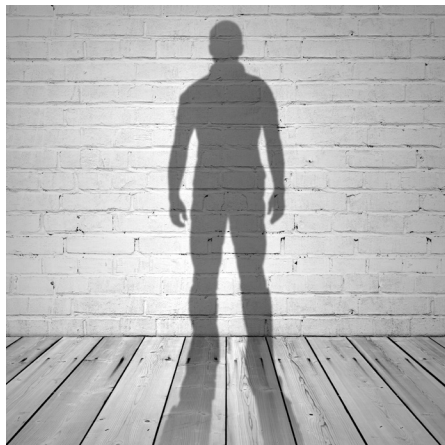


TOOLBOX TALK – EXECUTIVE SERIES

Toolbox Talks promote a sense of personal accountability and help to build a sustainable culture of safety excellence at all levels in a business. To access more Toolbox Talks, visit CAT.COM/SAFETY



Leading by Example

Employee behavior is shaped by perceptions of how management views safety.

Leaders are in the spotlight, where every action and word uttered shapes the behaviors of people around you. Every decision you make is being watched for the meaning and the values behind it. The things that you do and say – and what you don't do or say – cast your leadership shadow.

Your shadow reflects what you deem important, how you respond to crises, deal with a disagreement, treat those around you and behave in general. Whether you realize it or not, all of this feeds into the cultural fabric of your organization.

What is your leadership shadow?

The following approaches will equip you with insight:

- At your next leadership meeting, notice what people do and do not do. What types of messages do they share with you and, what is missing from each conversation?
- Looking at your day to day activities. What do you prioritize in your day? What slips further down your 'to do' list?
- Consider asking your peers for their view about your leadership shadow, or challenge yourself to engage in a 360-leadership impact assessment.
- When in the workplace, look at what is happening around you. Notice what people say and do when they are in your presence. Also take note of what they do not talk about or do.
- When walking the through your facility, look at what is displayed and communicated. What is rewarded and recognized? Is there anything missing?
- When it comes to safety, does the business talk about numbers, graphs and statistics, or are there conversations about people – their morale, engagement, wellbeing and safety? Does the conversation about safety revolve around 'getting down to zero' or the care leaders have for the people in your business?

Your shadow is in:

What you **SAY**, how you **ACT**, what you **MEASURE** and **REWARD**, and what you **PRIORITIZE**

As you travel on your safety culture journey, take time to reflect on the shadow that you and your executive team cast – individually and collectively – in your organization. Look for what is there and what is not there, and ask, "Is this helping or hindering our safety efforts?"

CATERPILLAR SAFETY SERVICES CAT.COM/SAFETY

Caterpillar believes in the importance of safety and we want our customers to arrive Safely home. Everyone. Every day.™ This requires safe and reliable equipment, well-trained operators, properly designed job sites and a commitment to safety throughout the organization. Wherever you are in your safety journey, Caterpillar Safety Services is committed to providing you the tools, resources and knowledge to develop a sustainable culture of safety excellence.

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