Attitude Dimensions of Safety: 24 Reasons Why Employers Sometimes Ignore Safety Procedures (p. 1)

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- 1. Guilt "Those prior accidents can't be my fault."
- 2. Fear and anxiety "I can't imagine a disaster here."
- 3. Depersonalization "Accidents just happen. Nobody is responsible and nobody can prevent them."
- 4. Routinization "Accidents are statistical and predictable. They're already in the budget."
- 5. Hostility I "They're paid to take some risks."
- 6. Hostility II "If they'd pay attention they wouldn't get hurt."
- 7. Hostility III "Too dumb; too dishonest; too much turnover."
- 8. Ego I "If I can't prevent accidents, no one can. Who are you calling incompetent?"
- 9. Ego II "I do deals ... I don't wrap duct tape around handles."
- 10. Corporate stature "Our company is no worse than any other."
- 11. Autonomy "I run my own shop."
- 12. Achievement "We have a good record already."
- 13. Stability I "Who's complaining about our current accident rate?"
- 14. Stability II "It's off my plate. Why take it on?"
- 15. Stability III "Where will it lead? Litigation? Union activism? Anxiety?"
- 16. Stability IV "That's not the chain of command."
- 17. Productivity "We've got deadlines, budgets, real problems."

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- 18. Conflict avoidance Somebody's not gonna like this."
- Corporate culture I "That won't work here. *Our* accidents are inevitable." 19.
- Corporate culture II "We value our risk-taking culture." 20.
- Fear of failure I "What if we try and it doesn't work?" 21.
- 22. Fear of failure II – "The staff will never go for it."
- 23. Fear of failure III – "The boss will never go for it."
- Cluttered desk "I have too much to do already." 24.

For more about my take on this issue, see:

- Motivated Inattention and Safety Management (Oct 2001) www.psandman.com/articles/psandman3.pdf
- Coping with employer irrationality about safety (May 2002) www.psandman.com/gst2002.htm#davis
- Peter Sandman on Safety, Part 1 (Jul 2003) www.psandman.com/articles/ishn1.htm
 The Boss's Outrage (Part I): Talking with Top Management about Safety (Jan 2007) www.psandman.com/col/bosssafe.htm