7 Insights into Safety Leadership
Group Discussion Questions

The following questions are an excellent way to facilitate discussion within your team or organization on the insights into safety leadership that are discussed in the book. The questions are designed to promote constructive critical analysis of the safety leadership within the team’s organization, and to help identify ways to improve. If your group has specific questions that it would like to ask the authors, please forward them to asktheauthors@krausebellgroup.com.

Chapter 1:
1. What proportion of your leaders ‘get’ the general concepts presented in the first chapter?
2. How does this proportion vary by level of responsibility?
3. How have you approached getting your leaders to understand these concepts?

Chapter 2:
1. To what extent do our operations leaders focus on SIF potential first?
2. What do we believe are our top 5 situations with the potential for SIFs?
3. What would others in our organization say are our top 5 SIF situations?
4. What accounts for the difference between #2 and #3, above?

Chapter 3
1. What does it mean for a leader to have a personal value for safety?
2. What exactly are we prepared to do in the interest of safety?
3. What is our vision for safety?
4. If the senior leaders in our organization keep leading the same way we are leading today, what kind of culture will we have in 5 years?

Chapter 4
1. Is our organizational functioning high or low? Why do we believe that to be the case?
2. Is our safety climate stronger or weaker? Why do we believe that to be the case?
3. How do our organizational functioning, safety climate, and performance compare to others?

Chapter 5
1. What is our safety strategy?
2. How well does our safety strategy address the common cause variation in our safety performance?
3. Are we identifying and reacting appropriately to common-cause and special-cause variation?
4. How can we make better use of longitudinal root cause analysis in our organization?
5. In what ways could we best incorporate the core safety concepts discussed in Chapter 5 to improve safety?

Chapter 6
1. When conducting incident analyses, how much of our focus is on the behavior of the worker vs the context?
2. What is our understanding of the role of behavior in incident causation?
3. What is an example of a decision made by senior leaders that had a major effect on the situation leading up to an incident? How did that decision affect behavior of the workers?

4. What are some examples of how a senior leader’s decisions have influenced organizational culture and systems?

5. How could we improve our senior leader decision making to improve our organizational safety?

6. Select an incident that occurred in the past, and review the incident report. What are some senior level decisions that created the situation leading up to the event and affected behavior of the workers involved?

Chapter 7

1. What is an example of a bias that may have affected a decision you made recently?

2. How does Over Confidence bias “show up” in your organization?

3. In our current organizational culture, would we feel comfortable challenging someone that seems to be influenced by Overconfidence Bias when making a decision?

4. Are we quick to abandon our safety strategy in response to recent incidents (a form of Availability Bias)?
   Are we quick to forget about our safety strategy when there have been no recent incidents (another form of Availability Bias)?
   How do our pre-task risk assessments expose us or protect us from Confirmation Bias?

Notes: