

Does Complacency Cultivate Risk in the Workplace?

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The logo for CS² Safety Services is a black circle containing the text 'CS²' in a large, white, serif font. Below 'CS²', the words 'Safety Services' are written in a smaller, white, sans-serif font.

CS²
Safety Services

**“Paper Doesn’t Save People,
People Save People.”**

- Dan Peterson



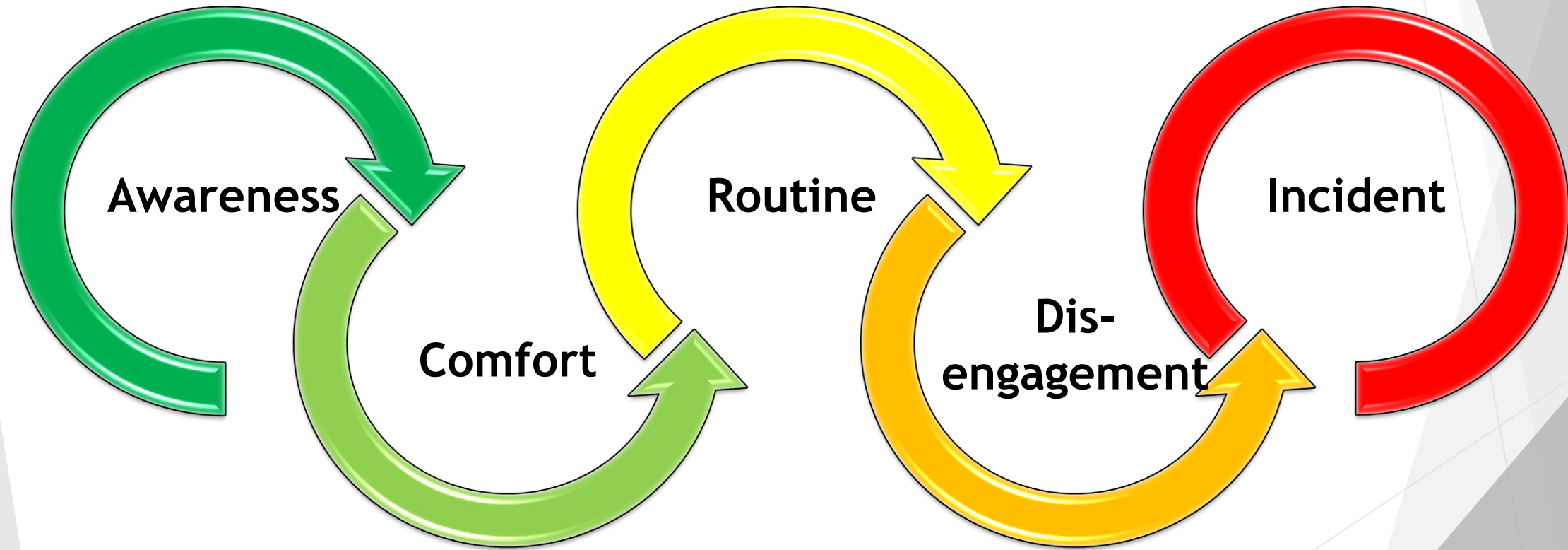
What is Complacency?



Not Your Typical Day



Complacency Cycle



The Silent Killer



Recognize the Red Flags of Complacency

Shortcuts

Always Done It
This Way

Lacking
Engagement

Processes
Become Pencil
Exercise

Reduced Near
Miss Reporting

Increased
Tolerance to
Minor Events

When Work Becomes Comfortable



Complacency Behind the Wheel

“Driver inattention and impairment, together, were the second leading driver-related causes of fatal large truck accidents.” - Forbes





Complacency in All Workplaces

- ▶ Complacency doesn't care where you work. It is a mindset.



Leadership Blind Spots

- ▶ Leaders get complacent too
- ▶ A quiet month isn't always a safe one
- ▶ Complacency at the top creates comfort zones at the bottom



Complacent Culture Clues

That's how
we've always
done it.

It's just
common sense,
right?

We don't have
time today.

We've never
had a problem.

Nobody's ever
gotten hurt
here.

Breaking the Cycle



Complacency doesn't disappear; it waits. The moment you stop pushing, it comes back.

Actions Employees Can Take

- ▶ Take that extra second. Ask yourself: Am I really focused?
- ▶ Be the voice in the room that says, “Hey, that’s not safe.”
- ▶ Personal safety is personal responsibility.





Actions Supervisors Can Take

- ▶ Lead by presence, not just by policy
- ▶ Coach, don't just correct
- ▶ Celebrate safe choices the same way you track production

Actions Senior Leadership Can Take

- ▶ Complacency at the top creates confusion at the bottom.
- ▶ Visibility drives accountability.
- ▶ Invest in the long game—training, coaching, and culture.



Make Risk Visible Again

- ▶ Instead of generic safety reminders leadership Should Ask”
 - ▶ “What could seriously hurt someone here?”
 - ▶ “What have we stopped noticing?”
 - ▶ “Where are we relying on habit instead of controls?”

Attack Normalization of Deviance

- ▶ Managers shift focus from:
 - ▶ “Did someone break a rule?”
 - To
 - ▶ “How did this become acceptable?”

Creating a Positive Safety Culture

- ▶ A proactive safety culture doesn't happen by accident. It's built on small consistent wins.
- ▶ Catch people doing the right thing.
- ▶ Make safety a source of pride.





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What Will You Do Differently Tomorrow?



Short Survey

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Thank You

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