

MY BRAIN MADE ME DO IT

Psychological drivers of employee behavior



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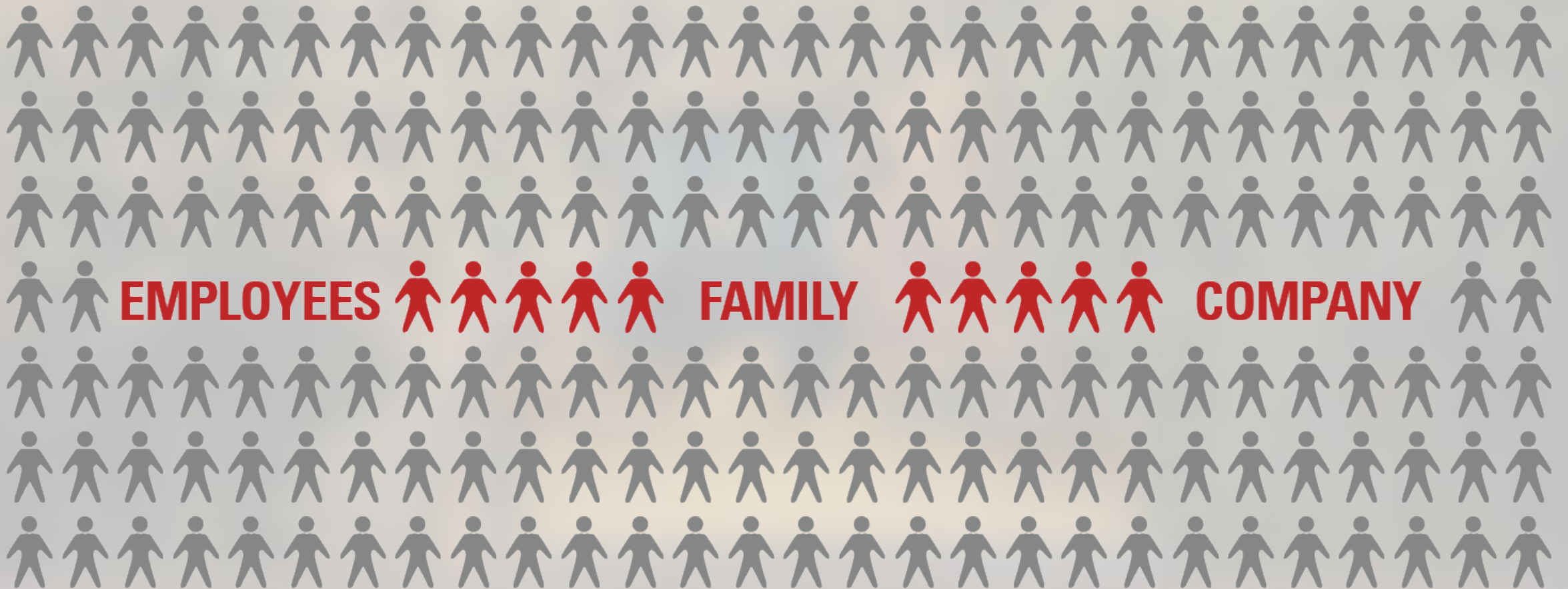




SAFETY FIRST

2003

6% OF WORKFORCE INJURED YEARLY



WE ENGAGED OUR EMPLOYEES.
WE GOT COMMITMENT FROM LEADERS AT ALL LEVELS.
WE CHANGED OUR SAFETY CULTURE.
WE TRANSFORMED OUR BOTTOM LINE.


OUR SAFETY JOURNEY 2003-2022

**93% RIF
IMPROVEMENT**

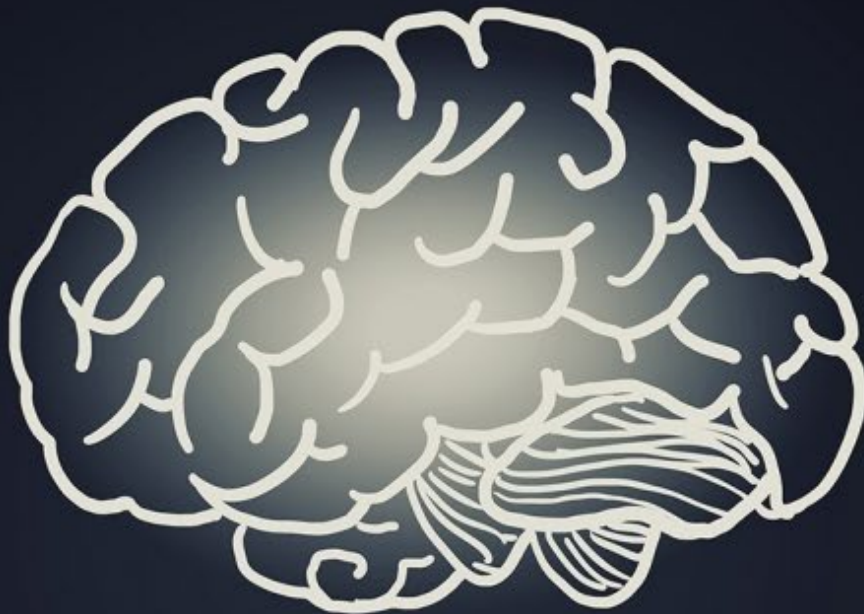


RECORDABLE INJURY FREQUENCY (RIF)

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The background of the slide is a high-contrast, close-up photograph of heavy machinery tracks, likely from a Caterpillar vehicle, pressed into dry, sandy soil. The tracks are arranged in a grid-like pattern, with the foreground tracks being more prominent and in sharper focus than the ones receding into the background. The lighting is harsh, creating deep shadows and bright highlights on the ridges of the tracks and the uneven surface of the ground.

HOW DOES PSYCHOLOGY IMPACT SAFETY CULTURE?



ASSUMPTIONS ABOUT HOW OUR BRAINS WORK...



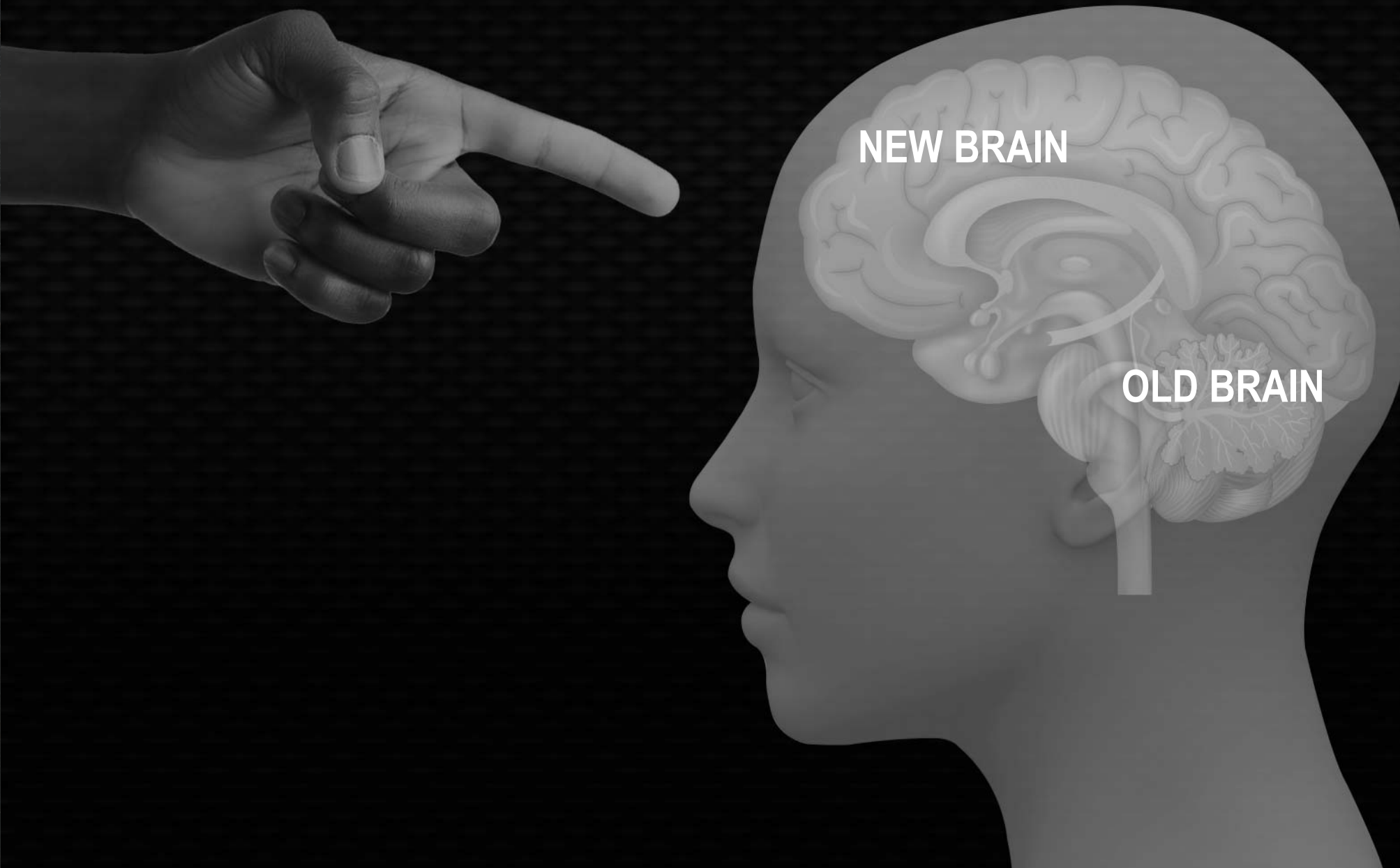


**RATIONAL
CONSCIOUS
OBJECTIVE
REASONABLE**

**ALL
OF THE TIME**

HAS THIS EVER HAPPENED TO YOU?





NEW BRAIN

OLD BRAIN



**OLD BRAIN
= FAST BRAIN**

NEW BRAIN
= SLOW BRAIN





THE ECONOMICAL BRAIN



OUR BRAIN IS HUNGRY!



ABOUT 20% GOES TO FEEDING YOUR BRAIN





FOR EXAMPLE...



BOZEMAN

...OR THIS



QUESTION:
**WHAT ARE SOME “FAST BRAIN” ASPECTS OF THE
JOB THAT COULD BECOME SAFETY ISSUES?**

HOW DID THEY NOT SEE THAT?!







THE BIASED BRAIN



**EVERY SECOND OF EVERYDAY OUR BRAIN
IS FLOODED WITH INFORMATION**

WE HAVE A
SWITCH THAT
STOPS US
LOSING OUR
MINDS



R.A.S.
Reticular Activating System



REDUCES THIS TO A **MANAGEABLE CHUNK**

FROM:

> 13,000 BITS OF DATA

TO:

7 +/- 2 BITS OF CONSCIOUS DATA

WE ARE LEFT WITH WHAT IS...

DANGEROUS



IMPORTANT



PLEASURABLE



INTERESTING



WHY WE HEAR OUR NAME IN A CROWD



NOTICE THAT CAR YOU'VE CHOSEN TO BUY



...THE GAS STATION WHEN WE'RE RUNNING LOW



DOES IT APPLY TO ME?



YOU \neq ME





What is D.I.P.I. to your people?

- Be curious – study your team like a scientist
- Watch what they say and do
- Ask questions
- Listen and suspend judgement
- Connect with them in ways that are personal

 HAZARD IDENTIFICATION/
CORRECTION

 NEAR-MISS
REPORTING

 OBSERVATIONS

 ONBOARDING


 MEETINGS

 INCIDENT
INVESTIGATIONS

 INSPECTIONS

 TRAINING

SET EXPECTATIONS AROUND
WHAT PEOPLE CAN CONTROL

 **UPSTREAM**
ACTIVITIES
SUPERVISORS
CAN IMPACT

The Safety River

DOWNSTREAM
RESULTS
EVERYONE
WANTS 

 FEWER
INJURIES

 STRONGER
CULTURE

 LOWER
CLAIMS

 REDUCED
INCIDENTS

The Pre-Shift Safety Meeting

Dangerous

Discuss near-term tasks with specific hazards to mitigate

Pleasurable

Provide recognition for proactive measures taken by employees to make safety positive



Important

Relate topic to personal impact of those at home depending on them to work safe

Interesting


Mix in topics important to employees that include safety off the job to keep them engaged

Make them DIPI!

REFLECTION

**WHAT HAZARDOUS TASKS HAVE A RISK OF BECOMING
“FAST BRAIN” ACTIVITIES?**

HOW CAN WE MAKE THESE TASKS MORE DIPI TO EMPLOYEES?



OUR RESPONSE = THEIR REACTION

HOW DO YOU FEEL?

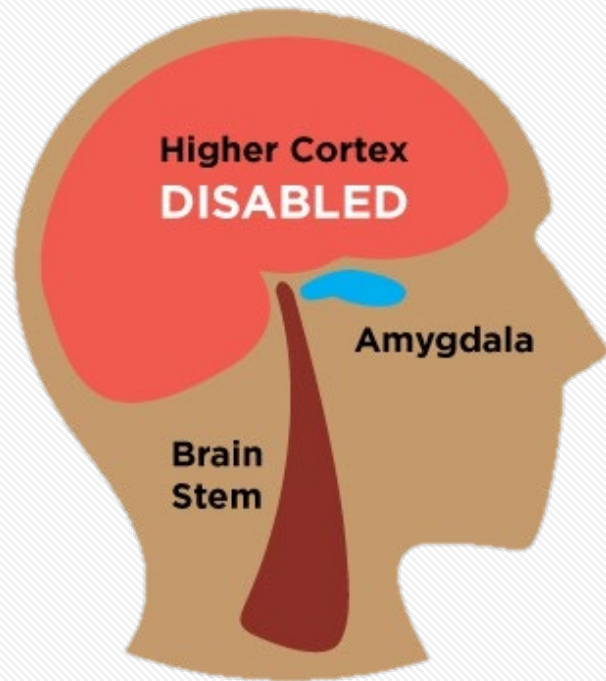




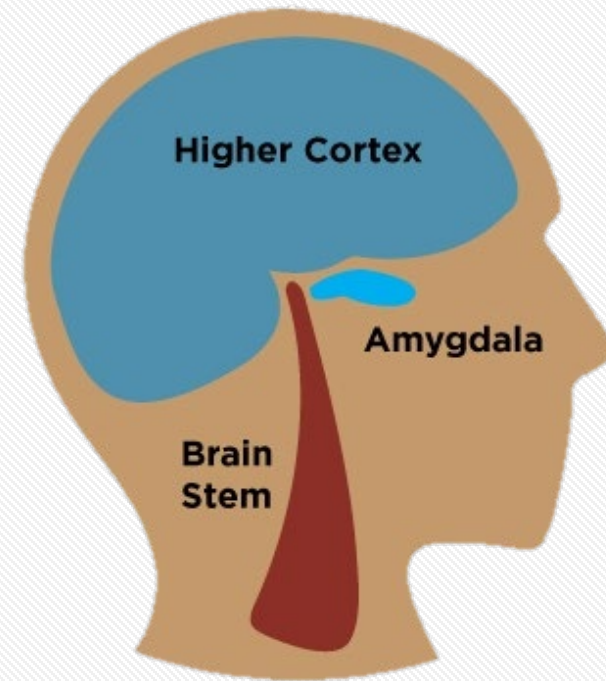
UNDERSTANDING YOUR REACTION



AMYGDALA HIJACKING



HIGH Emotion
(Anger, Fear, Excitement, Love,
Hate, Disgust, Frustration)



LOW Emotion
(Calm, Relaxed)

Source: TTI Success Insights



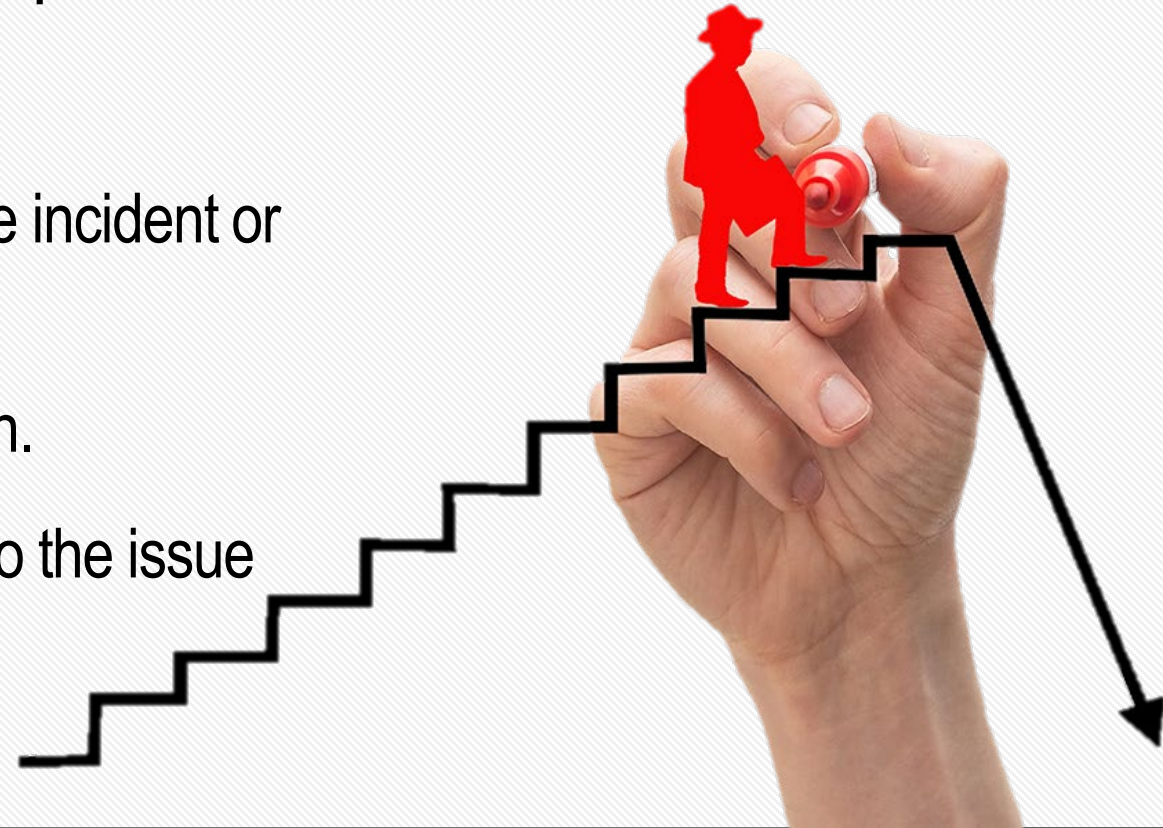
STATUS **C**CERTAINTY **A**AUTONOMY **R**RELATIONSHIP **F**FAIRNESS

DR. DAVID ROCK

STATUS

What are some potential threats to employee status that safety situations or incidents could impact?

- ✓ Show you care more about the person than the incident or impact to the business.
- ✓ Remove your stripes and talk human-to-human.
- ✓ Treat them as an expert to help find solutions to the issue together.



CERTAINTY

What happens when we don't clearly communicate our expectations or what the future holds?

- ✓ Set clear expectations, then notice and respond when they are completed.
- ✓ Communicate early and often with multiple channels when change or uncertainty is involved.
- ✓ Explain what will stay the same in the midst of change.



AUTONOMY

What are some safety implications of employees not feeling in control of their own work or destiny?

- ✓ Involve employees in creating the safety activities that govern how they work.
- ✓ Allow flexibility in how/when/where safety activities are completed.
- ✓ Let employees know that they are allowed to try new things and fail safely.



RELATIONSHIP

How can safety threaten relationships on the job?

- ✓ Focus on facts, not on faults in investigations.
- ✓ Put more emphasis on recognizing people for creating solutions, rather than disciplining people for mistakes.
- ✓ Teach your people how to address each other from a position of care instead of enforcing rules.



FAIRNESS

How can safety be “unfair”?

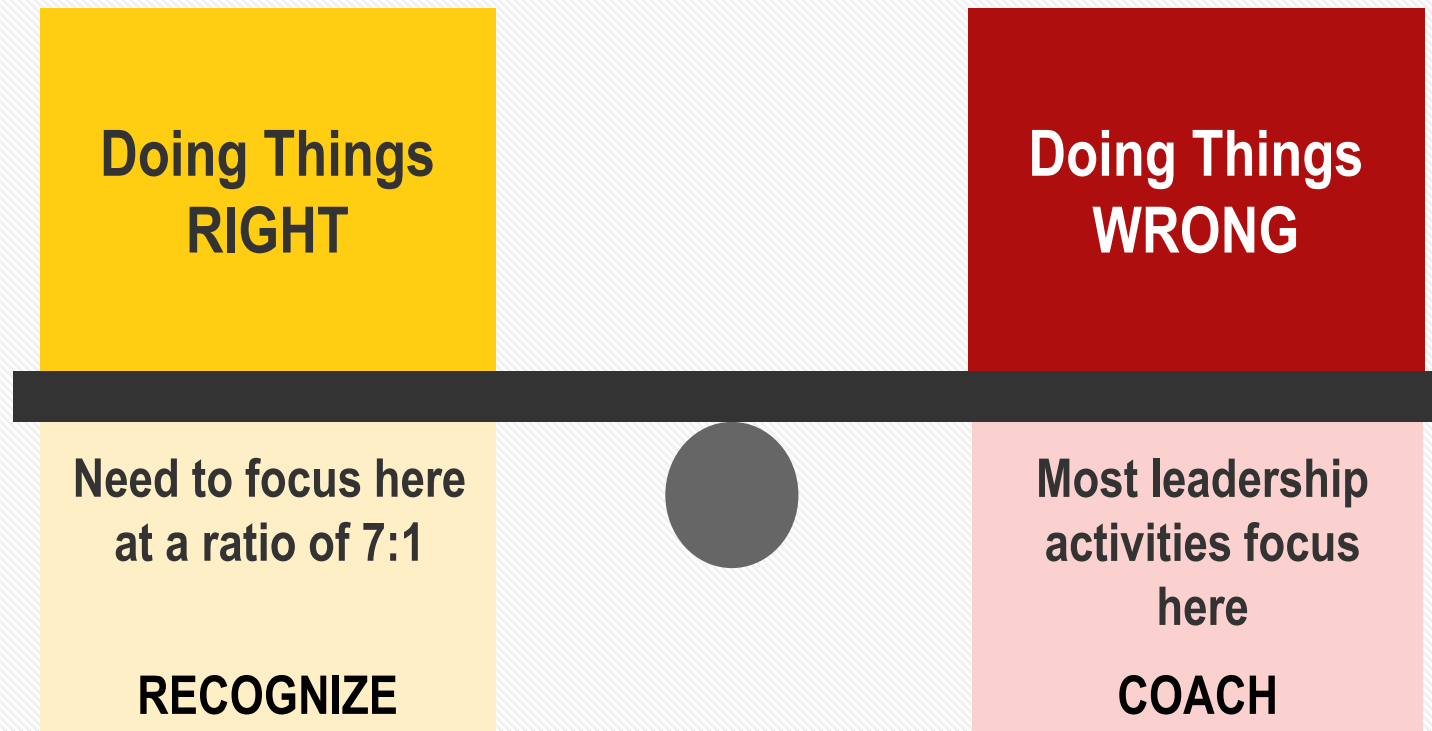
- ✓ Set clear expectations for how the job should be done and consistently notice and recognize when it's done by everyone.
- ✓ Apply discipline sparingly, but where deserved.
- ✓ Share why decisions have been made, even when it's difficult.



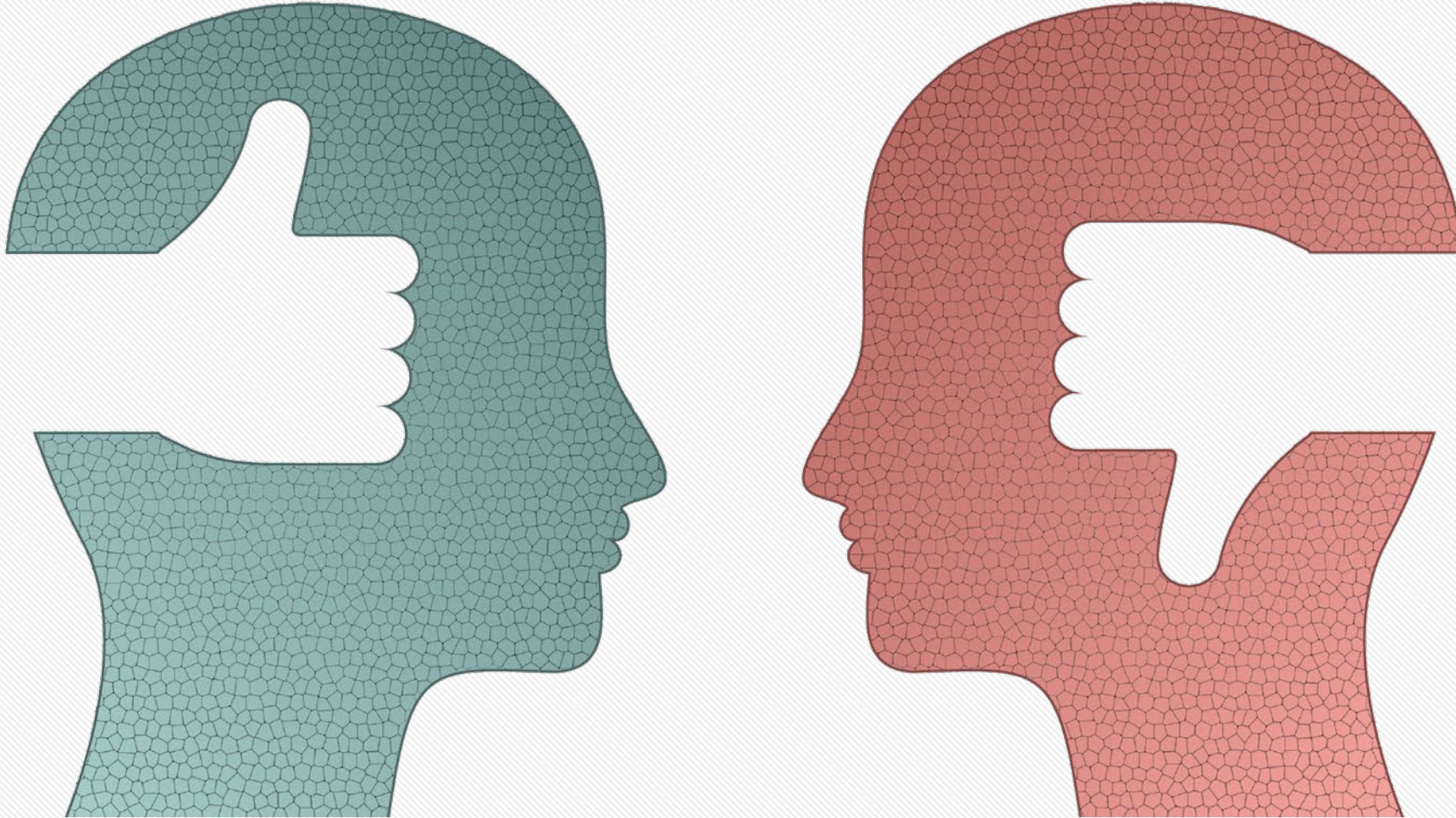


RECOGNITION > DISCIPLINE

As a percentage, do employees do more things right or wrong?



WORDS CHANGE YOUR BRAIN



Negative Words

Activate fear center
(amygdala)



Releases hormone that
shuts down logic / reasoning



Results in “fight or flight”
reaction

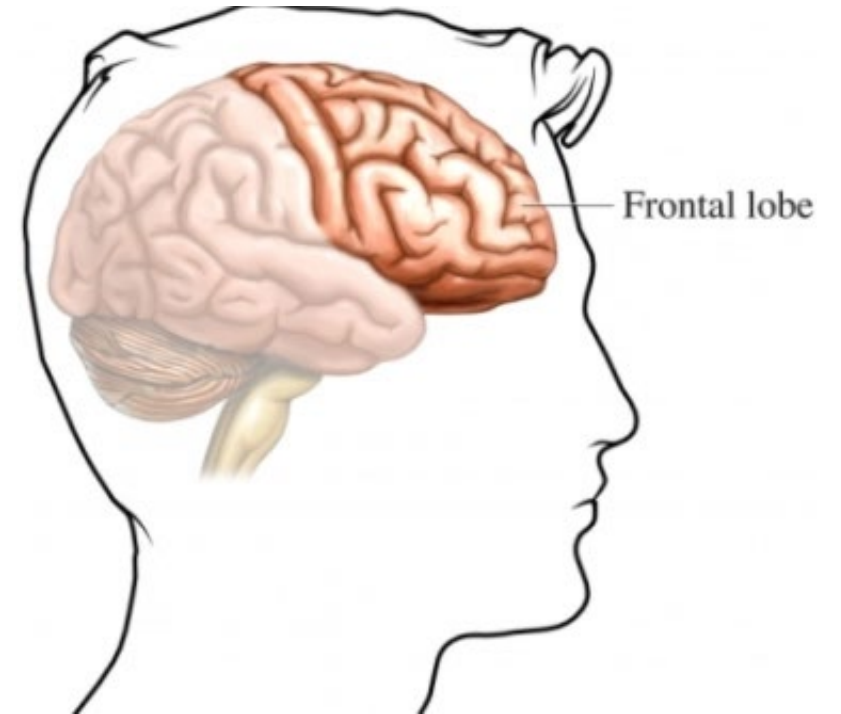


Positive Words

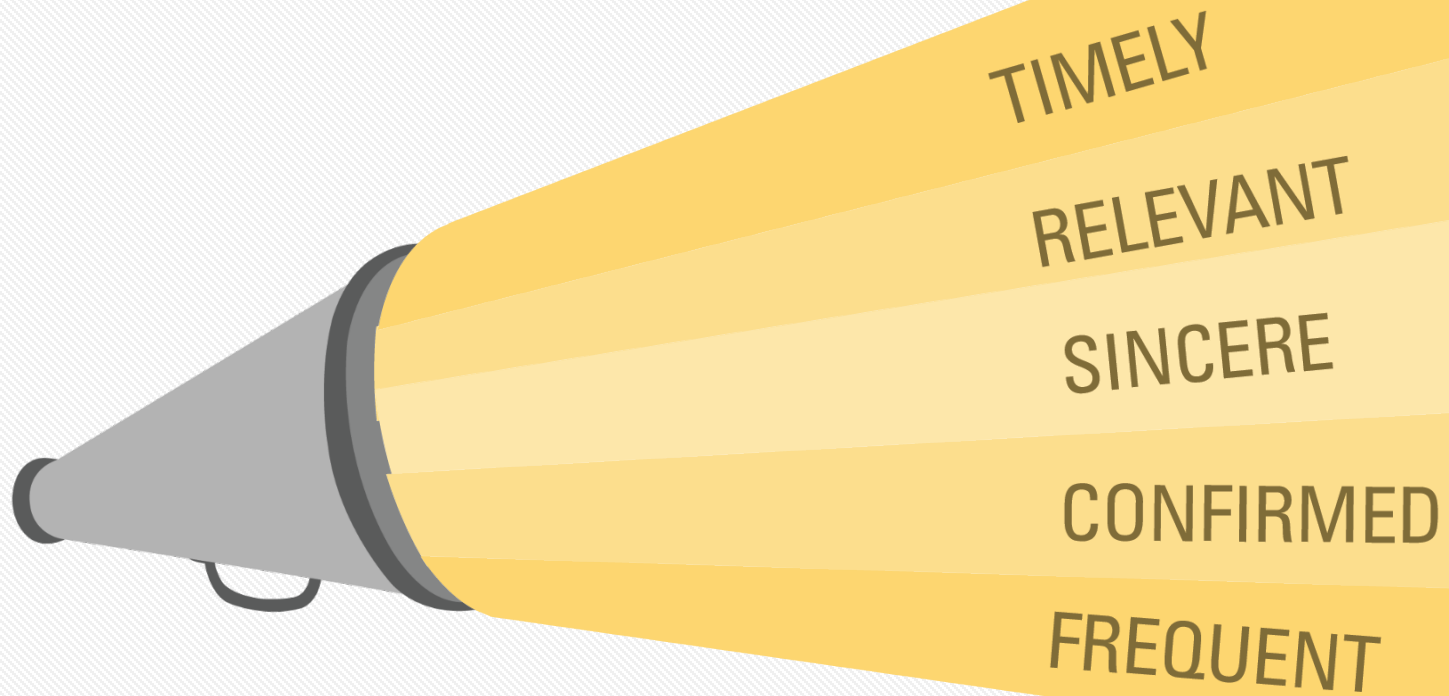
Release a “feel-good”
hormone (dopamine)

Activate the rational brain
(frontal lobe)

Motivates action, creative
thinking and resiliency



But we must do it with quality...



WE GO CRAZY OVER OUR SPORTS TEAM!



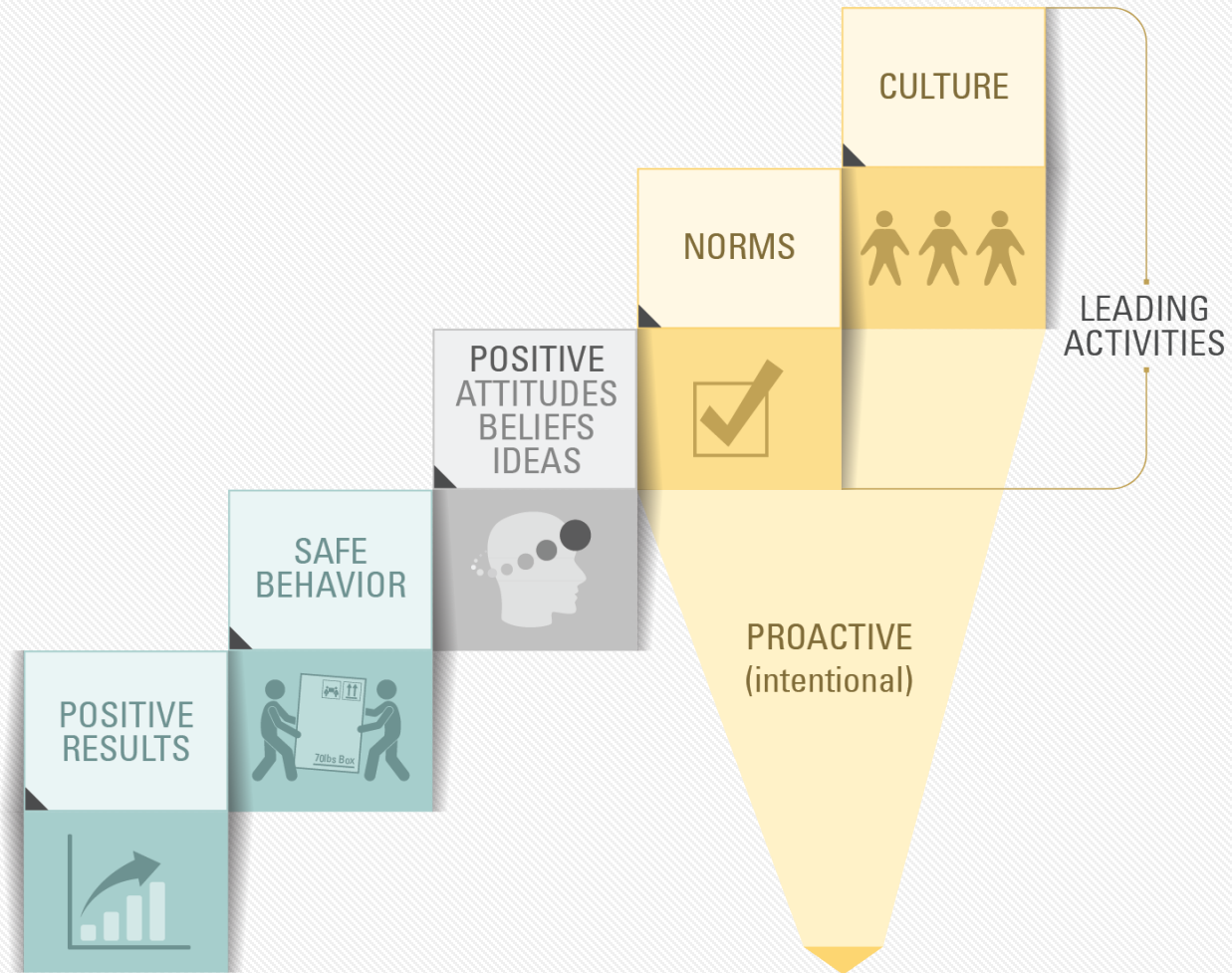
A TYPICAL WEEK AT WORK...



...WHAT GETS RECOGNIZED AND REWARDED, GETS REPEATED...

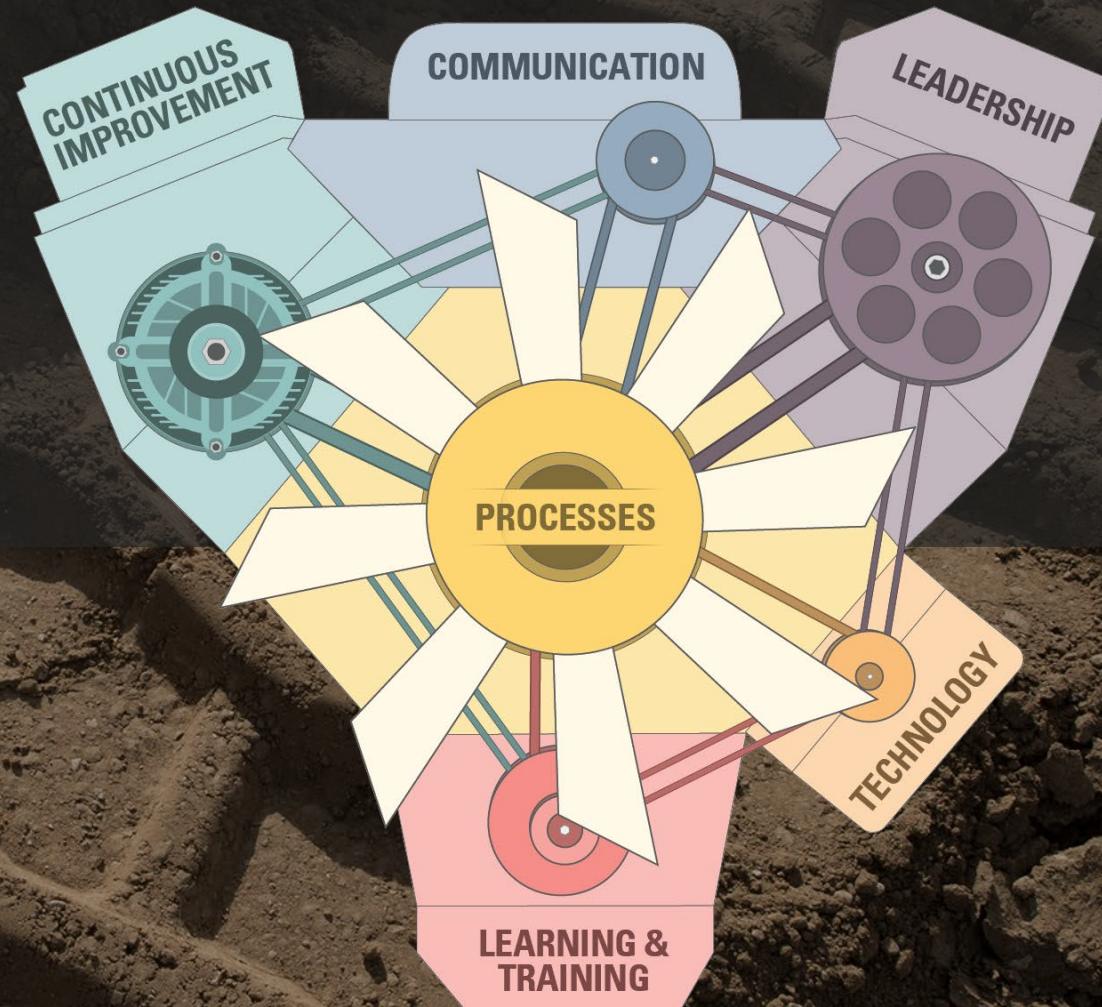


How Proactive Culture Works



SAFETY AS A SYSTEM

Your full-service safety culture
& leadership solution



**FOR MORE INFORMATION, VISIT
WWW.CAT.COM/SAFETY**

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