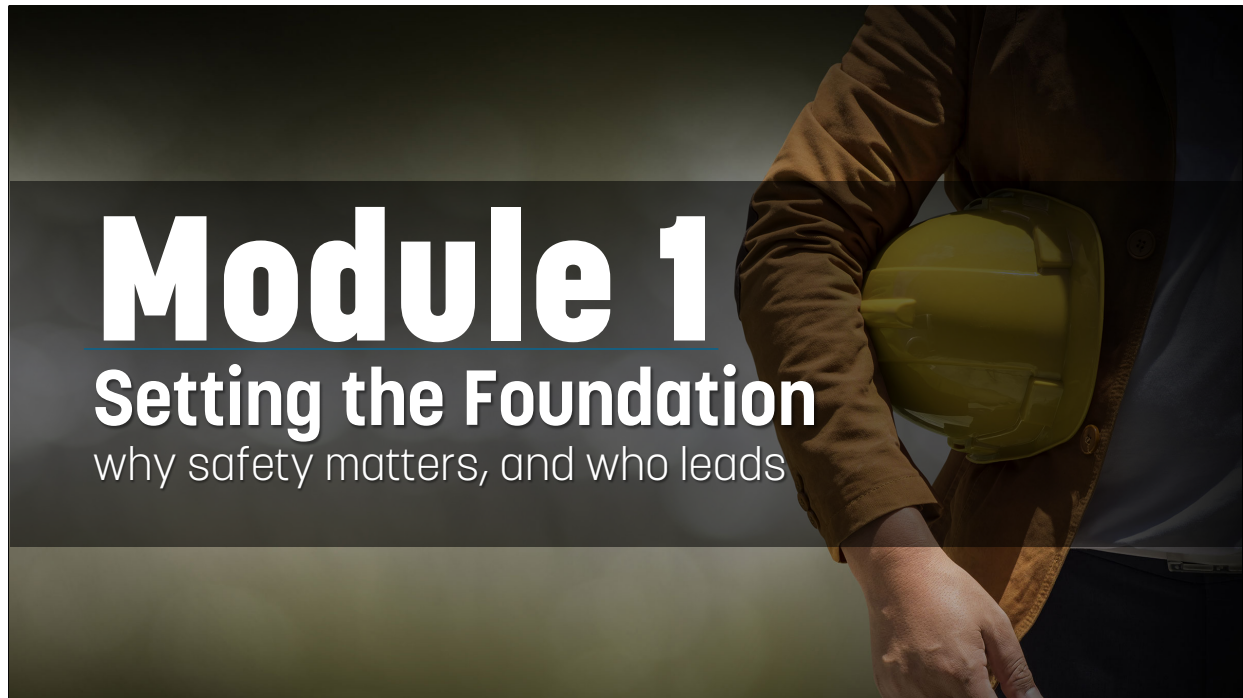






Summary:

Setting the Foundation - why safety matters, and who leads Module 1

Instructor Notes:

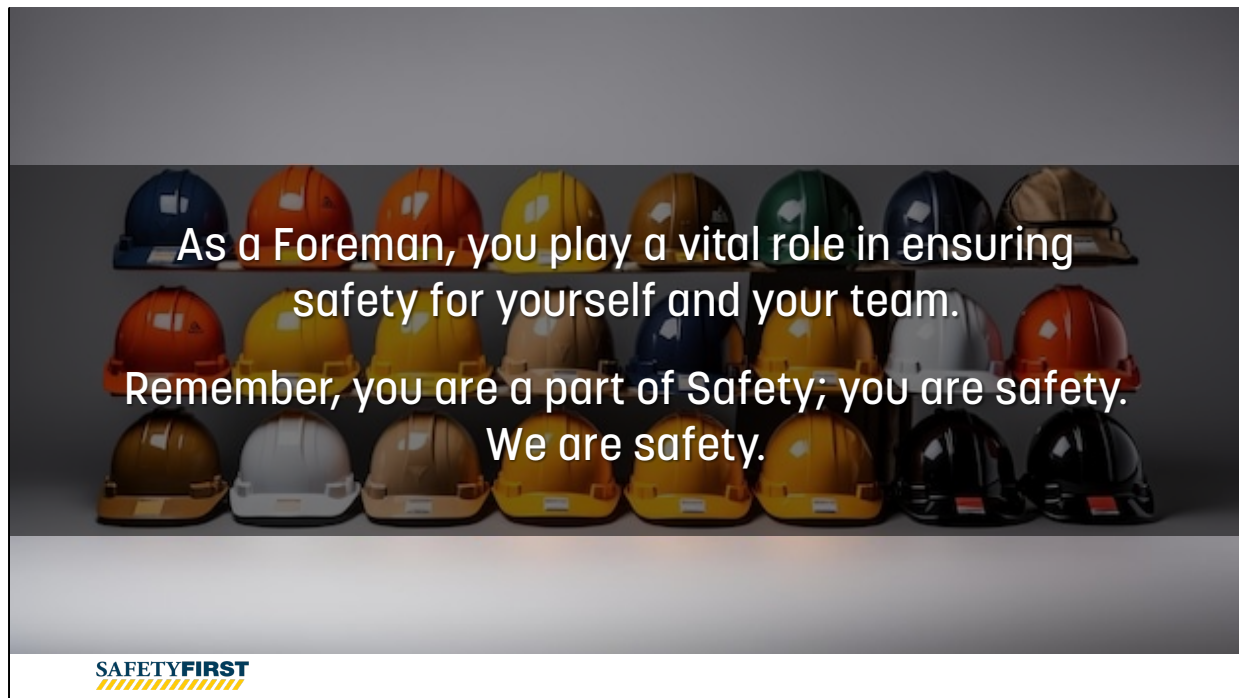
- This slide introduces key messaging around safety leadership and accountability.
- Emphasize that safety starts with “mindset and behavior”, not just rules.
- Relate the content directly to their role as foremen: setting the tone and modeling expectations.
- Reinforce the idea that foremen are not just task leaders, but culture setters

Discussion Questions:

1. What are some ways you've set the tone for safety on your site?
2. Can anyone share a time when unclear communication caused a safety issue?
3. How can we make safety a team effort instead of a top-down order?

Anecdotal:

Share a time when a foreman's proactive attitude prevented a near-miss or encouraged reporting.
Share a story of when the lack of foreman engagement directly led to unsafe behavior or an incident.
Use personal or borrowed stories to build relevance and credibility. Keep them brief but memorable.

**Summary:**

This slide sets the tone for the presentation, reinforcing that foremen are the frontline influencers of safety culture. It emphasizes that safety is not an isolated function; it is embedded in the actions, decisions, and behaviors of every leader, especially those who supervise field work.

Instructor Notes:

- Frame this as a mindset shift: safety isn't just rules, it's leadership in action.
- Reiterate that foremen are often the most observed individuals on-site; their example sets the standard.
- Emphasize shared accountability: "You are safety. We are safety."

Discussion Questions:

1. What does it mean to be "the face of safety" to your crew?
2. How do your daily choices influence the culture of your jobsite?
3. How can leadership create trust around safety?

Anecdote:

Talk about a time when a foreman's consistent use of PPE, even in low-risk areas, led to increased compliance across the crew, or even among subcontractors.

What is Safety Culture?

Definition

Safety culture encompasses the shared values, beliefs, and behaviors that prioritize safety within our company. It influences how safety is perceived and acted upon at all levels.



Summary:

Defines safety culture as the collective beliefs, attitudes, and behaviors that influence how safety is prioritized, communicated, and enacted across a company. It affects how individuals perceive risk and take responsibility for mitigating it.

Instructor Notes:

- Use this slide to differentiate between “rules” and “culture.”
- Encourage foremen to consider how their team views safety – not just policies, but values.
- Reinforce that culture is not what’s written down, it’s what’s lived every day.

Discussion Questions:

1. How would you describe your crew’s safety culture?
2. What behaviors show whether safety is a value or just a task?
3. How do you influence safety culture during tough or rushed jobs?

Anecdote:

Mention a jobsite where leadership claimed safety was important, but workers were rushed and discouraged from reporting. Contrast that with a site where culture supported open communication – even when it caused delays.

Purpose of Safety Culture

- Consistency in Practices
- Enhance Safety Awareness
- Reduce Incidents
- Encourage Reporting
- Shared Values

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Summary:

This slide explains the foundational reasons behind fostering a strong safety culture in construction environments. It outlines how shared safety values and consistent practices contribute to a safer, more predictable, and more communicative work environment. A solid safety culture is not just about rules—it's about behavior, mindset, and collective responsibility.

Instructor Notes:

- Emphasize that safety culture is **not just compliance** – it's **belief in safety** as a core value.
- Make it personal: safety culture affects how we go home each day.
- Use this slide to **transition into how foremen and leaders model the culture** for their crews.
- Explain that **culture is what happens when no one's watching**.

Discussion Questions:

1. What does safety culture look like in action on your jobsite?
2. Have you ever seen a situation where someone's safety mindset prevented an incident?
3. How do you think consistency in safety practices can build trust in a crew?

Anecdote:

On one of our sites, a laborer noticed a scaffold had a missing guardrail and stopped work. The crew lead thanked him, fixed the issue immediately, and used it as a quick learning moment for the team. Later that week, that same laborer caught a gap in trench protection and flagged it before anyone entered the area. That only happened because the foreman encouraged speaking up and followed through. That's a culture where people look out for each other, and it works.

**Summary:**

Highlights the practical benefits of a strong safety culture: higher morale, fewer accidents, improved productivity, and increased engagement. These outcomes support both individual well-being and company performance.

Instructor Notes:

- Tie morale and productivity together – when people feel safe and heard, they do better work.
- Encourage participants to consider the ripple effects of empowerment and engagement.
- Highlight that safety culture is a competitive advantage – not just a compliance task.

Discussion Questions:

1. How has a strong safety culture benefited your team?
2. How does engagement in safety practices affect morale?
3. What's one way safety culture has made your job easier?

Anecdote:

Tell a story of a foreman whose team productivity rose when they felt more ownership of safety and took pride in their environment.

Reinforce the idea that foremen are not just task leaders, but culture setters.

**Summary:**

Lists warning signs: underreporting, low trust, increased injuries, and absence of shared responsibility. These indicators show a lack of communication, accountability, and psychological safety.

Instructor Notes:

- Caution against mistaking “no incidents” for “a safe culture” – sometimes it's just underreporting.
- Emphasize trust and psychological safety: workers must feel safe to speak up.
- Use this slide as a self-assessment opportunity.

Discussion Questions:

1. Have you seen a site where workers were afraid to report?
2. What does silence about safety issues really tell us?
3. How do we turn reporting into a sign of strength, not weakness?

Anecdote:

Describe a project that had “perfect numbers” but was hiding several near misses, until a serious incident exposed a culture of fear and silence.

**Summary:**

Visually contrasts a positive and negative safety culture across behaviors and outcomes. A positive culture includes proactive risk management, open reporting, and empowered teams. A negative one results in silence, distrust, and injuries.

Instructor Notes:

- Walk through each comparison pair and ask the group for real examples.
- Explain how culture directly affects incident rates and team morale.
- Reinforce that culture can shift, and leadership can drive that shift.

Discussion Questions:

1. Which of these outcomes have you personally seen?
2. What actions contribute to a shift from negative to positive culture?
3. How can we identify and reinforce positive trends?

Anecdote:

Recount a time when a project improved dramatically after a new foreman modeled consistent communication and proactive planning.

Impact of Safety Culture

Positive Safety Culture

- Employee empowerment
- Proactive Risk Management
- Reporting Safety Incidents
- Reporting Near-Misses
- Reporting First-Aid
- People are safe



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Summary:

Impact of Safety Culture – Positive Safety Culture

This slide introduces key messaging around safety leadership and accountability.

Emphasize that safety starts with *mindset and behavior*, not just rules.

Relate the content directly to their role as foremen: setting the tone and modeling expectations.

Reinforce the idea that foremen are not just task leaders, but culture setters.

Discussion Content:

- Introduce the concept of *safety culture* as more than compliance-it's shared responsibility.
- Discuss how behaviors, attitudes, and consistency create or destroy a culture.

Questions for the Class:

1. "What are some ways you've set the tone for safety on your site?"
2. "Can anyone share a time when unclear communication caused a safety issue?"
3. "How can we make safety a team effort instead of a top-down order?"

Anecdotal Evidence / Stories:

Share a time when a foreman's proactive attitude prevented a near-miss or encouraged reporting.

Share a story of when the lack of foreman engagement directly led to unsafe behavior or an incident.

Use personal or borrowed stories to build relevance and credibility. Keep them brief but memorable



Impact of Safety Culture

Negative Safety Culture

- Increased Risk of Injuries
- Low Trust
- Injuries
- No reporting
- No Culture of Caring
- People are NOT safe

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Summary:

Impact of Safety Culture – Negative Safety Culture

Increased Risk of Injuries

Low Trust

Injuries

No reporting

No Culture of Caring

People are NOT safe

Instructor Notes:

- This slide introduces key messaging around safety leadership and accountability.
- Emphasize that safety starts with *mindset and behavior*, not just rules.
- Relate the content directly to their role as foremen: setting the tone and modeling expectations.
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Discussion Content:

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Share a time when a foreman's proactive attitude prevented a near-miss or encouraged reporting. Share a story of when the lack of foreman engagement directly led to unsafe behavior or an incident. Use personal or borrowed stories to build relevance and credibility. Keep them brief but memorable.



Impact of Safety Culture

<u>Positive Safety Culture</u>	<u>Negative Safety Culture</u>
• Employee empowerment • Proactive Risk Management • Reporting Safety Incidents • Reporting Near-Misses • Reporting First-Aid • People are safe	• Increased Risk of Injuries • Low Trust • Injuries • No reporting • No Culture of Caring • People are NOT safe

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Summary:

Impact of Safety Culture – Review List

Instructor Notes:

- This slide introduces key messaging around safety leadership and accountability.
- Emphasize that safety starts with *mindset and behavior*, not just rules.
- Relate the content directly to their role as foremen: setting the tone and modeling expectations.
- Reinforce the idea that foremen are not just task leaders, but culture setters.

Discussion Content:

Introduce the concept of *safety culture* as more than compliance-it's shared responsibility.
Discuss how behaviors, attitudes, and consistency create or destroy a culture.

Questions for the Class:

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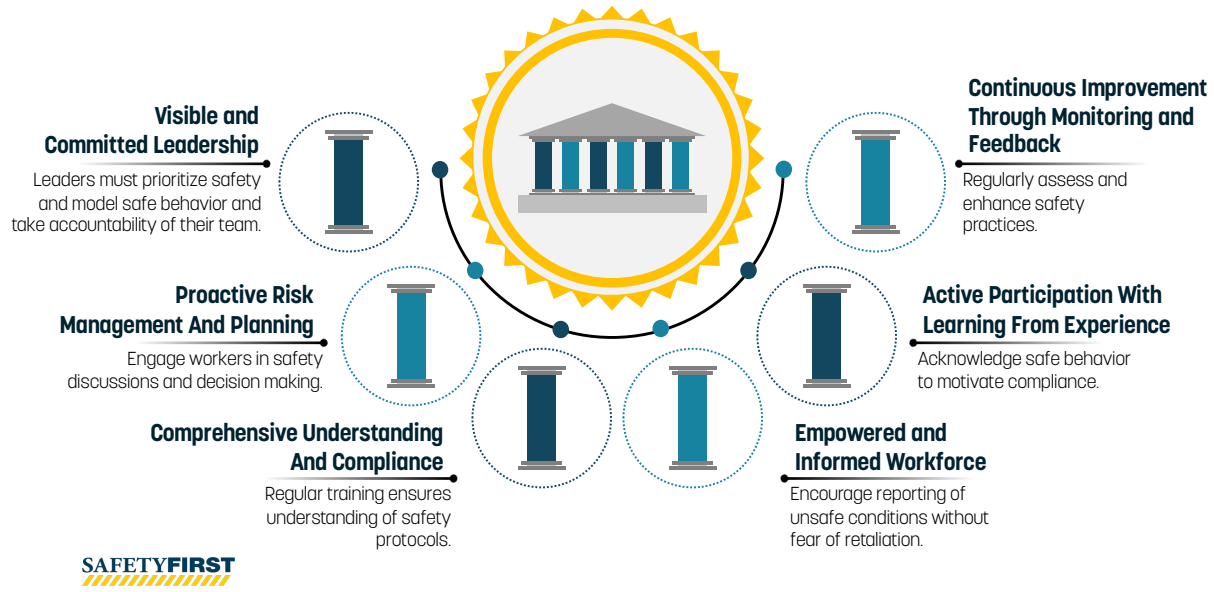
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Share a story of when the lack of foreman engagement directly led to unsafe behavior or an incident.

Use personal or borrowed stories to build relevance and credibility. Keep them brief but memorable.

Six Pillars of Building a Positive Safety Culture



Summary:

Introduces six key areas that uphold safety culture: Visible and Committed Leadership, Proactive Risk Management and Planning, Comprehensive Understanding and Compliance, Empowered and Informed Workforce, Active Participation with Learning From Experience, Continuous Improvement Through Monitoring and Feedback

Instructor Notes:

- Break each pillar down with examples.
- Use this slide to encourage self-evaluation and planning.
- Ask participants to rate their team's strength in each area.

Discussion Questions:

1. Which pillar is your strongest? Which needs improvement?
2. How do you show visible leadership in safety?
3. What does continuous improvement look like on a jobsite?

Anecdote:

Describe a situation where a team's willingness to learn from an incident (not hide it) led to new practices that prevented future injuries.



Summary:

Explains why investing in safety culture benefits the entire organization – better reputation, reduced costs, compliance, trust, and less stress for leaders.

Instructor Notes:

- Emphasize safety as a business strategy, not just a regulation.
- Help foremen connect safety to stress reduction and leadership success.
- Talk about how safety enhances professional pride and reliability.

Discussion Questions:

1. How has safety culture helped you reduce stress or conflict?
2. How does safety affect your ability to lead effectively?
3. How do safety practices impact client trust and company image?

Anecdote:

Tell a story of a general contractor who gained repeat business because of their reputation for prioritizing safety without cutting corners.

Role of a Foreman in Promoting Safety

As a foreman, you are a key safety representative. Your responsibilities include:

1. Modeling safe behavior
2. Participating in safety meetings
3. Monitoring work practices
4. Encouraging feedback

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Summary:

Details the specific responsibilities of a foreman: modeling safe behavior, participating in safety meetings, observing work practices, and encouraging feedback.

Instructor Notes:

- Reinforce that safety conversations and walkthroughs are leadership tools.
- Talk about how to give and receive safety feedback constructively.
- Encourage participants to build safety into their daily routines.

Discussion Questions:

1. How do you make safety visible in your leadership?
2. How do you handle safety resistance from your crew?
3. What tools help you monitor and improve jobsite practices?

Anecdote:

Describe a foreman who successfully turned around a resistant crew by consistently reinforcing expectations and listening to their concerns.

**Summary:**

Closes the module by reinforcing the message that safety culture belongs to everyone – every role, every day, every action.

Instructor Notes:

- Use this moment for commitment and reflection.
- Ask the class to each share one thing they'll do differently.
- Leave participants with a sense of empowerment and ownership.

Discussion Questions:

1. What's one thing you're taking from today's training?
2. How will you carry the "we are safety" message to your team?
3. What support do you need to strengthen safety culture?

Anecdote:

Share a story about a project where cultural change began with one small consistent habit – like starting every morning with a 5-minute stretch-and-safety talk.



The Importance of a Foreman

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Summary:

Introduces the concept that a foreman is more than a taskmaster; they set the tone for safety, communication, morale, and productivity. This slide frames the foreman as a cultural driver whose influence affects how work is done.

Instructor Notes:

- Explain that foremen act as a bridge between leadership and the workforce.
- Reinforce the message: "Every foreman is a safety leader, whether they realize it or not."
- Use body language and tone as real-time examples while presenting.

Discussion Questions:

1. What makes a leader different from a manager when it comes to safety?
2. How does your team respond to your body language or mood?
3. How can a foreman shift culture positively in just one day?

Anecdote:

Share a story of a foreman whose demeanor alone reduced shortcut-taking and increased team confidence.

Importance of the Foreman

Definition

noun

1. *A worker who supervises and directs other workers.*



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Summary:

Defines a foreman as someone who supervises and directs workers. Emphasizes that this isn't just about tasks; it's about presence, demeanor, and influence.

Instructor Notes:

- Reflect on the term "foreman" and its roots in leadership, not control.
- Ask participants to define themselves beyond the job description.
- Talk about the silent signals foremen give-like urgency, calmness, and standards.

Discussion Questions:

1. How does your team reflect your mood?
2. When are you most aware of your influence?
3. What do you do to reset your attitude mid-shift?

Anecdote:

Give an example of how one foreman's steady attitude during equipment failure kept the crew focused and safe.

Importance of the Foreman

Leadership in Safety

Safety on the job starts with the Foreman and the culture they create.

Influence on Teamwork

Remember, your actions and attitude share the team's perspective on safety.



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Summary:

Reinforces that the foreman's leadership is foundational to site safety. Teamwork, caution, and attention are mirrored by the foreman's own behavior and expectations.

Instructor Notes:

- Use this slide to connect personal leadership to crew outcomes.
- Highlight that safety culture trickles down from the top-starting with the foreman.
- Stress that negativity is contagious, but so is professionalism.

Discussion Questions:

1. Have you seen an attitude spread across a jobsite-for better or worse?
2. What can you do to quickly reset when a shift starts out rough?
3. What happens when foremen ignore or downplay safety?

Anecdote:

Discuss a jobsite where one foreman's "let it slide" attitude led to an uptick in near misses within days.



RECOGNIZE
the impact of your role

Practice Self-Awareness
Be more aware of your responsibility as a Foreman, and the impact of your words and actions on other people.

You Set the Tone
You set the tone for the team with your attitude and behavior, and it then becomes the team's behavior, all day, from beginning to end.

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Summary:

Stresses the importance of understanding how your mood, words, and behavior influence the team. The foreman sets the tone not just at the beginning of the day, but throughout.

Instructor Notes:

- Talk about the ripple effect of self-awareness: one leader's awareness can shift the energy of an entire shift.
- Self-check strategies: Take 30 seconds before start-up to align yourself.

Discussion Questions:

1. What tools help you manage your own stress or attitude?
2. How do you notice when your tone or body language needs to change?
3. How do you "reset" when things are headed off course?

Anecdote:

Share how a foreman's calm, measured approach in a stressful crane lift kept everyone level-headed and focused.

Caring As a Foreman

- Safety
- Health
- Well-being

Caring about people does not mean warm hugs, hearts, and songs. It means that you take a genuine interest in your people.

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Summary:

Defines caring leadership: not about softness, but about consistent, observable actions that show workers they matter. Good leaders create safe spaces by being engaged and available.

Instructor Notes:

- Emphasize that respect and caring go together with safety.
- Break down visible behaviors that demonstrate concern: PPE checks, eye contact, asking questions.

Discussion Questions:

1. How do you show your crew you care – without saying a word?
2. What's one small action that helps people feel safe?
3. How does genuine concern impact morale?

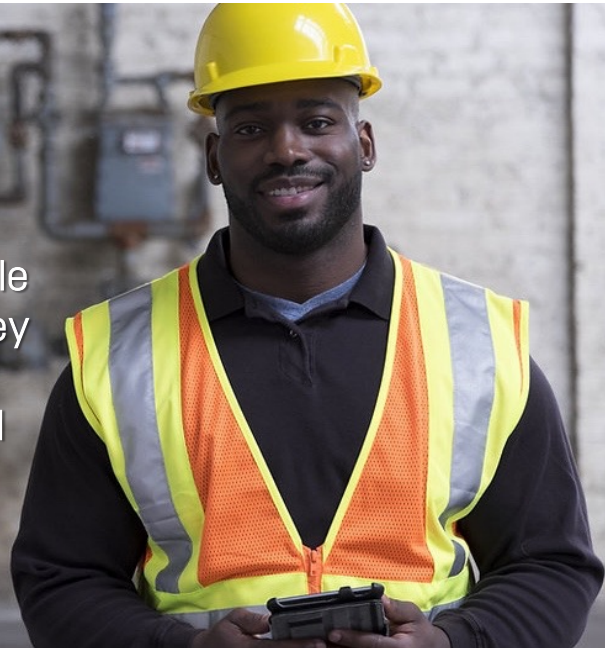
Anecdote:

Mention how one foreman routinely checking in on hydration during summer heat-built crew loyalty and trust.

Caring As a Foreman

We care because:

1. It's the right thing to do.
2. When you care about people and connect with them, they care about you, too.
3. People will feel respect and loyalty to someone who cares about them.



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Summary:

Ties care and leadership to loyalty, engagement, and shared responsibility. When foremen care, crews are more likely to reciprocate with accountability and attention to safety.

Instructor Notes:

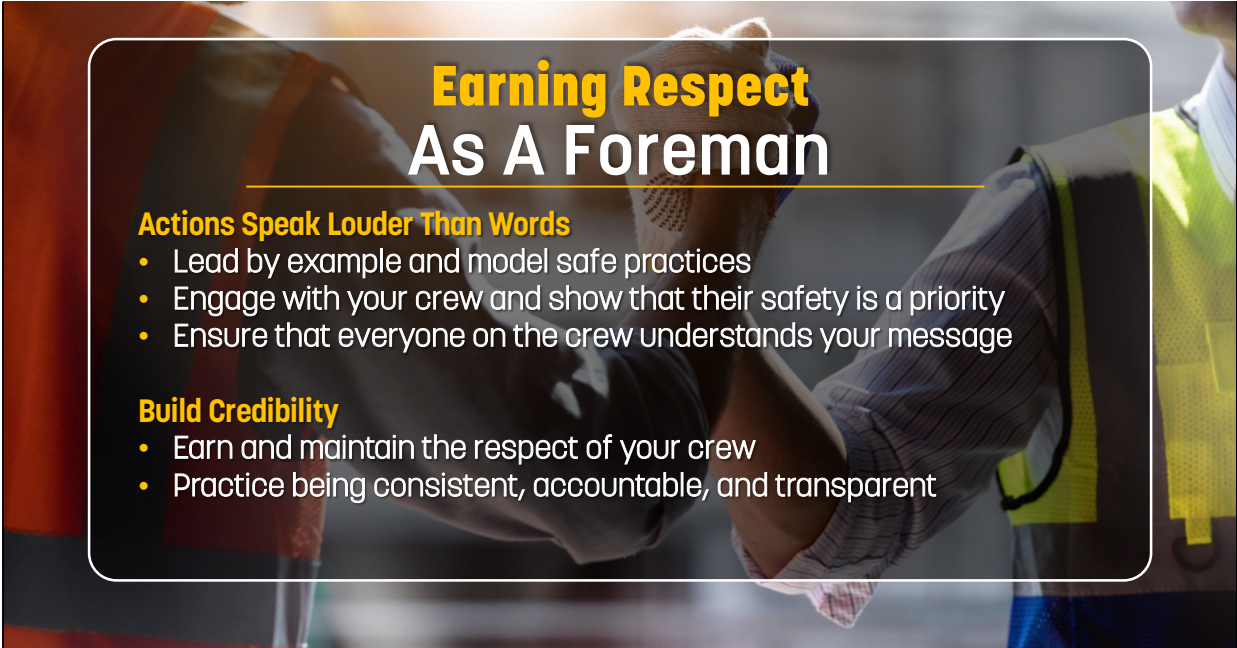
- Frame care as a performance and morale tool-not just ethics.
- Link personal connections to professional outcomes.

Discussion Questions:

1. When has a worker surprised you with loyalty or effort?
2. How do relationships help enforce safety better than rules?
3. What does "crew loyalty" look like on a safe jobsite?

Anecdote:

Tell a story about how a foreman who helped a worker with a family emergency gained long-term respect and reliability from the crew.



Earning Respect As A Foreman

Actions Speak Louder Than Words

- Lead by example and model safe practices
- Engage with your crew and show that their safety is a priority
- Ensure that everyone on the crew understands your message

Build Credibility

- Earn and maintain the respect of your crew
- Practice being consistent, accountable, and transparent

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Summary:

Encourages foremen to model safe behavior and use credibility as a leadership tool. Consistency and accountability build trust.

Instructor Notes:

- Use this slide to emphasize that crews follow what they see, not what they hear.
- Talk about walking the talk-even when no one is watching.

Discussion Questions:

1. What builds credibility fastest on-site?
2. How do you repair credibility after a mistake?
3. What does consistency look like in leadership?

Anecdote:

Share a foreman's story who admitted a mistake, took corrective action, and was respected more because of it.

Effective Communication

Techniques for Clear and Effective Communication

- Speak Clearly and Concisely
- Provide Context and Examples
- Use Multiple Communication Methods
- Encourage Two-Way Communication
- Be Assertive and Respectful
- Document and Review



Summary:

Outlines the importance of clarity, consistency, and engagement in daily communication. Encourages use of multiple channels and styles.

Instructor Notes:

- Reinforce that unclear instructions lead to errors, accidents, or missed deadlines.
- Teach the habit of asking for confirmation and giving context.

Discussion Questions:

1. When have you seen miscommunication cause risk or conflict?
2. How do you check for understanding without seeming condescending?
3. How does body language influence how your message is received?

Anecdote:

Talk about a time when vague instructions caused a misstep in staging or equipment setup-and how it could've been avoided.

Communicating Effectively

The Importance of Active Listening and Addressing Crew Concerns

- Active Listening
- Acknowledge and Validate Concerns
- Seek Clarification
- Respond Thoughtfully and Promptly
- Document and Follow Up



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Summary:

Promotes listening as a leadership behavior. Foremen must acknowledge, clarify, and follow up on concerns to build physical and mental safety.

Instructor Notes:

- Explain that listening doesn't always mean agreeing-but it always means respecting.
- Demonstrate paraphrasing: "So what I hear you saying is..."

Discussion Questions:

1. How do you make sure you've truly heard someone's concern?
2. What happens when issues are brought up and ignored?
3. How can active listening increase hazard awareness?

Anecdote:

Tell a story about a worker who hesitated to speak up-until a foreman created space for their voice, ultimately preventing an incident.

Communicating Effectively

Adapting Your Communication Style

- Observe and Identify
- Be Flexible
- Use Multiple Channels (Methods)
- Be Mindful of Nonverbal Cues
- Seek Feedback



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Summary:

Stresses the need for flexible communication. Foremen must adjust their tone, method, and detail based on experience level, personality, or situation.

Instructor Notes:

- Reinforce that the goal is to be understood-not just to speak.
- Encourage reading nonverbal cues and adjusting on the fly.

Discussion Questions:

1. How do you change your approach between a seasoned hand and a new hire?
2. What cues tell you your message isn't getting through?
3. When do you use demonstration vs. explanation?

Anecdote:

Mention a situation where showing a crew member a task physically helped them understand what multiple verbal explanations didn't.

**Summary:**

A final call to reinforce adaptive, intentional, and respectful communication. Encourages participants to reflect on and apply these skills consistently.

Instructor Notes:

- Use this moment for a group reflection.
- Ask for one communication skill each participant will focus on next week.

Discussion Questions:

1. Which of these communication techniques do you want to improve?
2. How do you plan to reinforce safety messages next week?
3. What does success look like after applying this training?

Anecdote:

End with a story of a foreman whose renewed focus on listening and modeling led to fewer issues and stronger crew cohesion.