

# Maximizing the Four Fields of Safety Performance

## All-In Leadership

By Cort Dial

This is the fourth and final installment of a four-part series that presents a modern approach to improving safety in the workplace.

### Hardware & Software

Now that we have addressed the two most challenging areas of the four fields of safety performance, we can zoom out and consider how the four fields function as a whole. Put systems and behavior together, then yoke self and social. The relationship between the two pairs is like the relationship between hardware and software in a high-performing computer. An elite piece of computer hardware is of little value without equally well-developed software. If an organization has top-tier hardware (i.e., well-developed systems and behavior) but underdeveloped software (i.e., the self and social fields), then the organization's overall performance will fall far short of its potential.

I have spent the past 2 decades helping organizations understand that model. Typically, I am introducing the self and social fields to groups that already excel in the systems and behavior fields. I have repeatedly found that the key to progress is the organization's senior-most leader. If this leader is open to the softer, less tangible side of performance and willing to be coached in the self and social fields, limits on performance are obliterated. I call these people "all-in leaders."

### The All-In Leader

All-in leaders are 21st century pacesetters, architects of extraordinary performance and promoters of humanity in the workplace. They apply human-based influencing and decision making that ensure that they and the companies they lead are in harmony with profitability, sustainability and meaningful work for employees.

These unique leaders see business and safety performance through a wider, definitively human lens. All-in leaders understand:

- 1) The most effective tool they have for creating safety performance is their leadership.
- 2) Better and more sustainable performance can be created through people rather than systems or behavior programs.
- 3) People and the planet are whos, not its. Therefore, it is unacceptable to produce business results at the expense of either.

Once you truly believe those three things, you are ready to build the environment necessary for top safety performance to occur.

### The Five Conditions of Performance

When beginning work in the self and social fields, a leader can help create five emotional conditions in people. I call them the five conditions of performance. Those who have read this four-part series will recognize several of the core ideas presented, from the action steps outlined in parts 2 and 3 (October and November 2017, respectively). Here they are, the key factors for top performance.

1) *A Big Game to Play*

### 1) A Big Game to Play

As a leader, your vision is the big game you ask the team to play. The bigger the game, the more followers you attract and healthy disruption you create. A goal to reduce hand injuries by 20% is not inspiring, and not big game. Creating a workplace in which people do not get hurt; completing a major construction project without incident or injury: these are big games.

Setting inspiring safety goals is especially difficult because they often involve eliminating or reducing incidents and injuries, and people do not get excited by avoiding something that is already unwanted. People are invigorated by the idea of creating something desirable and new, and are more likely to give more to a leader who calls on them to accomplish something grand. So, frame the big game differently: What game can you create that will inspire people to do something extraordinary?

### 2) Commitment to & Confidence in Victory

All-in leaders achieve commitment to and confidence in victory when followers believe 1) that they, their leaders and their teammates are fully committed to the big game; and 2) that the big game is a goal they can and will achieve. Most leaders spend too much time explaining how to get there, while all-in leaders drive conversations that explore why committing makes sense and by noticeably demonstrate their unwavering commitment.

### 3) Positive Self-Image

Both leaders and team members must cultivate positive self-image to achieve extraordinary results. Think back to the discussion of the self field (October 2017): No one can outperform his/her own self-image. As a leader, you must develop the self-images of followers. Tell them they are who and what you want them to be. Thank them for what they do well. Encouragement works because people develop self-image by listening both to what others say about and to us, as well as what we say to ourselves.

### 4) Sense of Belonging

Fostering a sense of belonging is one of the most important conditions. It is also one of the

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Cort Dial is an award-winning author, inspirational speaker, producer of corporate events and performance coach. Learn more at [www.cortdial.com/professionalsafety](http://www.cortdial.com/professionalsafety).

### Free Book Excerpt to PS Readers

As a thank you for sticking with this series, please enjoy an excerpt from Dial's book, *Heroes to Heroics: A Memoir on Modern Leadership* (on his website, <http://bit.ly/2ANK1pl>), which takes an in-depth look at how he used these concepts to complete a major capital project requiring 8 million work-hours in the Middle East, all without harming anyone.

most difficult for corporate leaders to discuss. Belonging is especially crucial when it comes to safety. When you belong, you are willing to do whatever it takes to protect the group you belong to. Belonging is just another word for feeling loved. People are designed to care for each other, not merely romantically, but in a humanistic, fraternal way. A deep desire to belong has been programmed into our DNA. Mother Nature takes advantage of the power of belonging; so can you.

### 5) Opportunities for Personal Growth

All-in leaders give followers chances to learn, be challenged and develop in various ways that are always in service of a shared vision and mission. Today's workers are as interested in acquiring positive experiences and personal growth as they are material things. You cannot make anyone decide to grow, but you can ensure that opportunities to do so exist.

### Conclusion

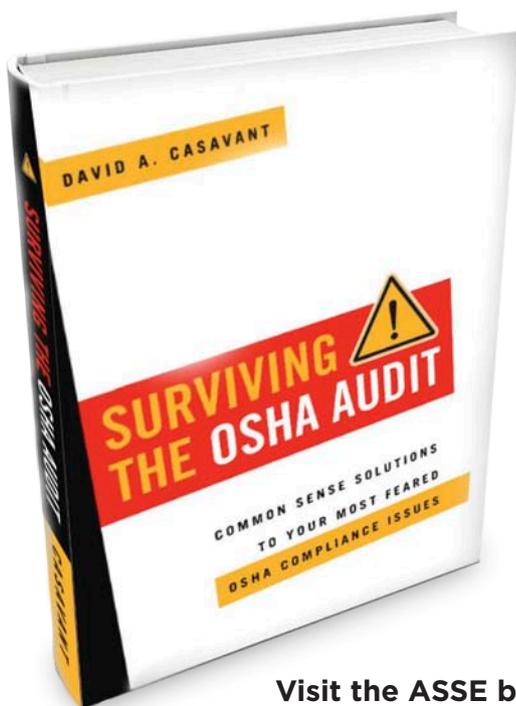
Rules and other rote, surface-level paradigms can only get you so far. Your performance will al-

**FIGURE 1**  
**The Four Fields of Safety Performance**



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ways be limited by your weakest field. Commit to the safety goal of never harming anyone or anything, then dive into the self and social fields to make that vision a reality. Become the all-in leader you can and want to be. Profits will soar, performance will break records and personal fulfillment for every individual will reach life-affirming highs.



## Imagine for a moment it's Monday morning.

You've just arrived to work and you're enjoying your first cup of coffee. Unexpectedly you receive a call, OSHA has just arrived to discuss a safety complaint they've received from an employee.

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