

Safety Leadership for Culture Enrichment:

Strategies for bringing out the best in a workforce

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Professor, Virginia Tech
Senior Partner, Safety Performance Solutions

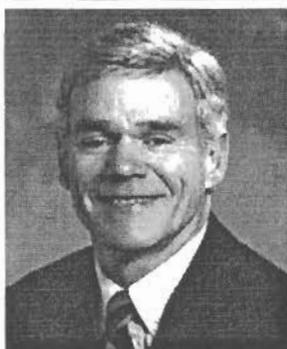
10th Annual
Region X VPPPA Conference

Portland, Oregon
May 19, 2004



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About Dr. E. Scott Geller



E. Scott Geller, Ph.D. is a Senior Partner of Safety Performance Solutions, Inc. – a leading-edge organization specializing in behavior-based safety training and consulting. Dr. Geller and his partners at Safety Performance Solutions (SPS) have helped companies across the country and around the world address the human dynamics of occupational safety through flexible research-founded principles and industry-proven tools. In addition, for more than three decades, Professor E. Scott Geller has taught and conducted research as a faculty member in the Department of Psychology at Virginia Polytechnic Institute and State University, better known as Virginia Tech. In this capacity, he has authored more than 350 research articles and over 70 books or chapters addressing the development and evaluation of behavior-change interventions to improve quality of life.

His recent books in occupational health and safety include: *The Psychology of Safety; Working Safe; Understanding Behavior-Based Safety; Building Successful Safety Teams; Beyond Safety Accountability: How to Increase Personal Responsibility; The Psychology of Safety Handbook; Keys to Behavior-Based Safety from Safety Performance Solutions*; and the primer: *What Can Behavior-Based Safety Do For Me?* His latest book, entitled *The Participation Factor*, was published in 2002 by the American Society of Safety Engineers.

Dr. Geller is a Fellow of the American Psychological Association, the American Psychological Society, and the World Academy of Productivity and Quality Sciences. He is past Editor of the *Journal of Applied Behavior Analysis* (1989-1992), current Associate Editor of *Environment and Behavior* (since 1982), and current Consulting Editor for *Behavior and Social Issues*, the *Behavior Analyst Digest*, and the *Journal of Organizational Behavior Management*.

Scott Geller's caring, dedication, talent, and energy have helped him earn a teaching award in 1982 from the American Psychological Association and every university teaching award offered at Virginia Tech. In 1983 he received the Virginia Tech Alumni Teaching Award and was elected to the Virginia Tech Academy of Teaching Excellence; in 1990 he was honored with the all-university Sporn Award for distinguished teaching of freshman-level courses; and in 1999 he was awarded the prestigious W.E. Wine Award for Teaching Excellence.

Dr. Geller has written more than 100 articles for *Industrial Safety and Hygiene News*, a trade magazine disseminated to more than 75,000 companies. He has collaborated with Tel-A-Train Inc. and J.J. Keller and Associates in the development of various training series, which include videotapes, workbooks, and facilitators' guides. For these innovative and creative works, beginning with a 1995 nationally renowned seminar series -- *Actively Caring for Safety--the Society for the Advancement of Behavior Analysis* honored Dr. Geller with an award for Effective Presentation of Behavior Analysis in the Mass Media.

Dr. Geller and his colleagues at SPS have worked with numerous organizations, both public and private, to tailor training and implementation efforts related to the psychology of safety. Past customers include both small and large organizations representing manufacturing, chemical processing, transportation, and service industries, including: Allied Signal, American Standard, ARCO Chemical, AT&T, Bayer, Bechtel, BF Goodrich, BHP Cooper, Cargill, Coca-Cola, Champion International, Chevron, Corning, ExxonMobil, Eli Lilly, Florida Power & Light, Ford, General Motors, Georgia-Pacific, Hercules, Hewlett-Packard, Hoechst Celanese, Koch Refining, Leprino Foods, Lockheed, Lucent Technologies, Monsanto, Pacificorp, Power Bar, Rohm and Haas, Solutia, Textron, 3M, Toyota, TrusJoist MacMillan, Union Pacific Railroad, Wal-Mart, Westinghouse, Westvaco, Weyerhaeuser, and Wisconsin Electric.

Dr. Geller has been the Principal Investigator for more than 75 research grants that involved the application of behavioral science for the benefit of corporations, institutions, government agencies, or communities in general. Both government agencies and corporations have funded his research including: the National Science Foundation; the National Institute for Occupational Safety and Health; the U.S. Department of Health, Education, and Welfare; the U.S. Department of Energy; the U.S. Department of Transportation; the National Highway Traffic Safety Administration; the National Institute on Alcohol Abuse and Alcoholism; the Centers for Disease Control and Prevention; General Motors Research Laboratories; the Alcoholic Beverage Medical Research Foundation; and the Virginia Departments of Energy, Transportation, Litter Control, Agriculture and Commerce, and Welfare and Institutions. In 2001, Virginia Tech awarded Dr. Geller the University Alumni Award for Excellence in Research. And in 2002, the University honored E. Scott Geller with the Alumni Outreach Award for his exemplary real-world applications of behavioral science.

Mission Statement

To understand and apply the human dynamics of an organization so as to enrich the culture in which people work, thereby improving job satisfaction, safety, work quality and production, and interpersonal relationships. This can be accomplished by:

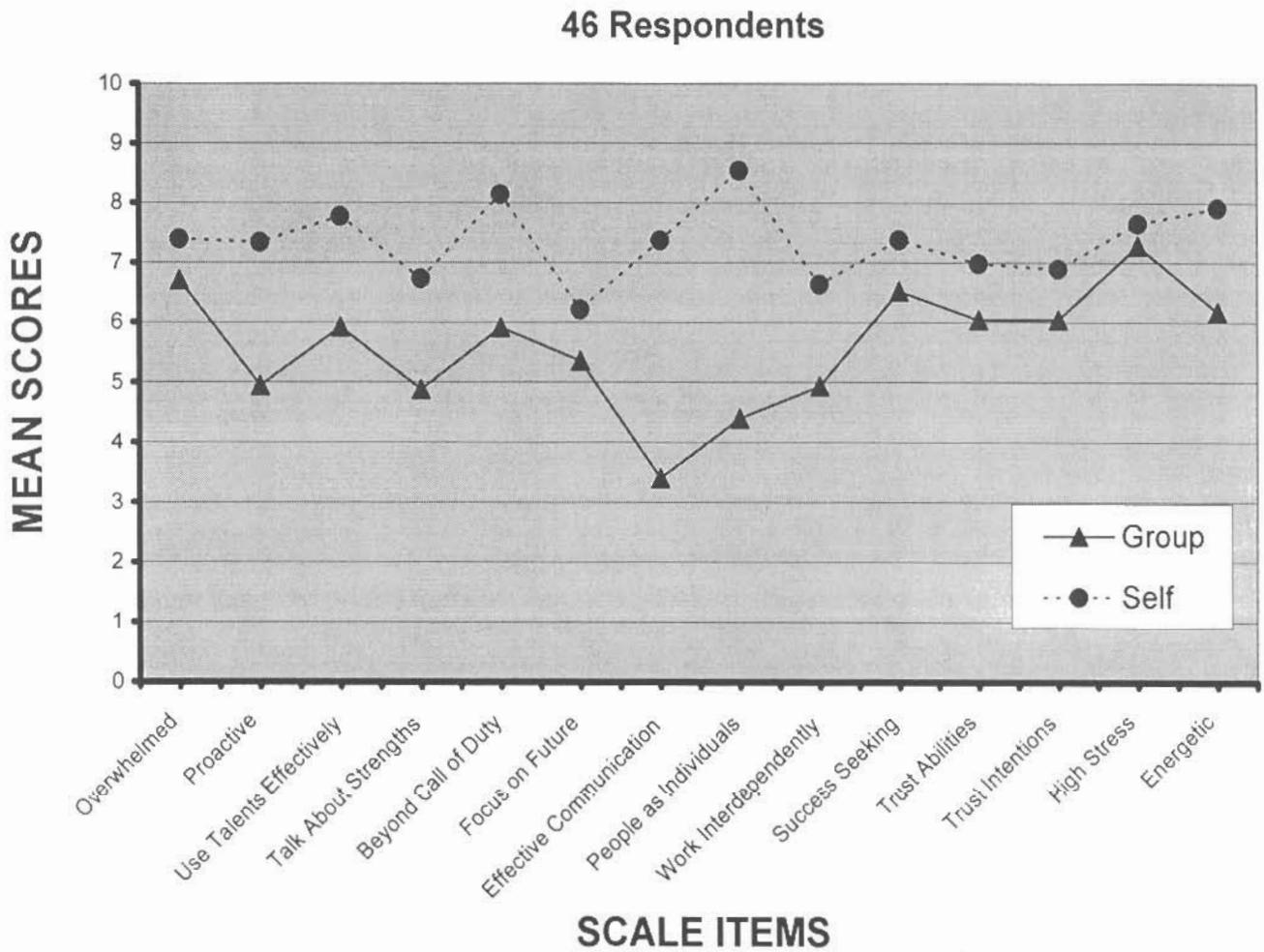
- Developing More Leadership
- Improving Communication
- Encouraging More Success Seeking
- Building Interpersonal Trust
- Promoting Interdependency
- Empowering a Talented Workforce
- Increasing People's Self-Motivation

A Culture Profile for _____

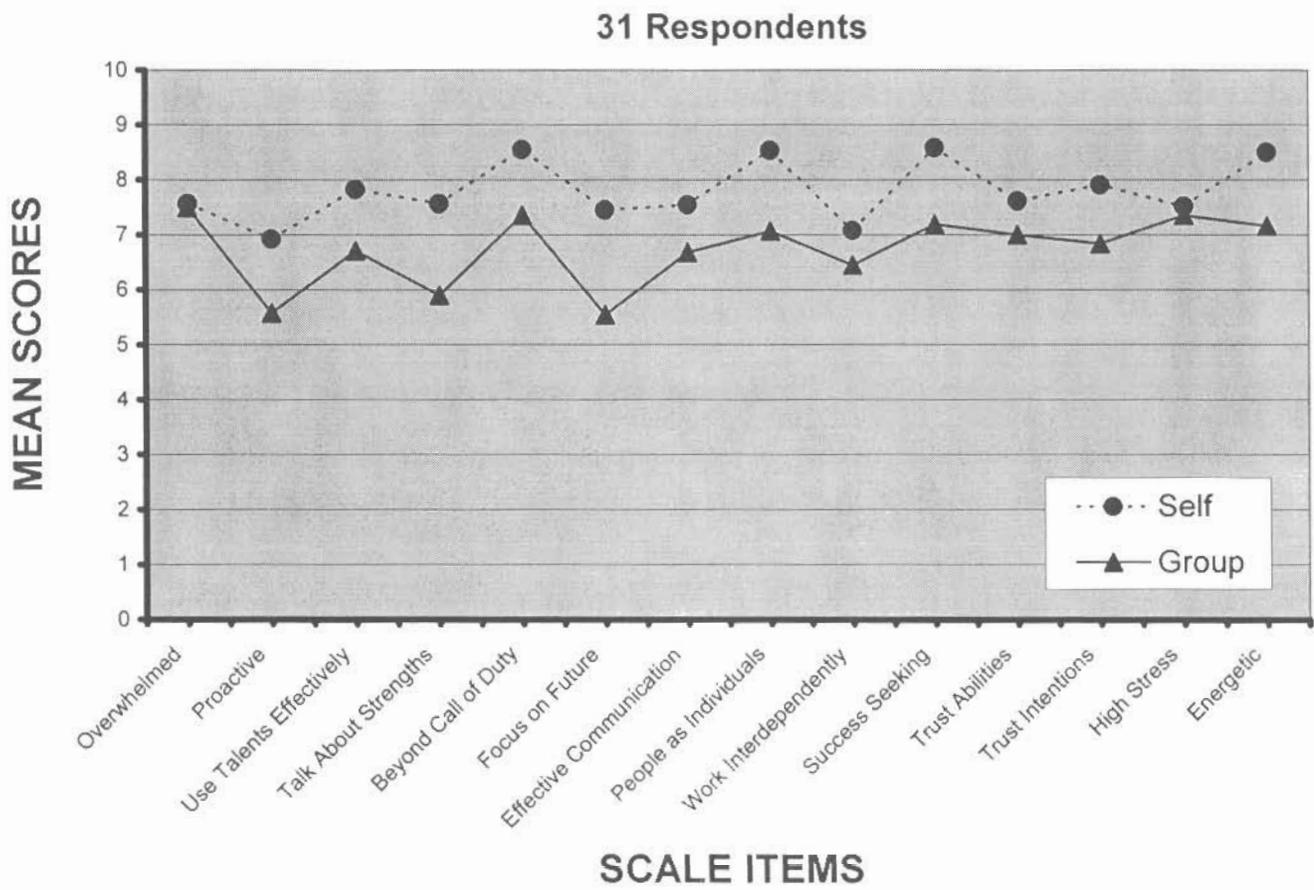
Please mark an S (for self) above the number that reflects your personal view or perspective of yourself within your work group. Then place a G (for your work group) above the number to reflect your opinion of your work group position between the two extremes. There is no right or wrong answer, and all responses will be anonymous. Please note that the "S" and "G" can be associated with the same number (i.e., receive the same score).

Underwhelmed (not enough to do)	0 1 2 3 4 5 6 7 8 9 10	Overwhelmed (too much to do)
Act Reactively (do it when it's needed)	0 1 2 3 4 5 6 7 8 9 10	Act Proactively (do it before it's needed)
Use Personal Talents Ineffectively	0 1 2 3 4 5 6 7 8 9 10	Use Personal Talents Effectively
Talk About People's Weaknesses	0 1 2 3 4 5 6 7 8 9 10	Talk About People's Strengths
Doing Just Enough Duty	0 1 2 3 4 5 6 7 8 9 10	Going Beyond the Call of
Focus on Present (administer the process)	0 1 2 3 4 5 6 7 8 9 10	Focus on the Future (build the business)
Communicate Ineffectively	0 1 2 3 4 5 6 7 8 9 10	Communicate Effectively
Consider People as Objects or a Means to an End	0 1 2 3 4 5 6 7 8 9 10	Treat People as Individuals
Work Independently	0 1 2 3 4 5 6 7 8 9 10	Work Interdependently
Focus on Avoiding Failure	0 1 2 3 4 5 6 7 8 9 10	Focus on Seeking Success
Low Trust in Coworker's <i>Abilities</i>	0 1 2 3 4 5 6 7 8 9 10	High Trust in Coworker's <i>Abilities</i>
Low Trust in Coworker's <i>Intentions</i>	0 1 2 3 4 5 6 7 8 9 10	High Trust in Coworker's <i>Intentions</i>
Low Stress	0 1 2 3 4 5 6 7 8 9 10	High Stress
Apathetic	0 1 2 3 4 5 6 7 8 9 10	Energetic
Pessimistic	0 1 2 3 4 5 6 7 8 9 10	Optimistic

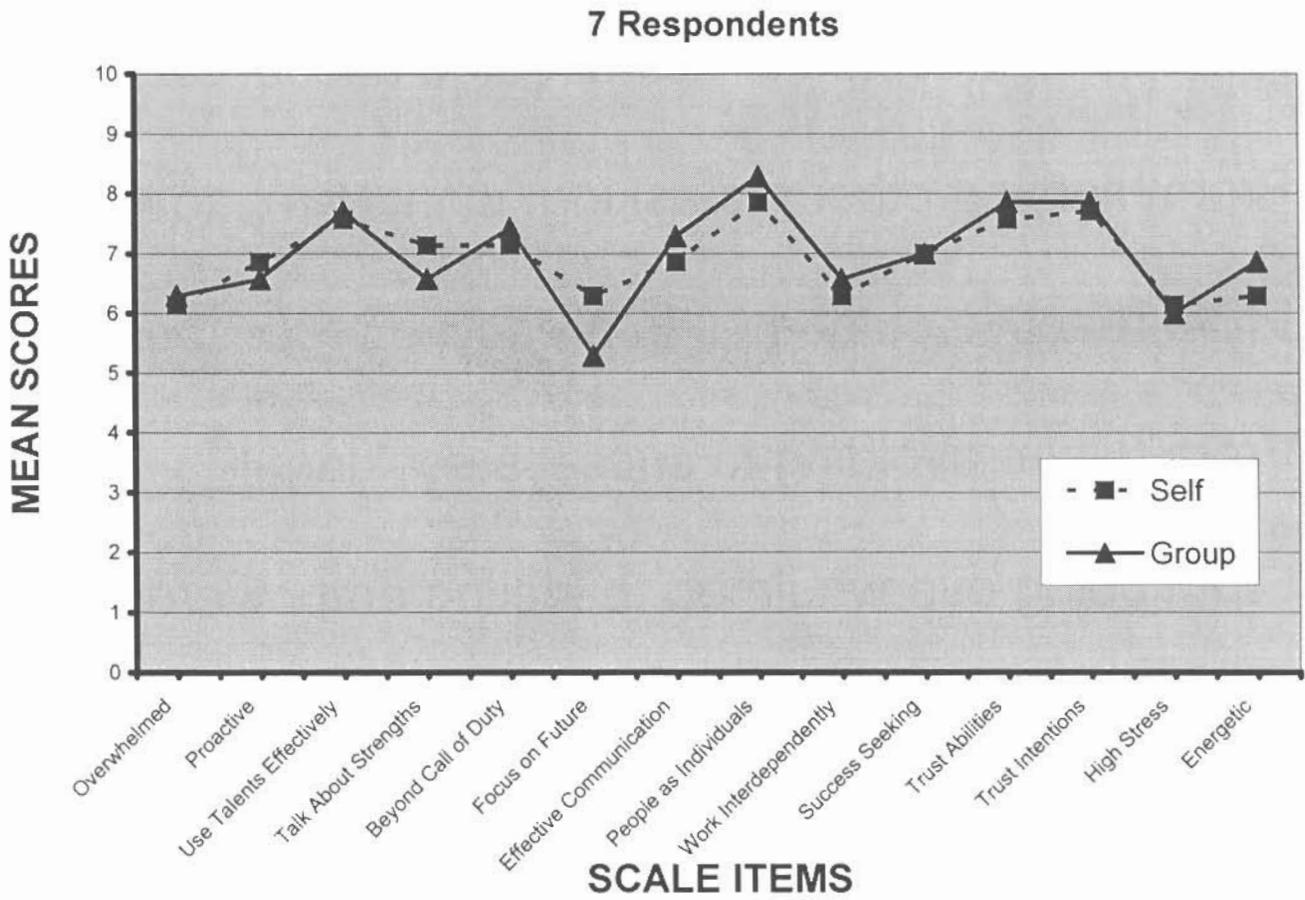
Culture Profile for The Gale Company Construction Team



Culture Profile for The Gale Company Management Team



Culture Profile for Safety Performance Solutions



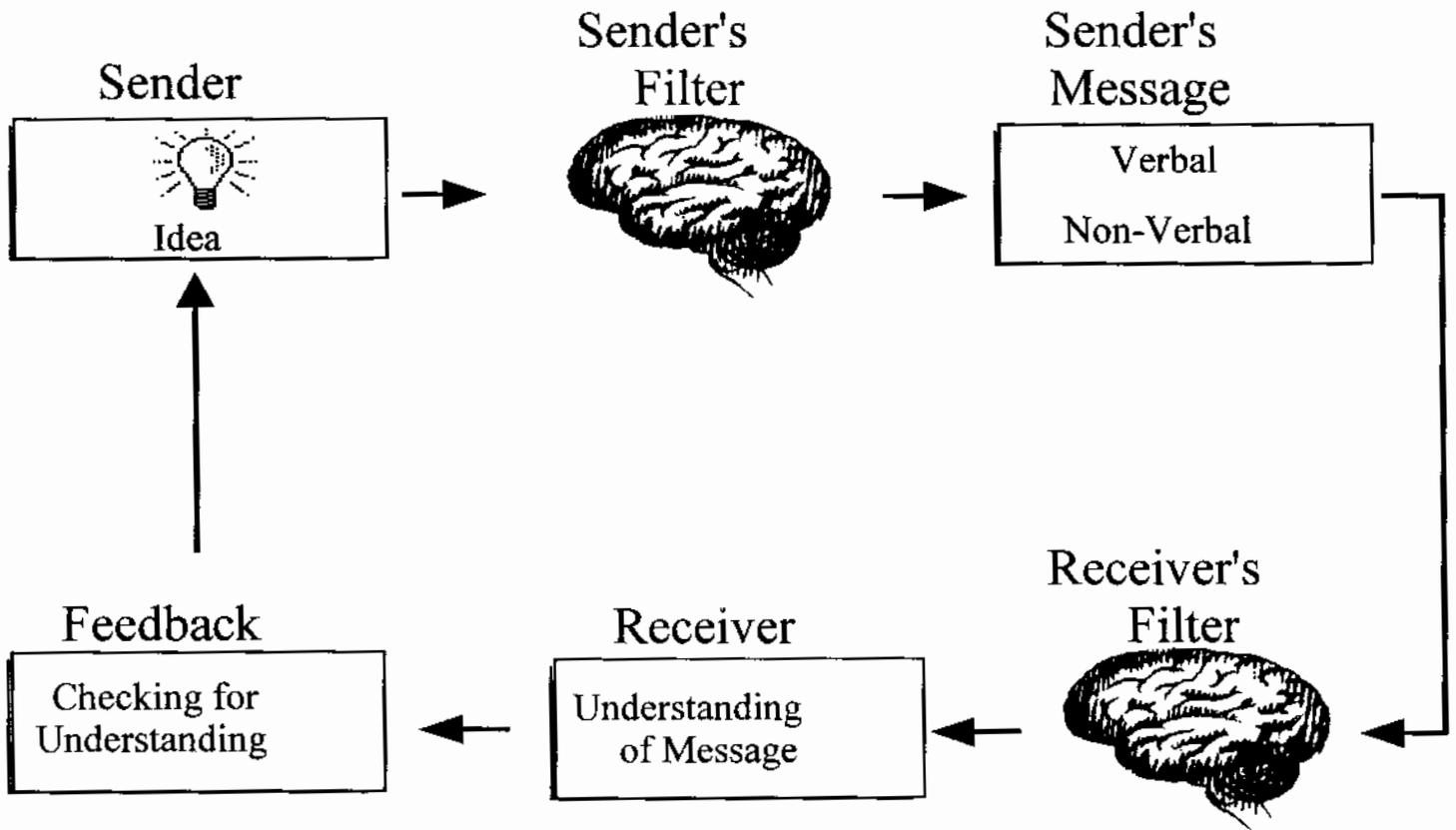
Paradigm Shifts for Culture Enrichment.

- From managing behavior to leading people
- From behavior-based safety to people-based safety
- From other-directed to self-directed accountability
- From blaming others to asking “what can I do?”
- From reactive outcomes to proactive processes
- From failure avoiding to success seeking
- From being overwhelmed to feeling empowered
- From efficient communication to effective conversation
- From people as objects to people as individuals
- From common sense to empathic listening
- From the “Golden Rule” to the “Platinum Rule”
- From Independent to Interdependent

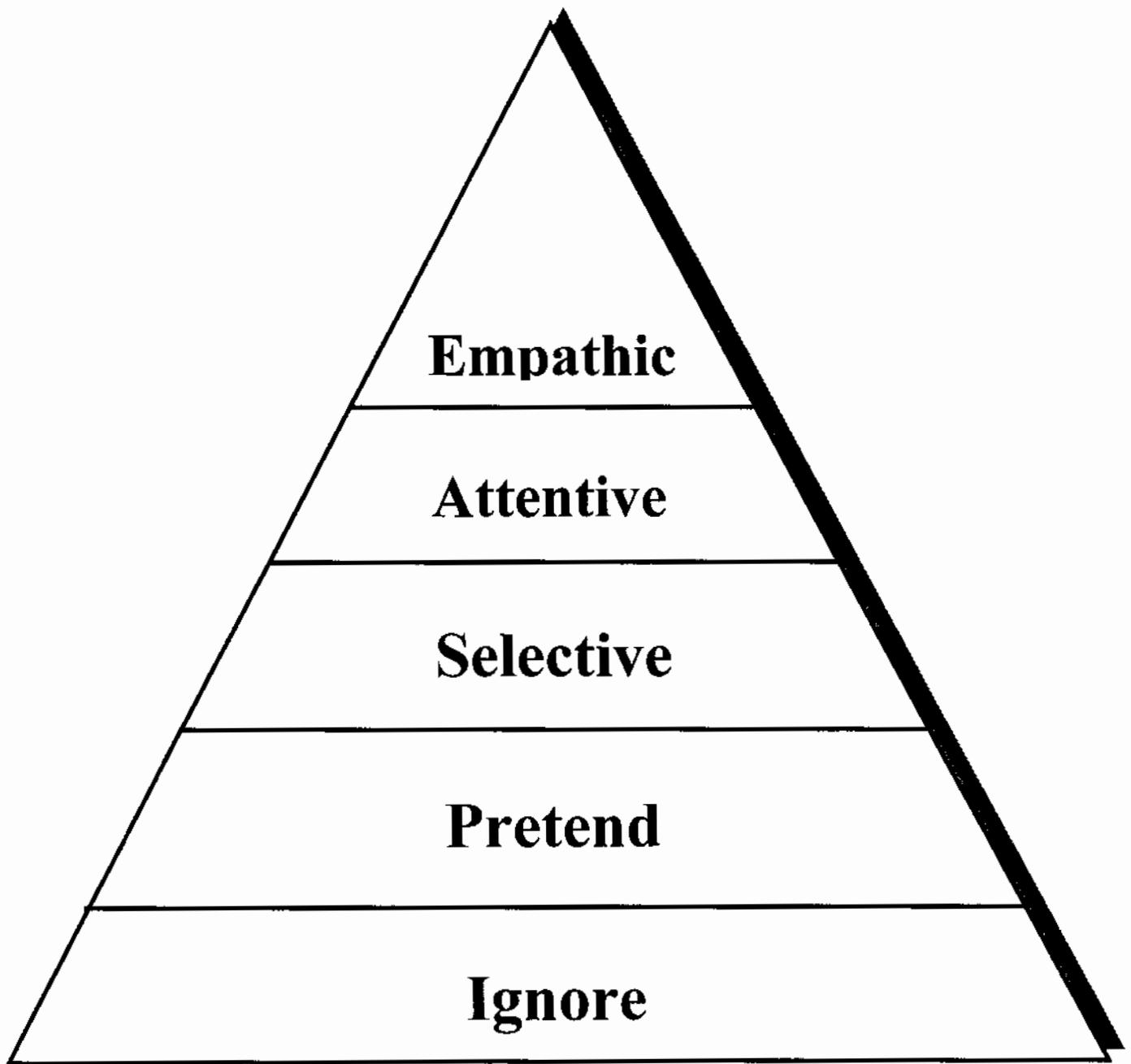
Do You Seek Success or Avoid Failure?

		Seek Success?	
		No	Yes
Avoid Failure?	No	Failure Acceptor	Success Seeker
	Yes	Failure Avoider	Overstriver

Communication is Biased Twice.



Listening Occurs at Five Levels.



The Power in Asking

Why Ask?

- To **A**lways **S**eek **K**nowledge
- To Show You Care
- To Raise Self-Esteem
- To Obtain Feedback
- To Gain Support

How to Ask:

- Why Don't We Ask?
- Nondirective vs. Directive Asking
- Be Genuine and Sincere
- Be Results Oriented
- Be Concise and Precise
- Be Good-Natured
- Be Persistent

Assessing Interpersonal Trust

The statements below express opinions that people might hold about the confidence and trust that can be placed in others at work, both fellow workers and management. Circle the scale numbers next to each statement to indicate how much you agree with it.

	Highly Disagree	Disagree	Not Sure	Agree	Highly Agree
1. Management in my company is sincere in its attempts to meet the workers' point of view.	1	2	3	4	5
2. Our company has a poor future unless it can attract better managers.	1	2	3	4	5
3. If I got into difficulties at work I know my coworkers would try and help me out.	1	2	3	4	5
4. Management can be trusted to make sensible decisions for the company's future.	1	2	3	4	5
5. I can trust the people I work with to lend me a hand if I need it.	1	2	3	4	5
6. Management at work seems to do an effective job.	1	2	3	4	5
7. I feel quite confident that the company will always treat me fairly.	1	2	3	4	5
8. Most of my coworkers can be relied upon to do as they say they will.	1	2	3	4	5
9. I have full confidence in the skills of my coworkers.	1	2	3	4	5
10. Most of my fellow workers can do their work well even when supervisors are not around.	1	2	3	4	5
11. I can rely on other workers not to make my job more difficult by careless work.	1	2	3	4	5
12. Our management would be quite prepared to gain advantage by deceiving the workers.	1	2	3	4	5

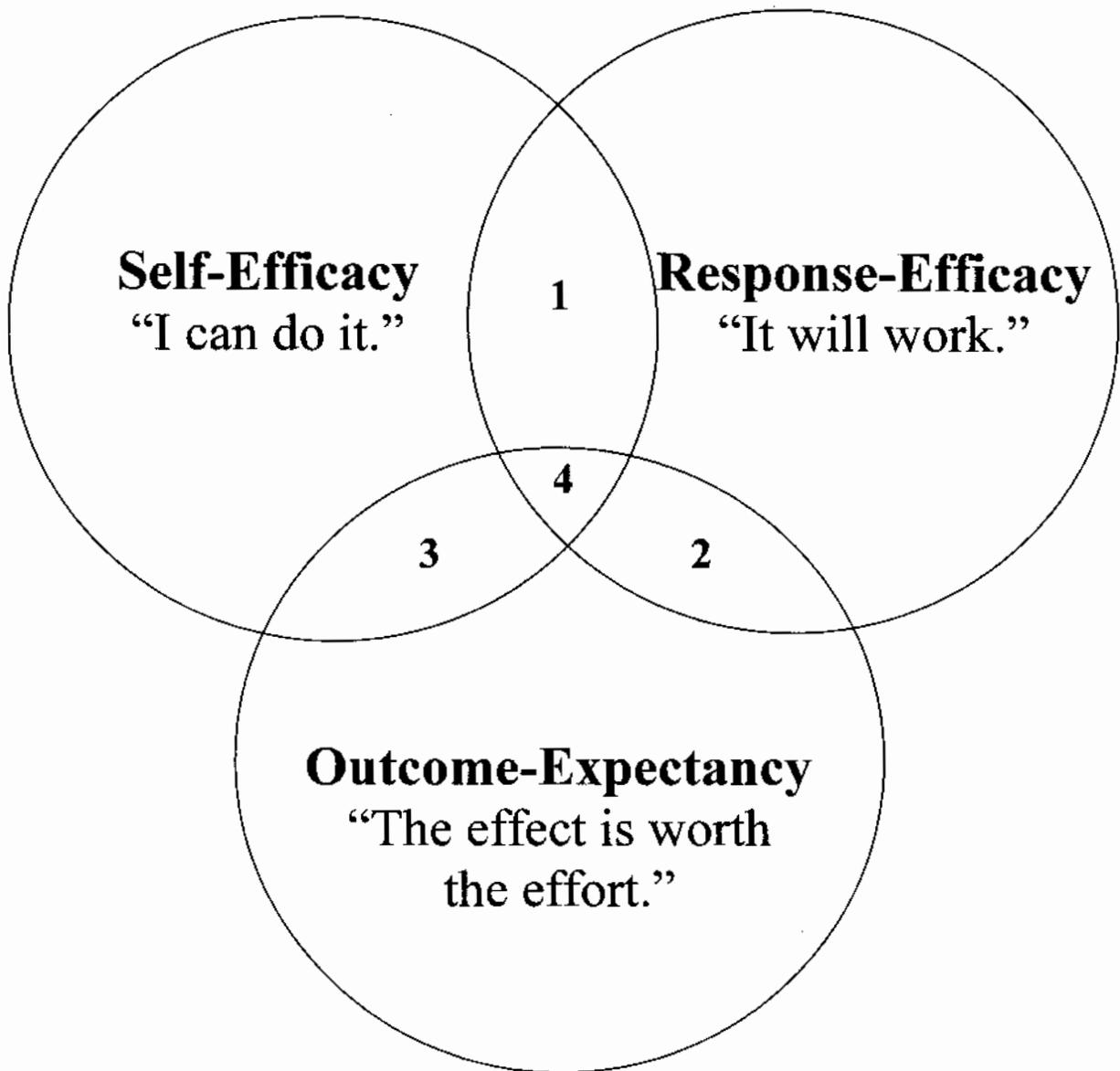
Trust is the Foundation of an Interdependent and Enriching Culture.

Definitions from the *American Heritage Dictionary* (1991) and
The New Merriam-Webster Dictionary (1989)

1. **Communication** -- exchange of information or opinion by speech, writing, or signals.
2. **Caring** -- showing concern or interest about what happens.
3. **Candor** -- straightforwardness and frankness of expression; freedom from prejudice.
4. **Consistency** -- agreement among successive acts, ideas, or events.
5. **Commitment** -- being bound emotionally or intellectually to a course of action.
6. **Consensus** -- agreement in opinion, testimony, or belief.
7. **Character** -- the combined moral or ethical structure of a person or group; integrity; fortitude.

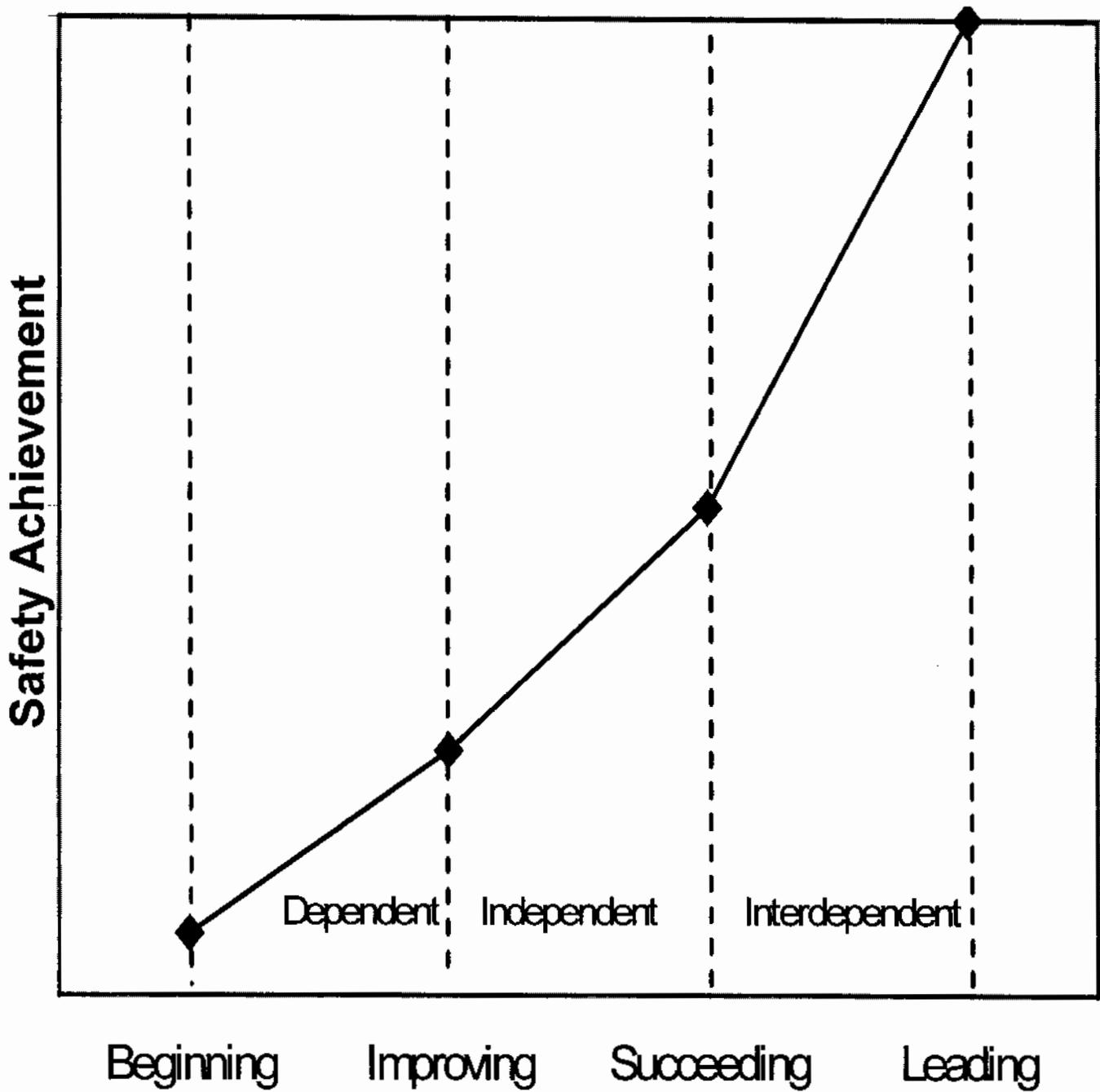
Three Beliefs Determine Empowerment.

(adapted from Bandura, 1997)



1. I can do it and it will work.
 2. I'm motivated to make it work.
 3. I can and want to do it.
 4. I want to make a difference.
-

The Enriching Culture Promotes Interdependency.



Self-Motivation is Key to Continuous Improvement.

1. Self-Motivated People are Responsible and Hold Themselves Accountable.
2. The More Outside Control, the Less Inside Control.
3. The More Obvious the External Control, the Less the Self-Motivation.
4. Mild Threats Influence More Self-Motivation than Severe Threats.
5. Large Incentives Can Hinder Self-Motivation.
6. Perceived Choice Enhances Self-Motivation.
7. Perceived Choice is Greater When Working to Achieve Success than When Working to Avoid Failure.

Sources for Safety Leadership

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Questions to Evaluate Effective Leadership

Adapted from *Buckingham & Coffman* (1999)

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I received recognition or praise for good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel like my work is important.
9. My co-workers are committed to doing quality work.
10. I have a best friend at work?
11. In the last six months, I have talked with someone about my progress.
12. This last year, I had opportunities at work to learn and grow?

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
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Management is Not the Same as Leadership.

Managers	Leaders
<ul style="list-style-type: none"> • Hold people accountable 	<ul style="list-style-type: none"> • Build responsibility
<ul style="list-style-type: none"> • Focus on outcomes 	<ul style="list-style-type: none"> • Focus on process
<ul style="list-style-type: none"> • Focus on extrinsic consequences 	<ul style="list-style-type: none"> • Focus on intrinsic consequences
<ul style="list-style-type: none"> • Give more corrective feedback 	<ul style="list-style-type: none"> • Give more supportive feedback
<ul style="list-style-type: none"> • Train only 	<ul style="list-style-type: none"> • Educate first
<ul style="list-style-type: none"> • Use unconditional directives 	<ul style="list-style-type: none"> • Use conditional directives
<ul style="list-style-type: none"> • Speak first, then listen 	<ul style="list-style-type: none"> • Listen first, then speak
<ul style="list-style-type: none"> • Answer questions 	<ul style="list-style-type: none"> • Ask questions
<ul style="list-style-type: none"> • Promote compliance 	<ul style="list-style-type: none"> • Promote ownership
<ul style="list-style-type: none"> • Limit mindful choice 	<ul style="list-style-type: none"> • Facilitate mindful choice
<ul style="list-style-type: none"> • Mandate rules and policies 	<ul style="list-style-type: none"> • Set expectations
<ul style="list-style-type: none"> • Manage what's measured 	<ul style="list-style-type: none"> • Facilitate intangibles
<ul style="list-style-type: none"> • Fall victim to stereotypes 	<ul style="list-style-type: none"> • Treat people as individuals
<ul style="list-style-type: none"> • Direct 	<ul style="list-style-type: none"> • Direct, support, coach, or delegate

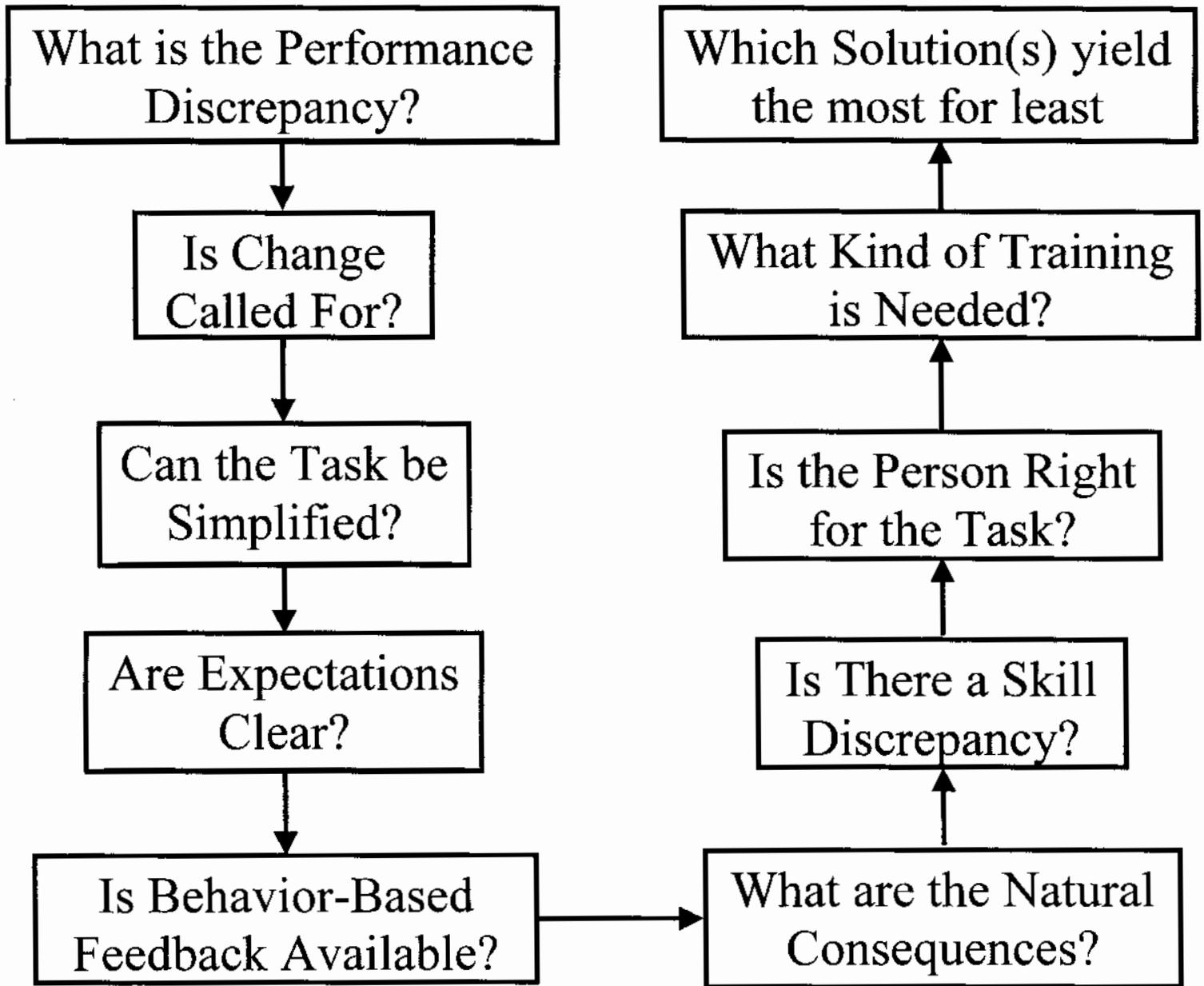
Responsibility Needs to Extend Beyond Accountability.

1. **Decrease Top-Down Controls for Safety.**
 - Focus on fact finding, not fault finding.
 - Discuss disadvantages of punishment.
 - Teach differences between human error and calculated risks.
 - Recognize the role of context on at-risk behavior.
2. **Increase Feelings of Empowerment.**
 - Hold people accountable for numbers they can control.
 - Set SMART goals.
 - Apply principles and procedures of shaping.
 - Increase behavior-based feedback, recognition, and rewards.
3. **Help People Feel Important.**
 - Increase opportunities for choice.
 - Teach principles but encourage customization of procedures.
 - Demonstrate the significance of behavior-based safety.
 - Teach the value of emotional intelligence.
4. **Cultivate Belonging and Interpersonal Trust.**
 - Improve interpersonal communication.
 - Build consensus for important decisions.
 - Promote systems thinking and interdependence.
 - Teach and demonstrate the principle of reciprocity.
5. **Teach and Support Safety Self-Management.**
 - Conduct self-observation and self-recording of safety-related behavior.
 - Conduct an ABC analysis of personal target behaviors.
 - Manage activators and set SMART goals.
 - Use imagery to anticipate consequences.
 - Administer self-rewards for personal success.
 - Use personal and interpersonal commitment for self-motivation.
 - Chart progress and celebrate goal attainment.
 - Enlist social support for encouragement and accountability.

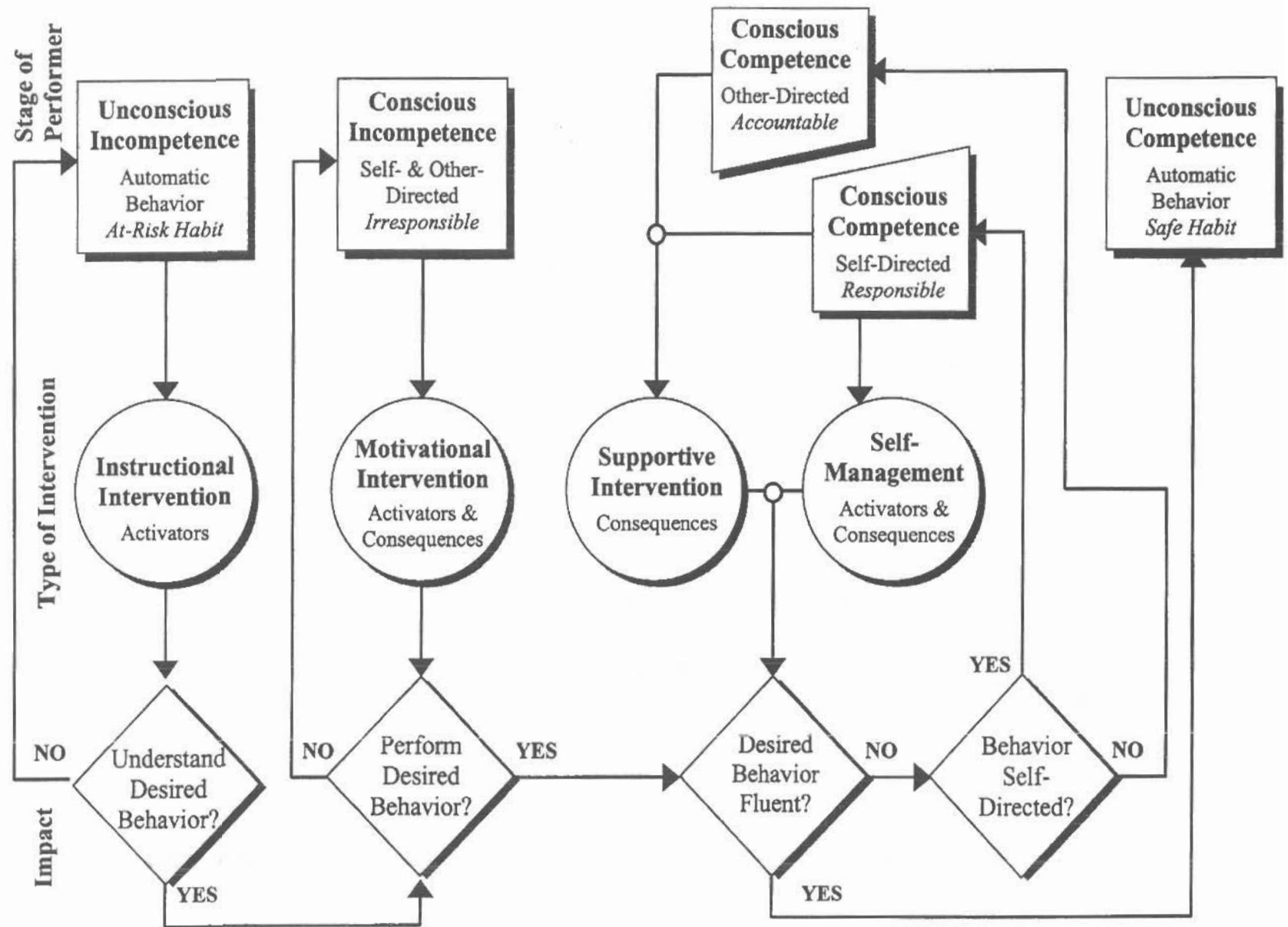
Leadership Style is Determined by Degree of Direction and Motivation Needed.

		Direction	
		Low	High
Motivation	Low	<i>Delegating</i>	<i>Instructing</i>
	High	<i>Supporting</i>	<i>Coaching</i>

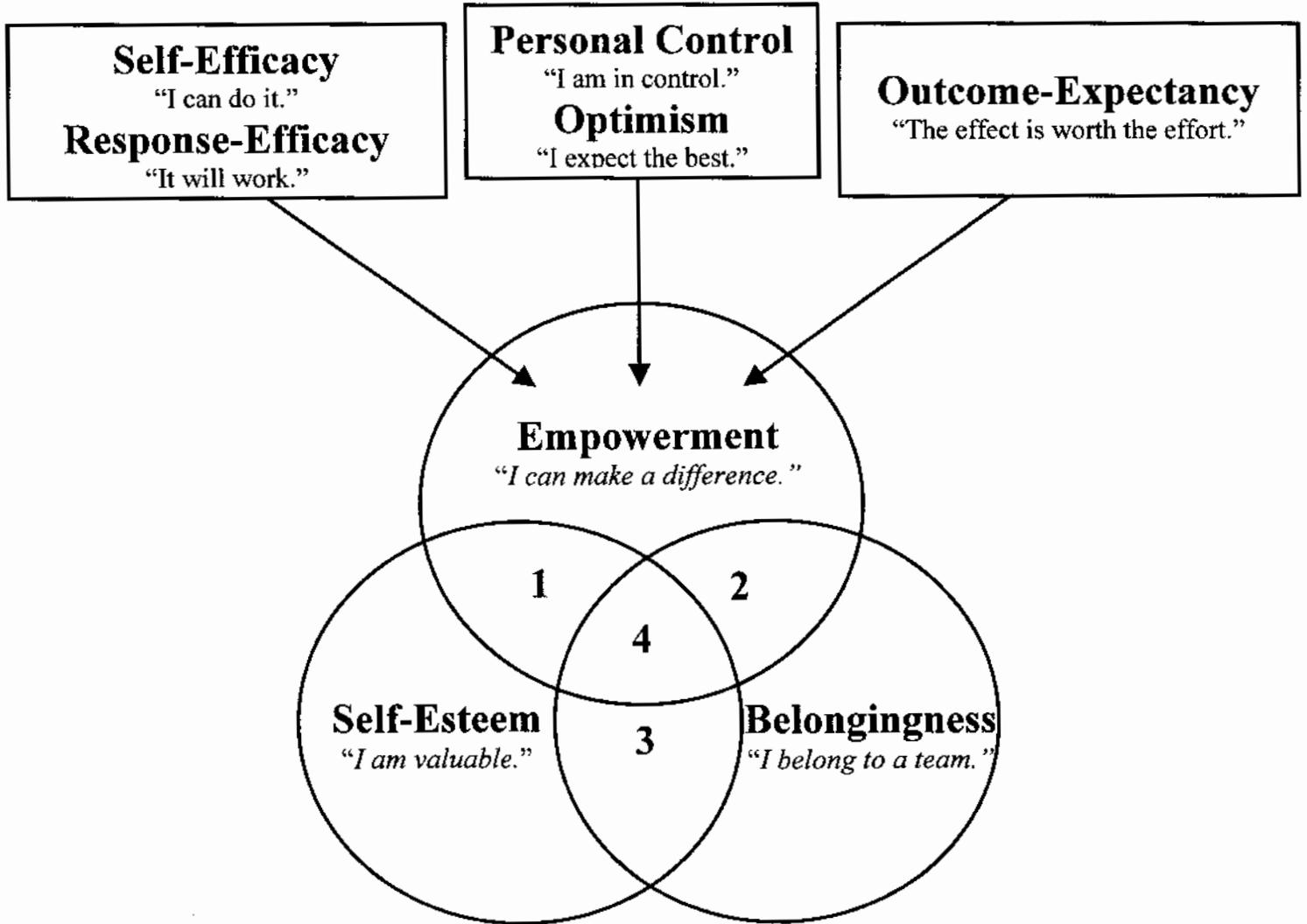
Behavior Analysis Precedes Intervention.



The Flow of Behavior Change



Person States Influence Actively Caring for Organizational Effectiveness.



1. I can make a valuable difference.
2. We can make valuable differences.
3. I'm a valuable team member.
4. We can make valuable differences.

Build a Trusting Culture with the Seven C's.

Definitions from the *American Heritage Dictionary* (1991) and *The New Merriam-Webster Dictionary* (1989)

1. **Communication** -- exchange of information or opinion by speech, writing, or signals.
2. **Caring** -- showing concern or interest about what happens.
3. **Candor** -- straightforwardness and frankness of expression; freedom from prejudice.
4. **Consistency** -- agreement among successive acts, ideas, or events.
5. **Commitment** -- being bound emotionally or intellectually to a course of action.
6. **Consensus** -- agreement in opinion, testimony, or belief.
7. **Character** -- the combined moral or ethical structure of a person or group; integrity; fortitude.

Putting Concepts Into Action

A. What did you learn today that was important to you?

B. List three things you could do to apply what you learned.

1. _____

2. _____

3. _____

C. What concepts discussed today require further discussion and/or explanation?

D. What additional areas of human dynamics should be covered in a cultural enrichment process?

SPS Services

About SPS

With co-founder and senior partner **E. Scott Geller**, the worlds' leading authority in the psychology of safety, and a team of professionals from the fields of industrial/organizational psychology, human factors engineering/ergonomics, and organizational design and development, SPS helps organizations manage the complexity of human behavior.

Safety Culture and Management Systems Assessment

Safety Culture Survey

To gain insight into the current safety culture as well as to track changes over time, the Safety Culture Survey measures employee perceptions about a variety of health and safety related issues. We also conduct structured interviews with representative employees to further explore the current safety culture.

Safety Management Systems Assessment

We will assess, make recommendations, and leave you with action items to improve your site's existing observation and feedback process as well as other safety management systems regardless of whether SPS assisted with your initial implementation.

Observation and Feedback Process

Behavior-Based Observation and Feedback Training and Consulting

We'll provide as much or as little assistance as needed to help you design and implement a behavior-based observation and feedback process, train your employees or prepare your staff to train, and evaluate and guide the process as it matures.

BOLT: Internet Based BBS Training

Learn about behavior-based safety on-line with this high quality, interactive training.

RADAR: Data Management Software and User Workshop

This internet-based data tracking system will help you optimize the use of your company's behavioral observation data. Simple, customized graphing and reporting functions allow you to compare and share observation data across all levels of the organization (corporate, site, department, workgroup, etc.) by any demographic category (job position, shift, department, etc).

Advanced Observer Training

We customize and deliver a training program for employee observers to better recognize safe and at-risk behaviors in your workplace.

Assess and Revitalize Your Existing Process

We offer assessments, refresher training, and other customized services to revitalize your new or mature observation and feedback process – regardless of whether SPS assisted with your initial implementation.

Observation and Feedback - Beyond Safety

We customize a plan to expand your observation and feedback efforts to other key performance areas, such as production, quality, reliability, and customer service.

Ergonomics

Ergonomics Process Development

An observation and feedback process can be a useful tool to help control ergonomic risks, serving as both an assessment and hazard reduction tool. We can help you customize a new or existing observation system to be an integral part of a comprehensive ergonomics program.

Ergonomics Issues for Operations and Maintenance Personnel

We offer stand-alone workshops for operations and maintenance employees to understand, identify, and correct ergonomic hazards.

Ergonomics Issues for Office Personnel

We offer stand-alone workshops for office employees to understand, identify, and correct ergonomic hazards.

Incident Analysis

Behavior-Based Incident Analysis Workshop

Effective incident analysis processes should enable participants to discover the true root causes of incidents involving human behavior while fostering a “fact finding” rather than “fault finding” atmosphere. Through the application of behavior- and person-based psychology principles, SPS can help refine your incident analysis process and prepare personnel to lead truly effective incident analyses.

Error Reduction

Leadership Skills to Encourage Mindfulness and Reduce Error

The hazards most likely to cause harm are not necessarily the ones that get noticed. Likewise, things leaders say and do can influence appropriate emotional and behavioral responses to hazards. This workshop provides methods for increasing accurate risk perception, maximizing on the job hazard recognition, and reducing on the job errors.

Designing Jobs to Encourage Mindfulness and Reduce Error

Operating on automatic pilot regardless of the situation can lead to errors, property damage and injury. This workshop focuses on the structure or design of jobs and tasks that influence mindfulness and error reduction.

Safety Leadership Skills

We help you define and support critical leadership behaviors and skills, develop accountability processes and customize workshops for your executives, managers, and supervisors to help them become safety champions.

People-Based Safety

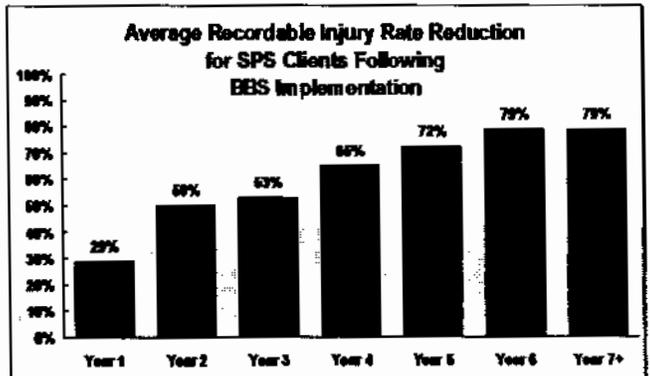
This workshop focuses on the human aspects of safety (i.e., people-based safety) to improve organizational safety culture and reduce injuries. Topics include the safety culture triad, person states, safety behaviors, safety attitudes, safety communication styles, and conflict resolution skills. Participants will learn how to use the principles of people based safety to energize and motivate their workforce to improve safety culture and reduce injuries.

Annual User's Conference

Our annual conference is designed to bring organizations together to network and discuss successes and lessons learned on the journey to achieve a Total Safety Culture (available only to SPS customers).

Sample of SPS Clients

3M ♦ Advanced Elastomer Systems ♦ ARCO Pipeline ♦ Astaris ♦ Bayer ♦ Bechtel ♦ BF Goodrich ♦ BHP ♦ Borden Chemical ♦ Bowater ♦ Bristol-Myers Squibb ♦ Cargill Grain ♦ Cargill Steel (North Star Steel) ♦ Caza Drilling ♦ Chevron Products ♦ Coca-Cola ♦ Corning Cable Systems ♦ Duracell ♦ East Jordan Iron Works ♦ Eli Lilly ♦ Estee Lauder ♦ Exxon Coal and Minerals ♦ ExxonMobil Chemical ♦ Florida Power & Light ♦ Freudenberg ♦ General Dynamics (National Steel & Shipbuilding) ♦ Great Northern Paper ♦ Hercules ♦ Hewlett-Packard ♦ Hoechst Celanese ♦ Honeywell (Allied Signal) ♦ Imperial Oil ♦ Infineum ♦ JEA (Jacksonville Electric Authority) ♦ Johnson & Johnson ♦ Pine Bend Resources (Koch Refining) ♦ Kumba Resources (ISCOR) ♦ L.L. Bean ♦ Leprino Foods ♦ Lockheed ♦ Lucent Technologies ♦ Lyondell Chemical (ARCO Chemical) ♦ Monsanto ♦ Morflex ♦ Nabors Industries (Pool Well Services) ♦ National Grid (Niagara Mohawk) ♦ National Park Services ♦ Norpac ♦ Ondeo-Nalco ♦ PacifiCorp ♦ Pennsylvania Power & Light ♦ Pfizer Pharmaceuticals ♦ Pharmacia/Upjohn ♦ Pike Electric ♦ Pratt & Whitney ♦ Rayonier ♦ Rhone-Poulenc ♦ Rohm & Haas ♦ Searle ♦ Sentry ♦ Shell Lubricants ♦ Singapore Technologies ♦ Solutia ♦ Sonopress ♦ Southern Fineblanking ♦ Square D ♦ Sunoco Chemicals ♦ Terumo Cardiovascular Systems ♦ TIC The Industrial Company ♦ The Trans Group ♦ Transocean ♦ Toyota Motor Manufacturing ♦ Trane ♦ Union Pacific Railroad ♦ UOP ♦ Valero (Ultramar Diamond Shamrock) ♦ Virginia Power ♦ Warner Lambert ♦ Westinghouse ♦ Westvaco Chemical ♦ Weyerhaeuser ♦ Wisconsin Electric ♦ Wyeth Pharmaceuticals



SPS Products

☐ **The Newest Videos from Scott Geller and Charlie Morecraft!**

Video One: Making Safety More Than a Priority: the Doc Meets the Dock Worker (2004)

Video Two: The Doc and the Dock Worker Answer Questions (2004)

This video set is the live recording of two highly-engaging programs Scott and Charlie presented at NSC and VPPPA in 2003. The first video is a 54-minute inspiring presentation of Scott and Charlie “tag-teaming” their unique perspectives on safety. The second video is the instructive 25-minute Q&A session that followed. Buy the set for \$650. Sold separately: \$475/\$275 respectively.

☐ **Books by E. Scott Geller, Ph.D.**

The Psychology of Safety Handbook (2001)

This 530-page hardcover book teaches principles and practical procedures for improving safety-related behaviors, and illustrates how to increase people’s willingness to use these techniques to create a Total Safety Culture. It shows how to improve safety performance by addressing both human behavior and attitude, and contains more than 200 original illustrations that bring the information to life. **(\$119.95)**

Working Safe: How to help people actively care for health and safety (2001)

This user-friendly book introduces readers to the basic principles and procedures needed to reach new levels of safety excellence. This 300-page softcover book omits the references to supportive research in *The Psychology of Safety Handbook*. At **\$39.95**, it can be distributed throughout a workforce to initiate large-scale employee involvement in the Actively Caring™ for Safety process.

What Can Behavior-Based Safety Do For Me? (1998)

This 30-page booklet introduces the benefits of behavior-based safety with instructive cartoons, famous quotes, and potent text. At only **\$3.95**, this is just what you need to introduce a workforce to the basic principles of behavior-based safety and energize their involvement in an interpersonal coaching process.

Keys to Behavior-Based Safety (2001)

This 430-page hardcover book is a collection of writings from Scott Geller's regular column in *Industrial Safety and Hygiene News*, from his associates at Safety Performance Solutions, and from the American Society of Safety Engineers' annual conferences. Organized into seven chapters, these writings examine real-world examples of successful behavior-based safety programs. The authors explain the theory and practice behind those successful implementations and include practical guidelines for creating and improving a Total Safety Culture. **(\$85.00)**

Beyond Safety Accountability (2001)

Written in an easy-to-read conversational tone, this softcover book explains how to develop an organizational culture that encourages people to be accountable for their work practices and to embrace a higher sense of personal responsibility. Dozens of easy-to-reference checklists, assessment tools, diagrams, definitions, and cartoons help readers understand the principles and procedures. **(\$79.95)**

Building Successful Safety Teams (2001)

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Twelve 30-minute programs, featuring Scott Geller, teach the principles and procedures needed to achieve a Total Safety Culture, with particular emphasis on the rationale for integrating intervention approaches from behavior-based and person-based psychology. (\$79.95)

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TSC Safety Meeting Lesson Plans (1998)

This CD provides all the necessary materials to deliver 15 short safety-meeting topics to refresh and reinforce the principles and tools of a Total Safety Culture. (\$600)

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Actively Caring™ for Safety (1994)

Each module in this four-module series includes a videotape, facilitator guide and participant workbook to teach key principles for achieving a Total Safety Culture. The series consists of *Motivating Safe Behavior*, *Implementing Behavior-Based Safety*, *Coaching Safe Behavior*, and *Making Safety Incentives Work*. Modules may be purchased separately. (Four-module series: \$1795) (Single modules, including facilitator guide and participant workbook: \$495)

Understanding Behavior-Based Safety: Step-by-step methods to improve your workplace (1998)

This comprehensive introduction to behavioral safety includes a 30-minute overview video. Five modules lead you through all the steps and include involvement exercises, checklists, and other practical tools for implementing behavior-based safety. (Complete package: \$299; Video only: \$99)

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