

# Conquering The CAVEman

*(Citizens Against Virtually Everything)*



J Kevin Cobb

Senior Safety Consultant – SafeStart  
Author – Quit Feeding the Monsters

## Today's Presenter

- 15 years' experience behavior-based safety consultant
- Implementations in North America and Africa: DuPont, Alcoa, and Honda
- Conference speaker: NSC, ASSE, VPPPA, California Safety and Health Conference
- Author of *Quit Feeding the Monsters*
- Hobbies: hunting and fishing
- Peer mentor Christopher & Dana Reeve foundation



J Kevin Cobb

Senior Safety Consultant – SafeStart

# Engaging CAVE People in Safety



## Citizens Against Virtually Everything

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

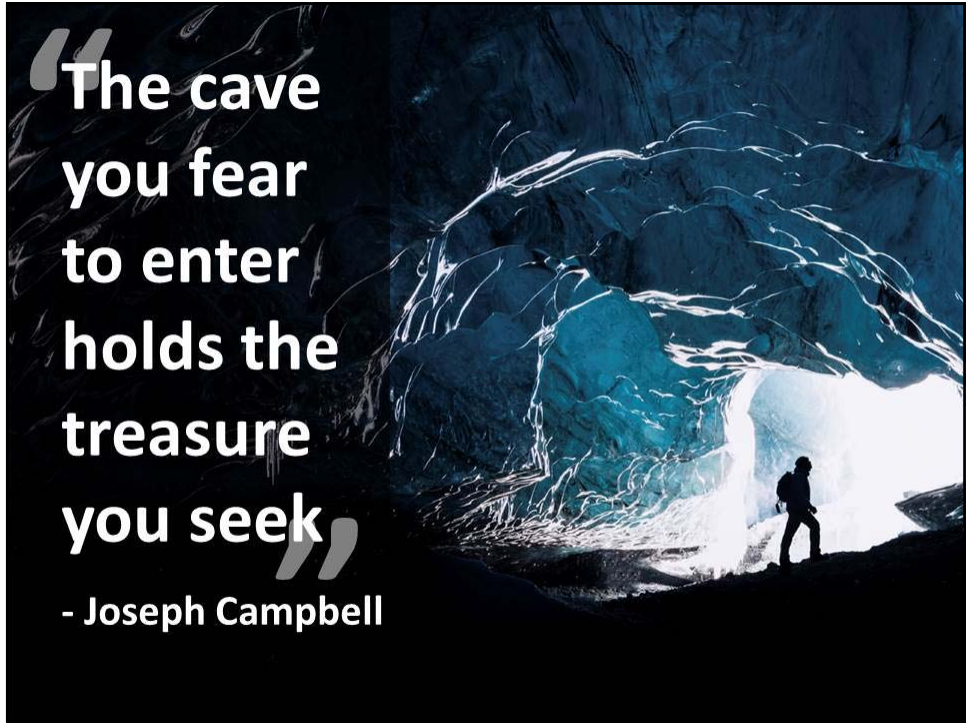
Do you find yourself dreading  
change because of them?

It’s hard to get better without  
changing.



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

**- Joseph Campbell**



## What Does a CAVEman Look Like?

- I don't think Paul Sr. is a CAVEman
- Why did this picture remind me of some CAVEpeople?
- How would you describe some CAVEpeople you've encountered?



What one word best describes a CAVE dweller?



# CAVE Dwellers Defined



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



# CAVE Dwellers

## Symptoms?

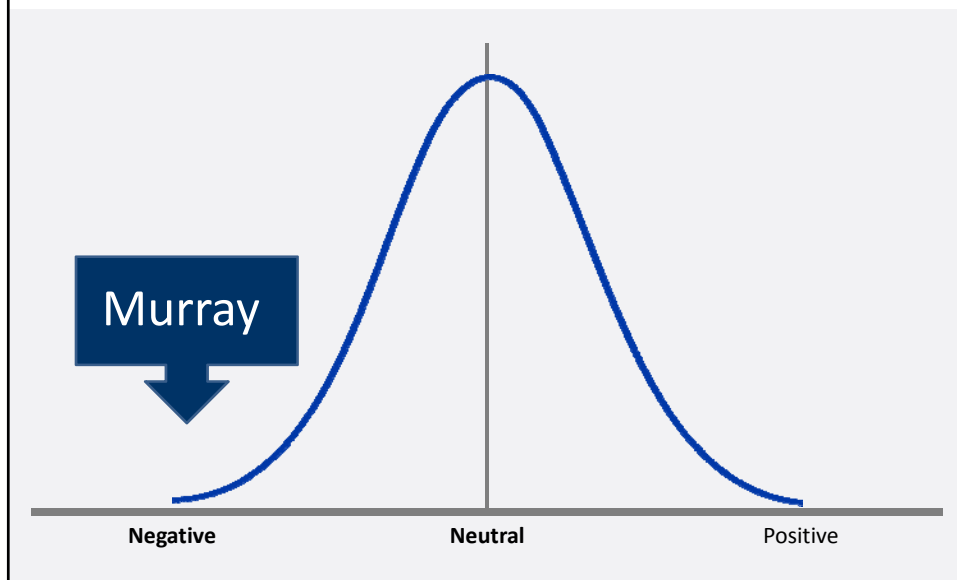


- Argumentative
- Rude
- Condescending
- Disrespectful
- Agitating
- Mean
- Untrustworthy
- Self-centered
- Cancer

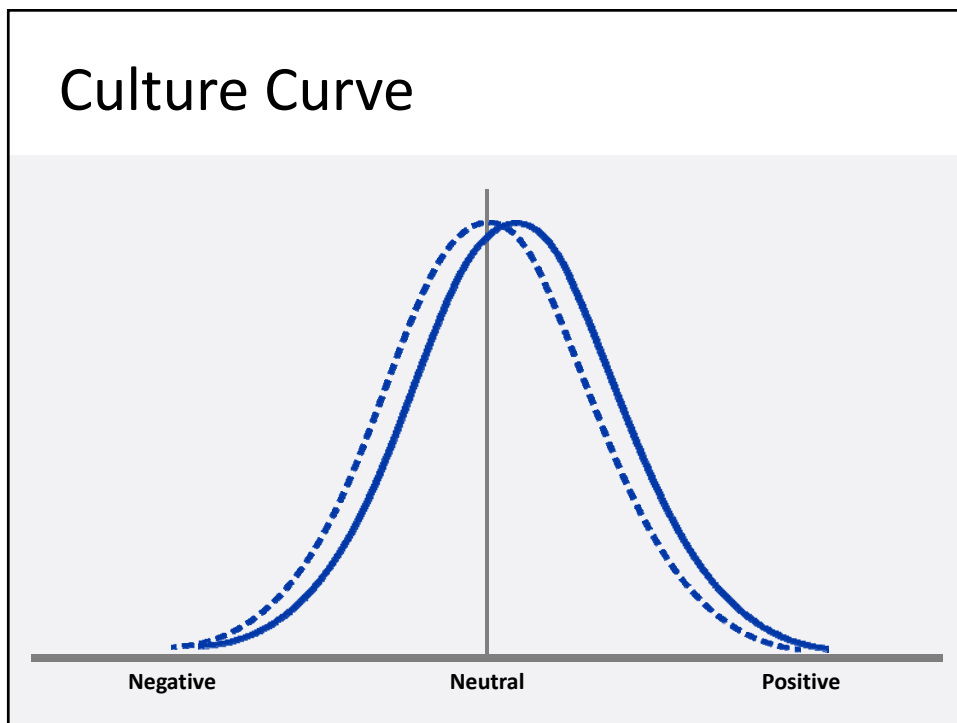
## Murray's Story



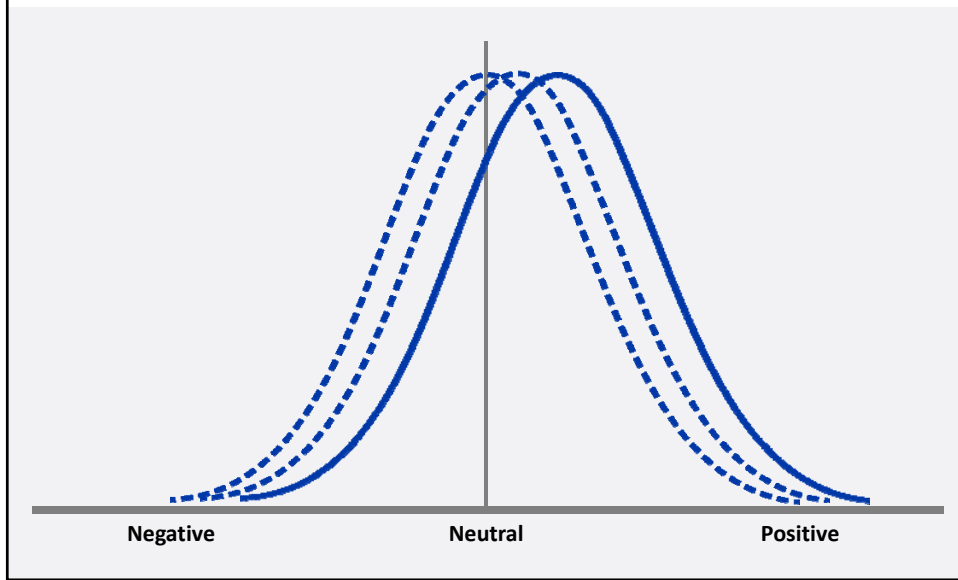
## Culture Curve



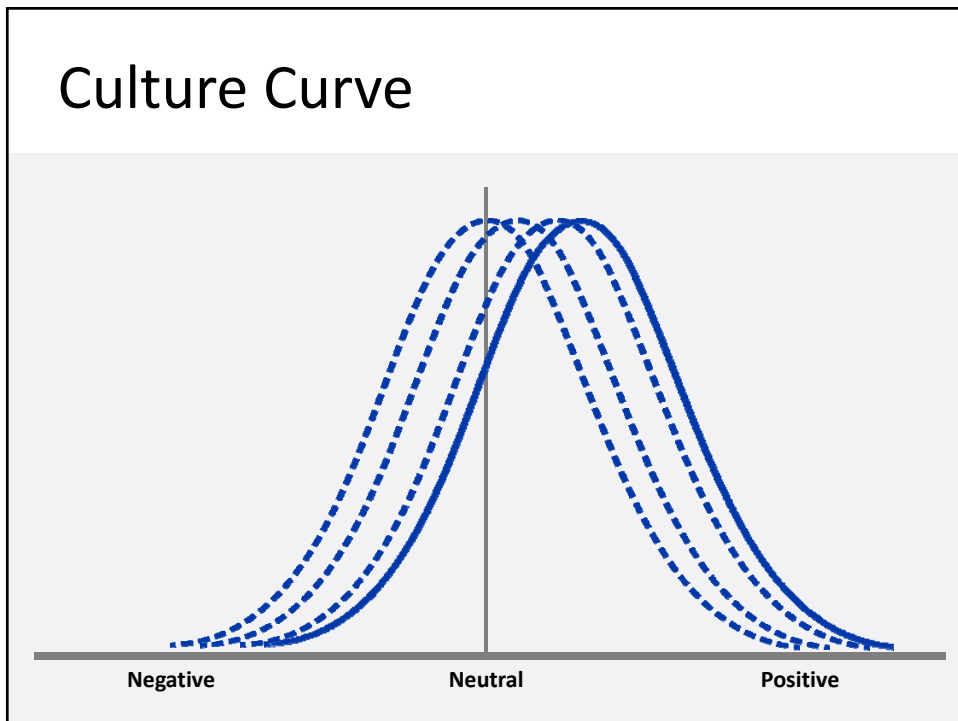
## Culture Curve



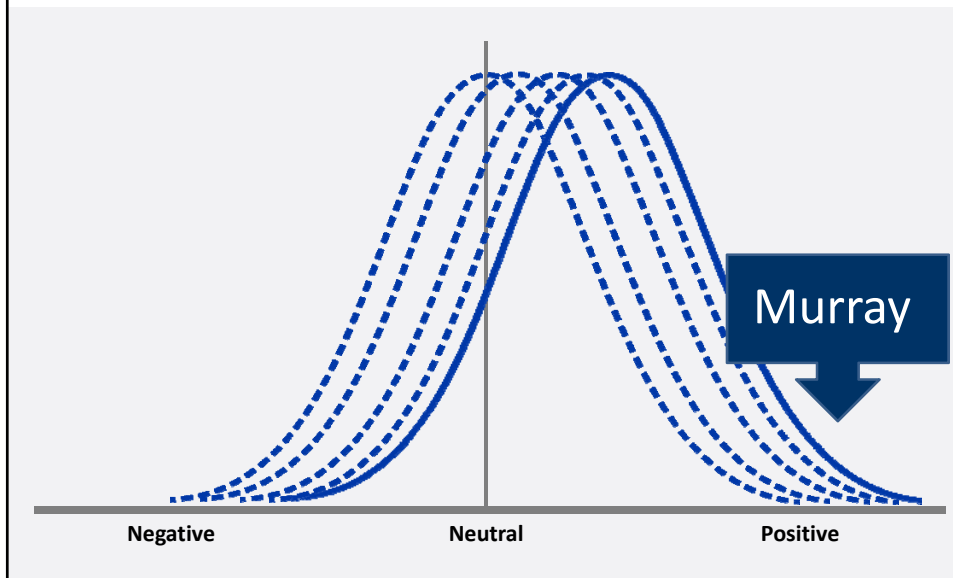
## Culture Curve



## Culture Curve



# Culture Curve



## 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
- Discipline
- Contain
- Eliminate



## Leadership's Responsibilities to the Team



**COACHING**

## Leadership Tools

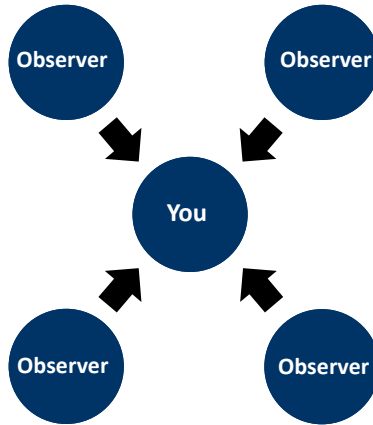
- Coach
  - Positive correction
  - Positive reinforcement
  - Timely feedback



# 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.”

- 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

## CAVEpeople in Meetings

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



## 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 “Great!—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
  - Positive correction/reinforcement



## 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

### 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**

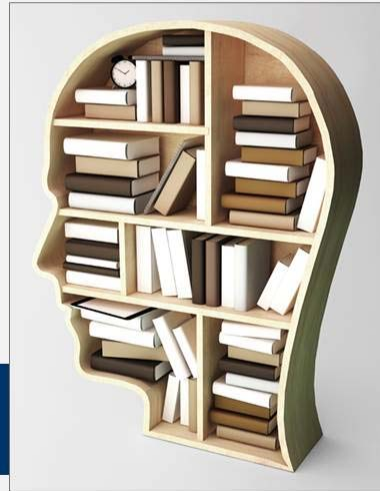


## Leadership's Responsibilities to the Team



# Leadership Tools

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



## 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 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

**Human Factors**



## Human Factors

- Human factors cause most incidents if you're following compliance rules
- 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.

## Common Language

- Everyone has experienced a time when they were in one of these four states
  - Rushing
  - Frustration
  - Fatigue
  - Complacency
- These states can lead to mistakes (like not paying attention) or compromised decisions (like following a rule)
- Could cause an injury, or cost time or money



## 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

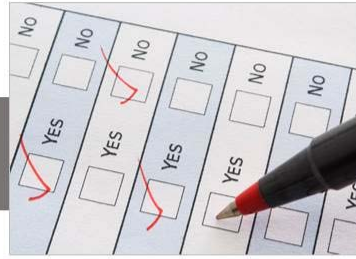


Teach them something they can teach their family members.

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



## Remember This

- Find common ground
  - Human factors
  - Personal experience vs. corporate safety agenda
  - Their family
- Listen and teach
  - Hear their story
  - Show them how they can keep their family from having a similar story



**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**

Kevin Cobb

