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Safety Week Toolbox Talk

Chronic unease

Frontline leaders

How to use this pack

Target audience: Leaders and their teams, including contractors.

Purpose of the Toolbox Talk Pack:

- Explain the mindset of ‘Chronic unease’
- Promote the value of leaders spending time in the field doing quality Field Leadership
- Discuss ways to ask curious questions to learn about and improve work together
- Leaders to use the toolbox talk pack as a communication tool to support conversations with their teams by either talking to the pack or by reinforcing the key messages in existing routines (e.g. pre-start meeting/ MOP routine).
- Questions are added to some slides to prompt a leader to discuss with their team.

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Strong Safety Leadership means living our values in the way we show up every day.

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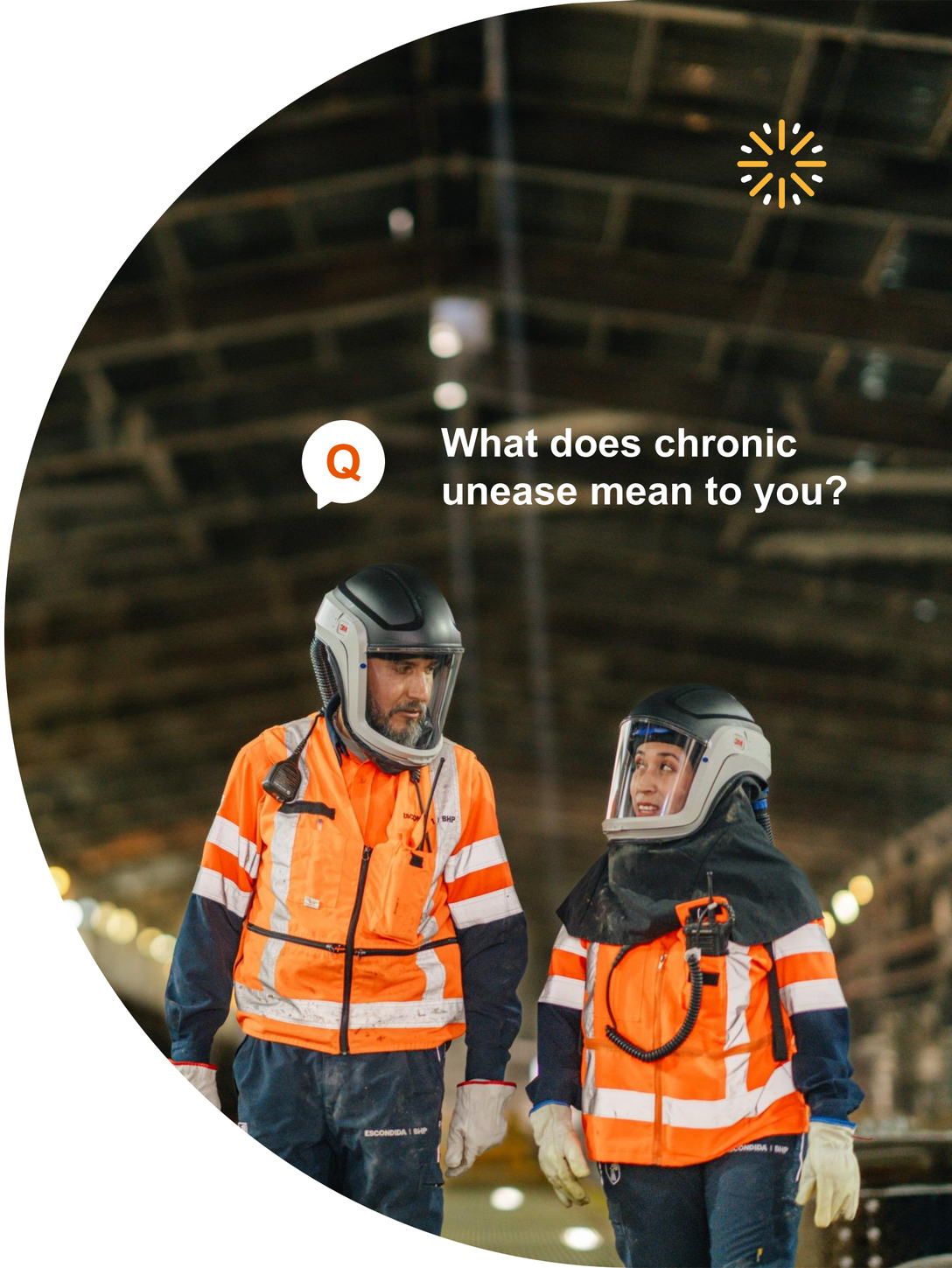
What is chronic unease?

Chronic unease is a mindset of healthy vigilance, staying alert to what could go wrong even when things appear to be going well.

It involves continually looking for signs that critical controls may be weakening and recognising that the absence of incidents does not necessarily mean work is safe.

Professor James Reason (British psychologist) is commonly credited for introducing this concept.
It is widely used in high-risk/ high-hazard industries such as mining, oil and gas, aviation and nuclear operations.

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Curious questions that reflect chronic unease

1. Are our critical controls consistently effective? How do you know?
2. What work-arounds are people using to get the job done?
3. What conditions could combine today to make a serious event more likely?
4. What are our frontline workers (including contractors) worried about?
5. How have recent changes at work increased risk?
6. How do we stay safe, on every task, every day?
7. How can we learn about how safe a task is by asking curious questions, using the 4Ds tool?

Back to basics

What existing tools do we use that can help us explore chronic unease?

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Field Leadership:

Take Time Talks promote meaningful safety conversations, reinforce our culture of care and promote learning and improvement.

Spending time in the field and learning how work is done helps leaders maintain their sense of chronic unease.

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We learn from everyday conversations, through connection, curiosity and humility.
Sharing what we learn with others increases our ability to sustain work improvements.

Connect

Ask

Learn

Consider the 4Ds

Dangerous
or risky about the job you're doing?

Difficult
In the way you need to do the job?

Different
To the last time you did this job?

Don't understand
Or doesn't make sense about the job you are doing?

Q **When have/or could your team use the 4Ds beyond TTTs?**

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More curious questions for your toolkit

Anchoring back to Connect, Ask, Learn, build on the 4Ds by asking:





What would make you feel safer today?

What is one thing I could to do help today?

If I was to do this job, where is it easy to make a mistake?

What does a good shift look like?

Tell me about a close call you or someone you know has had carrying out this task?

Do we have any rules or requirements that make working safely challenging?



What concerns you about the way work is done around here?

Was everything as safe as you expect it to be this week?





If we could improve something by 1% this week, what would it look like?



We measure a lot, but what do you think will really make a difference?

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