

Crucial Conversations

Tools to build a better Safety Culture

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Separating best from the Rest

There are crucial moments in operations where the opinions vary, strong emotions and high stakes, yet no one speaks up.

"The health of an organization, a relationship or team is a function of the average lag time between identifying and discussing problems."

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What are your conversations?

Work life examples

Personal life examples

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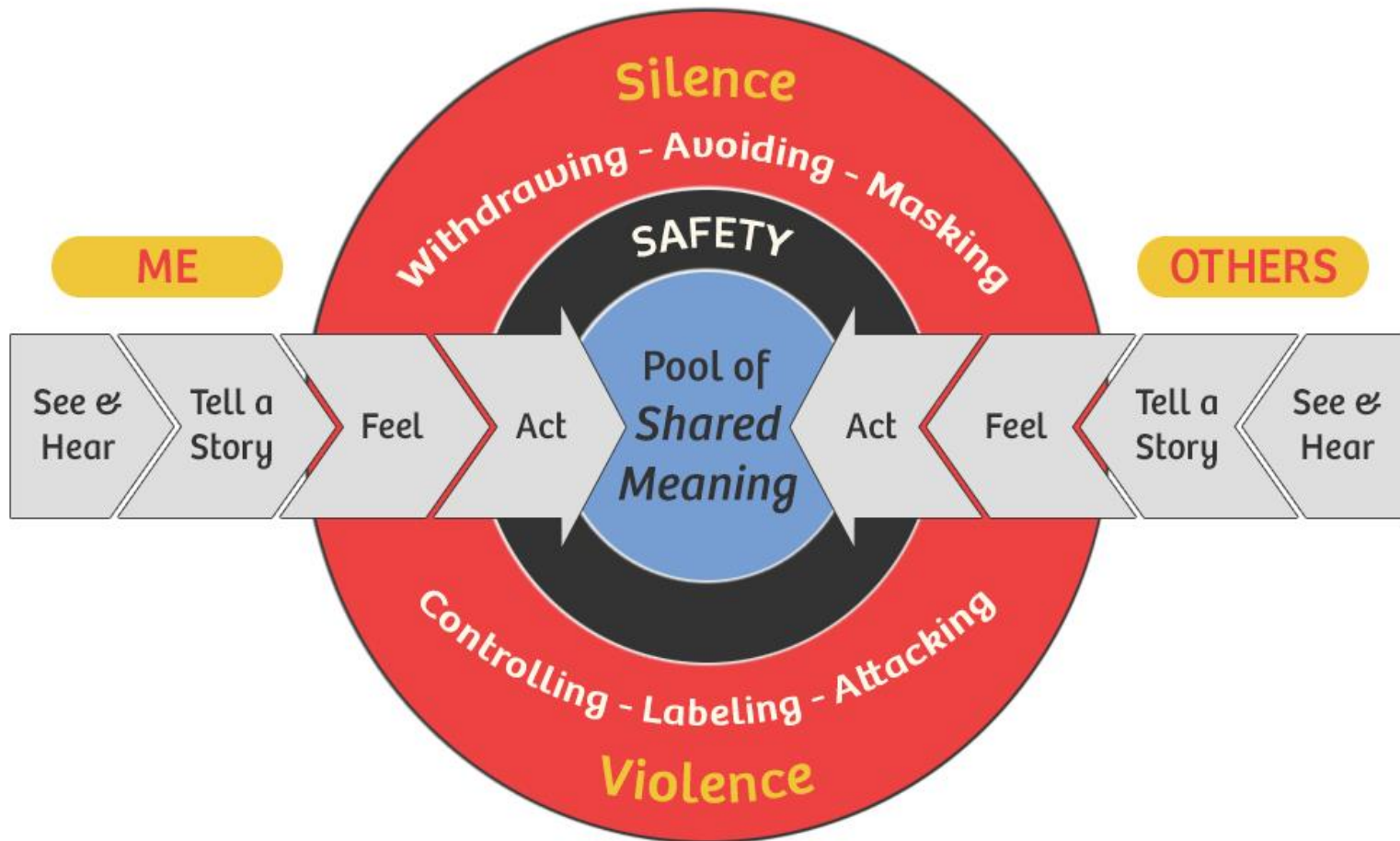
Smaller pool of information

What happens when big decisions need to be made and some people do not feel safe to speak up?

Then decisions are made with limited information.

Production, Quality, Safety, and Profitability suffer...

Unconscience Incompetence occurs



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Instead of speaking up, People...

- 50% Get Angry
- 53% Ruminates/worry about the problem
- 66% Do unnecessary work
- 78% Complain to Others



Not having Crucial Conversations

- 10-12% of all paid hours are spent complaining
- Unaddressed safety concerns prevail
- Lost production ensues
- Pool of information to make best decision diminishes
- Issues are not resolved but instead fester

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In crucial conversations...

Steps to speaking persuasively and not abrasively?

1. Level the playing field
2. Speak the facts
3. Tell Your Story
4. Ask them
5. Invite them in

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Level the Playing field

Ask for permission

Sit down

Find a Neutral Meeting place

Make them feel safe

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Stick to the Facts

What did you expect?

What did you observe?

Provide examples of their behavior that you didn't want or expect.



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Tell Your Story...

Sharing with the person how it makes you feel takes the ownership off them and on you.

What are your tentative conclusions?

What's the pattern of behavior?

What's the issue?



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Ask them their perspective

- How do they see it?
- What are their thoughts
- Can you help me understand...?
- Correct me if I'm wrong...

The idea is to create a dialogue, not a monologue.



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Invite them in...

Once you understand their perspective, you will generally understand better why they did what they did.

Get more meaning into the pool of thought...

Then, you can seek resolution and solutions.

Managing Attitudes & Expectations

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Current Problem

We live in a world filled with Toxic Emotional Negativity!

- News
- Social Media
- Disgruntled people
- Negative People

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Self Reflection on Negativity

What about YOU?

How much complaining, whining, moaning do YOU do?

1. Take the 7 day No complaining Challenge
2. Direction Deflection Question





Do you have any of these actors?

Macho Man – *“This is the way I’ve always done it.”* I can do it, get out the way. It won’t hurt but so bad

Cowboy – I can take this risk because I’m that good. *“It takes years to get to my level.”*

Pickle-Suckers – always complaining, always identifying the worst in a situation. Offers no solutions, just complains.

Bullies – put everybody’s ideas down, disrespecting team, devalues people’s opinion and intimidates others.

Gossiper – is evil, it is insidious, and it is contagious!!! It is the opposite of unity.

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Create the Attitude you want by setting Expectations

- Actively care enough to intervene
- Sweat the small stuff
- Call it like it is
- Accept Constructive Criticism
- Start a partnership



What I Expect from YOU:

- To work in a safe manner
- To be the best on the job
- To take the time to do the job right the first time
- To suggest ideas that improve and enhance the work process and work environment
- To challenge yourself to be better
- To embrace Company goals & Requirements
- To treat each other with dignity and respect
- To have a positive attitude

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What YOU should expect from ME:

A workplace:

- Committed to Safety
- That supports and rewards good work
- Committed to Excellence
- Considerate of ideas
- That encourages development
- Embraces diversity principles
- That is transparent

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“As much as others may need to change, or we may want them to change, the only person we can continually inspire, prod, and shape—with any degree of success—is the person in the mirror.”

- Kerry Patterson

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“Our lives begin to end the day we become
silent about things that matter.”

– Martin Luther King Jr.

**For this material to be presented at
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