

 SAFESTART[®] FORUM
FOR HUMAN FACTORS PRACTITIONERS

2025

CINCINNATI, OH
OCTOBER 28 & 29

WE'VE UPPED OUR SUPERVISORS' SKILLS – UP YOURS!

Deric Ostrum - Presenter

DERIC OSTRUM – LEAD SAFELEAD CONSULTANT

- Perrysville, IN – 
 - Owner *Make It Personal Safety LLC.*
 - Lead  Consultant

- *37 Years Leading People*
- *22 Years Safety & Risk Management*

- University of Maryland, B.S. 

- Indiana Tech, M.S. 



UP'D MY LEADERSHIP SKILLS



UP'D MY LEADERSHIP SKILLS



UNITED STATES MARINE CORPS



TRANSITION TO CIVILIAN LIFE



What did I learn?

THINK OF YOUR BEST BOSS?

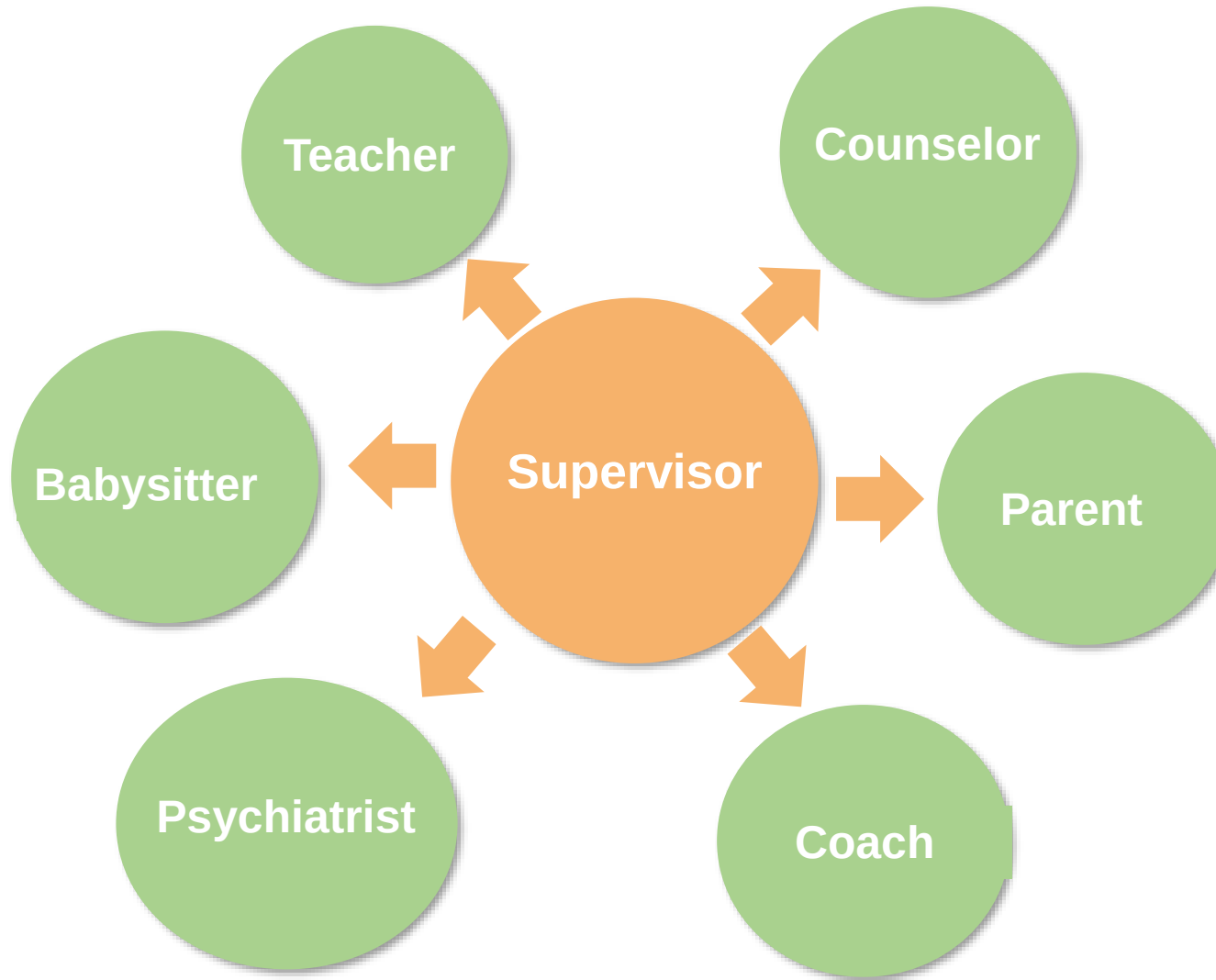


AGENDA

- UP YOUR understanding of Supervisor role
- Why not UP YOUR leadership skills?
- UP YOUR leadership skills



UP YOUR UNDERSTANDING OF SUPERVISOR'S ROLE



Peter Principle –

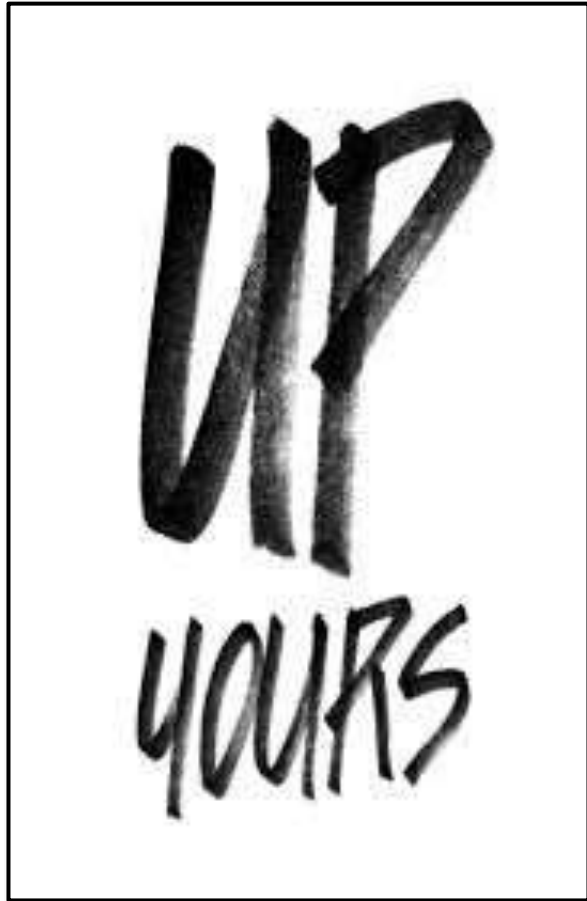
“In a hierarchy, every employee tends to rise to his level of incompetence... In time, every post tends to be occupied by an employee who is incompetent to carry out its duties.”

The Peter Principle by Lawrence Peter and Raymond Hull



UP YOUR UNDERSTANDING OF SUPERVISOR'S ROLE





- Stop work authority – *“Not here! I’ll get fired!”*
- *“You know how to tell you’re a great leader? When you leave, everything falls apart. That shows how great you are!”*
- *“Positive Feedback?! Why? That’s what their paycheck is for!”*
- *“My response should match my employees’ behavior!”*
- *“Check your feelings at the door – this is NOT home!”*

WHY NOT UP YOUR LEADERSHIP SKILLS?

- Few to no structured training or learning opportunities

“They don’t know what they don’t know.”

- Most incidents happen on the floor!
 - The highest number of people involved in production and operations are at the front-line.
 - Employees will leave a supervisor without rudimentary management skills or ability.

Kevin Burns, Oct 2022 - PeopleWork: The Human Touch in Workplace Safety

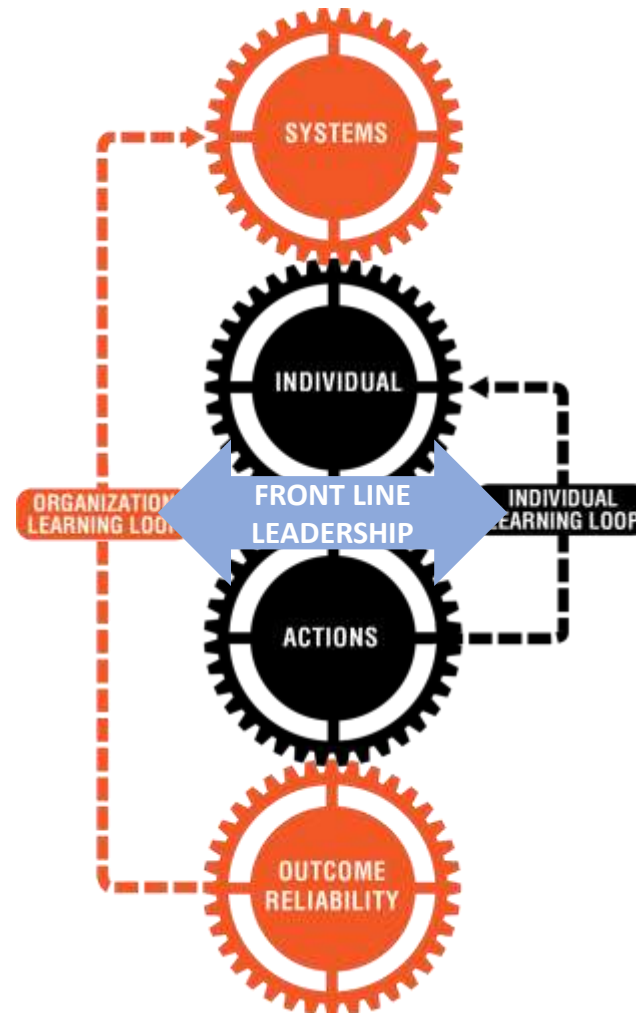


WHY SUPS HAVE THE TOUGHEST JOB?

HUMAN FACTORS FRAMEWORK

ORGANIZATION LEARNING LOOP

Learn and improve the systems to reduce risk over the long term



INDIVIDUAL LEARNING LOOP

Learn and improve on individual tasks to reduce immediate risk

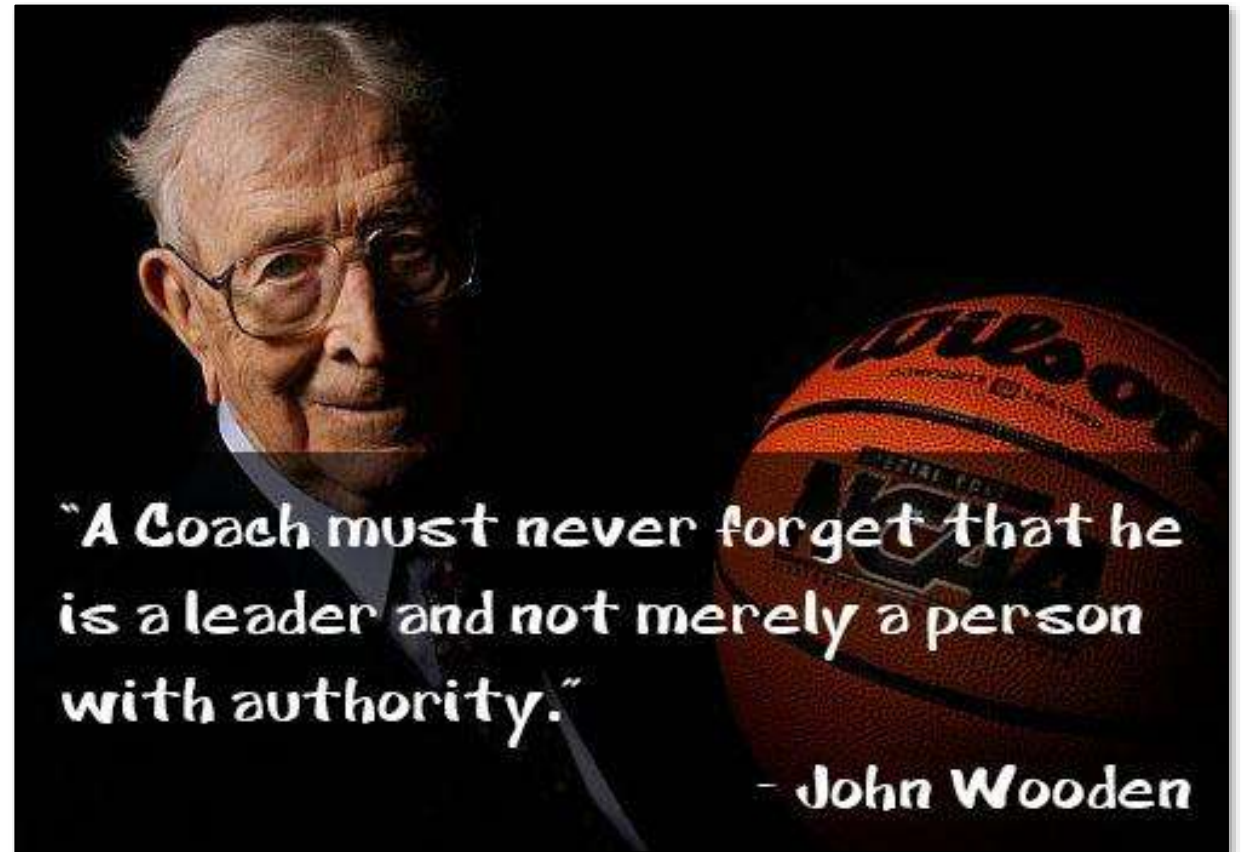
“Managers on the front line are critical to sustaining quality, service, innovation, and financial performance.”

*-Linda A. Hill, *Becoming A Manager* (2019)*

WHY NOT UP YOUR SUCCESS?

Coaches don't play in the game...

*They help the team members
see what they can't see.*

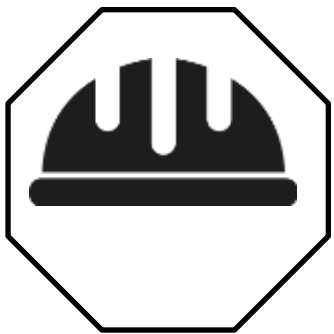


So how do we Up our Supervisor Skills??

UP YOUR SUPERVISOR SKILLS

HUMAN FACTORS

- Know what Human Factors are
- *NO BLAME!*
- Which ones can you see?
- Which ones are hard to see?



NO-BLAME MINDSET
Pause. Think. Respond.

Fatigue

Illness

Attention span limitations

Mental Distraction

Frustration

Overconfidence

Rushing

Complacency

Boredom

Bias

Decision fatigue

Uncertainty

These impact
these!

Attention

Awareness

Thoughtful decision-making

Inattention

Autopilot

Snap decisions

UP YOUR SUPERVISOR SKILLS

HUMAN FACTORS

- Your own Human Factors
- TALK to people!!
- True Listeners –
 - Listen to understand, not to respond



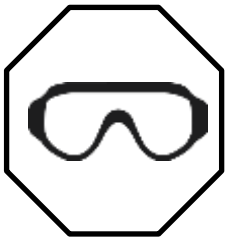
NO-BLAME MINDSET
Pause. Think. Respond.



UP YOUR SUPERVISOR SKILLS

RISK ASSESSMENTS

- Include Employees
- Likelihood & Consequences
- Human factors as amplifier



FRESH EYES

Spot hazards and assess the risk.

Hazard and Risk Assessments

STEP 1: Identify hazards

ACTIVITY	EXAMPLES
Look for hazard(s). Describe.	
Workplace conditions: [List all of the hazards and risks, asking the questions "What could go wrong?" and "Is there potential for Serious Injury or Fatality (SIF)?"]	
List some human factors that could amplify the risk of the hazards listed above.	[Negative HF such as distraction, rushing, inexperienced team members, poor team communication skills, fatigue, etc.]
What kind of work is going on near the hazard?	[excavation nearby, overhead scaffolding, other unusual work]
Current controls for the hazard(s) - List all, e.g., SOP, PPE, LO/TO	

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STEP 2: Estimate likelihood of an unwanted event. [Of all the things you listed as hazards and risks, estimate the chance of ANY of them happening and circle that number.]

TABLE A: LIKELIHOOD

LIKELIHOOD	RATING	DESCRIPTION
Almost Certain	5	Unwanted event is almost certain to happen in the next year. (A greater than 90% chance of occurrence)
Very Likely	4	High probability of unwanted event occurring in the next year. (a 51-90% chance of occurrence)
Likely	3	It is possible for unwanted event to occur in the near future. (21-50% chance of occurrence)
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Rare	1	Very low probability of unwanted event occurring in the next year. (a less than 5% chance of occurrence)

STEP 3: Determine potential consequences. [Ask "what is the most likely injury?" not "what is the worst case?"]

TABLE B: CONSEQUENCES

CONSEQUENCE	RATING	INCIDENT
Extreme	5	Fatality or permanent disability [SIF potential]
Major	4	Critical injury or critical illness [SIF potential]
Moderate	3	Temporary disability, lost-time injury or illness
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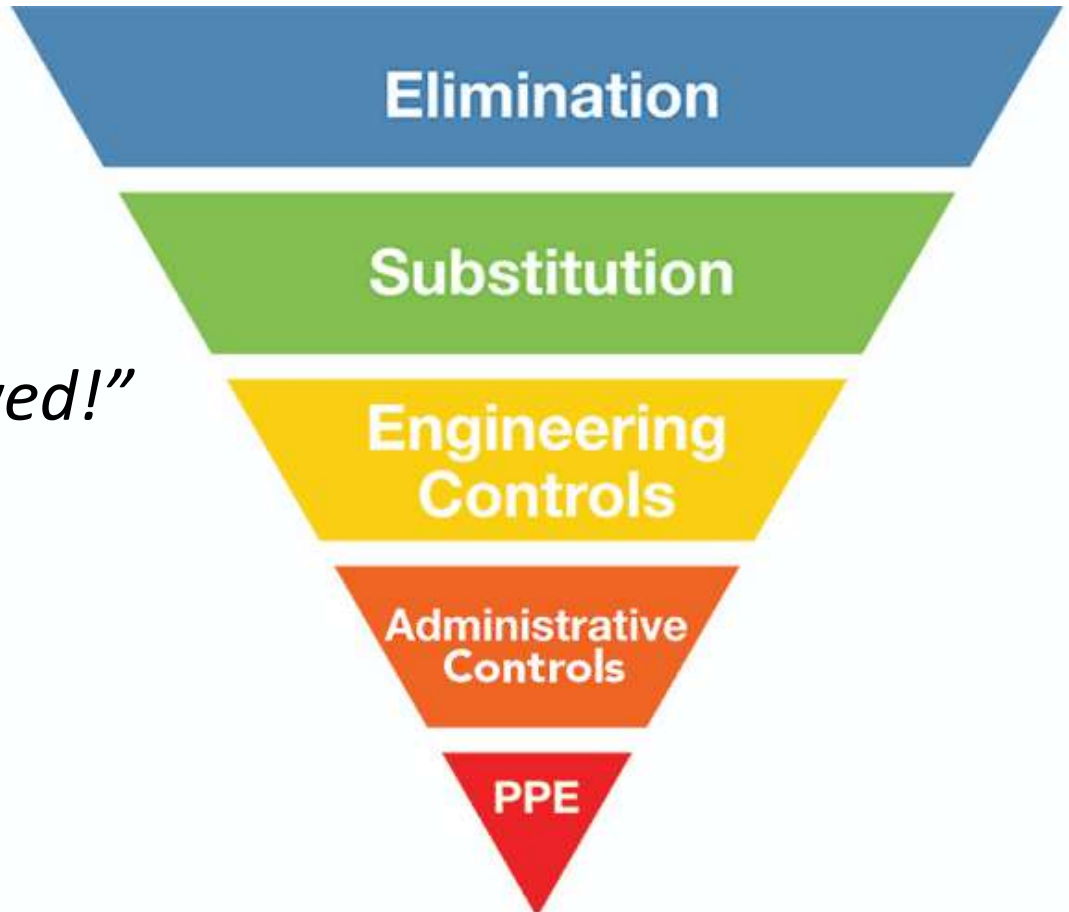
UP YOUR SUPERVISOR SKILLS

RISK ASSESSMENTS

- Hierarchy of Controls
 - Include employees!

“The most effective tool I’ve ever received!”

-Leader in training



FRESH EYES

Spot hazards and assess the risk.

NEAR MISSES / CLOSE CALLS

- It's Free! It's a Gift!
- Value to the organization (OLL)
- Value to the Individual (ILL)
- QA and Production Near Misses

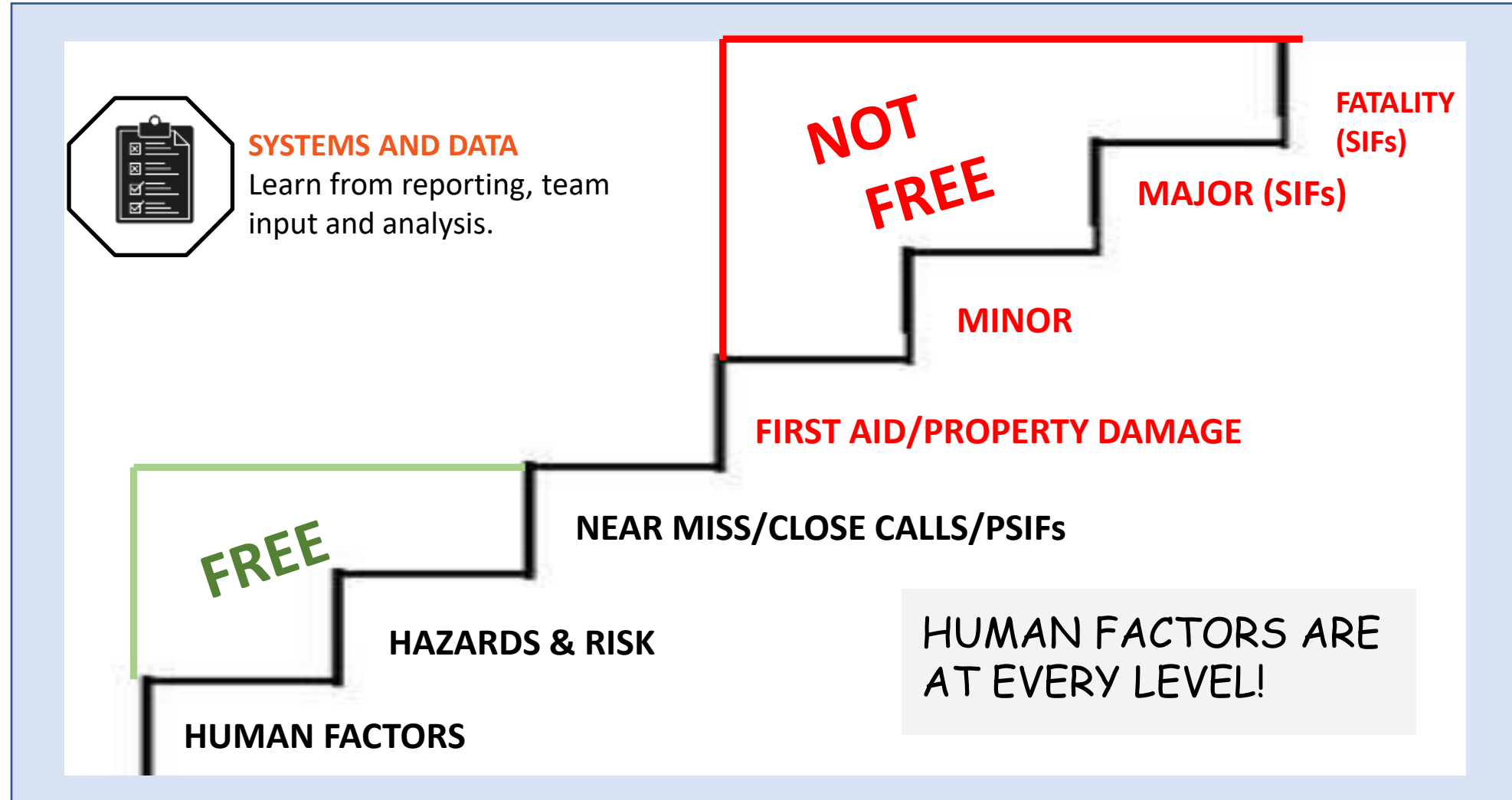


SYSTEMS AND DATA

Learn from reporting, team input and analysis.



UP YOUR SUPERVISOR SKILLS - SAFETY & QUALITY STAIRS



UP YOUR SUPERVISOR SKILLS

TRUST & ENGAGEMENT

Engagement Continuum

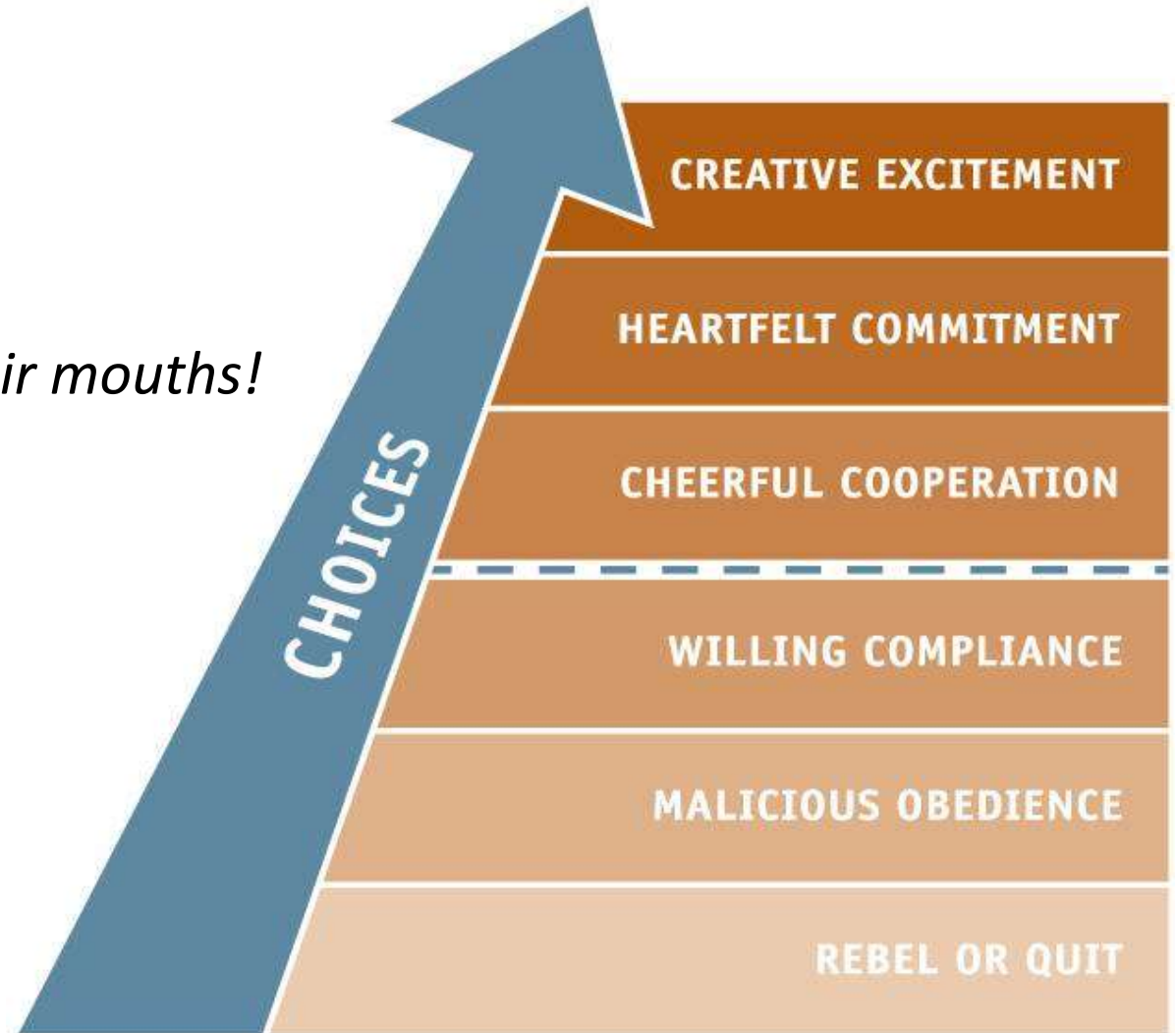
Open ended questions

➤ *Words have to come out of their mouths!*



TRUST AND ENGAGEMENT

Engage co-workers with open communication.



UP YOUR SUPERVISOR SKILLS

TRUST & ENGAGEMENT

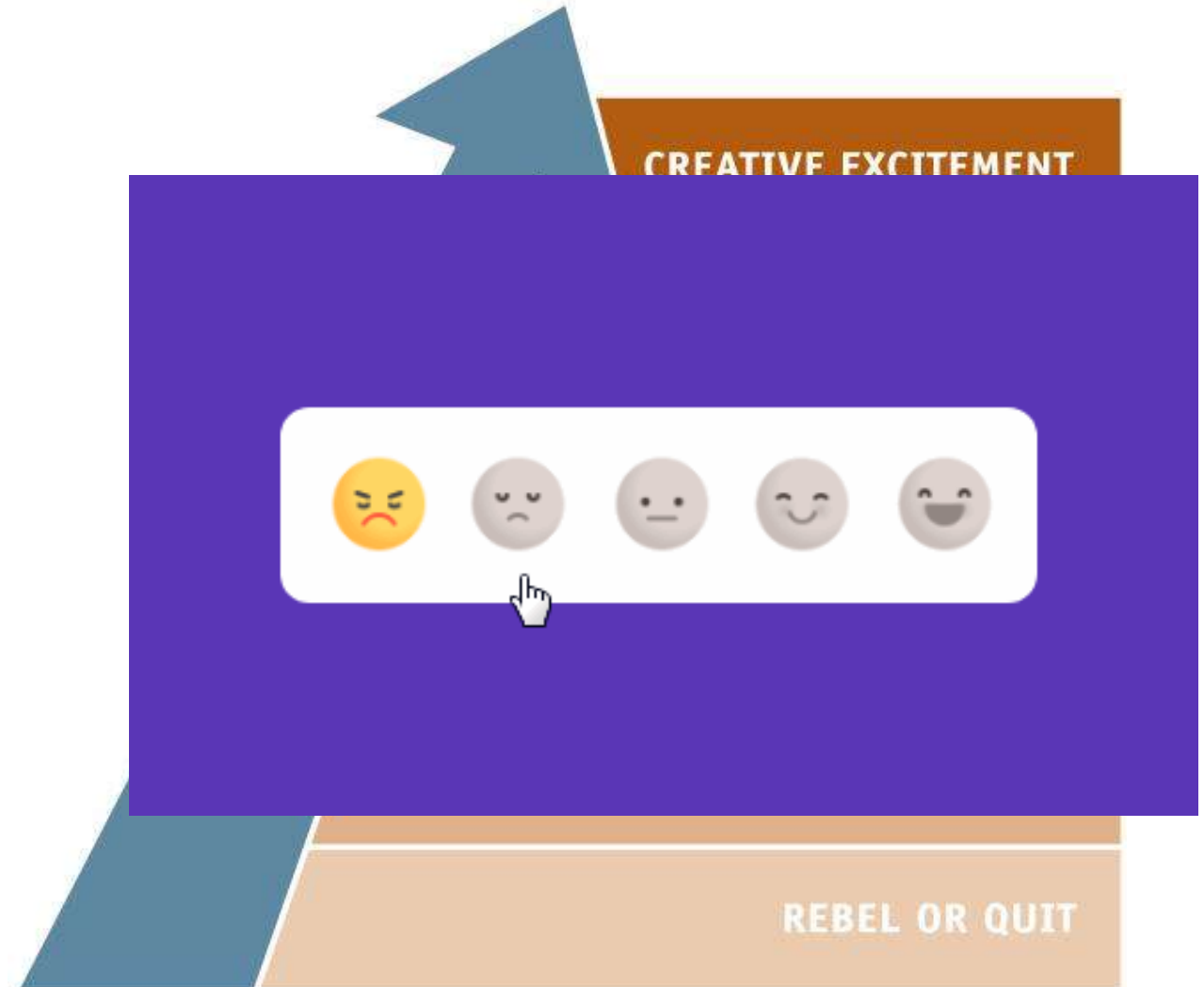
Giving positive feedback

- Specific
- Value added
- Impact on Supervisor
- Impact on Org



TRUST AND ENGAGEMENT

Engage co-workers with open communication.



UP YOUR SUPERVISOR SKILLS

PERSONAL COMMITMENT

- Difficult Conversations in a meaningful way
- Show you care
- Feel Felt Found –
 - Understand how you feel
 - I felt the same way
 - What I found...



PERSONAL COMMITMENT

Demonstrate that you care about keeping people safe.

UP YOUR SUPERVISOR SKILLS –

PERSONAL COMMITMENT

Personal Value Statement

- “I care about you...”
- “I don’t want to have to call your family...”
- “You mean a lot to me...”
- “I don’t want you to get into trouble...”
- “I’ve never met your family before – I don’t want to meet them at your funeral...”



PERSONAL COMMITMENT

Demonstrate that you care about keeping people safe.



UP YOUR SUPERVISOR SKILLS

ACTIVE LEADERSHIP

- Inspiring others through storytelling
- Think of a story that changed you?
- Influence vs Persuade



ACTIVE LEADERSHIP

Inspire action through what you do and say.



WE'VE UP'D NOTHING UNLESS WE...

- Practical application
- Manager support
 - provides coaching on the activities, outcomes and obstacles
 - ensures resources and support to be successful
 - use the same leadership skills on direct reports



UP YOUR SUPERVISOR SKILLS

- JFK and the NASA janitor story
- *“Here's the point: No matter how large or small your role, you are contributing to the larger story unfolding within your organization”*. – John Nemo, The Business Journals
[What a NASA janitor can teach us about living a bigger life - The Business Journals \(bizjournals.com\)](https://bizjournals.com)



UP YOUR CARING

- How engaged is that Janitor?
- Who is that Janitor's leader?
- How can we BE that boss?
- When Supervisors feel you care, then they will care for their employees and managing those human factors will become easier.
- If we UP leaders' skills using these techniques, hitting all of the elements, we will help ensure success in safety, quality and production.



GROUP ACTIVITY

- Divide into 4 groups
- Key Activities –
 - Risk Assessment with Human Factor Amplifier
 - Practice Open Ended Questions
 - Positive Feedback



UP YOUR SUPERVISOR SKILLS

RISK ASSESSMENTS

- List Risks & Hazards of Task
- Identify ONE
- Likelihood & Consequence
- Human Factors as Amplifier

Hazard and Risk Assessments

STEP 1: Identify hazards

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HAZARD & RISK ASSESSMENT

Hazard and Risk Assessments

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TABLE A: LIKELIHOOD

TABLE B: CONSEQUENCES

HAZARD & RISK ASSESSMENT

RISK MATRIX LIKELIHOOD VS. CONSEQUENCE

	CONSEQUENCE				
	Low RATING: 1	Minor RATING: 2	Moderate RATING: 3	Major RATING: 4	Extreme RATING: 5
Almost Certain RATING: 5	Moderate 15	Moderate 10	High 15	Critical 20	Critical 25
Very Likely RATING: 4	Low 4	Moderate 8	High 12	High 16	Critical 20
Likely RATING: 3	Low 3	Moderate 6	Moderate 9	High 12	High 15
Unlikely RATING: 2	Low 2	Low 4	Moderate 6	Moderate 8	Moderate 10
Rare RATING: 1	Low 1	Low 2	Low 3	Low 4	Moderate 5

A score of 20 or higher indicates potential serious injury or fatality [SIF] consequences even without considering human factors, so must be prioritized as critical to address as soon as possible.

A score of 12 or higher plus any level of human factors is a high priority for mitigation through both human factors management and system controls.

STEP 4: Estimate the level of impact that human factors could add to the risk for the person doing the job, at the moment.

TABLE C: HUMAN FACTOR RISK AMPLIFIER

IMPACT RATING	DESCRIPTION
Low	One or two human factors with potential to contribute if not managed. e.g., repetitive task, physical fatigue + boredom
Medium	One or two human factors with potential to contribute at a moderate level if left unmanaged, e.g., overconfidence + time pressure.
High	Multiple human factors with potential to contribute to a serious extent if left unmanaged, e.g. extreme fatigue + high temperature workplace + end-of-shift impatience to get home.

OVERALL RISK CALCULATOR

Evaluate the overall risk rating. It will consist of a number from the Risk Matrix and an impact rating level for human factors. Combine the risk matrix number and the human factors impact rating for your results. e.g. "15 Medium" or "10 Low".

RISK MATRIX	RATING	HUMAN FACTOR RISK AMPLIFIER
(Use the number rating on the Risk Matrix chart)		(Low, Medium, High)
Likelihood		
Consequence		
RATING		

Long-term actions/solution

[Refer to field guide p. 31 - Hierarchy of controls, work on positive HF]

Short-term actions/solution

What can you do for this person right now before they start the task?, e.g. THA, additional PPE, address negative HF

Measure(s) of success

Refer to the Risk Matrix and Human Factor Risk Amplifier above

OVERALL RISK

TABLE C: HUMAN FACTOR RISK AMPLIFIER

UP YOUR SUPERVISOR SKILLS

TRUST & ENGAGEMENT

Open ended questions

- *Questions that begin with WHAT, HOW, WHERE*
- *ASK about the risk!*



UP YOUR SUPERVISOR SKILLS

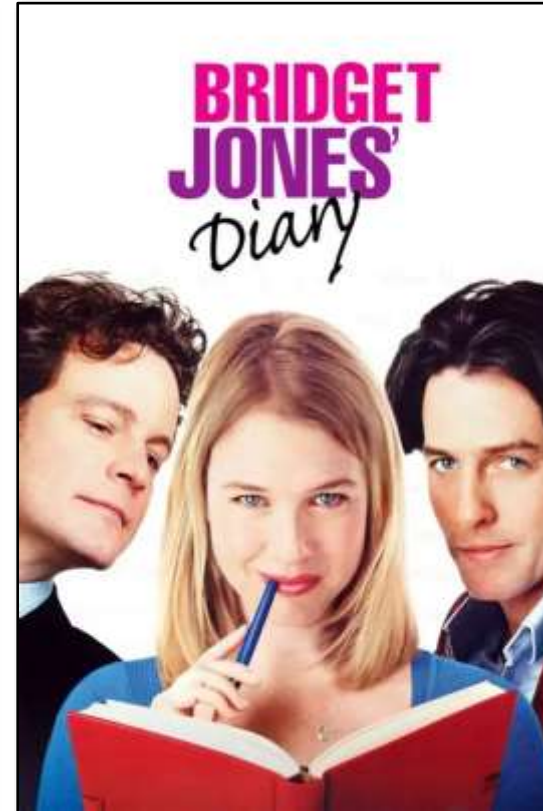
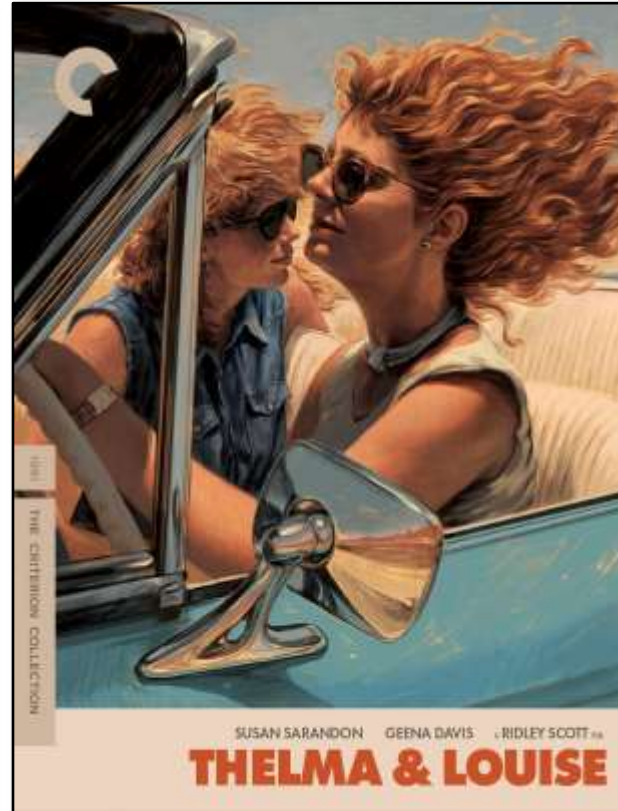
TRUST & ENGAGEMENT

Giving positive feedback

- Be Specific
- Value added
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LET'S REVIEW THE GROUP'S ANSWERS



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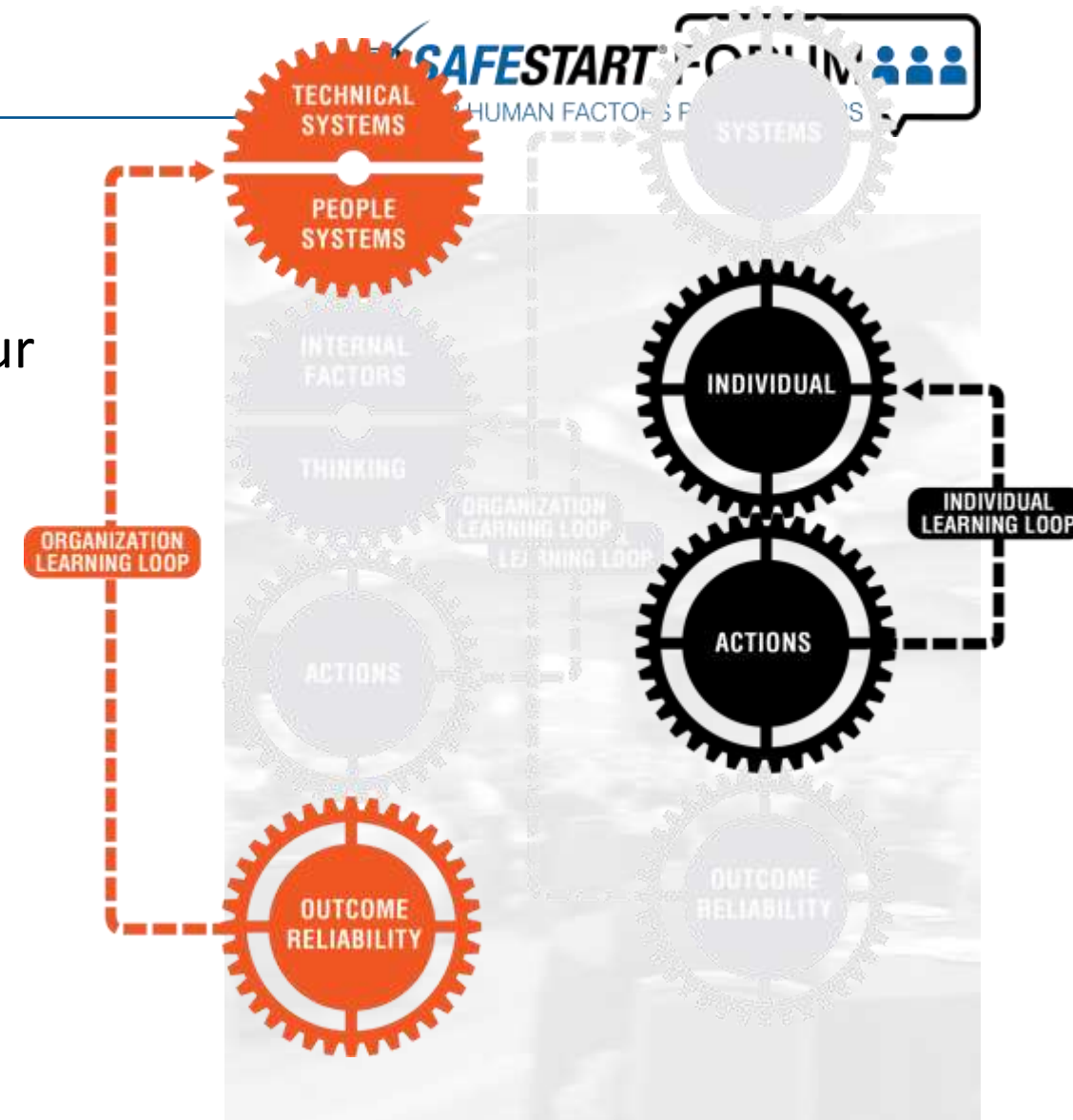
QUESTIONS?

THANK YOU FOR ATTENDING!

Deric Ostrum – Presenter
Deric@SafeStart.com

PUT TITLE HERE

- If it's important to them, it's important to me!
- You learn your people as you go – you build your Culture.
- If you are not identifying issues and solving them, then what are you doing here?
- The culture needs to shift – the past does not need to be acceptable for the future!



Notes from post-presentation

- Great feedback – need a funnier impactful ending
- More videos
- Say NASA correctly
- Engage more











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