

# Engaging CAVE People in Safety



# Keith Ausborne

- Certified safety Consultant since 2012
- 20+ years of experience in safety sales and account management
- Several North American Implementations.
- Married to Liana Ausborne since April of 2015
- Hobbies: golf and basketball
- Dallas Cowboys fan (Entire life!!)
- Chief safety advisor for my family



# Citizens Against Virtually Everything

Can you think of a “CAVE” person in your organization?

Do you find yourself dreading change because of them?

It's hard to get better without changing.



# CAVEpeople in Meetings

- Feel, Felt, Found
- Close Space
- Invite to a meeting
- Put a hand on early



**“The cave  
you fear  
to enter  
holds the  
treasure  
you seek”**

**- Joseph Campbell**



# Conquering the C.A.V.E.Man and C.A.V.E.Woman

But the C.A.V.E.  
men I'm talking  
about may  
have evolved from  
us....



What one word best  
describes a CAVE dweller?



# CAVE Dwellers Defined

- Argumentative
- Rude
- Condescending
- Disrespectful
- Agitating
- Mean
- Untrustworthy
- Self-centered
- Cancer



# CAVE

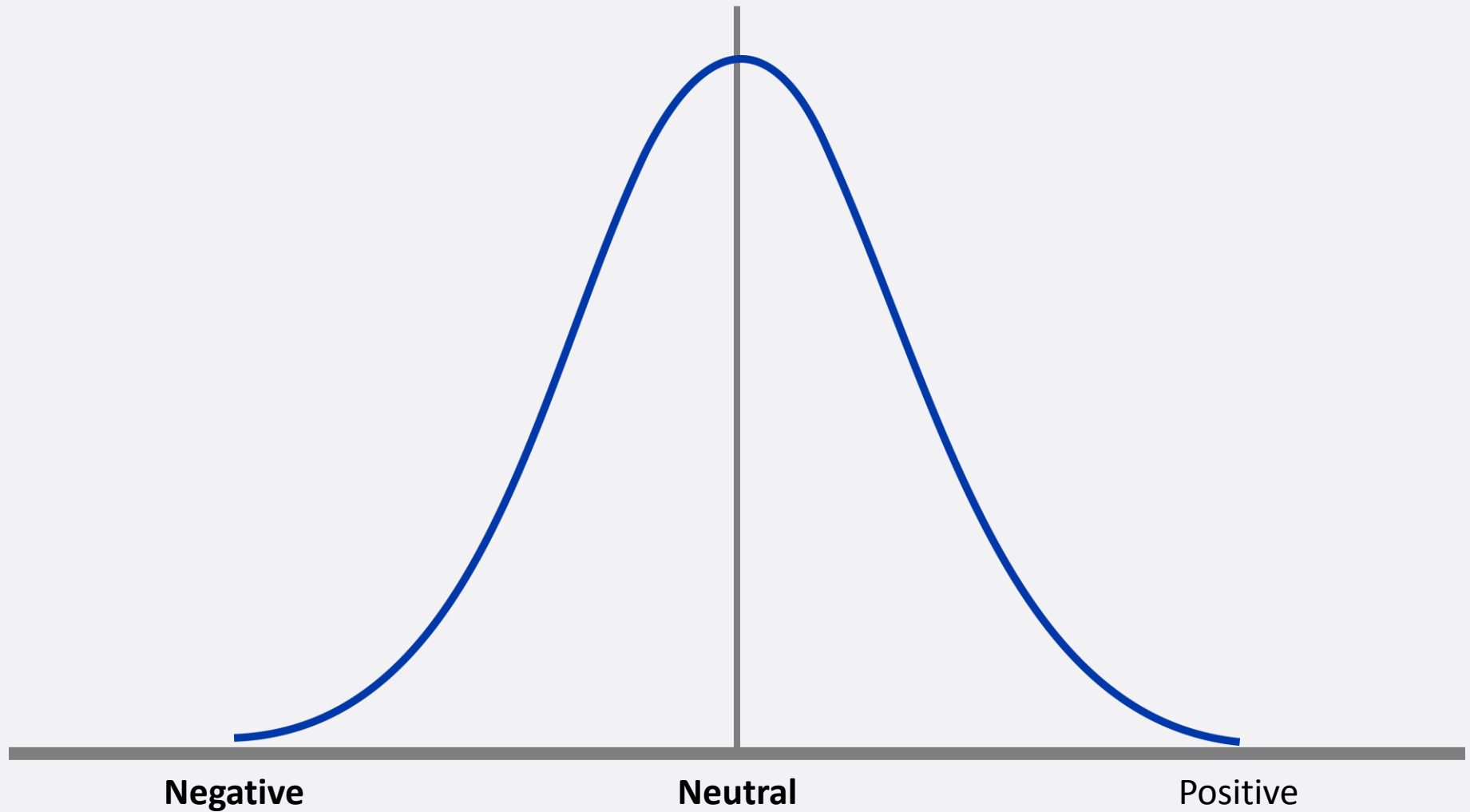
## Dwellers

### Symptoms?

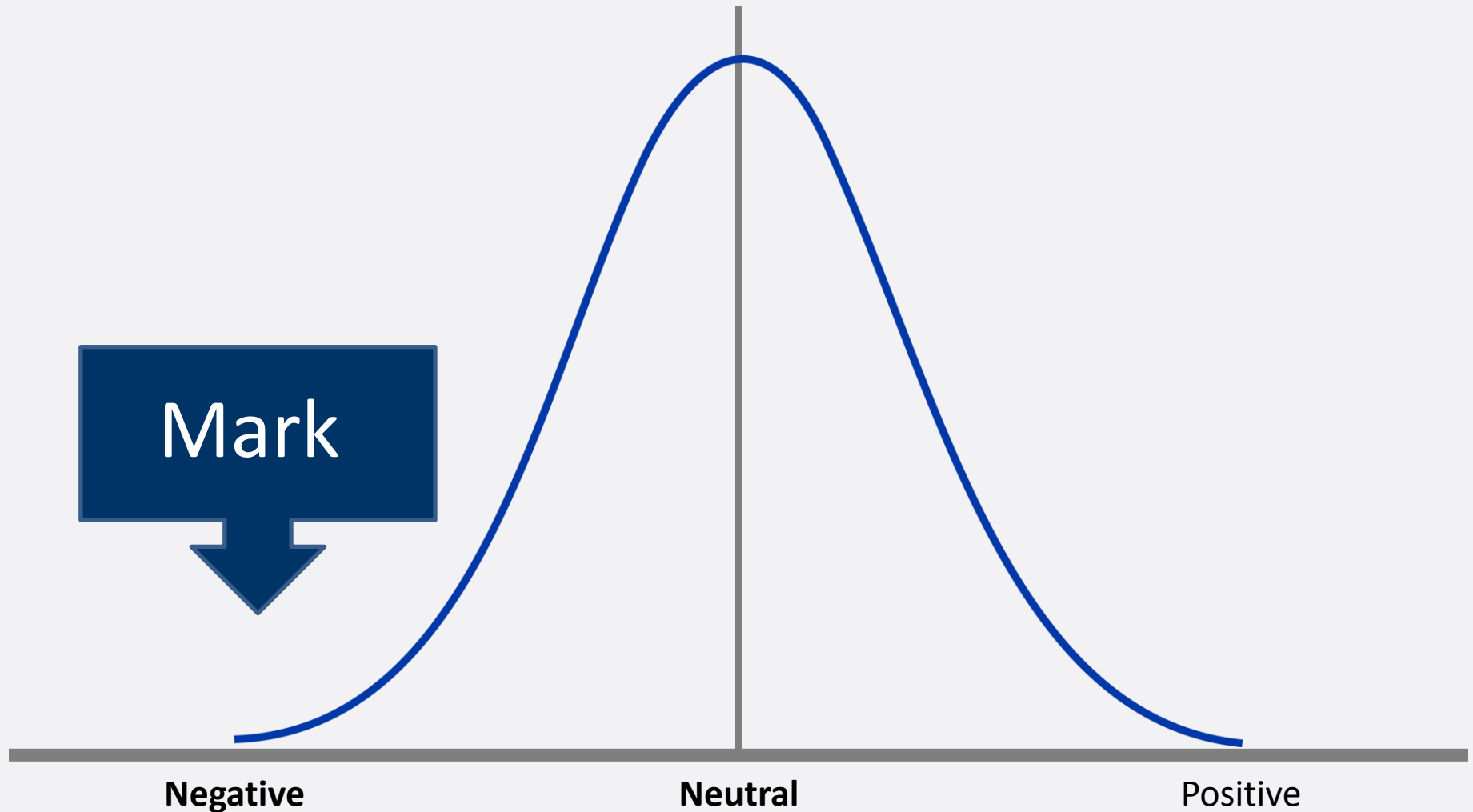
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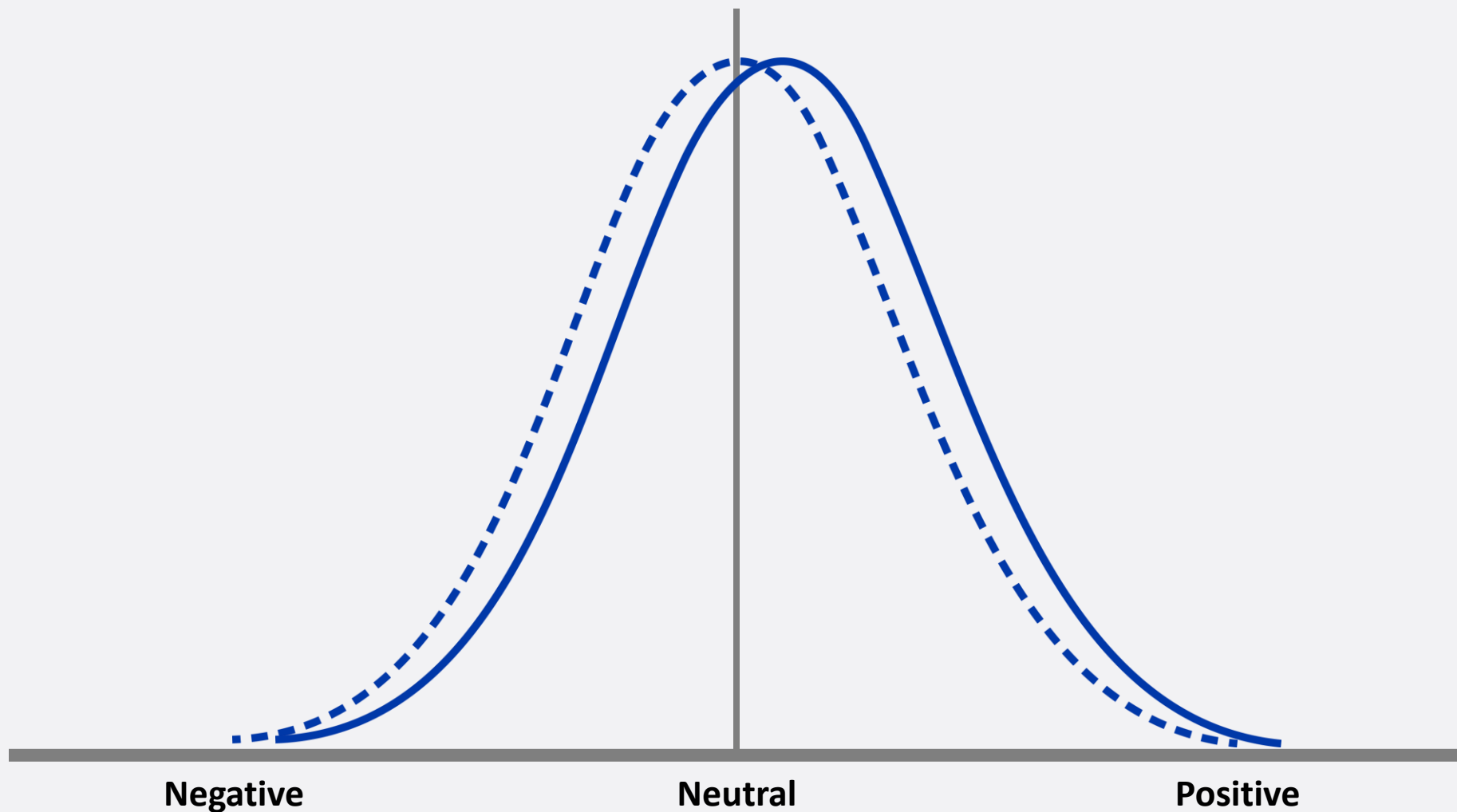
# Culture Curve



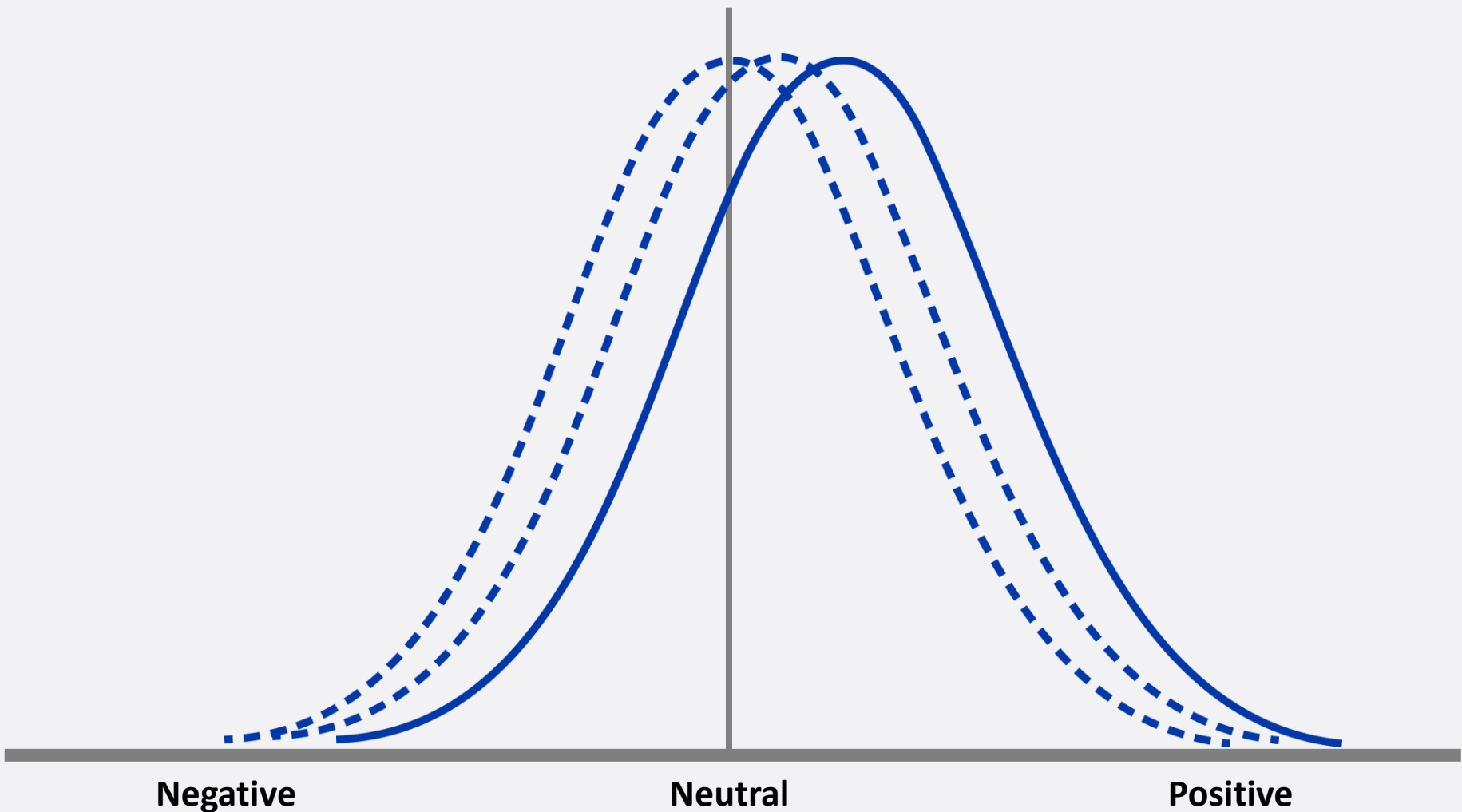
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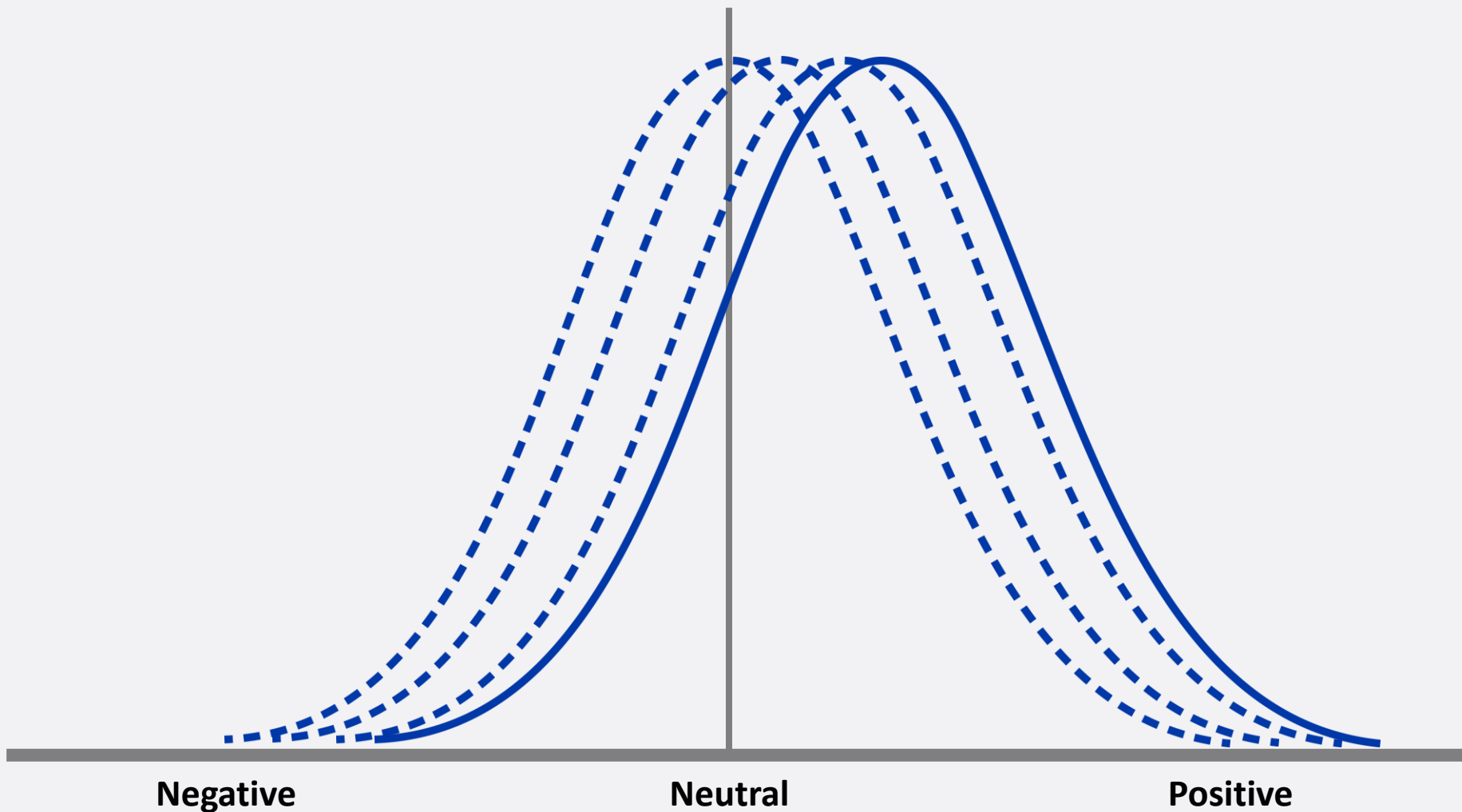
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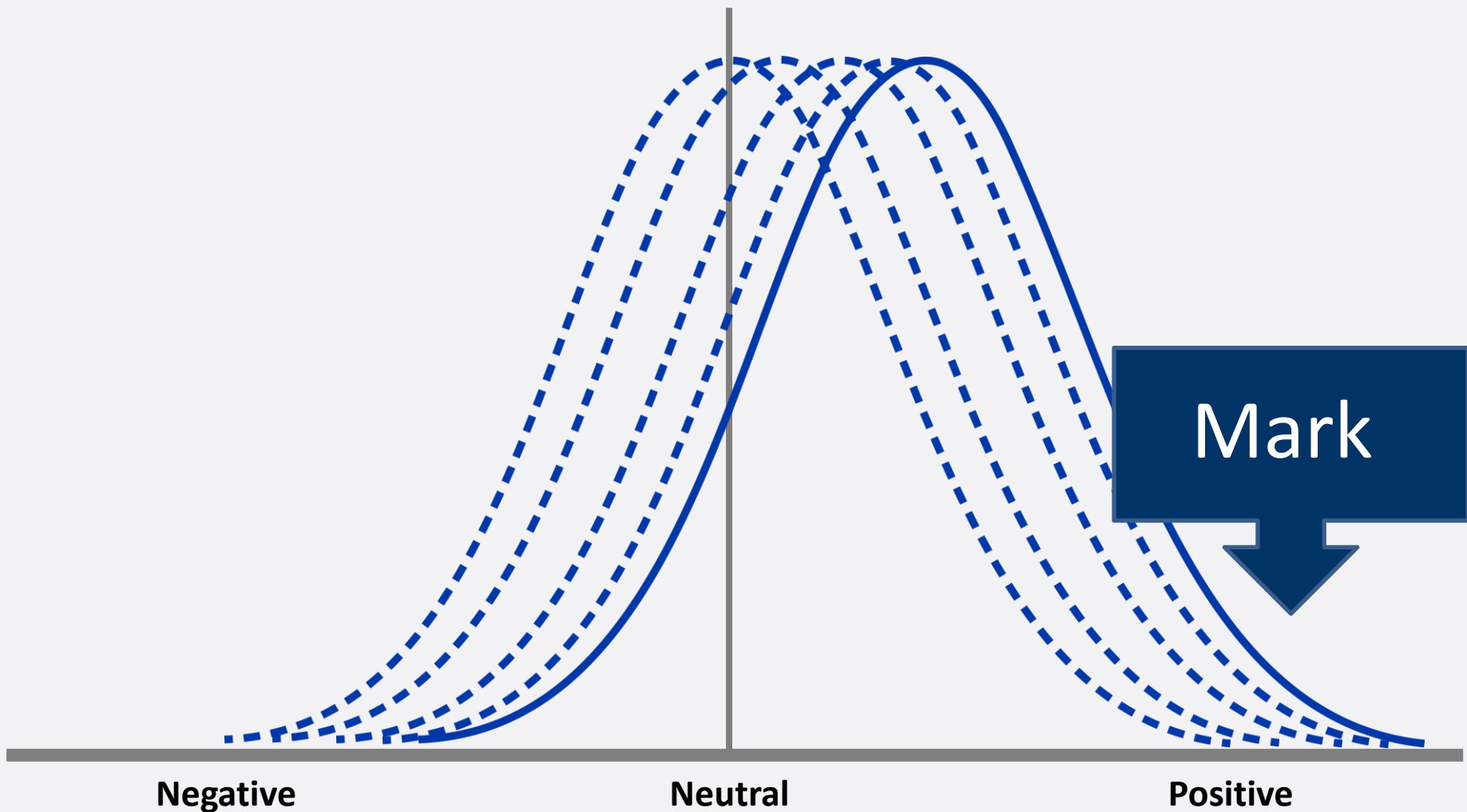
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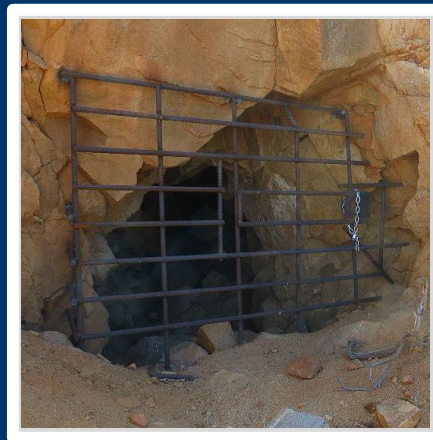
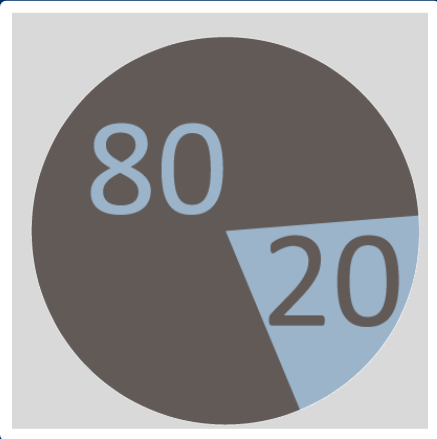
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# Consider the Following...



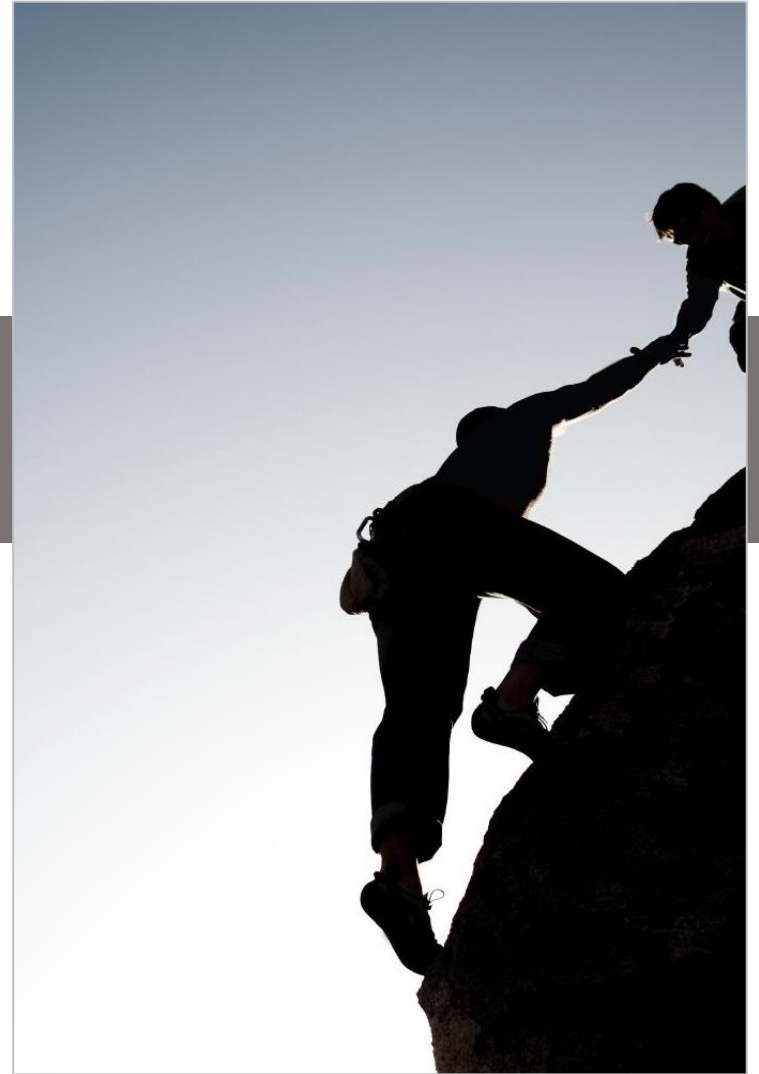
# What's At Stake...

- Misdirected leadership
- Influence on all others
- Morale
- Loss of productivity
- Intellectual capital



# Leadership Tools

- Coach
- Discipline
- Contain
- Eliminate



# Three Modes of Engagement



**BALK**

**TALK**

**WALK**

# “The Balkers”



Think what they are doing  
is just fine

Don't totally understand  
the change or care

Nothing really ever changes

# “The Talkers”

Speak the language

Will announce their actions

Current initiative not high on their “things to do” list

Exhibit the “Do as I say, not as I do” mentality



# “The Walkers”



- Prominent
- Coach
- Counselor
- Mentor

# “The Walkers”

Others see you  
on your walk

Your actions support  
what you are saying

You are a champion!!!



# Leadership Tools

- Coach
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- Contain
- Eliminate



# Leadership's Responsibilities to the Team

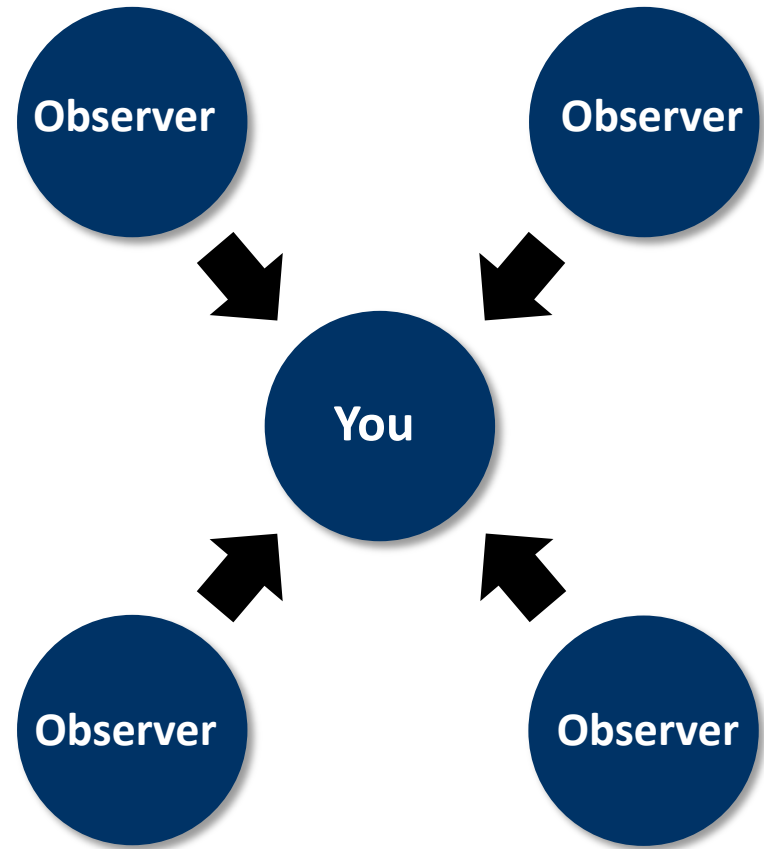
A close-up photograph of a person's hand holding a white rectangular sign. The person is wearing a dark suit jacket and a patterned tie. The sign has the word "COACHING" written on it in bold, dark, sans-serif capital letters. The background is blurred, showing a light blue wall.

**COACHING**

# Personal Safety

## Feedback

- If you think about it, you've been receiving feedback on your performance your entire life



# Personal Safety Feedback



“I told you it was hot! I hope you’ve learned your lesson.”

- If you think about it, you’ve been receiving feedback on your **safety** performance your entire life.
  - As a child at home

# Personal Safety Feedback



“You shouldn’t have been doing what you were doing in the first place!”

- If you think about it, you’ve been receiving feedback on your **safety** performance your entire life.
  - As a child at home

# Personal Safety Feedback



“This is your  
last warning.  
No running  
in the halls!”

- If you think about it, you've been receiving feedback on your **safety** performance your entire life.
  - As a child at home
  - At school

# Personal Safety Feedback



“Were you aware that you were speeding?”

- If you think about it, you've been receiving feedback on your **safety** performance your entire life.
  - As a child at home
  - At school
  - When you first started driving

# Personal Safety Feedback



“If you survive the next screw-up you're out of here.”

- If you think about it, you've been receiving feedback on your **safety** performance your entire life.
  - As a child at home
  - At school
  - When you first started driving
  - Your first job

# Personal Safety Feedback



“If you survive the next screw-up you're out of here.”

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  - When you first started driving
  - Your first job

# Personal Safety Feedback



“I told you to hire someone. You could have killed yourself!”

- If you think about it, you've been receiving feedback on your **safety** performance your entire life.
  - As a child at home
  - At school
  - When you first started driving
  - Your first job
  - At home with spouse or other family members

# Personal Safety Feedback



- You could argue that it was all positive since each one was concerned for your safety.
- However, when you saw the flashing lights, was your reaction positive “Sweet!—a learning opportunity” or negative “What now?”

# Keys to Feedback

- Consider their expectation of feedback is similar
  - Where is the talking to when things go well?
- You don't have to talk about all you see
  - Authentic
  - Positive
  - correction/reinforcement
  - Timely feedback



# Keys to Feedback



- When negative feedback is loose in the workplace...
  - The communication doesn't reflect reality
  - Employees become increasingly frustrated
  - Leaders relinquish their authority to lead



# Keys to Coaching

## Listening

- Get their story
  - Stories become facts
- Especially when emotional
- Shows respect
  - We only listen to....

## Find common ground

- 50/50 rule

## Speak their language

## Add to their vocabulary

# Leadership Tools

- Coach
- **Contain**
- Discipline
- Eliminate

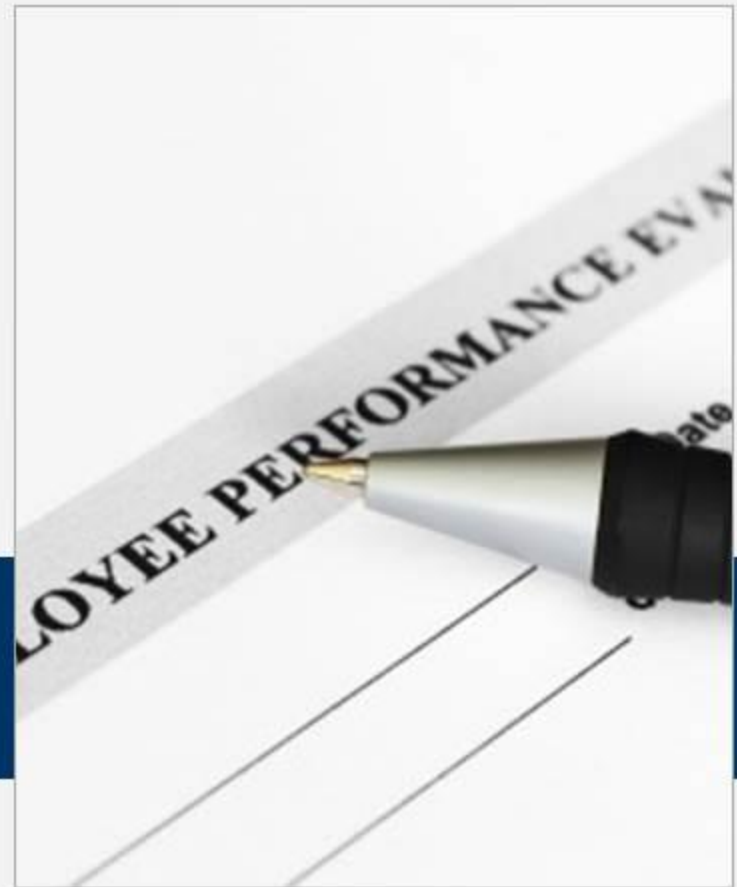


# Leadership's Responsibilities to the Team



# Leadership Tools

- Coach
  - Positive correction
  - Positive reinforcement
  - Timely feedback
- Contain
  - Value proposition
- Discipline
  - Line of demarcation



# Leadership Tools

- Coach
- Discipline
- Contain
- **Eliminate**

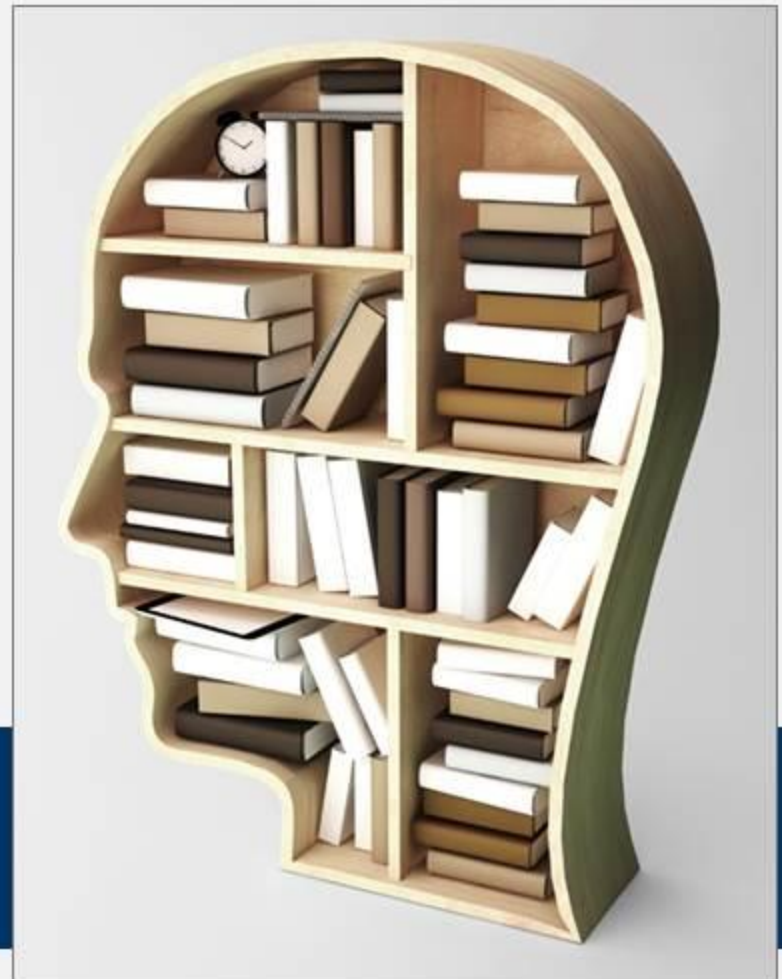


# Leadership's Responsibilities to the Team



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- Eliminate
  - Intellectual capital





# Keys to Coaching

- Listening
  - Get their story
    - Stories become facts
  - Especially when emotional
  - Shows respect
- Find common ground
  - 50/50 rule
- Speak their language
  - What causes most accidents?

# What Causes Most Accidents?



- Not paying attention
- Shortcuts
- Getting in a hurry
- Not being focused
- Not keeping your eye or mind on the ball
- Letting your guard down
- Getting tired
- Being angry
- Multi-tasking (texting while driving)
- Not knowing about the hazards
- Tripping or slipping
- Not following the rules

# What You Won't Hear



- Job safety analysis
- Accident /incident investigations
- Written procedures
- Pre-use equipment checklists/permits
- Training records
- PPE standards
- More rules!



People  
Aren't  
Following  
the Rules



NEW  
RULE

Follow all  
Previous  
Rules

# What Causes Most Accidents?

- Not paying attention
- Shortcuts
- Getting in a hurry
- Not being focused
- Not keeping your eye or mind on the ball
- Letting your guard down
- Getting tired

## Human Factors

- Being angry
- Multi-tasking  
(texting while driving)
- Not knowing about the hazards
- Tripping or slipping
- Not following the rules

# Human Factors

- Human factors cause most incidents
- Most people intuitively know this
- Everyone has a story about their own actions that led to an incident



# Human Factors = Common Language



- This gives you a bridge to get people out of the cave
- It's common ground between you and them
- It's about them, not about the company or the safety policy, records, etc.

# Establish a Common Language



- Tell a story they can relate to
  - blowing through a red light or stop sign you didn't see because you were tired
- Ask them to share a similar story
- Confirm the states and what could have happened
- Show genuine concern
- Explain that anyone can make a mistake when they're not focused

# Common Application



Once you've found some common ground show how it applies:

- To them
- To their family
- To their coworkers
- To safety or organizational initiatives

# Common Application



Teach them something they can teach their family members.

Important to work on habits like:

- 3 points of contact
- looking before you move

# Common Solution

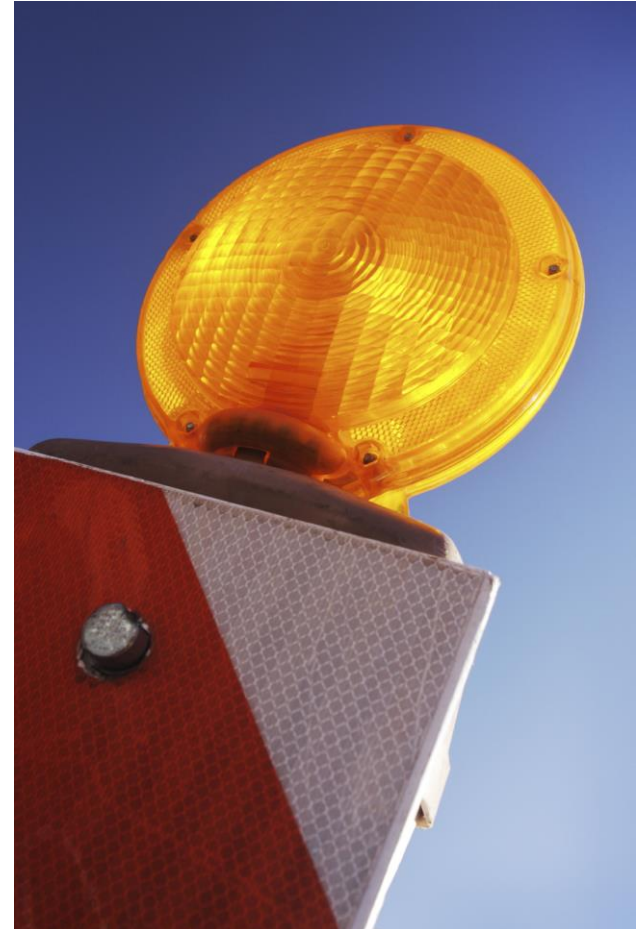


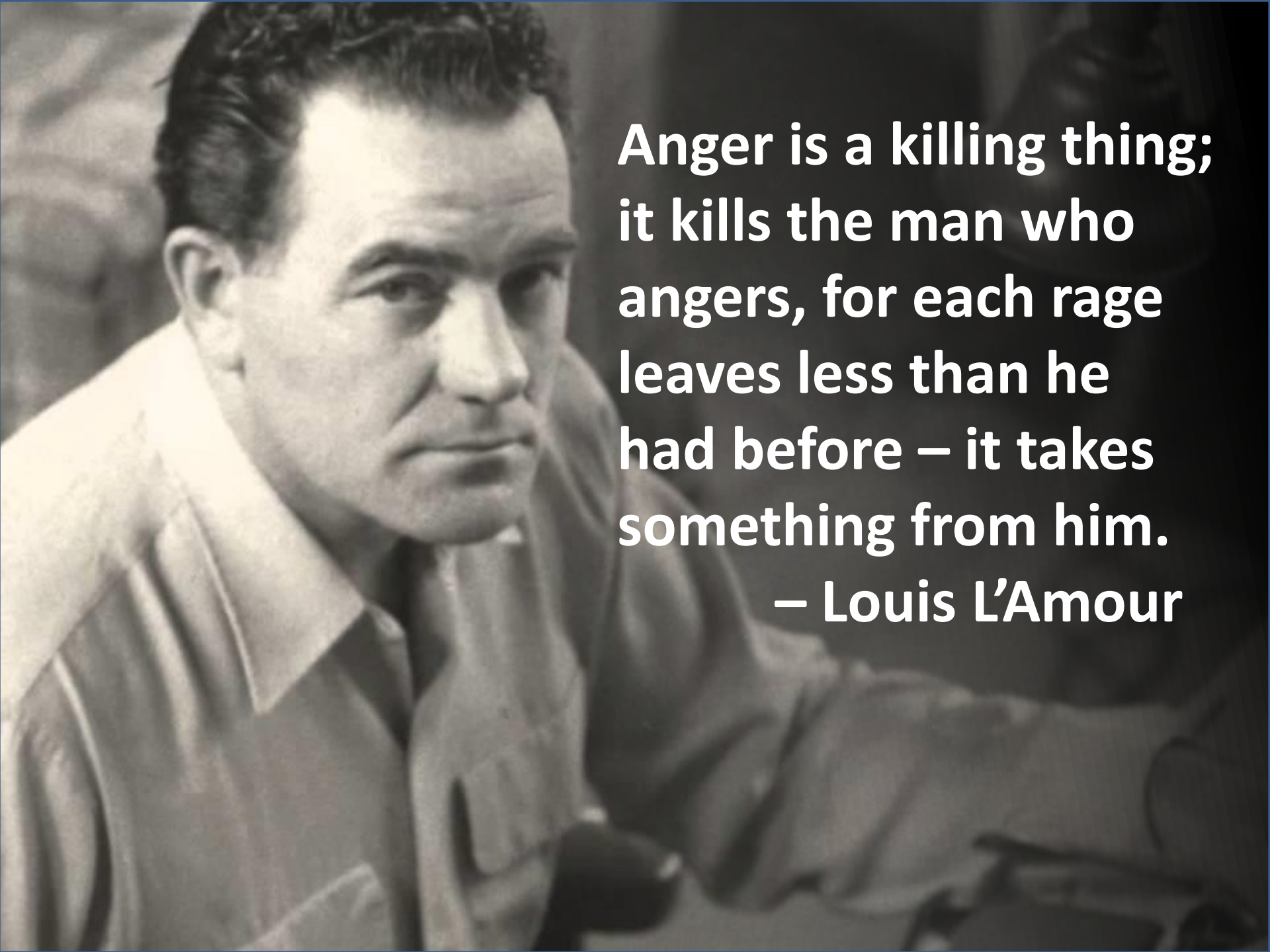
Any solution needs to address:

- States of mind, critical errors, decision-making
- Off-the-job or 24/7 safety
- Awareness, motivation, skills
- Leadership, steering committee support

# Remember This

- Can you get everyone out?
  - Too much history
  - Too late
  - It's their nature
  - You have to take a shot
- Time and effort
  - No one gets out without
- Misconception
  - No one was born in the cave





**Anger is a killing thing;  
it kills the man who  
angers, for each rage  
leaves less than he  
had before – it takes  
something from him.**

**– Louis L'Amour**