

# **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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## **Attitude Dimensions of Safety: 24 Reasons Why Employers Sometimes Ignore Safety Procedures (p. 2)**

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

- Motivated Inattention and Safety Management (Oct 2001) -- [www.psandman.com/articles/psandman3.pdf](http://www.psandman.com/articles/psandman3.pdf)
- Coping with employer irrationality about safety (May 2002) -- [www.psandman.com/gst2002.htm#davis](http://www.psandman.com/gst2002.htm#davis)
- Peter Sandman on Safety, Part I (Jul 2003) -- [www.psandman.com/articles/ishn1.htm](http://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](http://www.psandman.com/col/bosssafe.htm)

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