environ., Social, and Corporate Governance
- Government and Regulatory Compliance
- Health and Safety for Incident
- Information and Asset Protection
- Joint Venture Management
- Labor Availability
- Licensing
- Non-Field Related Disaster
- Nuclear Verdict
- Project Implementation/Major Project
- Quality Control and Assurance
- Recession
- Regulatory Settlements and Covenants
- Subcontractor Performance Management
- Union Relationship Management
- Volunteer Work
- Workplace Violence, Civil Unrest or related

75

# Risk Register – Carr & Duff

Unlinked Labels - Unadjusted	Score
1) Air, Boat or other commercial travel	2.00
2) Apprentices	4.00
3) Chain Saw Use	4.00
4) Confined and Enclosed Spaces	4.00
5) Cultural HSE Strength	3.00
6) Direct Elec. Voltage Contact > 50 volts	4.00
7) Dog/Animal Attacks	4.00
8) Drivng Vehicles	4.00
9) Explosion Work	4.00
10) Eye Injuries	4.00
11) Fall from Elevation	4.00
12) Fire Prevention, Suppression and Protection	4.00
13) Fork Truck/Scissor Lift/ or other personnel lift	4.00
14) Hand Lacerations	4.00
15) Heat Stress/ Hydration	4.00
16) Hydraulic Oil Contaminants	4.00
17) Ladder use	4.00
18) Line-of-Fire Incidents	4.00
19) Load securement of machinery during transport	4.00
20) Manhole Handling	4.00
21) Mobile Equipment Damaged, Out of Specification or In-use	4.00
22) PCB Exposure	4.00
23) Power Operated Hoist	4.00
24) Sprains and Strains	4.00
25) Stuck Vehicle/Equipment Recovery	4.00
26) Trained Work Force	4.00
27) Vehicle Emissions from Electrical Contact	4.00
28) Weather Related Issues	4.00
29) Wildfire	4.00
30) Work Zone Traffic Control	4.00



## Risk List and Rating

- Financial
- Operational
- Legal/Regulatory
- Customer Concern
- Loss History
- Likelihood
- Trend

## Score/Table

- % of P&L
- Performance Impact
- Minor to Major
- None to Kicked Off
- 10 Year Look Back
- Every 1 to 2 Years
- Up, Down, Flat

## Heat map / Chart

Likelihood/Frequency  
Impact / Severity  
Pure versus Real

## Risk Assessment Techniques

- **ALARP, ALARA And SFAIRP**
- Bayesian Analysis
- Bayesian Networks
- **Bow Tie Analysis**
- **Brainstorming**
- **Business Impact Analysis**
- **Causal Mapping**
- Cause-Consequence Analysis
- **Checklists, Classifications and Taxonomies**
- Cindynic Approach
- **Consequence/Likelihood Matrix**
- **Cost/Benefit Analysis**
- Cross Impact Analysis
- Decision Tree Analysis
- Delphi Technique
- Event Tree Analysis
- Failure Modes And Effects Analysis
- Fault Tree Analysis
- F-N Diagrams
- Game Theory
- Hazard And Operability Studies (HAZOP)
- Hazard Analysis And Critical Control Points (HACCP)
- Human Reliability Analysis
- **Ishikawa (Fishbone)**
- **Layer Protection Analysis (LOPA)**
- Markov Analysis
- Monte Carlo Simulation
- Multi-Criteria Analysis
- Nominal Group Technique
- Pareto Charts
- Privacy Impact Analysis/ Data Privacy Impact Assessment (PIA/DPIA)
- Reliability Centered Maintenance
- **Risk Indices**
- S-Curves
- **Scenario Analysis**
- Structured Or Semi-Structured Interviews
- Structured "What If?" (SWIFT)
- **Surveys**
- **Toxicological Risk Assessment**
- Value At Risk (Var)



## LOPA – Layers of Protection Analysis and Cumulative Act Effect aka Swiss Cheese Model

**LOPA (B.4.4)** identify the barriers (aka controls) between a source of risk and its possible consequences and can be used to check that the barriers are sufficient.

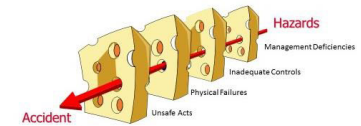
4 Basic Layers but there can be more...

- Process Design
- Basic Controls
- Procedures
- Supervision

**Cumulative Act Effect** - causation model using layered controls with active and latent properties.

4 Basic Layers but there can be more...

- Mgmt. Issues
  - Basic Controls
  - Physical Failures
  - At Risk Acts
- James Reason's "Swiss Cheese" Model of Accident Causation (1990)



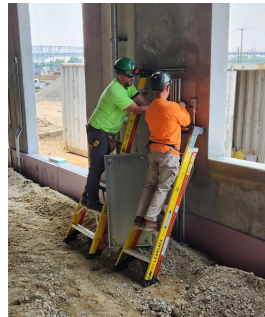
NASA <https://roundupreads.jsc.nasa.gov/roundup/894>



## NIOSH – Prevention Through Design Program

The Prevention through Design (PtD) Program seeks to prevent or reduce occupational injuries, illnesses, and fatalities...

through the inclusion of prevention considerations in all **designs** that impact workers. **"Designing out"** occupational hazards and risks is the most effective way to protect workers.



## LOPA tied to Best Practices OSHA Electrical Transmission & Distribution Strategic Partnership

### Process Design

- Administrative controls & information transfer
- Job briefings

### Basic Controls

- Pre-use inspection of insulating protective equipment and insulating personal protective equipment

### Procedures

- Safety at heights
- Cradle-to-cradle use of insulating rubber gloves and sleeves
- Lock-to-lock use of insulating rubber gloves and sleeves
- I&I techniques for the live line tool method on distribution
- I&I techniques for the rubber glove method.

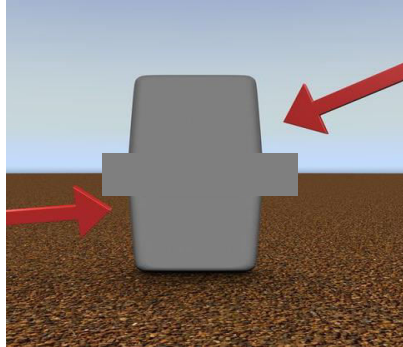
### Qualification and Supervision

- Qualified observer



## GRAY SQUARE - RISK EXERCISE

Which gray square is darker, top or bottom?



NOW!!! Let's ask  
"WHY" five times . . .

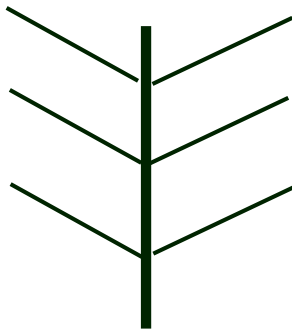


## 5 Why, Why Tree or Fishbone – Which came first?

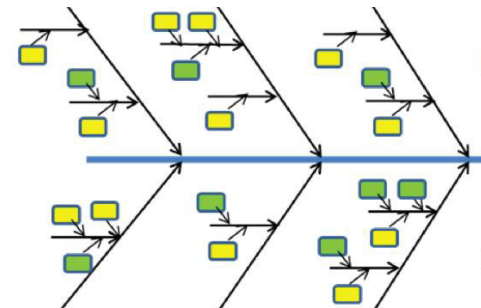
Why            Why  
Why            Why  
Why



## 5 Why, Why Tree or Fishbone



## 5 Why, Why Tree or Fishbone





## 5 Why, Why Tree or Fishbone

IEC 31010:2019 © IEC 2019

- 59 -

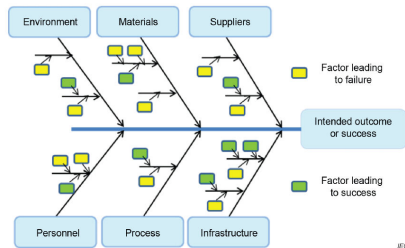


Figure B.1 – Example Ishikawa (fishbone) diagram

The diagram is often developed in a workshop scenario.]

1945, Kaoru Ishikawa, first iteration and concept, fishbone diagram  
A problem-solving model to aid in determining root causes of problems.



## What to work on?

Pick and choose your battles

Or

Battle every Battle



## Battle every Battle it is the ethical thing to do - But how?

- Adopt and Apply a Transformation Mind-Set
- Frequency and severity analysis of all incidents
- Insurance – exposure and control assessment
- Culture or Risk Profile Survey w/ Benchmarks – 4 Year Cycle

1<sup>st</sup> Year = Assess

2<sup>nd</sup> Year – Plan and Quick Fix

3<sup>rd</sup> Year – Implement the plan and Check Adjust

4<sup>th</sup> Year – Watch the plan and monitor



## Read, Read, Read

10 Pages per day = 300 pages per month = 1 Book per Month  
Not too much to expect for any professional

### Suggested Readings (short List)

1. The First 90 Days, Author(s) Watkins
2. Mistakes were made but not by me, Author(s) Tavriss and Aronson
3. Happiness Advantage, Author(s) Acor
4. Thinking Fast and Slow, Author(s) Kahnemann
5. The Power of Habit, Author(s) Duhigg
6. The Checklist Manifesto: How to Get Things Right Author(s) Gawande
7. This is Lean, Author(s) Modig and Ahlstrom
8. Managing the Risk of Organizational Accidents, Author(s) Reason
9. Good to Great, Author(s) Collins
10. Superforecasting, Author(s) Tetlock and Gardner
11. Third Generation Safety, The Missing Piece, Author(s) Sylvestre
12. Bringing Out the Best in People, Author(s) Daniels
13. Measurement of Safety Performance, Author(s) Peterson
14. Great Business Teams, Cracking the Code for Standout Performance, Author(s) Guttman
15. Human Factor Design Handbook – Desk Reference Author(s) Woodson, Tillman, Tillman
16. The Art of War, Author(s) - Sun Tzu, and various others with interpretations.
17. 1501 Ways to reward Employees, Author(s) Nelson





## Read, Read, Read Each book 4 Times but HOW?

**#1 Skim Read** – Credits, Intro, TOC, Chapter Endings, Pictures, Diagrams, Illustrations, Last Chapter, Index and References

Pass Judgment = Go, No Go

**#2 Speed Read** – as fast as you can.

**#3 Read for Full Understanding**

– Markup , Highlight, Dog Ear and Take Notes

**#4 Use as a Reference Resource**

– Go back and lookup as marked in step #3



## Other Topics of Discussion

- Total Worker Health™
- On-The-Job Methodologies and Retention
- Field Inspection and Coaching
- Incident Investigating Techniques
- Interviewing techniques w/ R+ and R-
- Personality Profiling
- Document control
- Return on Investment Methods
- Metrics



## Q & A

Andrew Salvadore, CSP, CUSP  
Vice President – Risk Management and Safety  
**Carr & Duff, LLC.**

215-416-1206  
asalvadore@carrduff.com



## Please complete the Online Evaluation



<https://www.surveymonkey.com/r/2024NationalSafetyProfessionalsConference>

