

# Quotes

"PowerPoint presentations are a new form of anaesthesia and torture. They were even used at the Abu Ghraib Prison."

- Anonymous

"His knowledge on that topic is only PowerPoint deep."

- MAJ (JS)

"PowerPoint is designed for making a slide show a little more attractive with images and text that move, but when an idiot makes them all move, interest is lost."

- Anonymous

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# Code of Laws of King Hammurabi (2200 BC)

"If a builder builds a house for a man and does not make its construction firm and the house which he has built collapses and causes the death of the owner of the house - that builder shall be put to death"

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# Scott McNealy

"We had 12.9 gigabytes of (Microsoft) PowerPoint slides on our network. And I thought, 'What a huge waste of corporate productivity.' So we banned it. And we've had three unbelievable record-breaking fiscal quarters since we banned PowerPoint. Now, I would argue that every company in the world, if they would just ban PowerPoint, would see their earnings skyrocket. Employees would stand around going, 'What do I do? Guess I've got to go to work.'"

Sun Microsystems, quoted in the San Jose Mercury News, January 27, 1997

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# Mroz

“Safety is the prevention of accidents and the mitigation of personal injury or property damage which may result from accidents.”

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# Strasser et al.

“Safety is a condition or state of being resulting from the modification of human behaviour, and/or design of the physical environment to reduce the possibility of hazards, thereby reducing accidents.”

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# Lord Blackburn's Principle (1880)

*“Where any injury is to be compensated by damages, in settling the sum of money to be given for reparation or damages you should as nearly as possible get that sum of money which will put the party that has been injured, or who has suffered, in the same position as he would have been in if he had not sustained the wrong for which he is now getting his compensation or reparation.”*

Lord Blackburn in *Livingstone v Rawyards Coal Company* [1880]

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# Responsibility

I wondered why Somebody didn't do something?

Then I realized  
I am that Somebody

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# Lord Nelson

I could not tread these perilous paths in **safety**, if I did not keep a saving sense of humour.

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# Frederick W. Taylor

Hardly a competent **work**man can be found who does not devote a considerable amount of time to studying just how slowly he can **work** and still convince his employer that he is going at a good pace.



# Sir George Jessel

The human brain is a wonderful thing. It starts **working** the moment you are born, and never stops until you stand up to speak in public.

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# Ernst Mayr

Mathematics is as little a science as  
**grammar** is a language.

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# Mark Twain

I don't give a damn for a man who can **spell**  
a word only one way.

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# John F. Kennedy

There are **risks** and costs to action. But they are far less than the long range **risks** of comfortable inaction.

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# John F. Kennedy

A committee is twelve men doing the **work** of one.



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# Ralph Nader

"...the true mark of a humane society must be what it does about prevention of accident injuries, not the cleaning up of them afterward."

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Before you start mending something, figure out why it's broken!

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# Oscar Wilde 1854-1900

“The truth is rarely pure and never simple”

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# Samuel Johnson 1709-84

“All intellectual improvement arises from leisure”



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# Bulletpoint, 2001

Doing better things

“... of the 36 firms identified by Tom Peters as ‘excellent’ in his book ‘In Search of Excellence’, some have since faced bankruptcy, and the majority now perform below average.”

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# Neely and Bourne, 2000

“... 70% of balanced scorecard implementations fail.”

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# Landin and Nilsson, 2001

“While it is tempting to conclude that investments in quality systems increase organisational performance, there is little (if any) evidence that this is the case. Many investments in quality systems appear to be based more on blind faith than on facts”

Swedish **construction** example

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# Sutherland, Makin and Cox, 2000

“Cutting corners and ignoring **safety** will lead to almost certain increases in production [gains].

It takes a much larger, and highly probable, loss to tip the decision in favour of **safety**”

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# Charles Swindoll - Attitude

The only thing we can do is play on the one string we have, and that is our attitude ...

I am convinced that life is 10% what happens to me, and 90% how I react to it.

And so it is with you ... we are in charge of our Attitudes.

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# Sir John Harvey-Jones

“Technology moves on, hardware gets outdated, but people who work in a business are what moves the business forward”

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# Jason Woodruff

I do not want to live in a world without risk. Risk is a defining characteristic of liberty and life. When I am dead, I will have reduced my life risk to zero. To do this while I am alive, would mean becoming the living dead.

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# The Myth of Sisyphus <sup>1</sup>

We tend to think of Sisyphus as a tragic hero, condemned by the gods to shoulder his rock sweatily up the mountain, and again up the mountain.

The truth is that Sisyphus is in love with the rock. He cherishes every roughness and every ounce of it. He talks to it, sings to it. It has become the mysterious Other. He even dreams of it as he sleepwalks upward. Life is unimaginable without it, looming always above him like a huge gray moon.

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# The Myth of Sisyphus <sup>2</sup>

He doesn't realise that at any moment he is permitted to step aside, let the rock hurtle to the bottom, and go home.

Tragedy is the inertial force of the mind.

*Stephen Mitchell, Parables and Portraits*

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# Origins of risk assessment

We Athenians take our decisions on policy and submit them to proper discussions The worst thing is to rush into action before the consequences have been properly debated We are capable at the same time of taking risks and estimating them beforehand

*Pericles: Funeral Oration Ca 430 BC*

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# Stress

‘Stress is the condition experienced when someone perceives that they are unable to meet the demands placed upon them.’

Source: Health and Safety Executive (HSE)

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# Intellectual styles

- Saxonie - focus on facts and evidence, weak on theory formation and paradigm awareness
- Teutonic and Gallic - focus on theory, through reasoning and persuasion respectively
- Nipponic - Modest, global and provisional approach without clear statements
- Usunier 1998



# George S. Patton(1885-1945)

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

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# John F. Kennedy

"When written in Chinese, the word "crisis" is composed of two characters.

One represents danger, and the other represents opportunity."

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# W.E. Deming, July 11, 1992

“Currently, management works under the assumption that people and not the systems they work in are responsible for safety. We therefore, reward and punish people but the system they work in remains unchanged...”

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# Culture Definition

“As pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with problems...that has worked well enough to be considered valid and, therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems”

In other words:

“the way we do things around here”

*Schein, Organizational Culture and Leadership, (1985)*

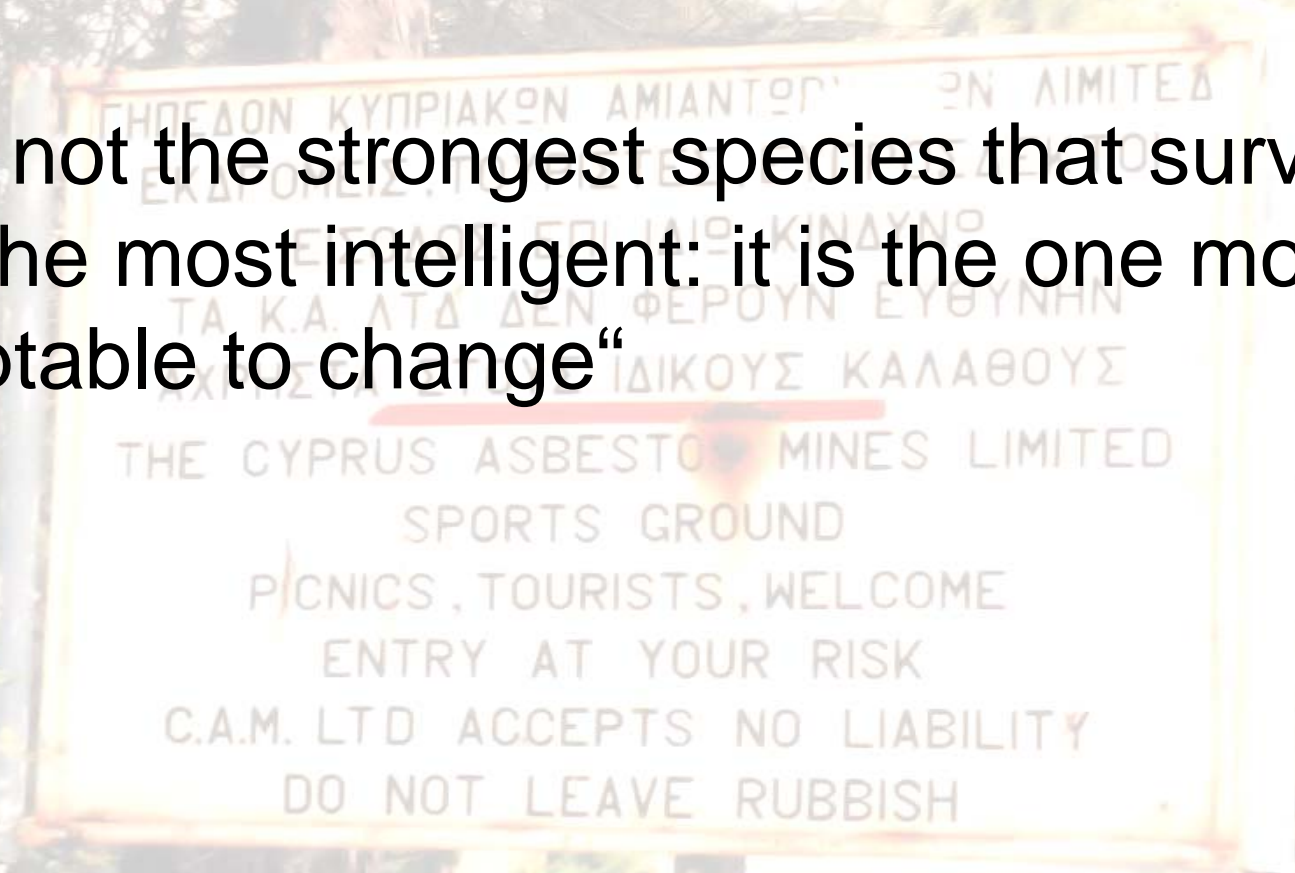
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# Charles Darwin

"It is not the strongest species that survive,  
nor the most intelligent: it is the one most  
adaptable to change"



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# Human Errors

‘To err is human – to forgive divine’  
*Alexander Pope – 1711*

‘To err is human – to forgive is not company  
policy’  
*Anon*

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# Mao Tse Tung

*“Peoples attitudes and opinions have been formed over decades of life and cannot be changed by having a few meetings or giving a few lectures”*



# 'The Riddle of the Titanic', Gardiner et. al. Orion, 1998

*'Safety outweighing every other  
consideration'*

Was the framed notice in the  
chart room of every White Star liner in 1912

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# T.A. Kletz

“It might seem to an outsider that industrial accidents occur because we do not know how to prevent them. In fact, they occur because we do not use the knowledge that is available.”

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# Aristotle

According to his teaching:

Rhetoric is the art of finding the best available means of persuading a specific audience in a specific situation

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# The main criterion is the organisation's attitude to risk



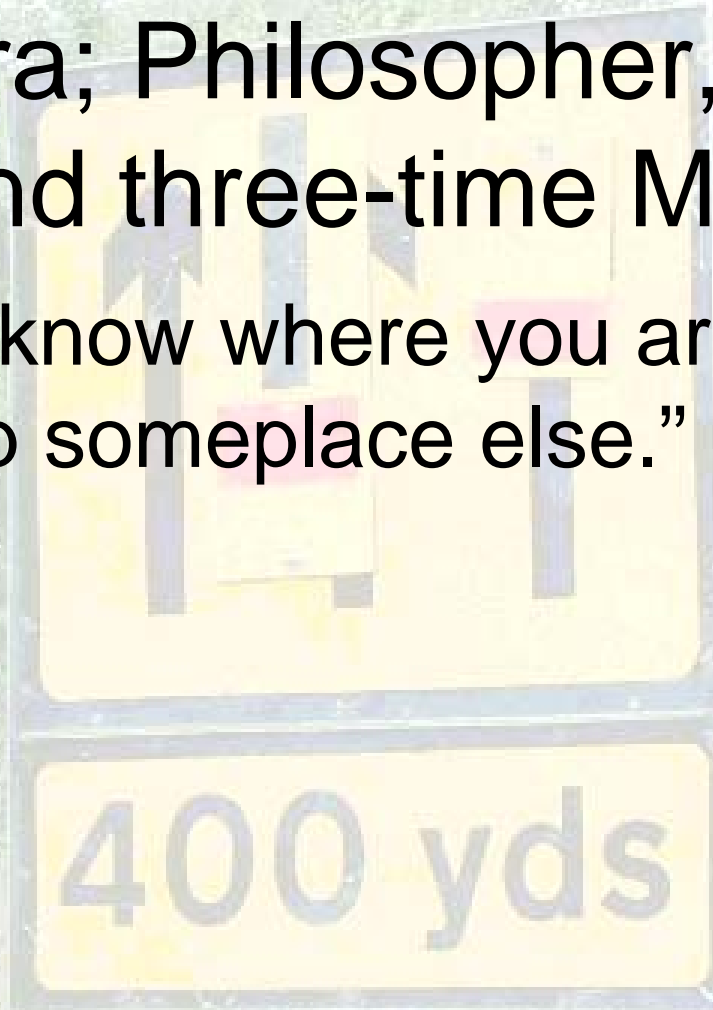
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# Yogi Berra; Philosopher, Manager, and three-time MVP

“If you don’t know where you are going, you might end up someplace else.”



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# Eric Idle

At least one way of measuring the freedom of any society is the amount of comedy that is permitted, and clearly a healthy society permits more satirical comment than a repressive, so that if comedy is to function in some way as a safety release then it must obviously deal with these taboo areas. This is part of the responsibility we accord our licensed jesters, that nothing be excused the searching light of comedy. If anything can survive the probe of humour it is clearly of value, and conversely all groups who claim immunity from laughter are claiming special privileges which should not be granted.

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# Ron Zemke & Dick Schaaf – The Service Edge

“Incentive programs aren’t automatic performance generators. . . they can even backfire and be counterproductive when they don’t work out in the fashion intended”

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# Dr. Robert Sass: The Value of Safety Contests, 1984

“The tacit assumption behind safety contests is that workers are primarily responsible for accidents through their carelessness, accident proneness or bad attitudes, and that they can therefore stop accidents from happening merely by resolving to be more careful, to obey their supervisors or to have a positive attitude towards safety. . . .”

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# Alfie Kohn

“Punished by Rewards”

“Clearly, punishments are harsher and more overt. . . but rewards simply control through seduction rather than by force. In the final analysis, they are not one bit less controlling since, like punishments, they are typically used to induce or pressure people to do things they would not freely do - or rather, things that the controller believes they would not freely do”

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# Kohn... continued

“People’s interest in doing what they are doing typically declines when they are rewarded for doing it. . . scores of other studies confirmed this conclusion”

“Consider the countries typically cited as competitors of the United States. Japan and Germany. . . rarely use incentives and other behaviorist tactics to induce people to do a better job”

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# Peter R. Scoltes

## “The Team Handbook”

“The greatest management conceit is that we can motivate people. We can't. Motivation is there, inside people. . . the greatest managerial cynicism is that workers are withholding a certain amount of effort that must be bribed from them by means of various incentives, rewards, contests or merit pay programs. . . the greatest waste of managerial time is spent trying to manipulate people's minds and infuse motivation into them”

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# Douglas McGregor

“The Human Side of the Enterprise”

“Individual incentive plans provide a good example of an attempt to control behavior. The practical logic of incentives is that people want money, and that they will work harder to get it”

Incentive plans do not take account of several other well-demonstrated characteristics of behavior in the business setting. . .

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# F. David Pierce

“Total Quality for Safety & Health Professionals”

Historically we have used safety awards as carrots for worker safety. Most times these focus on workers staying injury free, not on worker safety participation. It's for these reasons that these injury-free based award programs have mixed results

Participation based awards are different. When used, they can change the perceptions destructive to safety award programs. That is, they bring a halt to the reward systems that depend on not having injuries and instead focus on involvement

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# How Different Organisations Handle Safety Information

## Pathologic Culture

Don't want to know, messengers are shot, responsibility is shirked, failure is punished or concealed, new ideas are actively discouraged

## Bureaucratic Culture

May not find out, messengers are listened to... if they arrive, responsibility is compartmentalized, failures lead to local repairs, new ideas often present problems

## Generative Culture

Actively seek it, messengers are trained and rewarded, responsibility is shared, failures lead to far-reaching reforms, new ideas are welcomed

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# Bratton & Gould (1999)

## HRM and employee health

“If strategic HRM means anything it must encompass the development and promotion of a set of health and safety policies to protect the organisation’s most valued asset, its employees”

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# Robens Report 1972

The philosophy:

“Safety and health at work is first and foremost a matter of efficient management. But it is not a management prerogative...We believe workpeople must participate fully in the making and monitoring of arrangements for safety and health at their place of work.”

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# World Health Organisation

Health is:

“ A state of complete physical and mental and social well-being, not merely an absence of disease or infirmity”

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# Louis Pasture

“All things are hidden, obscure, and debatable if the cause of the phenomena be unknown, but everything is clear if this cause be known.”

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