

THE RELATIONSHIP FACTOR IN SAFETY LEADERSHIP

By Rosa Antonia Carrillo, 2019, Abingdon, U.K.: Routledge

A review by Pam Walaski, CSP

About 5 years ago, I became acquainted with Rosa Antonia Carrillo when I heard her speak at the first ASSP Women In Safety Excellence Retreat in Orlando, FL, and since then, I've tried not to miss a blog post, webinar or opportunity to hear from her. Her thinking about the importance of relationships and inclusion in safety have impacted on how I approach some of the very technical consulting on management systems and auditing that are part of my current job. To make sure I remember to appreciate the disconnected way in which workers sometimes behave, "Inclusion precedes accountability" is a permanent note on the whiteboard in my office.

I made sure to get on the list to obtain a copy of *The Relationship Factor in Safety Leadership* as soon as it was published. Reading the glowing front cover reviews by influential leaders of our profession, and some of my personal favorites such as Sidney Dekker, Edgar Schein, Mei-Li Lin and Carsten Busch, I dug in, knowing I was in for a real treat.

In the first part of the book, Carrillo lays the groundwork by clarifying the role of inclusion and belonging in relationship-centered safety leadership, noting that safety outcomes are controlled, good, bad or in-between, through relationships. She lays out the path from relationships built on inclusivity and trust to conversation as the trigger for change to the ways in which safety leaders can create opportunities for a team to solve complex problems and improve overall performance. She also establishes the critical role of psychological safety in the workplace, which is the shared belief that a team of workers is a safe place for interpersonal risk-taking. If you have been to any national conferences lately, including ASSP's professional development conference in New Orleans, LA, have been active on LinkedIn, or read safety-related periodicals, print or online, you will recognize psychological safety as an emerging term many of us would do well to understand, appreciate and learn to integrate into our roles as safety leaders.

Carrillo follows the introductory section by laying a solid research foundation about the importance of relationships, reminding the reader that it is not about liking a team member, but about simply being connected. Through a discussion of the work of social psychologists such as George Mead and Abraham Maslow, she establishes the biological need for humans to form relationships to survive. Business theories such as those established by Douglas McGregor (theory X and Y) and Chris Argyris (ladders of inference) explore what motivates a worker and how they view their workplace. Finally, she elevates concepts by Erving Goffman and others on the lengths humans will go to present themselves as acceptable and to fit in, and how the fear of appearing incompetent keeps them from letting their coworkers know when they do not understand how to perform a work task safely or see an unsafe act or condition.

Carrillo ties it all together by noting the dangers that evolve from leaders who believe that suppressing emotions is an important method of establishing their role in the hierarchy and of their knowledge and status.

Carrillo then provides two different frameworks for those who want to change or improve the way they perform as safety leaders. The first is eight principles of relationship-centered leadership, which address how leaders view team members and the effect of the leader's expectations on performance. Four of the beliefs resonate strongly with me: 1) true communication takes place in the presence of relationship and trust; 2) inclusion precedes accountability; 3) people will speak up to stop an unsafe act if it is in their best interest; and 4) drift is a positive quality of adaptive human behavior.

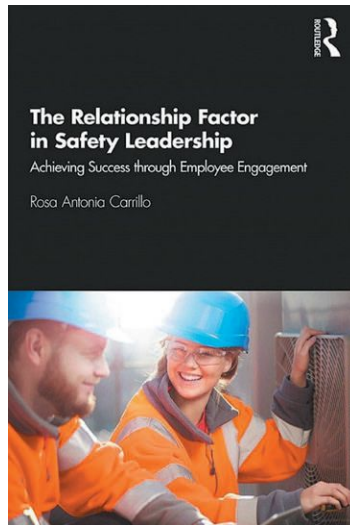
Appreciating beliefs about trust and when a worker perceives that an environment is conducive to speaking up provide the missing link for those organizations that have top-notch policy and procedure manuals, but struggle with compliance with those written documents. Carrillo notes, "We all know that policy does not change behavior, but companies still expend a great deal of energy getting the right wording in the hopes that it will shift an attitude and behavior" (p. 50). Carrillo continues, "Listening is motivation, and it is a powerful motivator, but for some reason it is believed that pizza and donuts can replace it" (p. 51).

Understanding drift requires the realization that drift in and of itself cannot be prevented, only managed, and that it represents actions that make sense at the time to the worker who is not following a procedure. In that light, an organization can use drift as a learning opportunity rather than a reason to blame and discipline workers. After all, Carrillo reminds us that when drift results in cost savings or some type of successful adaptation, we celebrate it as innovative.

Carrillo ends the section on the eight beliefs by noting that our beliefs create our thoughts, our thoughts lead to actions and our actions produce results. If the results in our organization related to safety performance and behavior are not what we want, more procedures and more discipline will not lead to the change we seek. Leaders must examine their beliefs about human nature and behavior and correct them.

Having established the groundwork for the eight beliefs, Carrillo then discusses trust in an organization. Based on the eight beliefs, she makes an excellent case for how leaders can mend broken trust and the importance of each leader taking it on as personal, recognizing that current leaders most likely contributed to the current state and that moving on requires an acknowledgement, and a sincere apology and different behavior.

The last section of the book outlines the second framework for change: five leadership orientations for conversation. Based



on Carrillo's extensive work with organizations over the years, these orientations represent different aspects of a leaders' frame of mind that contribute to successful problem-solving through employee engagement and provide a path for leaders who are serious about changing how they view their role in creating an environment for trusting conversations. They are unification (building relationships toward group identity), penetration (deeper inquiry and diverse perspectives), resolution (finishing a task despite unexpected obstacles), enactment (viewing mistakes as opportunities, encouraging innovation and resilience) and perseverance (engaging the will for continuous improvement). Even though each is essential, they are not linear.

Although it is a slim book at about 100 pages, the author packs a lot of excellent information, references and ideas in this book. The stories of Carrillo's work over the years are inspirational and provide a path to change that any leader can begin if s/he understands and appreciates relationships. Carrillo ends with a personal note of experience with exclusion growing up and being ostracized for dual Mexican and U.S. heritage. She reminds us that exclusion in some fashion "permeates every failed initiative and organization" (p. 99). This book can be a game-changer for anyone who is open to rethinking his/her views on human nature, trust and communication.

The Complete First Aid Pocket Guide

By John Furst, 2018, Boca Raton, FL: CRC Press

A review by Todd Clayton

The Complete First Aid Pocket Guide is laid out with standard topics for emergency care such as how to deal with minor wounds, burns, shock or choking. It also has some nonstandard topics not typically covered in a basic first-aid class, including information such as the contents of first-aid kits (home, vehicle and outdoor), when someone with a headache should seek further medical attention, and what is and what to do with a black eye. I found these additional topics interesting to review.

I see several useful times when this text would be a valuable tool to have in a first-aid/emergency care library. The first use could be before people are scheduled for a basic CPR refresher. Sometimes the refresh-

er curriculum can be repetitive if using the same content and this book could add some additional information into the mix. This book could also be useful in advanced first-aid certifications, sometimes called first responder, or if set up as continuing education training. An emergency medical technician might find this interesting to freshen knowledge of basic concepts if not working in the field every day. Another use would be as interim first-aid training during the off years of a typical first-aid curriculum between certifications.

As a certified emergency medical technician and CPR/first aid instructor, I find this book to be a good reference for emergency care knowledge.

Fire in My Mouth

By Julia Wolfe, 2019, UMG Recordings Inc.

Julia Wolfe's *Fire in My Mouth* is a musical performance that documents the 1911 Triangle Shirtwaist Factory Fire. The title, *Fire in My Mouth*, comes from a quote from labor activist Clara Lemlich Shavelson, "Ah, then I had fire in my mouth," and also references the fire itself, which killed 146 garment workers, most of them young immigrants. The music is performed in four parts: immigration, factory, protest and fire. Drawing on oral histories, speeches, interviews and historical writings, Wolfe captures the experience of immigrant life, the language of protest, the sounds of the factory and the horror of the fire through Italian and Yiddish folk tunes, harmonizing and discordant voices and clicking percussion. Listen at <https://bit.ly/31HiTeQ>.



The Triangle Shirtwaist Factory fire was the deadliest industrial disaster in New York City history, and it inspired changes in laws and regulations to make workplaces safer.

Safety at Work & Emergency Control: A Holistic Approach

By Benedito Cardella, 2019, Boca Raton, FL: CRC Press

A review by Kristina Anderson, GSP

Benedito Cardella has written an in-depth guide to assessing risk from the holistic point of view, which weighs on the scientific and technical side of the safety or engineering field. While the book adequately addresses the subject matter, it is often difficult for an individual who does not enjoy reading scientific studies to grasp. The book is well organized, beginning with what the author sees as a holistic approach and explains in depth risk and emergency management with detailed descriptions and examples of risk and value analysis. Cardella's holistic approach consists of the concept that "the whole is in the parts and the parts are in the whole" and that each risk situation consists of physical, biological, psychological, cultural and social parts which interact together to create an incident.

The book is packed full of current risk management approaches, including detailed hazard analysis methods, human failures, safety concepts, value analysis, and risk analysis with brief examples and formulas for calculating the risk.

The amount of information provided within this book is a positive strength. However, the largest weakness I found was the scientific and technical way it is presented, which may be a challenge to safety professionals who do not enjoy reading scientific and technical materials. There are also several small wording errors that are common when books are translated from one language to another. However, these do not take away from the readability of the book.

Cardella is a chemical and safety engineer who does a great job at breaking down the different aspects of risk analysis and tying them into an approach that integrates safety with productivity, quality, environmental preservation and human development creating a unique reference book for any safety professional or engineer who can see past the scientific language in the beginning of the book to absorb the wealth of information in chapters 6 through 10. Cardella provides many safety and everyday examples to help the reader understand each risk method.