SAFETY QUOTE BANK

Health & Safety Conversations and Voices from the Edge: Podcast Transcripts

Q1–Q506 | 506 Quotes | 89 Speakers

Compiled for use in future publications and articles | Living document

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HOW TO USE THIS BANK

Each entry shows the quote, the speaker and their credentials, the source episode, and the key topics it can support. Use the topic index at the back to find quotes by theme, and the speaker index to find everything from one guest. All quotes are drawn verbatim or near-verbatim from podcast transcripts, lightly edited to remove verbal filler. Verify against the source recording before publication.

Version 9.0 adds Batches 9 to 11 (Q264–Q506): 243 new quotes, including 22 new speakers (Dr Dimi Lattas, Marc Miles, Amanda Amaral, Prof John Cherrie, Sarah Barnbrook, Sacha Kaluri, Ian Collins, David Wollage, Andreas Landwehr, Emeritus Professor Andrew Hopkins, Jonathan Wilson, Steven Kirby, Lachie Samuel, Nayab Sultan, Sally Prosser, Ryan Alexiou, James Wood, Michael Weston, Andrea Paynter, Michael Cournane, Alexsandro Siedschlag and Bede Cammock-Elliott) and additional material from returning guests. Q198 has been re-attributed to Tom Bourne after checking the source transcript. Continue from Q507 for future additions.

CONTENTS

Batch 1 Q1–Q55 Safety philosophy, the new view & psychosocial risk
Batch 2 Q56–Q109 Regulation, disasters, HOP, aviation & psychological injury
Batch 3 Q110–Q132 Ergonomics, survivor stories, early childhood, recruitment & process safety
Batch 4 Q133–Q164 Leadership, HOP, psychological safety, mental health, concussion & silicosis
Batch 5 Q165–Q201 Psychosocial risk, work design, safety bureaucracy & investigation
Batch 6 Q202–Q218 Multicultural safety, scapegoating & regulatory practice
Batch 7 Q219–Q244 Regulation, crisis negotiation, workplace behaviours, scapegoating & multicultural safety
Batch 8 Q245–Q263 Gender-based violence, coercive control & narcissistic abuse
Batch 9 Q264–Q325 Training & VET, safety clutter, occupational disease, occupational violence & psychosocial governance
Batch 10 Q326–Q379 Psychosocial governance, the safety role, critical risk, online harm & scapegoating
Batch 11 Q380–Q506 Organisational learning, measurement, bullying, occupational disease & lived experience
Topic index and **Speaker index** at the back

BATCH 1 — Q1–Q55 — SAFETY PHILOSOPHY, THE NEW VIEW & PSYCHOSOCIAL RISK

Clive Lloyd · Brent Sutton · Andrew Barrett · Dionne Drew · Tom Bourne · Sebnem Bulan Worth · Glen Cook · Dr Nektarios Karanikas · Michael Plowright · Emma Parsons · Amy Roosa · Georgina Poole · Trix Burgess · David Joyce · Alanna Ball

Q1

"Where else in the organisation do you use that language? But you use it in safety — looking for violators, looking for offenders, looking for breaches of golden rules. As a clinician, it was like, surely our goal here is to bring people along on the journey, to create intrinsic motivation."

Speaker: Clive Lloyd

Source: *Health & Safety Conversations Season 2 — Principal Consultant, Just Consulting; Top 5 Global Safety Thought Leader*

Topics:

- Safety culture
- Leadership
- Blame & accountability
- Just culture
- Psychological safety
- Intrinsic motivation

Q2

"No self-respecting psychologist would use behaviourism since the 1960s. And yet here we are, using it in safety."

Speaker: Clive Lloyd

Source: *Health & Safety Conversations Season 2 — Principal Consultant, Just Consulting*

Topics:

- Behaviour-based safety
- Safety science
- Psychology
- Safety culture
- Old view vs new view

Q3

"I put together an evidence-based program. Everything we talk about is evidence-based. And thankfully we had some early adopters who were prepared to go with a bit of a maverick and have a look at doing things differently."

Speaker: Clive Lloyd

Source: *Health & Safety Conversations Season 2 — Principal Consultant, Just Consulting*

Topics:

- Evidence-based safety
- Safety leadership
- Innovation
- Change management

Q4

"I was very deliberate when I wrote it to make the case for change. Because I don't believe leaders are going to make a giant leap in their thinking unless they can see some pretty valid reasons for doing so."

Speaker: Clive Lloyd

Source: *Health & Safety Conversations Season 2 — Principal Consultant, Just Consulting*

Topics:

- Leadership
- Change management
- Safety culture
- Organisational change

Q5

"Safety is not an outcome, it's a journey."

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- Safety philosophy
- Continuous improvement
- Safety culture
- New view of safety

Q6

"It's easy to find out in hindsight why something went wrong, because it becomes hugely obvious. But if we're so good in hindsight, why are we so poor on foresight? Why are we so poor at predicting or seeing that event coming?"

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- Incident investigation
- Foresight
- New view of safety
- Risk management
- Learning from work

Q7

"The new view is trying to better understand why things go right. And if we can understand that, then we can create the conditions for people to be more successful."

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- New view of safety
- Safety differently
- Learning from work
- Work as done

Q8

"I learned a long time ago that the people who face the risk have the most knowledge about the risk."

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- Worker engagement
- Learning from work
- Risk management
- Safety conversations
- Frontline knowledge

Q9

"There's a difference between the safety person being a facilitator of change versus being a knowledge holder. That's the switch between being an expert and being curious."

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- Safety profession
- Safety leadership
- Worker engagement
- Safety conversations
- New view of safety

Q10

"I think the issue is that we have treated safety as a technical subject, and I think that stemmed from a lot of our legislation."

Speaker: Brent Sutton

Source: *Health & Safety Conversations — Episode 12; Managing Director, Learning Teams*

Topics:

- Safety regulation
- Safety philosophy
- Legislative compliance
- Safety culture

Q11

"The process becomes the goal and we lose sight of the overall goal. At that point in time, we diverge from our intent — our noble intent."

Speaker: Andrew Barrett

Source: *Health & Safety Conversations Season 2 — Founder, Safety on Tap*

Topics:

- Safety management systems
- Safety bureaucracy
- Safety culture
- Leadership
- Safety purpose

Q12

"A safety management system is, in many ways, a performance of real life. It's not the real life. It's not the work that's actually done."

Speaker: Andrew Barrett

Source: *Health & Safety Conversations Season 2 — Founder, Safety on Tap*

Topics:

- Safety management systems
- Work as done
- Work as imagined
- Safety bureaucracy
- Safety differently

Q13

"In the early part of my career, I started to reflect on whether or not the things I was doing in the name of health and safety actually made a difference. And that created a bit of a black hole — a bit of depression and anxiety — about my professional role and whether I was actually truly helping people."

Speaker: Andrew Barrett
Source: *Health & Safety Conversations Season 2 — Founder, Safety on Tap*

Topics:
- Safety profession
- Wellbeing of safety professionals
- Purpose
- Psychological health

Q14

"As long as you feel like you're making a difference and you can look yourself in the mirror — it doesn't matter where you are, what roster you're on, what country you are in, or what you think you deserve."

Speaker: Dionne Drew
Source: *Health & Safety Conversations Season 2 — Leadership Coach; Hard Hat Mentor*

Topics:
- Safety values
- Leadership
- Safety purpose
- Safety culture

Q15

"I don't think it's much to ask for companies to care about their people. I believe they do. I just don't think they've got the skills to outwardly show it. That's what we try to do — upskill leaders in the care factor."

Speaker: Dionne Drew
Source: *Health & Safety Conversations Season 2 — Leadership Coach; Hard Hat Mentor*

Topics:
- Leadership
- Safety culture
- Psychological safety
- Worker wellbeing
- Supervision

Q16

"Your personal values aren't aligning with what's going on — that's why you feel sick. That's why you don't want to go to work. That's why you are angry. That's why your personal life's suffering."

Speaker: Dionne Drew
Source: *Health & Safety Conversations Season 2 — (quoting Clive Lloyd); Leadership Coach; Hard Hat Mentor*

Topics:
- Psychological health
- Values alignment
- Wellbeing
- Leadership
- Burnout

Q17

"Research shows sixty percent of employees believe their supervisor cares for them. But when asked how the supervisor demonstrates that care, only about eighteen percent could point to something specific."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 2 — Host (citing research with Dionne Drew)*

Topics:

- Supervision
- Leadership
- Safety culture
- Psychological safety
- Worker wellbeing

Q18

"Suicide is a systemic issue and we need to look at it as a systemic issue. In the past we didn't say it was the pilot's problem and let it go. It is actually everyone's problem — and we need to deal with it as a society, not as individual people."

Speaker: Sebnem Bulan Worth

Source: *Health & Safety Conversations — Episode 16; WHS Training & Compliance Consultant*

Topics:

- Mental health
- Suicide prevention
- Psychosocial risk
- Systemic safety
- Workplace wellbeing

Q19

"Nine people die by suicide every day in Australia. And it doesn't just impact the person — it impacts their family, their friends, and their workplaces."

Speaker: Sebnem Bulan Worth

Source: *Health & Safety Conversations — Episode 16; WHS Training & Compliance Consultant*

Topics:

- Mental health
- Suicide prevention
- Psychosocial risk
- Statistics
- Workplace wellbeing

Q20

"Mental health first aid is like physical first aid — initial support provided to a person until the crisis situation is resolved or the person receives professional help. What we don't do is fix issues. We are just a helping hand."

Speaker: Sebnem Bulan Worth

Source: *Health & Safety Conversations — Episode 16; WHS Training & Compliance Consultant*

Topics:

- Mental health first aid
- Psychological health
- Psychosocial risk
- Workplace wellbeing

Q21

"A lot of people don't know how to start a conversation with someone. The supervisor on the shift didn't recognise the warning signs — and even if he did, he didn't know how to start that conversation."

Speaker: Sebnem Bulan Worth

Source: *Health & Safety Conversations — Episode 16; WHS Training & Compliance Consultant*

Topics:

- Mental health
- Supervision
- Safety conversations
- Psychosocial risk
- Fatigue
- Leadership

Q22

"Psychological illness at work costs Australian businesses around eleven billion dollars a year — including sick leave, compensation claims, people not returning to work for months, and reduced productivity. And that flows right through to customer relations and the bottom line."

Speaker: Sebnem Bulan Worth

Source: *Health & Safety Conversations — Episode 16; WHS Training & Compliance Consultant*

Topics:

- Mental health
- Psychosocial risk
- Business case for safety
- Statistics
- ROI of wellbeing

Q23

"All these incidents are one hundred percent avoidable. It's not like getting COVID — you can absolutely avoid it."

Speaker: Glen Cook

Source: *Health & Safety Conversations — Episode 17; Electrical Safety Educator & Former Electrical Inspector*

Topics:

- Electrical safety
- Incident prevention
- Safety culture
- Human factors

Q24

"It's called inattentional blindness. There's that one point in time when your mind or brain doesn't perceive danger and you miss something. Your eyes and brain don't work well together — your brain blots things out and you won't see them."

Speaker: Glen Cook

Source: *Health & Safety Conversations — Episode 17; Electrical Safety Educator*

Topics:

- Human factors
- Cognitive bias
- Inattentional blindness
- Electrical safety
- Risk perception

Q25

"It's one hundred percent a human factor. Our brain is trying to conserve energy. And if your brain's telling you that you don't need to worry about power lines because they've never touched you in your life — that's where people get into trouble."

Speaker: Glen Cook

Source: *Health & Safety Conversations — Episode 17; Electrical Safety Educator*

Topics:

- Human factors
- Cognitive bias
- Risk perception
- Normalisation of deviance
- Electrical safety

Q26

"If it gets you, you're dead or you're severely maimed for life."

Speaker: Glen Cook

Source: *Health & Safety Conversations — Episode 17; Electrical Safety Educator (quoting a doctor from a safety video)*

Topics:

- Electrical safety
- Severity of harm
- Safety communication
- Consequence of inaction

Q27

"Human factors are not only about safety — they are about human performance. And humans perform not just to deliver safety. They perform their jobs to deliver outcomes: quality, security, safety, efficiency, sustainability — whatever objectives we have."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — Episode 11; Associate Professor, Health, Safety & Environment, QUT*

Topics:

- Human factors
- Safety science
- Work as done
- Systems thinking
- Safety & production

Q28

"In aviation, you will rarely find a health and safety manager who does only safety management. They are at the same time pilots, flight crews, engineers. They work for the safety department three days a week and fly the other two. So whatever they do, they feel it — they experience it."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — Episode 11; Associate Professor, Health, Safety & Environment, QUT*

Topics:

- Aviation safety
- Safety leadership
- Safety profession
- High reliability organisations
- Systems thinking

Q29

"When you are a health and safety professional and you do the work — or you supervise the work — which you are supposed to monitor and support with your advice, it's far more effective than just communicating policies, procedures, and instructions."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — Episode 11; Associate Professor, Health, Safety & Environment, QUT*

Topics:

- Safety leadership
- Supervision
- Safety conversations
- Work as done
- Safety profession

Q30

"Aviation doesn't see safety and operations as separate entities. We're talking about safe operations. Aviation has learned through huge disasters and catastrophe in the past — and different to other industry sectors, it is quite standardised across the globe."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — Episode 11; Associate Professor, Health, Safety & Environment, QUT*

Topics:

- Aviation safety
- High reliability organisations
- Safety & production
- Systems thinking
- Learning from failure

Q31

"For many years, health and safety has been focused on the physical aspects. It's only now really starting to get its head into preventing the psychosocial risks and trying to manage those effectively."

Speaker: Michael Plowright

Source: *Health & Safety Conversations — Episode 7; Founder, Working Well Together*

Topics:

- Psychosocial risk
- Mental health
- Safety evolution
- Workplace wellbeing
- Legislative compliance

Q32

"What I see with a lot of people who use abrasive and bullying behaviours is that they did learn it when they were kids. No one ever turned around and said, you need to change your behaviour. Or if they did, they said change your behaviour but didn't say how."

Speaker: Michael Plowright

Source: *Health & Safety Conversations — Episode 7; Founder, Working Well Together*

Topics:

- Workplace bullying
- Psychosocial risk
- Behaviour change
- Leadership
- Psychological safety

Q33

"What you've got is someone's head like a lifetime of learning — and we can't necessarily see outside of our picture of experience. We've got to get in there and help them identify new ways of doing things."

Speaker: Michael Plowright

Source: *Health & Safety Conversations — Episode 7; Founder, Working Well Together*

Topics:

- Behaviour change
- Learning & development
- Workplace bullying
- Leadership development
- Coaching

Q34

"In construction you had to be better and bigger and quicker than anyone else — otherwise you didn't stand out. You definitely do not talk about your emotions or how you're feeling. So everything got locked down, everything compounded."

Speaker: Emma Parsons

Source: *Health & Safety Conversations — Episode 8; Mental Health & Leadership Coach for Industry*

Topics:

- Mental health
- Construction industry
- Psychological safety
- Psychosocial risk
- Emotional suppression

Q35

"My daughter said: "Mum, we don't feel like we're walking on eggshells anymore. We don't worry about what mood you're going to come home in." That was a massive wake-up call — I hadn't realised what the impact of me being stressed had on my kids."

Speaker: Emma Parsons

Source: *Health & Safety Conversations — Episode 8; Mental Health & Leadership Coach for Industry*

Topics:

- Stress
- Mental health
- Psychological safety
- Wellbeing
- Safety at home
- Human impact

Q36

"He said: "They've never walked a day in my shoes. They don't know what it's like. But I know you have — and I know you understand what it's like out on site when things are hard." So I'll take notice of you."

Speaker: Emma Parsons

Source: *Health & Safety Conversations — Episode 8; Mental Health & Leadership Coach for Industry*

Topics:

- Mental health
- Credibility
- Worker engagement
- Psychological safety
- Mining industry
- Frontline support

Q37

"We were solving the symptoms, not the problem — not the root causes. How big is this bandaid going to get before we actually understand what the root causes are?"

Speaker: Emma Parsons

Source: *Health & Safety Conversations — Episode 8; Mental Health & Leadership Coach for Industry*

Topics:

- Root cause
- Psychological health
- Safety management
- Systems thinking
- Leadership

Q38

"Women are not just small men. Our bodies are greatly different. When PPE is designed as "unisex" or a men's small, it won't fit — and I'm going to be psychologically thinking about how my clothing's fitting, or worry that it's going to snag on something and I'm going to get injured."

Speaker: Amy Roosa

Source: *Health & Safety Conversations — Episode 9; Founder, The Safety Rack; Women in Safety Conference*

Topics:

- PPE
- Women in safety
- Gender equity
- Psychosocial risk
- Injury prevention

Q39

"Allyship is a good part of this too. If there's one female on a job site, a guy can step up and say: does she actually have the proper fitting PPE? Because unisex or a men's small is not going to cut it for her."

Speaker: Amy Roosa

Source: *Health & Safety Conversations — Episode 9; Founder, The Safety Rack*

Topics:

- PPE
- Women in safety
- Gender equity
- Allyship
- Inclusion

Q40

"The frontline supervisor is where the biggest difference happens. You can have all these wonderful policies and procedures — but if they're not enforced, if it's nudge-nudge-wink-wink and we do it when we're being watched, everything tends to fall apart."

Speaker: Tom Bourne

Source: *Health & Safety Conversations — Episode 3 (with Georgina Poole); Host; Safety Author*

Topics:

- Supervision
- Safety leadership
- Safety culture
- Frontline safety
- Leadership

Q41

"My aim and the hearts and minds I want to influence is those supervisors and lower-level positions who are out there talking to personnel — because they really can create the change we need to see in our industry."

Speaker: Georgina Poole

Source: *Health & Safety Conversations — Episode 3; Host, Leading Safely Podcast; HSE Consultant*

Topics:

- Safety leadership
- Supervision
- Safety culture
- Frontline safety
- Safety communication

Q42

"Work as imagined versus work as done — I'd never heard that before. And it was the light bulb moment for me with safety differently."

Speaker: Trix Burgess

Source: *Health & Safety Conversations — Episode 5; Safety Business Partner, Moreton Bay Regional Council*

Topics:

- Safety differently
- New view of safety
- Work as done
- Work as imagined
- Systems thinking

Q43

"The five whys can be very linear — it will just take you to one point. And the first why has to be the right why. If you ask the wrong question at the start, you're already deciding what the outcome probably is at the bottom."

Speaker: Trix Burgess

Source: *Health & Safety Conversations — Episode 5; Safety Business Partner, Moreton Bay Regional Council*

Topics:

- Incident investigation
- 5 Whys
- Root cause analysis
- Cognitive bias
- Confirmation bias

Q44

"You might only get to three whys before you can't answer the next one — because you've got to go away and find the evidence."

Speaker: Trix Burgess

Source: *Health & Safety Conversations — Episode 5; Safety Business Partner, Moreton Bay Regional Council*

Topics:

- Incident investigation
- Root cause analysis
- Evidence-based investigation

Q45

"You are in a tunnel looking towards the end. On the outside of that tunnel, there's all of these things influencing how that person was working — and you can't see that. You've got to get rid of your conscious bias."

Speaker: Trix Burgess

Source: *Health & Safety Conversations — Episode 5; Safety Business Partner, Moreton Bay Regional Council*

Topics:

- Incident investigation
- Cognitive bias
- Tunnel vision
- Systems thinking
- Human factors

Q46

"The senior people on a drilling rig would always dictate how important safety was — and how everyone else took it. If the senior people took it as a joke, then everyone else would as well."

Speaker: David Joyce

Source: *Health & Safety Conversations — Episode 6; Trainer & Assessor, Link Resources*

Topics:

- Safety culture
- Leadership
- Supervision
- Frontline safety
- Safety by example

Q47

"Peer pressure is a really big one. If a hundred people are on a roof with a harness and one person gets on without one and keeps saying "you don't need a harness" — everyone will take those harnesses off. They want the easiest way out."

Speaker: David Joyce

Source: *Health & Safety Conversations — Episode 6; Trainer & Assessor, Link Resources*

Topics:

- Peer pressure
- Safety culture
- Frontline safety
- Supervision
- Normalisation of deviance

Q48

"Everyone does the risk management process every day before they go to work, before they go shopping, before they get behind the wheel of a car. They're always thinking: what can hurt me? How's it going to affect me? What can I do to stop it?"

Speaker: David Joyce

Source: *Health & Safety Conversations — Episode 6; Trainer & Assessor, Link Resources*

Topics:

- Risk management
- Risk perception
- Safety mindset
- Pre-task assessment
- STOP framework

Q49

"If I get it right and these women feel empowered, then they make some really cool changes in their workplace. What better reason to keep going?"

Speaker: Alanna Ball
Source: *Health & Safety Conversations Season 2 — Founder, Women in Safety*

Topics:
- Women in safety
- Safety leadership
- Empowerment
- Gender equity
- Safety culture

Q50

"It will take all of us, regardless of gender, to overcome a lot of this. It's going to take conversations — and brave conversations — to start making change."

Speaker: Alanna Ball
Source: *Health & Safety Conversations Season 2 — Founder, Women in Safety*

Topics:
- Gender equity
- Sexual harassment
- Psychosocial risk
- Safety culture
- Brave conversations

Q51

"Psychosocial risk is not in a wheelhouse. It is a systemic risk within the business — as is a reputational risk, as is a financial risk. It is a business risk."

Speaker: Alanna Ball
Source: *Health & Safety Conversations Season 2 — Founder, Women in Safety; ISO 45003 Practitioner*

Topics:
- Psychosocial risk
- Business case for safety
- Systemic risk
- ISO 45003
- HR & safety collaboration

Q52

"Safety had all of these kind of people in one room, and HR was dealing with all the workload, the stress, the bullying — and safety didn't even know that this stuff was existing. They didn't have the data to back that up."

Speaker: Alanna Ball
Source: *Health & Safety Conversations Season 2 — Founder, Women in Safety*

Topics:
- Psychosocial risk
- HR & safety collaboration
- Data & safety
- Risk identification
- ISO 45003

Q53

"New legislation with tougher penalties was introduced in April 2022, yet the number of fatalities is rising, not falling. Something isn't working."

Speaker: Tom Bourne
Source: *Health & Safety Conversations — Forward to Season 2; Author & Host*

Topics:
- Safety regulation
- Legislative compliance
- Deterrence
- Safety outcomes
- Fatalities

Q54

"Perhaps the time is right to do away with trying to measure safety outcomes in quantitative means alone. Perhaps the time is right to do away with slogans and simple messaging. Perhaps the time is right to realise that safety on any site is complex and something that must be worked on."

Speaker: Tom Bourne
Source: *Health & Safety Conversations — Forward to Season 2; Author & Host*

Topics:
- Safety measurement
- Safety philosophy
- Safety culture
- Safety indicators
- Complexity

Q55

"Maybe, just maybe, the time is right for safety professionals to work together collaboratively instead of trying to define which philosophical standpoint you believe in."

Speaker: Tom Bourne
Source: *Health & Safety Conversations — Forward to Season 2; Author & Host*

Topics:
- Safety profession
- Collaboration
- Safety philosophy
- Safety community

BATCH 2 — Q56–Q109 — REGULATION, DISASTERS, HOP, AVIATION & PSYCHOLOGICAL INJURY

Greg Smith · Joe Meanen · Bob Edwards · Brad Green · I David Daniels · James Junkin · Chuck Casto · Allister Rose · Nicole Turnbull · Dr Tristan Casey · Renee Burkinshaw · Craig Gauvreau · Michael Coogan · Jason Martell · Nicola Macphail · Andy Holmes · Elisa Lynch

Q56

"There is no empirical evidence that the structure of workplace health and safety legislation has had significant impacts on injury rates. There is no evidence that significantly increasing penalties has any impact on safe workplaces. The legislation is part of a far more complex picture."

Speaker: Greg Smith
Source: *Health & Safety Conversations Season 2 — Episode 2; Author of "Paper Safe"; WHS Lawyer*

Topics:
- Safety regulation
- Legislative compliance
- Evidence-based safety
- Deterrence
- Safety outcomes

Q57

"The legislation does not make any difference in any appreciable sense."

Speaker: Greg Smith
Source: *Health & Safety Conversations Season 2 — Episode 2; WHS Lawyer*

Topics:
- Safety regulation
- Legislative compliance
- Safety outcomes
- Deterrence

Q58

"One of the biggest contributors to improved fatality rates in mining was investment in onsite emergency response and medical services — a lot of events that historically would have resulted in fatalities now do not, because of better application of emergency response, first aid and medical treatment. It does not mean our workplaces are any more or less safe."

Speaker: Greg Smith
Source: *Health & Safety Conversations Season 2 — Episode 2; WHS Lawyer*

Topics:
- Mining safety
- Emergency response
- Fatality rates
- Safety statistics
- Safety indicators

Q59

"Work health and safety legislation is a very blunt instrument to deal with a very complex, difficult issue. I do not like the shift to a model of retributive justice. In five years time when young apprentices are still dying at work, what is next? Bigger fines? More jail terms?"

Speaker: Greg Smith
Source: *Health & Safety Conversations Season 2 — Episode 2; WHS Lawyer*

Topics:
- Safety regulation
- Industrial manslaughter
- Deterrence
- Safety law
- Legislative compliance

Q60

"Neither the prosecution nor the defence could explain to the court why the work was performed the way it was performed on the day of the accident. So there was not even a discussion about why did this happen this way. It is not an instrument that leads to learning."

Speaker: Greg Smith
Source: *Health & Safety Conversations Season 2 — Episode 2; WHS Lawyer*

Topics:
- Incident investigation
- Safety regulation
- Learning from failure
- Industrial manslaughter
- Safety law

Q61

"The first explosion totally destroyed the control room. Therefore there were no alarms, no noise went out to instruct people what to do. When you have got no information — if you have not got any directions, nobody telling you what to do — it is just confusion."

Speaker: Joe Meanen

Source: *Health & Safety Conversations — Episode 14 (Piper Alpha survivor; one of 61 from 167 who died)*

Topics:

- Piper Alpha
- Emergency response
- Communication
- Incident investigation
- Process safety
- Leadership in crisis

Q62

"I can remember it as if it was yesterday, as most people would with major instances that have happened in their lives. It will be with me till the day I pass away."

Speaker: Joe Meanen

Source: *Health & Safety Conversations — Episode 14 (Piper Alpha survivor)*

Topics:

- Piper Alpha
- Human impact of safety
- PTSD
- Psychological injury
- Trauma

Q63

"Every Sunday we had our lifeboat drills. My first thought when leaving the cinema was to try and get to my muster station. But the fire and smoke were too bad — we could not get to the lifeboats either side. It was just total confusion. Some people reacted better than others."

Speaker: Joe Meanen

Source: *Health & Safety Conversations — Episode 14 (Piper Alpha survivor)*

Topics:

- Emergency response
- Process safety
- Piper Alpha
- Evacuation
- Human factors
- Drills and preparedness

Q64

"We do not have perfect processes or perfect procedures and we do not have perfect people, but we have very adaptive people. It is the adaptive nature of humans that is making us so successful."

Speaker: Bob Edwards

Source: *Health & Safety Conversations Season 2; HOP Advocate; former GE Maintenance Manager; colleague of Todd Conklin*

Topics:

- Human factors
- Human and organisational performance (HOP)
- Systems thinking
- Adaptive capacity
- Safety science

Q65

"Punishment does not build more accountability. Punishment drives people to not talk. You bring people together to learn from them — and then they get to help you make it better. That is the restorative piece."

Speaker: Bob Edwards

Source: *Health & Safety Conversations Season 2; HOP Advocate; colleague of Todd Conklin*

Topics:

- Just culture
- Blame & accountability
- Learning teams
- Psychological safety
- Incident investigation

Q66

"The learning team is the organisation learning from the people who actually do the work. And they are brilliant — they know this stuff, they know the ins and outs, the nuances. And when they have psychological safety — when I mean that, I mean it is a safe place to talk — they can tell you the truth without fear of retribution."

Speaker: Bob Edwards

Source: *Health & Safety Conversations Season 2; HOP Advocate*

Topics:

- Learning teams
- Psychological safety
- Worker engagement
- Human and organisational performance (HOP)
- Work as done

Q67

"In complex adaptive systems, you cannot predict everything — which means you cannot prevent everything. Once you start to wrap your brain around that, you start saying: it is not just about prevention. We need more conversations about not what if, but when."

Speaker: Bob Edwards

Source: *Health & Safety Conversations Season 2; HOP Advocate*

Topics:

- Systems thinking
- Complexity
- Risk management
- Resilience
- Safety philosophy
- HOP

Q68

"Life can be extinct in a moment's notice, and that is what really drives me — to get people to understand that decisions we make right now can impact us forever."

Speaker: Brad Green

Source: *Health & Safety Conversations Season 2; HSE Professional, United States*

Topics:

- Human impact of safety
- Personal safety stories
- Decision-making
- Safety purpose
- Risk awareness

Q69

"I said "we had a spill" — not "you had a spill". We did not have the proper systems in place. It is not your responsibility, a hundred percent. It is our responsibility, and we have got to work together as a team to ensure we have proportional safeguards in place for the risk we are dealing with."

Speaker: Brad Green

Source: *Health & Safety Conversations Season 2; HSE Professional, United States*

Topics:

- Just culture
- Systems thinking
- Safety leadership
- Blame & accountability
- Worker engagement
- Shared responsibility

Q70

"People not actually doing the work are prescribing the work and expecting people to do that task perfectly every time. That is a little backwards. We need to leverage the expertise of the people doing the work — not tell them how to do their job."

Speaker: Brad Green

Source: *Health & Safety Conversations Season 2; HSE Professional, United States*

Topics:

- Work as done
- Safety leadership
- Worker engagement
- Systems thinking
- Frontline knowledge
- Safety management

Q71

"While some employers do a good job of not injuring you physically, they beat the living hell out of you emotionally."

Speaker: I David Daniels

Source: *Health & Safety Conversations Season 2 — Episode 3; Fire Rescue Chief; Host, Psych Health & Safety USA Podcast; PhD OHS*

Topics:

- Psychosocial risk
- Psychological safety
- Workplace wellbeing
- Mental health
- Leadership
- First responders

Q72

"People do safety-related things for one of three reasons: they do it because they have an ethical, moral belief — "this is the right thing to do"; or it costs too much not to; or they are being forced to by government or regulation. But I don't really care why you do it as long as you do it."

Speaker: I David Daniels

Source: *Health & Safety Conversations Season 2 — Episode 3; Fire Rescue Chief; PhD OHS*

Topics:

- Safety motivation
- Safety culture
- Legislative compliance
- Business case for safety
- Safety leadership

Q73

"It is not the people. The issue is the environment we put people in. It is going to have psychosocial hazards — you cannot prevent them all — but how do we address them when they manifest?"

Speaker: I David Daniels

Source: *Health & Safety Conversations Season 2 — Episode 3; Fire Rescue Chief; PhD OHS*

Topics:

- Psychosocial risk
- Systems thinking
- Human factors
- Workplace wellbeing
- Safety philosophy

Q74

"It is a hazard just like all the other hazards. What do you do with hazards in your workplace? I find that most people want to talk about psychological safety and all that — but they do not know what to do with the hazards they already have. So they are not going to do a good job with this one either."

Speaker: I David Daniels

Source: *Health & Safety Conversations Season 2 — Episode 3; Fire Rescue Chief; PhD OHS*

Topics:

- Psychosocial risk
- Risk management
- Safety management
- Psychological safety
- Compliance vs culture

Q75

"Nineteen people that I worked with either got killed doing the job or died from exposure to doing it. That left a pretty indelible impact on me. When I talk about safety, I am not talking about it academically. People should not die at work. Period."

Speaker: I David Daniels

Source: *Health & Safety Conversations Season 2 — Episode 3; Fire Rescue Chief; PhD OHS*

Topics:

- Safety purpose
- Human impact of safety
- First responders
- Psychological injury
- PTSD
- Safety leadership

Q76

"I have never met a worker who has not made a mistake at work or made a mistake in life. It is nice that we seem to be moving away from that behaviourist approach about making the perfect worker and instead trying to make a safer workplace and safer systems."

Speaker: James Junkin

Source: *Health & Safety Conversations Season 2; CEO, Mariner Gulf Consulting; Oil & Gas Safety, United States*

Topics:

- Human error
- New view of safety
- Systems thinking
- Just culture
- Safety philosophy
- Blame & accountability

Q77

"Saying all accidents are due to human error is like saying all falls are due to gravity. That is true, but it is not very helpful."

Speaker: James Junkin

Source: *Health & Safety Conversations Season 2; CEO, Mariner Gulf Consulting (quoting Dr Trevor Kletz)*

Topics:

- Human error
- Incident investigation
- Root cause analysis
- Just culture
- Safety philosophy
- New view of safety

Q78

"The worker that gets injured, the worker that gets killed, is just the final garnish on the tip of an iceberg that has been building for a long time — particularly in big corporations. It takes the sun, the moon, the stars to line up. But people gravitate to grabbing someone to blame because there is loss of life."

Speaker: James Junkin

Source: *Health & Safety Conversations Season 2; CEO, Mariner Gulf Consulting*

Topics:

- Incident investigation
- Just culture
- Systems thinking
- Blame & accountability
- Root cause analysis
- Organisational failure

Q79

"We are not doing a really good job at the higher executive levels of anticipating what the hazards are in the risk. We are waiting till the worker gets into the field — and by then it is too late."

Speaker: James Junkin

Source: *Health & Safety Conversations Season 2; CEO, Mariner Gulf Consulting*

Topics:

- Safety leadership
- Risk management
- Frontline safety
- Leadership accountability
- Systems thinking

Q80

"I said it was going to be okay — they would get the emergency diesel generators back and everything would be fine. That obviously could not have been more wrong. You have to understand that what you knew coming in is no longer valid. Once you have the accident, it is a completely different situation."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Former NRC Inspector; Led US Federal Response to Fukushima 2011*

Topics:

- Leadership in crisis
- Emergency response
- Decision-making under pressure
- Process safety
- Fukushima
- Assumptions and safety

Q81

"When that unit exploded, that told the whole story. You knew at that point — this is the worst-case scenario we are faced with."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Led US Federal Response to Fukushima 2011*

Topics:

- Leadership in crisis
- Emergency response
- Process safety
- Fukushima
- Risk assessment

Q82

"I had been in the emergency services for a long time and I realised that my mental health was starting to suffer. I did not feel that I fitted in anymore. I did not feel that I could contribute the way I had previously."

Speaker: Allister Rose

Source: *Health & Safety Conversations — Episode 14; Paramedic, NZ Police (15 yrs), WorkSafe NZ; Founder, Blue Hope Foundation*

Topics:

- PTSD
- Mental health
- Emergency services
- Psychological injury
- First responders
- Psychosocial risk

Q83

"We are only just starting to learn about PTSD in emergency services. We are only just starting to put controls in for it now."

Speaker: Allister Rose

Source: *Health & Safety Conversations — Episode 14; Paramedic, NZ Police, WorkSafe NZ; PTSD advocate*

Topics:

- PTSD
- Emergency services
- First responders
- Psychological injury
- Psychosocial risk
- Mental health

Q84

"It is tiring going through life being on edge — constantly looking over your shoulder, like all cops do. You are always looking, always assessing. No wonder I was so bloody tired."

Speaker: Allister Rose

Source: *Health & Safety Conversations — Episode 14; Former NZ Police Officer (15 yrs); PTSD advocate*

Topics:

- PTSD
- Mental health
- First responders
- Emergency services
- Psychological injury
- Fatigue

Q85

"Often employers do not take action until it is out of their hands — in the media, or it has gotten away. So it becomes an issue when it is happening, and because bullying is prolonged, by the time it is a huge culture issue it is almost too late."

Speaker: Nicole Turnbull

Source: *Health & Safety Conversations — Nicole Turnbull; Founder, Neon Shed; WHS Communications Specialist*

Topics:

- Workplace bullying
- Psychosocial risk
- Safety culture
- Prevention vs reaction
- Leadership accountability

Q86

"How do you ask the perpetrator to stop? When we experience or witness sexual harassment or bullying at work, we go into fight, flight, freeze — and our brains and bodies literally stop functioning effectively. We are just not given the tools to appropriately manage these things."

Speaker: Nicole Turnbull

Source: *Health & Safety Conversations — Nicole Turnbull; Founder, Neon Shed*

Topics:

- Workplace bullying
- Sexual harassment
- Psychosocial risk
- Training
- Psychological safety
- Fight flight freeze

Q87

"In 2012, one in five people had experienced sexual harassment at work. By 2018, it was one in three. In the telco and media industry, 81% of people had been sexually harassed in the five years leading up to 2018."

Speaker: Nicole Turnbull

Source: *Health & Safety Conversations — Nicole Turnbull; Founder, Neon Shed (citing Australian Human Rights Commission)*

Topics:

- Sexual harassment
- Psychosocial risk
- Workplace bullying
- Statistics
- Legislative compliance

Q88

"New view concepts are really a different mindset or a philosophical shift in thinking. It is not something you can just put people through a training program and tick the box. It is deeper — how do we reimagine the way that everything in our organisation works?"

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT; New View Safety Practitioner*

Topics:

- New view of safety
- Safety differently
- Organisational change
- Safety culture
- Safety training
- Safety philosophy

Q89

"Training campaigns might change a little bit of behaviour for a while, or adjust attitudes, but they do not get down to the core of the organisation — which is embedded into the policies, the tools, the procedures, and the culture, the shared beliefs and assumptions that people have. They just do not go deep enough."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT*

Topics:

- Change management
- Safety culture
- Safety training
- New view of safety
- Organisational change

Q90

"A lot of the legislation already has new view principles baked into it — employee consultation and involvement, due diligence, executives getting into the field. But the way we have interpreted and used it has become more bureaucratic and compliance-based."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT*

Topics:

- Safety regulation
- Legislative compliance
- New view of safety
- Safety differently
- Due diligence

Q91

"Leaders say to me: "I do not feel as though anyone has my back. I am afraid to share things with my team. I am afraid to get things wrong." And that is where they start building walls and barriers — and it becomes really difficult to create trust if you cannot be open with people."

Speaker: Renee Burkinshaw

Source: *Health & Safety Conversations Season 2; Founder, Originate Coaching Consulting; HR & Leadership Specialist*

Topics:

- Psychological safety
- Leadership
- Trust
- Safety culture
- Supervision
- Vulnerability in leadership

Q92

"Safety and security — those basic needs — actually need to be met in the workplace before you can start to realise self-actualisation. If leaders are not feeling safe and supported by their own leaders, it is very hard to see how they can provide that environment for those further down the chain."

Speaker: Renee Burkinshaw

Source: *Health & Safety Conversations Season 2; Founder, Originate Coaching Consulting*

Topics:

- Psychological safety
- Leadership
- Safety culture
- Wellbeing
- Maslow hierarchy
- Worker engagement

Q93

"In Canada, we had 158 soldiers killed in combat in Afghanistan over 11 years. And in Alberta we had around 160 people killed on the job last year. That just makes no sense to me."

Speaker: Craig Gauvreau

Source: *Health & Safety Conversations Season 2; Safety Consultant & Author, Canada*

Topics:

- Fatality rates
- Safety statistics
- Safety outcomes
- Safety culture
- Legislative compliance

Q94

"I said: if you are okay with somebody else raising your kids and sleeping with your wife — do not put your belt on. Just, they are gonna have to move on. One of the guys said, "I never thought of it that way before. I just thought it was a corporate rule from the ivory tower." You have got to make safety personal."

Speaker: Craig Gauvreau

Source: *Health & Safety Conversations Season 2; Safety Consultant & Author, Canada*

Topics:

- Safety communication
- Personal safety stories
- Human impact of safety
- Frontline safety
- Safety culture
- Rules vs values

Q95

"I have had my most influence on the job when you make safety personal. Make it about that worker. It is not about rules — it is about people."

Speaker: Craig Gauvreau

Source: *Health & Safety Conversations Season 2; Safety Consultant & Author, Canada*

Topics:

- Safety culture
- Safety communication
- Frontline safety
- Human impact of safety
- Safety leadership
- Rules vs values

Q96

"I have had a number of colleagues who committed suicide because of post-traumatic stress. It does not manifest itself straight away. It takes years and years before it can really show that side."

Speaker: Michael Coogan

Source: *Health & Safety Conversations — Michael Coogan; Former Correctional Officer; Suncorp Investigator*

Topics:

- PTSD
- Psychological injury
- Mental health
- Suicide prevention
- First responders
- Psychosocial risk

Q97

"Across the board, from every role I have been in, one of the biggest safety nets you have is to be a good communicator. If you communicate well, it minimises considerably the risk you might face."

Speaker: Michael Coogan

Source: *Health & Safety Conversations — Michael Coogan; Former Correctional Officer*

Topics:

- Safety conversations
- Communication
- Risk management
- Leadership
- Supervision
- Psychosocial risk

Q98

"I do not get paid for what I do. I get paid for what I can do."

Speaker: Jason Martell

Source: *Health & Safety Conversations — Episode 4; Trainer, Fire Safety Australia; Former Air Force Firefighter*

Topics:

- Emergency preparedness
- Training value
- Competency
- Safety training
- Fire safety

Q99

"You cannot avoid the crash, but you do get a choice of which car you are going to crash in. That brings to the fore the whole idea of safe by design — it is a great example."

Speaker: Jason Martell

Source: *Health & Safety Conversations — Episode 4; Trainer, Fire Safety Australia; Former Air Force Firefighter*

Topics:

- Safe by design
- Hierarchy of controls
- Engineering controls
- Risk management
- Safety differently

Q100

"Philosophically, I suppose I have finished cleaning up the mess after a mistake has been made. Hopefully we can help people avoid the mistakes in the first place."

Speaker: Jason Martell

Source: *Health & Safety Conversations — Episode 4; Trainer, Fire Safety Australia; Former Air Force Firefighter*

Topics:

- Safety purpose
- Prevention vs reaction
- Safety training
- Fire safety
- Safety philosophy

Q101

"Doing the safe thing is also doing the profitable thing."

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot (Virgin Australia); Drone Management Consultant*

Topics:

- Business case for safety
- Safety culture
- Safety & production
- Aviation safety
- Profitability

Q102

"Are you following the rules because someone is watching you, or are you following the rules because it lands up that that is the right and profitable thing to do — and you understand that innately as part of your role?"

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot*

Topics:

- Safety culture
- Rules vs values
- Intrinsic motivation
- Aviation safety
- Compliance vs culture

Q103

"I hate all of them. Leaders or managers put them up and think that IS their safety culture. If you are not going to get there just by sticking up a poster, that is for sure not a way to get a safety culture going."

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot (on safety slogans)*

Topics:

- Safety slogans
- Safety culture
- Leadership
- Safety communication
- Safety differently

Q104

"If it is everyone's responsibility, then it is no one's responsibility. What is to stop me from thinking, oh well, it is also someone else's responsibility?"

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot*

Topics:

- Safety slogans
- Safety culture
- Accountability
- Leadership accountability
- Safety communication

Q105

"People stopped thinking about safety holistically and what their roles were, and started blindly following those rules. Because they were not able to recognise the telltale signs of disaster — because they had been reduced to rule followers — the oil rig went up."

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot (on Tony Hayward, BP, Deepwater Horizon)*

Topics:

- Rules vs values
- Safety culture
- Compliance vs understanding
- Deepwater Horizon
- Organisational failure
- Safety leadership

Q106

"In aviation, people have died for the rules that we have. They were written in blood, and they are there for a reason."

Speaker: Nicola Macphail

Source: *Health & Safety Conversations — Nicola Macphail; Commercial Airline Pilot*

Topics:

- Aviation safety
- Safety rules
- Learning from failure
- Risk awareness
- Safety culture

Q107

"Despite training, despite good knowledge, despite all the right information — people still make errors or mistakes that on reflection you just think: how on earth did I do that? That took me a few years to accept. But I needed to own that."

Speaker: Andy Holmes

Source: *Health & Safety Conversations Season 2; Safety Professional; Former LNG Darwin HSES Lead*

Topics:

- Human error
- Just culture
- Accountability
- Learning from failure
- Safety culture
- Self-reflection

Q108

"The ability to build trust and rapport with your team really makes the difference between those who are very successful and those who are really only just kind of marking time."

Speaker: Andy Holmes

Source: *Health & Safety Conversations Season 2; Safety Professional; Former LNG Darwin HSES Lead*

Topics:

- Leadership
- Safety culture
- Trust
- Supervision
- Psychological safety

Q109

"PPE compliance does not mean that you are really good at safety. Safety is good where the budgets are. And there are bright spots and huge areas for improvement in every country that thinks it is great at safety."

Speaker: Elisa Lynch

Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia*

Topics:

- PPE
- Safety culture
- Safety measurement
- Safety differently
- Construction safety
- Compliance vs culture

BATCH 3 — Q110–Q132 — ERGONOMICS, SURVIVOR STORIES, EARLY CHILDHOOD, RECRUITMENT & PROCESS SAFETY

Sara Pazell · Theo Venter · Karina Bourne · John Shaddick · Kenneth Bloch

Q110

"Ergonomics is the study of how people interact in their environments — how they thrive, how they work, what are the physical requirements, the cognitive requirements, the interpersonal and social aspects. What is the human experience in that environment or work system?"

Speaker: Sara Pazell

Source: *Health & Safety Conversations Season 2; PhD Human Factors & Ergonomics; Director, VivaHR; Occupational Therapist*

Topics:

- Ergonomics
- Human factors
- Work design
- Psychosocial risk
- Work as done
- Safety science

Q111

"I don't call myself a safety professional. I've always considered myself to be a design professional — and safety may be one of the objectives in that design. So it is a different philosophy, a different way of thinking."

Speaker: Sara Pazell

Source: *Health & Safety Conversations Season 2; PhD Human Factors & Ergonomics; Director, VivaHR*

Topics:

- Ergonomics
- Work design
- Human factors
- Safety philosophy
- Safety profession

Q112

"From hire to retire and every touchpoint in between — what is the lifecycle of that worker? As soon as a worker joins an organisation at age 20, the business community has pretty much a duty of care. All their interactions can positively influence performance if the system is designed well."

Speaker: Sara Pazell

Source: *Health & Safety Conversations Season 2; PhD Human Factors & Ergonomics; Director, VivaHR*

Topics:

- Ergonomics
- Work design
- Human factors
- Duty of care
- Worker wellbeing
- Safety management

Q113

"When we realise business objectives through effective design of work, work systems, and products — and promote worker health and capability — we optimise the value proposition of humans in our work systems. From a purely business perspective, we derive value from our workers if the system is designed well. It is a no-brainer."

Speaker: Sara Pazell

Source: *Health & Safety Conversations Season 2; PhD Human Factors & Ergonomics; Director, VivaHR*

Topics:

- Ergonomics
- Human factors
- Business case for safety
- Work design
- Safe by design
- Safety & production

Q114

"I ticked all the boxes. And I wrote a few things at the bottom of that risk assessment — slip trips and falls, drink a lot of water, right tool for the right job, and awareness. Four of the best bull you could find on a thing — and flicked it into my car."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor (22,000 volts; 47 surgeries); International safety speaker*

Topics:

- Paperwork safety
- JSA
- Pre-task assessment
- Risk assessment
- Safety differently
- Normalisation of deviance

Q115

"That moment I took my gloves off, I had this overwhelming gut feel — extremely strong — that something was gonna go wrong. I hesitated. Then another voice said, "it's so convenient, it's so easy." And I overrode those screaming voices from my gut feel — and I stuck my hands in there."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor; International safety speaker*

Topics:

- Human factors
- Cognitive bias
- Decision-making under pressure
- Risk perception
- Normalisation of deviance
- Human error

Q116

"Tell me how many of you have had that gut feel. You are just about to do something really, really stupid and you know it is not gonna end well. And you still go ahead and do it."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor; International safety speaker*

Topics:

- Human factors
- Risk perception
- Decision-making
- Safety conversations
- Cognitive bias
- Human error

Q117

"The neocortex — the frontal cortex — calculates the path of least resistance. Which in our workplaces comes down to a shortcut. What is the easiest way to do it? And by the time you go and do the work, that brain is the biggest thing being used today. That muscle is strong."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor; International safety speaker*

Topics:

- Human factors
- Cognitive bias
- Shortcuts
- Safety science
- Normalisation of deviance
- Brain and safety

Q118

"You do not have a gut feel in the gut. The limbic brain — when you are uncomfortable, or just about to do something stupid, or it knows from experience that this is not going to end well — sends the signal to your gut. That is where safety sits. Right inside the limbic brain."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor; International safety speaker*

Topics:

- Human factors
- Safety science
- Brain and safety
- Risk perception
- Instinct
- Safety differently

Q119

"Before I attempted my suicide, I decided I am going to take five of my bravest seconds in my life and reach for help."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor; International safety speaker*

Topics:

- Mental health
- Suicide prevention
- PTSD
- Psychological injury
- Personal safety stories
- Workplace injury

Q120

"Love is not enough to be able to commit to and be able to do the job really effectively. That is why we have seen a lot of people leave the sector — because they cannot afford to be in that role anymore."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Workforce wellbeing
- Worker engagement
- Psychosocial risk
- Early childhood
- Pay equity
- Staff shortages

Q121

"What we do in those first five years has implications for lifetimes. You cannot have children doing really well in primary and secondary school without a really solid base in early childhood. Because that is where a lot of those concepts — pre-mathematics, STEM — they have to start somewhere."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Early childhood
- Mental health
- Child development
- Wellbeing
- Education and safety

Q122

"Early childhood can be a really high-stress profession. You are always on the ball, always having to be there for everybody else. And sometimes it is really hard to fill your own tank."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Psychosocial risk
- Burnout
- Worker wellbeing
- Supervision
- Decision fatigue
- Early childhood

Q123

"If we can teach children really early on about mental wellbeing and that it is really valued and as important as physical health, then they are going to grow up knowing that. And we are going to reduce some of the stigma around mental health issues."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Mental health
- Child wellbeing
- Prevention vs reaction
- Stigma
- Early childhood
- Safety culture

Q124

"Decision fatigue — I just cannot make another decision, because you have been doing that all day. You are emotionally, physically, cognitively drained. It does take a really high toll on your body."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Decision fatigue
- Psychosocial risk
- Burnout
- Fatigue
- Worker wellbeing
- Cognitive load

Q125

"A lot of these smaller businesses go "we just need it" — but they do not really want it. They pay a fair chunk of change to hire a professional, often without even a job description, without being sure what the outcomes are. The company does not actually want to change. They just want everything to stay the same."

Speaker: John Shaddick

Source: *Health & Safety Conversations Season 2; Director, Sundstrom Recruitment; HSEQ Recruitment Specialist*

Topics:

- Safety profession
- Safety leadership
- Values misalignment
- Safety management
- Business case for safety
- Safety culture

Q126

"They are hiring the smartest person in the room, but then they also might not want to take that feedback. You would never question your CFO when he gives advice. But they question the safety professional."

Speaker: John Shaddick

Source: *Health & Safety Conversations Season 2; Director, Sundstrom Recruitment*

Topics:

- Safety profession
- Safety leadership
- Values misalignment
- Credibility
- Safety management

Q127

"It is a values misalignment — between what the business says it wants and what it actually wants — that causes too many safety professionals to leave organisations. And that has gotten worse with the new legislation coming in."

Speaker: John Shaddick

Source: *Health & Safety Conversations Season 2; Director, Sundstrom Recruitment*

Topics:

- Safety profession
- Values misalignment
- Safety culture
- Safety leadership
- Legislative compliance

Q128

"Safety should be embedded in organisations in order to get measurable outcomes. Not just brought in for six or eight months. That does not matter if it is a small business or a large business."

Speaker: John Shaddick

Source: *Health & Safety Conversations Season 2; Director, Sundstrom Recruitment*

Topics:

- Safety profession
- Safety management
- Safety culture
- Embedded safety
- Business case for safety

Q129

"There is a lot of people in safety for the wrong reasons — knowing they can make a lot of money. But the right people will always be in demand, whether in a good market or a down market."

Speaker: John Shaddick

Source: *Health & Safety Conversations Season 2; Director, Sundstrom Recruitment*

Topics:

- Safety profession
- Safety purpose
- Values
- Recruitment
- Safety culture

Q130

"I fear that many of the engineers and safety professionals entering the workforce today have not familiarised themselves with where process safety as we know it globally started — which is right there in Bhopal, India."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"; US Petrochemical Industry*

Topics:

- Process safety
- Bhopal
- Learning from failure
- Safety history
- Safety education

Q131

"You are in the room making a decision that you think is the right choice, but you have no idea what the future is going to be like and how bad that decision was. That is a message about every day of our working lives."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"*

Topics:

- Process safety
- Decision-making
- Bhopal
- Learning from failure
- Safety philosophy
- Human factors

Q132

"When things are settled out of court, there is no responsibility to let any information out to the public. And so people start putting together things that make sense to them. The enormity of Bhopal — and the fact that nobody ever explained why — is why the lessons were never learned."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"*

Topics:

- Process safety
- Bhopal
- Incident investigation
- Learning from failure
- Safety law
- Transparency

BATCH 4 — Q133–Q164 — LEADERSHIP, HOP, PSYCHOLOGICAL SAFETY, MENTAL HEALTH, CONCUSSION & SILICOSIS

Brett Read · Rosa Antonia Carrillo · Tom Bourne · Andy Baker · Matt Florio · Zoe Nation · Dr Peter Brace · Tasha Broomhall · Gavin Coyle · Cam Stevens · Francisco Valenzuela · Prof Alan Pearce · Dr Rowena Mobbs · Joanna McNeill · Peter Tighe · Ross Sottile

Q133

"At least two thirds, and typically 70 percent or more of team performance was driven by leadership practices — not by the technical and systemic things the organisation created. The average-performing teams did exactly the same things as the top-quartile teams. The difference was the quality of leadership practices."

Speaker: Brett Read

Source: *Health & Safety Conversations Season 3; Leadership Coach; Former SAS Officer; Research Partner with Chevron/RMIT*

Topics:

- Safety leadership
- Leadership
- Safety culture
- Team performance
- Frontline safety

Q134

"There are fundamentally only two ways to motivate people: you can inspire them, or you can coerce, manipulate, and threaten them. So many senior leaders tend to opt for the latter because they don't understand how to truly inspire and motivate people."

Speaker: Brett Read

Source: *Health & Safety Conversations Season 3; Leadership Coach; Former SAS Officer*

Topics:

- Leadership
- Safety culture
- Motivation
- Safety & production
- Frontline safety

Q135

"Do you build trust or do you earn trust? Leaders who think they can control that situation come across as not being authentic. Trust is not something they control — it is something given by the other person in the relationship."

Speaker: Brett Read

Source: *Health & Safety Conversations Season 3; Leadership Coach; Former SAS Officer*

Topics:

- Leadership
- Trust
- Safety culture
- Supervision
- Psychological safety

Q136

"The frontline leaders are the ones that drive the results. But if they are not empowered, if the senior leaders don't do their jobs correctly and create the environment where frontline leaders can perform — no matter how good they are, they are always fighting a losing battle."

Speaker: Brett Read

Source: *Health & Safety Conversations Season 3; Leadership Coach; Former SAS Officer*

Topics:

- Safety leadership
- Frontline safety
- Supervision
- Safety culture
- Leadership accountability

Q137

"For many years we just didn't want to look at the social pressures that people are under in the workplace that would actually drive them to take a risk in that way. And instead we wanted to blame the workers and fire them."

Speaker: Rosa Antonia Carrillo

Source: *Health & Safety Conversations Season 3; Organisational Development Consultant; Safety Culture Author*

Topics:

- Just culture
- Blame & accountability
- Human error
- Safety culture
- Systems thinking

Q138

"The relationships in the organisation reflect the culture. If that is true, then culture is shaped by the way we interact, the way we talk to each other, and the way we treat each other."

Speaker: Rosa Antonia Carrillo

Source: *Health & Safety Conversations Season 3; Organisational Development Consultant (building on Edgar Schein)*

Topics:

- Safety culture
- Leadership
- Relationships
- Psychological safety
- Organisational change

Q139

"A leader is very specifically someone who makes the choice to courageously influence people's behaviour. Not to say being a manager is bad — we need managers. But a leader makes that choice courageously."

Speaker: Rosa Antonia Carrillo

Source: *Health & Safety Conversations Season 3; Organisational Development Consultant*

Topics:

- Leadership
- Safety culture
- Safety leadership
- Courage
- Organisational change

Q140

"We had 30 or 40 years of workplace brainwashing: all accidents are preventable, zero harm. And if you've been drip-fed something over a whole generation, you are probably going to fundamentally believe it."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 3 — Host; Safety Author (with Rosa Antonia Carrillo)*

Topics:

- Safety culture
- Zero harm
- Safety slogans
- Safety philosophy
- Normalisation of deviance

Q141

"There was always this undertone of an attempt to control — to make people act a little more like robots than humans. It created a parent-child relationship between my role and the people in operations, and it just wasn't a healthy dynamic."

Speaker: Andy Baker

Source: *Health & Safety Conversations Season 3; HOP Practitioner; Co-founder, Convergent*

Topics:

- Safety leadership
- Human and organisational performance (HOP)
- Safety management
- Worker engagement
- New view of safety

Q142

"This stuff is more of a culture change than a way we change safety observations or safety approach. It really can be applicable throughout the whole organisation."

Speaker: Matt Florio

Source: *Health & Safety Conversations Season 3; Co-founder, Convergent; Former software executive*

Topics:

- HOP
- Safety culture
- Organisational change
- New view of safety
- Systems thinking

Q143

"If someone covers a safety alarm with blue tack, we label it straight away as willful negligence. But 99 percent of the time, I learn that that alarm was going off falsely for months in someone's face. They had already raised a work order. They could not get it fixed. Their only option was to cover it up. All of a sudden my label isn't quite as relevant."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 3; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:

- Just culture
- Blame & accountability
- Human error
- Systems thinking
- Work as done
- New view of safety

Q144

"Do we need punishment and discipline to get accountability? Is it your only method? Because there are other ways of satisfying that human need for accountability and responsibility."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 3; Human Factors & HOP Practitioner*

Topics:

- Just culture
- Blame & accountability
- Safety culture
- Human and organisational performance (HOP)
- Accountability

Q145

"I start with my assumption that most people come to work to do a good job, most people do not want to hurt other people or themselves or cause any damage. If we start with that assumption, I automatically get a bit more curious."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 3; Human Factors & HOP Practitioner*

Topics:

- Just culture
- Safety philosophy
- Human error
- Worker engagement
- Safety conversations
- New view of safety

Q146

"The greatest fear that people have is not the fear of death — it is the fear of public speaking. And the reason for that is any task where you feel you are being judged or evaluated by others. Those are the most stressful tasks of all."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 3; PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Fear of speaking up
- Safety conversations
- Leadership
- Team performance

Q147

"About half of the level of psychological safety comes down to the influence of the leader. If someone makes a suggestion, first of all, thank them for it. Notice that took some courage. Then look at what can we do about this."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 3; PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Leadership
- Safety culture
- Safety conversations
- Supervision

Q148

"All you can do is create the conditions in that team to help psychological safety emerge. You cannot dial it up to 80 out of 100. It is an extremely complex system."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 3; PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Leadership
- Safety culture
- Complexity
- Team performance

Q149

"We need to be able to fail to be able to learn. You cannot run an experiment and expect 100 percent every time. From what hasn't gone right, you learn. We need to create space for failing well."

Speaker: Tasha Broomhall

Source: *Health & Safety Conversations Season 3; Founder, Blooming Minds; Workplace Mental Health Specialist*

Topics:

- Learning from failure
- Safety culture
- Psychological safety
- Leadership
- Resilience

Q150

"Our role is helping organisations understand how to create mentally healthy cultures — but in a way that is not just about regulations. It is about getting the best out of your people."

Speaker: Tasha Broomhall

Source: *Health & Safety Conversations Season 3; Founder, Blooming Minds; Workplace Mental Health Specialist*

Topics:

- Mental health
- Psychosocial risk
- Safety culture
- Worker wellbeing
- Psychological safety

Q151

"Business owners are desensitised to the threat of jail and fines now. They know they are not reckless. The old communication method of "you are going to be prosecuted and lose loads of money" does not wash anymore. The only thing that will win their hearts and minds is to say: I think we can reduce the cost of health and safety by up to 50 percent for your business."

Speaker: Gavin Coyle

Source: *Health & Safety Conversations Season 3; Safety Consultant; Author, "Workplace Safety on a Budget"; Dublin, Ireland*

Topics:

- Business case for safety
- Safety communication
- Safety culture
- Deterrence
- Safety leadership

Q152

"Health and safety influence is not getting to the boardroom level. It will be brought up in the first five minutes, then the conversation moves straight into growth, scale, and operations — and health and safety is finished at that stage."

Speaker: Gavin Coyle

Source: *Health & Safety Conversations Season 3; Safety Consultant; Author, "Workplace Safety on a Budget"*

Topics:

- Safety leadership
- Leadership accountability
- Safety culture
- Business case for safety
- Safety profession

Q153

"What I really like about new view practices is the mindset — a mindset for wanting to change and do something different. I think the fundamentals still need to be in place: leadership behaviour, trust, just culture. But it is that mindset shift I like."

Speaker: Cam Stevens

Source: *Health & Safety Conversations Season 3; Safety & Technology Consultant; Human Factors Specialist*

Topics:

- New view of safety
- Safety culture
- Safety differently
- Change management
- Safety leadership

Q154

"We romanticise FIFO. You go in, you get to fly to work every two weeks, the pay is considerably better. But you don't realise what it is going to be like for your family — they experience fly-in fly-out very differently to how you experience it."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*

Topics:

- FIFO
- Psychosocial risk
- Worker wellbeing
- Mental health
- Family impact

Q155

"COVID was very hard on our people. I saw that resilience just start wearing away over the course of the pandemic. Isolated at work. Isolated at camp. Isolated from family."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada*

Topics:

- FIFO
- Mental health
- Psychosocial risk
- COVID-19
- Isolation
- Worker wellbeing

Q156

"A concussion is a brain injury. Not just a knock to the head, but a mild brain injury. And mild brain injury and concussion are used interchangeably — but what we see are the results of a functional disturbance of the brain."

Speaker: Prof Alan Pearce

Source: *Health & Safety Conversations Concussion Special; Professor of Neuroscience, La Trobe University; Director, Concussion Legacy Foundation*

Topics:

- Concussion
- Brain injury
- Occupational health
- Sport safety
- CTE

Q157

"The risk of CTE is basically on exposure. The longer you play these contact sports, the risk increases — and the risk curve is almost identical to smoking and the risk of cancers."

Speaker: Prof Alan Pearce

Source: *Health & Safety Conversations Concussion Special; Professor of Neuroscience, La Trobe University*

Topics:

- Concussion
- CTE
- Brain injury
- Occupational health
- Sport safety
- Exposure risk

Q158

"CTE is preventable. That is what I am passionate about — preventable dementia. We do not have any disease-modifying agents or reversibility for almost all types of dementia. But CTE? We can prevent it."

Speaker: Dr Rowena Mobbs

Source: *Health & Safety Conversations Concussion Special; Neurologist; Cognitive Neurologist; Dementia & CTE Specialist*

Topics:

- CTE
- Concussion
- Occupational health
- Prevention vs reaction
- Brain injury
- Sport safety

Q159

"I don't think banning kitchen benchtops is going to solve the problem of silicosis, because silica dust is in quarries, in mines, in construction. But I am all for banning engineered stone — that Caesar stone has 97 percent silica dust in it and people don't understand the severity of what they are doing."

Speaker: Joanna McNeill

Source: *Health & Safety Conversations — Joanna McNeill; Silicosis patient (contracted in quarry administration, not direct stone work)*

Topics:

- Silicosis
- Dust diseases
- Occupational health
- Prevention
- Engineered stone

Q160

"I was living in denial. And then all these things keep happening. And my kids — they want to sleep in mummy's bed every night because they are scared that mum is not going to wake up the next day. And that just breaks my heart — from a workplace injury, my kids have to feel like that."

Speaker: Joanna McNeill

Source: *Health & Safety Conversations — Joanna McNeill; Silicosis patient; Silicosis awareness advocate*

Topics:

- Silicosis
- Human impact of safety
- Occupational health
- Psychological injury
- Workplace injury
- Dust diseases

Q161

"The estimate at the present time is that there are 100,000 people who have been affected by silicosis who will probably end up with some form of fibrosis. And there are 10,000 people who might graduate to a cancer."

Speaker: Peter Tighe

Source: *Health & Safety Conversations — Peter Tighe; CEO, Asbestos Safety and Eradication Agency*

Topics:

- Silicosis
- Occupational health
- Dust diseases
- Statistics
- Engineered stone

Q162

"Silica can present within three or four years. There are examples of people who have worked four or five years and the prognosis is that they have a fibrosis which is going to eventually lead to their demise within four or five years. Just taking their kids for a walk along the beach has an impact on them."

Speaker: Peter Tighe

Source: *Health & Safety Conversations — Peter Tighe; CEO, Asbestos Safety and Eradication Agency*

Topics:

- Silicosis
- Occupational health
- Dust diseases
- Human impact of safety
- Engineered stone

Q163

"There is no safe level of exposure to silica dust. The changes do not go far enough. In order to keep workers safe, a total ban on engineered stone in Australia is needed."

Speaker: Ross Sottile

Source: *Health & Safety Conversations — Ross Sottile; Lawyer, Maurice Blackburn; Specialist in Silicosis, Mesothelioma & Occupational Disease Compensation*

Topics:

- Silicosis
- Legislative compliance
- Safety regulation
- Engineered stone
- Dust diseases
- Occupational health

Q164

"In many states and territories, a claim must be lodged and settled in a person's lifetime. For this reason, it is important to get legal advice as soon as possible. If someone dies from silicosis and leaves family members who are financially dependent on them, the family member may be able to access separate dependency entitlements in their own right."

Speaker: Ross Sottile

Source: *Health & Safety Conversations — Ross Sottile; Lawyer, Maurice Blackburn; Occupational Disease Compensation Specialist*

Topics:

- Silicosis
- Workers compensation
- Occupational health
- Dust diseases
- Legal rights

BATCH 5 — Q165–Q201 — PSYCHOSOCIAL RISK, WORK DESIGN, SAFETY BUREAUCRACY & INVESTIGATION

Michelle Stephenson · Dr Peter Brace · Sandra Lam · Dr Drew Rae · Dr Sean Brady · Dr Lisette Kanse · Tom Bourne

Q165

"A workplace shouldn't be contributing to the development or worsening of anyone's mental health."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Psychosocial risk
- Mental health
- Duty of care
- Workplace wellbeing
- Safety philosophy

Q166

"To have that expectation is unfair of a lot of traditional health and safety professionals. The remit or expectation for that role doesn't quite fit within psychosocial risk management yet. And a lot of training is trying in that space but isn't quite there yet either — to adequately upskill and allow for that capability."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Safety profession
- Psychosocial risk
- Capability gap
- Training
- Safety management

Q167

"Not only are we looking at psychosocial hazards and risk factors in an organisation, but we also don't want to add psychosocial hazards in going about psychosocial risk management as well — whether that be clarity or additional work demands."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Psychosocial risk
- Risk management
- Work demands
- Safety management
- Unintended consequences

Q168

"It's the understanding of people at work in a lot of different contexts."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA (on organisational psychology)*

Topics:

- Organisational psychology
- Safety science
- Human factors
- Work as done

Q169

"Organisational psychologists can do that, but there's a range of professionals that need to feed into this space — organisational development consultants, HR practitioners. It's not one profession alone."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Psychosocial risk
- HR & safety collaboration
- Interdisciplinary practice
- Safety profession

Q170

"Around half the level of psychological safety is down to the immediate supervisor of the team. But also within the team there are people who are more influential than others — people who are more outspoken, who have greater seniority, who are better networked. They will have a level of influence on the psychological safety of the team as well."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 4 (Bourne, 2024); PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Supervision
- Leadership
- Team performance
- Safety culture

Q171

"The impact of psychological safety is across all industries — mining, construction, law enforcement, military teams. One of the most striking examples is in healthcare teams. If all members of the team feel safe to point out when something is going wrong or a mistake has been made, you can imagine the effect on the well-being of the patient."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 4 (Bourne, 2024); PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Healthcare safety
- Safety culture
- Leadership
- Team performance

Q172

"Tell everybody that this is what you're looking at. At a town hall meeting, let people know: this is psychological safety, this is what it means, this is why it's important, we're starting to explore how we might improve it. Be open, be transparent — you can even be vulnerable and say this is new for us. If you have any ideas or concerns, let us know. You're modelling psychological safety right there."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 4 (Bourne, 2024); PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Leadership
- Vulnerability in leadership
- Safety culture
- Safety communication

Q173

"If you're going to try something, put some constraints around the idea. Try it for a week, try it with one small part of the team, try it until a certain amount of money is spent — and then look at the results. Built into that, you've already got a decision to stop if things are not going well. That makes it a lot easier to try and be innovative — which is one of the great benefits of psychological safety in a team."

Speaker: Dr Peter Brace

Source: *Health & Safety Conversations Season 4 (Bourne, 2024); PhD; Psychological Safety Practitioner & Researcher*

Topics:

- Psychological safety
- Innovation
- Safety culture
- Leadership
- Continuous improvement

Q174

"Role clarity when we do risk assessments is not about job descriptions or lack thereof — it's about not understanding the expectations in terms of priorities. We're all so busy all the time. People struggle with working out which ones to do first, or whether we actually need to do all of them."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Psychosocial risk
- Role clarity
- Work demands
- Risk assessment
- Invisible hazards

Q175

"Are we spending too much time on whether it fits into a risk matrix and making the documentation look great to the detriment of actually doing the work to make things better? Yes. We spend way more time getting the things done on paper than actually fixing the work."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Safety bureaucracy
- Paper compliance
- Psychosocial risk
- Safety management
- Work as done

Q176

"It's against human nature to be away from your family for that long period of time without a really stronger community purpose. People will say the military goes away for long periods of time, but their purpose is to protect and to serve. FIFO doesn't have that hat to hang on. They're going to struggle with the isolation. They're living in close quarters with people they may not necessarily like or get along with and would never catch up with outside of work."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- FIFO
- Psychosocial risk
- Isolation
- Worker wellbeing
- Mental health

Q177

"I have never ever seen any scientific study that says operating on four hours sleep, even for one shift, is an acceptable practice. People forget it's not just how many hours of sleep you get, but how long you've been awake. You've been awake since three, and then you work until six — that's essentially acting as if you have a blood alcohol content of 0.1. And you've started like that into your swing."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Fatigue
- Psychosocial risk
- FIFO
- Worker wellbeing
- Risk management
- Statistics

Q178

"Controls for psychosocial risk has a lot to do with the design of work, which is essentially the bread and butter of what an organisational psychologist gets trained to do."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Psychosocial risk
- Work design
- Risk management
- Organisational psychology
- Primary controls

Q179

"There's a big gap in a lot of things that government funds — it goes to the bigger entities with more resources. But there's also a lot of complexity with small organisations that also need to meet the work health and safety legislation. And I don't think we're giving enough support into those areas."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Safety regulation
- Legislative compliance
- Small business
- Psychosocial risk
- Regulatory equity

Q180

"There are industries where supervisors spend half their day in the office preparing the safety work for the next day of work. And that's not an exaggeration. And that's half a day that they're not actually supervising. So we're directly taking away something that we know matters for safety and replacing it with something that we're very sure doesn't matter for safety."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University; Co- host, Safety of Work Podcast*

Topics:

- Safety bureaucracy
- Supervision
- Safety management
- Safety clutter
- Work as done

Q181

"It's not literally because these are going to be legal documents, but it is that sense of we do need to protect ourselves against criticism, against feeling like we're doing the wrong thing, about feeling we haven't done enough or that we don't care. It is protection, just not literally legal protection."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety bureaucracy
- Safety management
- Compliance vs culture
- Safety purpose
- Paper compliance

Q182

"We document more than we actually do. People documented controls that weren't there and didn't document controls that were there. So the paperwork wasn't just missing stuff — literally there were good things being done that weren't documented. If you try to use it as positive evidence, it will get ripped apart because people will prove it's not the truth."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety bureaucracy
- Paper compliance
- Work as done
- Work as imagined
- Safety management

Q183

"I quickly discovered that that was not actually the job of a safety person — to tell people whether it was safe or not. The job of a safety person was to tell them everything was fine. And yeah, that bugged me and has bugged me pretty much for the last 30 years."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety profession
- Safety purpose
- False assurance
- Safety culture
- Safety leadership

Q184

"Every safety activity has a dual purpose. It exists both to reduce the objective risk — to reduce the likelihood and severity of accidents — and to reduce the subjective uncertainty, to make people feel more confident, to make them feel better that things are under control. Our default for any safety activity, based on the accumulated evidence so far, should be that the reducing uncertainty portion is almost 100%."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety management
- Evidence-based safety
- Safety purpose
- Risk management
- Safety differently

Q185

"Safety culture came into being not as a well-informed academic theory — they used this term 'culture' and academics have been trying to backfill ever since. It was only ever intended as a placeholder. There's definitely something real there. But it's not a well-defined concept. It's just a grab-all."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety culture
- Safety science
- Safety philosophy
- Safety differently

Q186

"Psychological safety is real and important and matters. Power distance is real and important and matters. Communication within an organisation is real and important. All those things matter. We don't add to our understanding by lumping all of those things together and calling them culture."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety culture
- Psychological safety
- Safety science
- Safety philosophy
- Communication

Q187

"The reason why we knock structures down is the same reason why we kill patients in operating theatres and businesses go bust and all those sorts of issues — because people are the same, the organisations are largely the same as well. So we should expect the causes of these failures to be similar."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review into Queensland Mining Fatalities (2020)*

Topics:

- Organisational failure
- Systems thinking
- Safety science
- Learning from failure
- Root cause analysis

Q188

"People die when controls that the organisation believed were in place were ineffective. That's the key thing. Investigations should tell us where our controls are ineffective, because then we get the opportunity to do something about that before anything bad happens."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Control effectiveness
- Incident investigation
- Safety management
- Fatalities
- Risk management

Q189

"There's a big difference between a control being in place and a control being effective. You can be compliant, but that doesn't necessarily mean that it's effective."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Compliance vs effectiveness
- Safety management
- Safety regulation
- Risk management
- Legislative compliance

Q190

"The things that kill you are not the same as the things that hurt you. The controls that prevent you dying are not the same controls that prevent the minor injuries. So if we're only investigating the stuff around the minor injuries, you're not actually getting information on the controls that will prevent someone from dying in your organisation."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Incident investigation
- Fatalities
- Safety statistics
- Risk management
- Safety management

Q191

"Bad news naturally doesn't flow upwards inside organisations. You have to embed the practices to make sure that information flows up to them."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Safety culture
- Leadership
- Communication
- Organisational failure
- Safety leadership

Q192

"If you're ever getting a report that says the worker isn't following the procedure and the investigation ends there, that's a terrible investigation. Human error should be the starting point of the investigation, not the end point."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Incident investigation
- Human error
- Root cause analysis
- Just culture
- Systems thinking

Q193

"Executive and board levels, with some exceptions, still genuinely believe you can prevent fatalities by having a system and making people comply with it."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Leadership accountability
- Safety governance
- Fatalities
- Safety management
- Due diligence

Q194

"Chronic unease is an organisational level concept — it's a system concept. It's a healthy scepticism about how well things are working, and particularly when things are going well. Higher reliability organisations are constantly looking for where their system's not working as well as they think it is. They're actually looking for that."

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- High reliability organisations
- Safety culture
- Leadership
- Systems thinking
- Continuous improvement

Q195

"As long as the expert says everything is okay, even though other people are concerned, they will always get silenced. Because if it's good enough for that person, it must be good enough for everyone else too. You can summarise this all down to: how do you make warning signs vivid and allow a rational discussion about them?"

Speaker: Dr Sean Brady

Source: *Voices from the Edge Podcast (Bourne, 2024); Forensic Engineer; Author, Brady Review*

Topics:

- Psychological safety
- Groupthink
- Safety culture
- Leadership
- Communication

Q196

"The off-the-shelf solution is not necessarily the best solution for that particular organisation. You need to allow your researcher time to actually collect more evidence about what is this workplace like, what is the context like, and how does that inform what might be the best approach to psychosocial hazard management in this place."

Speaker: Dr Lisette Kanse

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA; Course Coordinator, Master of Business Psychology*

Topics:

- Psychosocial risk
- Evidence-based safety
- Safety management
- Context-sensitive practice
- Organisational change

Q197

"There are managers who believe that this is something that is easy to change — that there is a silver bullet. But it's a long, long process. People need to be seen walking the talk, not talking the talk. It is incredibly easy to encounter setbacks. And then you start hurrying back probably even further than you were before the setback happened."

Speaker: Dr Lisette Kanse
Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:
- Safety culture
- Change management
- Leadership
- Safety differently
- Continuous improvement

Q198

"Saying we're going to improve safety culture without any further thought is just a throwaway line. It's ending an investigation with no improvement. It's a destination without a roadmap."

Speaker: Tom Bourne
Source: *Voices from the Edge Podcast (Bourne, 2025); Host, in conversation with Dr Lisette Kanse*

Topics:
- Safety culture
- Incident investigation
- Safety management
- Safety differently
- Leadership accountability

Q199

"If there was a human error, that's the starting point of the investigation, not the end point. What does that actually look like in this particular work setting? And what factors contributed to that culture being prevalent? And can we start tapping into those?"

Speaker: Dr Lisette Kanse
Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:
- Human error
- Incident investigation
- Root cause analysis
- Safety culture
- Systems thinking

Q200

"There are solutions that time and time again have shown their effectiveness. These solutions still, in my view, benefit from tailoring to where you want to implement them and when you want to implement them — because there's still the people, the group of workers you're working with in that context."

Speaker: Dr Lisette Kanse
Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:
- Evidence-based safety
- Psychosocial risk
- Safety management
- Context-sensitive practice
- Continuous improvement

Q201

"The biggest risk is that you end up implementing something that's not effective in achieving the targeted outcome — and in a financial sense, not cost effective. With generative AI, it's incredibly easy to ask for a solution and implement that without identifying how credible the source is. There are risks involved in that."

Speaker: Dr Lisette Kanse

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:
- Evidence-based safety
- Safety management
- AI and safety
- Risk management
- Technology

BATCH 6 — Q202–Q218 — MULTICULTURAL SAFETY, SCAPEGOATING & REGULATORY PRACTICE

Dr Alexander Paselk · Nathalie Martinek · Sally North

Q202

"Safety is less about avoiding failure and more about designing for trust. It's not a checklist — it's a relationship between people and systems, always in motion."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; CSP; Environmental Engineer & Safety Leader; Kuwait; Doctoral Mentor, Capital Technology University*

Topics:
- Safety philosophy
- Trust
- Human factors
- Safety culture
- Safety differently

Q203

"You cannot say my way or no way. The system has to be adapted to the humans you have. When I know who I'm speaking to, I adjust to it. You have to try to understand how people think, why they did this. You have to be flexible when you work with multicultural employees — this is not working anymore."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; CSP; Safety Leader, Kuwait/Middle East*

Topics:
- Safety culture
- Multicultural workforce
- Safety communication
- Leadership
- Human factors

Q204

"When a driller says to his floorman, do this — and the floorman knows this is not safe, this is not as per the procedure — he would not say this. That is the impact of power distance on safety. The worker will not speak up against the person in authority."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; Research: Cultural Dimensions and Safety Climate in Multinational Workforces*

Topics:
- Power distance
- Psychological safety
- Fear of speaking up
- Multicultural workforce
- Safety culture

Q205

"When somebody makes a mistake, they will try to hide it because they don't want to put their group in problems. But in safety, when I don't know there's a problem, I cannot take action to improve it. And maybe next time a drill pipe that weighs 800 pounds falls down — because nobody told me."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; Research: Cultural Dimensions and Safety Climate in Multinational Workforces*

Topics:

- Collectivism
- Incident reporting
- Psychological safety
- Multicultural workforce
- Near miss reporting

Q206

"I say: who has family, raise your arm — whose parents are still alive, raise your arm — and almost everybody has their arm up. I say: you see, all these people are depending on you to come back. Safety is not just for you. Safety is also for them."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; Safety Leader, Kuwait*

Topics:

- Safety communication
- Human impact of safety
- Safety conversations
- Frontline safety
- Safety purpose

Q207

"I walk the line and what I say, I do also with myself. When the senior supervisor goes to the rig floor without a helmet, without goggles — why should a floorman wear it? You can't expect these guys to wear it if the senior isn't."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; Safety Leader, Kuwait*

Topics:

- Safety leadership
- Safety by example
- Supervision
- PPE
- Safety culture

Q208

"It's not just one person targeting another person. It's a system turning on one person. And it does it progressively, increasing the number of people who turn against the target to exile them from the system."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"; Expert in Relational Leadership & Workplace Dysfunction*

Topics:

- Workplace bullying
- Psychosocial risk
- Scapegoating
- Organisational failure
- Safety culture

Q209

"It is driven unconsciously by emotions such as shame, envy, and contempt — packaging insecurity and inadequacy. None of us are immune to these emotions. Our response to them determines whether we blame somebody for how we feel, or take responsibility and work to resolve things."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Expert in Scapegoating & Relational Leadership*

Topics:

- Workplace bullying
- Psychosocial risk
- Scapegoating
- Organisational failure
- Psychological safety

Q210

"The tendency to scapegoat highly competent targets actually takes the talent out of the pool. And if they've been carrying a lot of the load, the rest of the team feel it when that person is gone. Things are never quite the same. But nobody talks about it."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Expert in Scapegoating & Relational Leadership*

Topics:

- Scapegoating
- Psychosocial risk
- Workplace bullying
- Organisational failure
- Worker wellbeing

Q211

"One moment they're praised, the next they're devalued and starting to be shunned. People are treating them differently. So they feel like they've done something wrong — they own the blame and shame that's actually being cast onto them. It's very isolating."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Expert in Scapegoating & Relational Leadership*

Topics:

- Scapegoating
- Psychosocial risk
- Psychological injury
- Mental health
- Workplace bullying

Q212

"Once you're in the scapegoating process, there are no brakes. The only way it can be stopped is if there is another layer of protection above that sees through it and has the authority to stop it. But it's rare."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Expert in Scapegoating & Relational Leadership*

Topics:

- Scapegoating
- Psychosocial risk
- Safety culture
- Leadership accountability
- Workplace bullying

Q213

"You can have reasonable people act one way in an environment and act totally differently in another — and the difference is lower or higher trust in either of those contexts."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Expert in Scapegoating & Relational Leadership*

Topics:

- Trust
- Psychological safety
- Safety culture
- Organisational change
- Workplace bullying

Q214

"I don't think younger people respond to command-and-control leadership, and I don't think it has much of a future. All workplaces are going to need to employ different demographics as they move on. I just don't think it's going to be successful long term."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia; 20+ years WHS regulatory experience*

Topics:

- Leadership
- Safety culture
- Consultation
- Supervision
- Frontline safety

Q215

"If you think you have something in place, or you think you've identified hazards, or you think you're compliant — having consultation will help you come to grips with the reality of whether that's true or not. And if you're failing to do that and it turns out it isn't true, you've got a risk management failure."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Consultation
- Risk management
- Legislative compliance
- Safety management
- Worker engagement

Q216

"A lot of the serious harm happens in the smaller businesses. If we could get to the level where they not only understand what the critical risk is, but these are the controls I expect to have in place, and these are the measures I use to check that it's working — that would be great."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Small business
- Risk management
- Safety management
- Frontline safety
- Legislative compliance

Q217

"If we're not proactive around those kinds of long latency hazards, we will not get on top of those rates of mesothelioma."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Occupational health
- Asbestos
- Respiratory hazards
- Prevention vs reaction
- Legislative compliance

Q218

"For psychosocial — I think people have come to grips with the language to some extent, and to some extent identifying hazards and risks. But around what are the most effective controls in their context, there's a lot of further work and understanding to go. Moving away from individualised mental health — that would be really positive."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Psychosocial risk
- Safety management
- Legislative compliance
- Mental health
- Primary controls

BATCH 7 — Q219–Q244 — REGULATION, CRISIS NEGOTIATION, WORKPLACE BEHAVIOURS, SCAPEGOATING & MULTICULTURAL SAFETY

Sarah Thomas · Lance Burdett · Daryl Johnson · Nathalie Martinek · Philip Lako

Q219

"We are five times more likely to die in a New Zealand workplace than in the United Kingdom, and twice as likely to die compared to Australia. As far as being a developed country, our health and safety numbers — it's just not good. It's not positive."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member; ANZ Coaching Alliance Accredited Trainer*

Topics:

- Workplace fatalities
- Comparative safety performance
- WorkSafe NZ
- Regulatory failure
- Critical risk

Q220

"So much of our safety legislation is written in blood — yet it takes 10 or 20 years and we've forgotten about it. Aberfan, Piper Alpha, Pike River — exactly the same things. Fragmented safety, under-resourced, no goal setting and communication. We just keep relearning it."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Disasters
- Organisational learning
- Memory of disasters
- Aberfan
- Piper Alpha
- Pike River

Q221

"I have followed a lot of the fatalities, and a lot of the businesses that have had fatalities over the last few years have all been Site Safe Gold. We don't have meaningful certifications that give you any real assurance — yet they keep handing the stickers out."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ*

Topics:

- Audit theatre
- Certification
- Compliance vs culture
- Prequalification
- Safety theatre

Q222

"Where this fell over is they didn't verify that what they were doing on the day shift was actually happening on the night shift. They had won awards for the day shift. The night shift was the Wild West. That gap between work-as-imagined and work-as-done is where people die."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; commenting on the Ports of Auckland prosecution*

Topics:

- Verification
- Day vs night shift
- Ports of Auckland
- Leadership oversight
- Work as done
- Work as imagined

Q223

"What I focus on is my span of control. I have this really cool portfolio of clients I love working with. We have a laugh, we do learnings, we work well. If I kept looking at what's happening with the Ministry and WorkSafe — all well out of my span of control — yeah, it'd be head-wrecking."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ*

Topics:

- Span of control
- Wellbeing of safety professionals
- Resilience
- Safety practitioner sustainability

Q224

"The hardest thing for the regulator is they've just been through rolling restructuring over the last two years. There's a sense of survivor guilt — they're trying to do the best — and it's starting to look like PTSD to me."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ*

Topics:

- Regulator wellbeing
- Restructuring
- Survivor guilt
- PTSD
- Workforce wellbeing

Q225

"Successful negotiation comes down to three steps: what's going on, how did you get there, and let's get you out of the situation. There's nothing more than that. We spend too much time on the technicalities."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Lead Crisis Negotiator; FBI-qualified Negotiator*

Topics:

- Crisis negotiation
- De-escalation
- Communication
- Critical conversations

Q226

"Good leaders help people help themselves. You set the direction and you get them to come up with a solution. One person cannot have the solution. To think that we can is — I'll be a bit naughty and say it — arrogance."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Author, "Dark Side of the Brain"*

Topics:

- Leadership
- Worker engagement
- Empowerment
- Humility

Q227

"The best leaders I've ever seen are the ones who hire appropriately — people with skills and knowledge — then say: 'What support do you need to do your job?' And then they get out of the way and let people do their bloody job."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Crisis & Resilience Speaker*

Topics:

- Leadership
- Trust
- Empowerment
- Worker engagement
- Support

Q228

"The brain compares where we are to where we've been — that's how it stays safe. When we got put in a situation where we had no reference point, the brain went into a hyper state. Four years later we're still in it, and we've ignored the consequences. Now we're seeing the repercussions everywhere."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Mental Health & Resilience Author*

Topics:

- Brain and safety
- Anxiety
- Post-pandemic mental health
- Hypervigilance
- Cognitive load

Q229

"Violence has increased 35 percent globally — only in places where lockdown was used. The brain is hypervigilant at the moment, and it doesn't take much to make people snap. Road rage, ram rage, stabbings — you've got it."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Workplace Violence Specialist*

Topics:

- Workplace violence
- Aggression
- Pandemic effects
- Mental health

Q230

"The brain has a negativity bias — it's looking for negative things. Whenever the amygdala sparks up, it puts a mark in your memory as a reference for the future. So if somebody's had three or four incidents in a short span, the brain focuses only on those. They can't see the positives."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Mental Health Author*

Topics:

- Cognitive bias
- Negativity bias
- Brain and safety
- Mental health

Q231

"Maslow nailed it in the 1930s. Food, water, shelter, sleep — that base layer matters because once you get it right, you feel safe and secure, you connect with others, you build self-esteem, and then you can thrive. He nailed it. And we haven't changed."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector*

Topics:

- Wellbeing
- Maslow
- Worker wellbeing
- Mental health

Q232

"As I travel around industries, especially in Western Australia, workplace behaviours are one of the number one issues that businesses, CEOs and leaders are really grappling with. It always comes up — and unfortunately, mainly on the bad side. Below-the-line behaviours."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Owner, Mental Health Journey Australia; Postgraduate Mental Health Nursing & OHS*

Topics:

- Workplace behaviours
- Below-the-line behaviours
- Workplace bullying
- Leadership

Q233

"We do online inductions and they say 'we can't sexually harass.' But we don't actually break down what sexual harassment is. There are almost 31 behaviours that can constitute sexual harassment. If you don't define what those behaviours are, how are people going to know about the behaviour?"

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Mental Health Journey Australia; Workplace Behaviour Trainer*

Topics:

- Sexual harassment
- Education
- Behavioural definitions
- Respect at Work
- Psychosocial risk

Q234

"Even though the behaviour might be really small, it still needs to be addressed. We could trace one workplace's serious bullying issues all the way back to people having an argument about who didn't clean the coffee cup. Something as minor as that can escalate into real serious team breakdowns."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); Owner, Mental Health Journey Australia*

Topics:

- Workplace bullying
- Below-the-line behaviours
- Early intervention
- Leadership
- Escalation

Q235

"PCBUs talk about leadership, they talk about having good leaders — but they don't really support their leaders. Empathy, de-escalation, having difficult conversations: these are skills that aren't invested in, yet they're a requirement under the law to provide appropriate leadership."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); Owner, Mental Health Journey Australia*

Topics:

- Frontline leadership
- Capability gap
- Investment in capability
- Empathy
- Leadership development

Q236

"You're taken from the tools because you're really good at that job, and placed into a position of leadership. The most difficult point is right there — when you go from a mate to a manager. How much do we invest in people at that critical point? Because that's where you'll succeed or fail, become a micromanager or a good leader."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); Owner, Mental Health Journey Australia*

Topics:

- Frontline leadership
- Promotion
- Leadership development
- Capability gap
- Investment in capability

Q237

"Your CEO can talk till the cows come home about what they want within the business. But unless your frontline managers — the ones who actually lead the teams — believe it, understand it, and know how to implement it, there are no changes. They are the real change-makers."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); Owner, Mental Health Journey Australia*

Topics:

- Frontline leadership
- Culture change
- Change management
- Leadership

Q238

"If somebody comes in and says 'this is not working — there are risks, we need to create change,' a lot of people don't see it as an issue because they're happy with the way things are. So you start to be seen as the problem. To get rid of the disruptor and protect the status quo, the system fabricates a whole performance narrative that simply isn't true."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2026); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"; Expert in Relational Leadership*

Topics:

- Scapegoating
- Innovation
- Resistance to change
- Performance management
- Status quo

Q239

"It's the insecurity of people with a level of authority that initiates the scapegoating process — against somebody they feel threatened by, or inferior to, or inadequate relative to. It's an immature reaction to feeling insecure. That's the absurdity of the whole thing."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2026); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Scapegoating
- Leadership immaturity
- Psychosocial risk
- Insecurity
- Workplace bullying

Q240

"It's the lack of people standing up collectively and pushing back against these narratives that allows the scapegoating process to unfold. If more people stood up, that one person at the top has less power. The silence is what feeds it."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2026); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Scapegoating
- Voice
- Silence
- Collective courage
- Psychological safety

Q241

"Hatred is a sign of defeat. If you're hating somebody without ever having engaged in a meaningful conversation about what's actually driving you to dislike that person — for me, those people haven't grown. In fact, they're still growing."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"; Former child soldier; Refugee-background safety leader*

Topics:

- Multicultural safety
- Inclusion
- Hatred
- Empathy
- Human dignity

Q242

"We're all one people — we just have different stories. We just need to take the moment to understand what's driving someone, because these people would have grown up; they were young children at some stage. They're feeding from the wrong source of information."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:

- Multicultural safety
- Inclusion
- Empathy
- Understanding
- Human dignity

Q243

"Going to the toilet was controlled. You could go once a day, and seventy-two of us would line up. Sometime around three o'clock, you'd find a rock and put it on the line to wait your turn. That was life, really. It got to a point where I deprived myself of sleep just to survive."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:

- Survivor stories
- Trauma
- Resilience
- Child soldiers
- Human rights

Q244

"Becoming a refugee is not a choice. People don't wake up in the morning and say: 'I want to become a refugee.' Most who came here just want to give back to the country that has given them the opportunity. That's why so many of us work in aged care, disability, mining — making tangible changes in people's lives."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Refugee-background safety leader*

Topics:

- Multicultural safety
- Inclusion
- Refugees
- Workforce diversity
- Workforce capability

BATCH 8 — Q245–Q263 — GENDER-BASED VIOLENCE, COERCIVE CONTROL & NARCISSISTIC ABUSE

Cathy Oodie · Tori Cooke · Nova Gibson

Q245

"Femicide is defined as intentional killing with a gender-related motivation. It is different from homicide where the motivation may not be gender-related. Femicide is driven by discrimination against women and girls, unequal power relations, gender stereotypes or harmful social norms. It is the most extreme and brutal manifestation of violence against women and girls, which occurs on a continuum of multiple and related forms of violence."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Femicide
- Gender-based violence
- Definitions & terminology
- Continuum of violence
- Power & control

Q246

"There's a family violence incident that's being reported to police here in Australia every 10 minutes. It's just, it's shocking. … Last year recorded the highest number of femicides perpetrated by intimate partners or family members, indicating that the world is failing to stop deaths that could be prevented through early intervention, gender-responsive policing and justice and access to survivor-centred support and protection."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Family violence statistics
- Scale of harm
- Preventable deaths
- Early intervention
- Justice system response

Q247

"When we're looking at the numbers of those whose lives have been taken, that's just the tip of a very massive iceberg of people impacted by these issues, because we can't forget all of those who are not actually murdered and are living and surviving this on a day-to-day basis. … It's always going to be the tip of the iceberg because there's so much that happens behind the scenes that people might never feel comfortable to actually come forward, or it might take them many years."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Underreporting
- Hidden harm
- Iceberg metaphor
- Disclosure barriers
- Survivor experience

Q248

"Coercive control is a persistent pattern of controlling, coercive and threatening behaviour, including all or some forms of domestic abuse by a partner, ex-partner or a family member. It traps victims in a relationship and makes it impossible or dangerous to leave."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Coercive control
- Definitions & terminology
- Pattern of behaviour
- Entrapment
- Power & control

Q249

"When you're in a situation where you can be an active bystander and you're seeing someone being talked to disrespectfully, you do actually call that out. Because that person who is being disrespected, it might not be safe for them to actually be the person to challenge the other individual."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Active bystander
- Bystander intervention
- Speaking up
- Disrespect & disrespectful language
- Early warning signs

Q250

"If they had actually done anything — like arrest him, take a statement, take me to the hospital to get my injuries treated, anything would have helped — because it emboldened him to actually escalate his behaviours. The implied threat is what that coercive control is. … It was just the implied threat that he would do something that was enough to stop me or to get me to do what he wanted me to do."

Speaker: Cathy Oodie

Source: *Voices from the Edge — Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner*

Topics:

- Systemic failure
- Police response
- Escalation of harm
- Failure to act
- Emboldening perpetrators

Q251

"It starts at the very beginning of the relationship. This is not behaviour that is sudden. … In lots of ways, it is predictable. We can actually really look at patterns of behaviour and make some determinations on the risks that might be showing up. We use what we call key risk indicators to give us information about whether or not somebody is likely to become somebody who could end up behaving in a way that where somebody ends up dying or where there's a murder-suicide."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Predictable patterns
- Risk indicators
- Early warning signs
- Homicide prevention
- Foresight

Q252

"The challenge that we have is that some of these behaviours are seen as being romantic. So things like that constant kind of texting, the new girlfriend, sending her lots and lots of text messages, in lots of ways that can be seen as being really romantic. … In our language, we would talk about that as intense connection, strategies of intense connection."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Normalisation of risk
- Misreading warning signs
- Love bombing / intense connection
- Coercive control
- Perception

Q253

"What I talk about is the importance of interruption moments — interruption conversations with young men at 13, 14, 15 — and just having these little tiny kind of touch point conversations to interrupt these poor ideas or these notions of ownership and entitlement over having a girlfriend can actually go a long way to actually do some prevention."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Early intervention
- Interruption moments
- Prevention
- Behaviour change
- Upstream conversations

Q254

"We are talking about ordinary men. We are not talking about some monster that's rare, that's a rare thing. We're talking about ordinary men who struggle with a very particular set of attitudes that is widely accepted in our broader society. … If the guys are coming in to see people like me, then we're downstream. So if we're going to have conversations upstream, we need to be really unpacking and offering a very different story."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Ordinary perpetrators
- Cultural norms
- Upstream / downstream
- Systemic factors
- Social acceptance

Q255

"Coercive control is quite unique for two reasons. Reason number one is the distortion of reality — the deliberate and intentional distortion of reality. I don't use the term gaslighting, because gaslighting is a movie. The distortion of reality actually explains what that behavior really is. It distorts somebody's reality, it creates chaos and confusion, and that's its purpose. When somebody is confused and chaotic and they go into self-doubt, they are easier to control."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Distortion of reality
- Coercive control
- Reality testing
- Power & control
- Manipulation

Q256

"Why do we have a justice system that doesn't hold them accountable? Why do we have a political system that doesn't invest in men's behaviour change programs for the community? And why is it that none of us feel safe to interrupt the pattern of behaviour early enough so that this doesn't progress into adulthood, sophisticated patterns of behaviour where women and children die? Not only is this an individual problem, but it is also a social and community problem."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Systemic accountability
- Justice system
- Bystander courage
- Community responsibility
- Investment in prevention

Q257

"If you see your son texting his girlfriend 70 times a day, you stop him in his tracks and you say that is stalking behaviour. If you hear a man standing next to you saying horrible things about his partner's body, you stop him in his tracks and you say that's a very disrespectful way to talk about someone you say you love. You interrupt, you have the bravery and the courage to interrupt those moments."

Speaker: Tori Cooke

Source: *Voices from the Edge — Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention; 30+ years frontline social work*

Topics:

- Active bystander
- Calling out behaviour
- Stalking
- Disrespect & disrespectful language
- Interruption moments

Q258

"Narcissism is when someone is at the extreme end of what they call a spectrum and meets a certain criteria. … A complete lack of empathy, feelings of everyone's envious of me … the ability to use others to meet their own needs, complete lack of remorse, an air of superiority, massive sense of entitlement, and an air of grandiosity — 'I'm better than everyone else.'"

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Narcissism
- Definitions & terminology
- Personality disorders
- Lack of empathy
- Entitlement

Q259

"It's probably the only disorder where the person who has the disorder is not actually negatively impacted by it. It's everyone around the narcissist who finds themselves in therapy. And that's because they don't think there's anything wrong with themselves. They don't have a disorder — you do."

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Narcissism
- Lack of insight
- Externalised harm
- Self-awareness
- Survivor experience

Q260

"Covert narcissists are much more common and they hide their abuse behind closed doors. They're charming, they're shy, even. … The cognitive empathy is part of the trap. 'Hey, I feel for your pain. I'm giving you a cuddle while you're crying.' And that's what creates the massive confusion for victims later on, because these breadcrumbs of supposed empathy are not matching up with their horrific abuse on most days."

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Covert abuse
- Hidden harm
- Cognitive empathy
- Manipulation
- Recognition difficulty

Q261

"It's like the frog that gets in the water until the water is boiling — it doesn't know that it's happening till it boils to death. Perfect analogy for narcissistic abuse. … An example: it's a married couple, and the husband says to his wife, 'Look, you put your studies on hold because I want you to stay at home and look after the kids.' And she thinks, 'Oh wow, he's going to support me and I get to stay home with the kids — this is amazing.' But it started off under the guise of caring."

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Slow erosion
- Boiling frog analogy
- Normalisation of risk
- Coercive control
- Recognition difficulty

Q262

"Most victims to a certain point don't recognise it as abuse — not till it's really, really obvious that something is off in this relationship and they are a completely different person to the one that walked into the relationship. And it's because of that coercive control tool which often starts under the guise of caring."

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Recognition difficulty
- Self-awareness
- Identity erosion
- Coercive control
- Survivor experience

Q263

"It's like death by a thousand paper cuts. It's this chip, chip, chip, chip away at you and eroding your boundaries and self-worth away so slowly over time you don't see it happening to you."

Speaker: Nova Gibson

Source: *Voices from the Edge — Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:

- Cumulative harm
- Death by a thousand cuts
- Slow erosion
- Boundary erosion
- Self-worth

BATCH 9 — Q264–Q325 — TRAINING & VET, SAFETY CLUTTER, OCCUPATIONAL DISEASE, OCCUPATIONAL VIOLENCE & PSYCHOSOCIAL GOVERNANCE

Dr Dimi Lattas · Marc Miles · Amanda Amaral · Andreas Landwehr · Ian Collins · David Wollage · Prof John Cherrie · Dr Drew Rae · Sarah Thomas · Lance Burdett · Dr Lisette Kanse · Dr Alexander Paselk · Daryl Johnson · Cathy Oodie · Tom Bourne

Q264

"Social workers don't enjoy working in correctional spaces. They don't feel like there's enough professional freedom. They don't feel like they can enact meaningful change. They butt heads against the system and they leave those roles. And the problem is that them leaving the roles doesn't fix the problems."

Speaker: Dr Dimi Lattas

Source: *Voices from the Edge Podcast (Bourne, 2025); Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*

Topics:

- Workforce retention
- Systemic failure
- Professional autonomy
- Corrections
- Psychosocial hazards

Q265

"Currently in Australia, there's no mandated component of social work education that you have to teach students how to de-escalate a client. So we can't guarantee that social work students have that capability, yet we know it's a competency."

Speaker: Dr Dimi Lattas

Source: *Voices from the Edge Podcast (Bourne, 2025); Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*

Topics:

- Training gaps
- De-escalation
- Occupational violence
- Competency
- Education design

Q266

"Experiences of workplace violence and workplace aggression decrease social workers' occupational commitment. They increase our feelings of wanting to leave. And so we burn through a lot more social workers if we don't have appropriate responses to violence and appropriate ways to prevent and manage violence when it occurs."

Speaker: Dr Dimi Lattas

Source: *Voices from the Edge Podcast (Bourne, 2025); Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*

Topics:

- Occupational violence
- Workforce retention
- Psychosocial hazards
- Prevention
- Worker wellbeing

Q267

"If you're confining a population that has already experienced violence, is normalised with violence, has survival mechanisms of violence, the risk of violence is obviously extremely high. If we can develop training that makes people aware of those responses, you'll have less violent incidents. You'll have a better workforce."

Speaker: Dr Dimi Lattas

Source: *Voices from the Edge Podcast (Bourne, 2025); Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*

Topics:

- Occupational violence
- Trauma-informed practice
- Corrections
- Hazard identification
- Training value

Q268

"The reason no one is solving it is people want to put forward really simplistic options. If we lock everybody up, it'll be better. But we know fundamentally that that's not true. What we're doing works with our less traumatised clients, but it is not currently working for our most complicated and most complex client group."

Speaker: Dr Dimi Lattas

Source: *Voices from the Edge Podcast (Bourne, 2025); Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*

Topics:

- Simplistic solutions
- Systems thinking
- Evidence-based practice
- Policy failure
- Youth justice

Q269

"The more restrictive you get with how it's delivered and what you're covering off, the more that can actually impinge on innovation. We want the consistency. We also want innovation. But there's got to be what I would call systematic innovation, so that people are not left on the edges wondering what just happened."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Training design
- Innovation
- Consistency
- Standardisation
- Training quality

Q270

"Just because someone's gone through 100 or 200 slides doesn't really mean that they've learned the information."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Training effectiveness
- Training value
- Compliance vs learning
- Learning transfer

Q271

"At what standard are you happy for the training to be delivered? You could design the training for the brand new trainer. Or the organisation could make the decision: no, we want our training quality to be at this level, not the lowest common standard or the bare minimum."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Training quality
- Organisational standards
- Leadership decisions
- Professional development

Q272

"Is the qualification that somebody is undertaking actually going to lead to them being able to do the thing in the workplace? I'm arguing for a stringent job skill analysis based on what a trainer and assessor actually does."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Competency
- Qualification design
- VET sector
- Work as done
- Training value

Q273

"The more overt you get, the more you lose the game. If it's getting to the point where you're having to have one-on-one conversations, that's a very downstream effect of not putting things in place upstream."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Upstream / downstream
- Prevention
- Classroom management
- Difficult conversations
- Systems thinking

Q274

"He said, mate, could you back off a little bit? My dog has just died and I'm not in a great place. In that moment I had to check myself. How dare I ever have the audacity to jump to a conclusion? As soon as I get out of that space of curiosity and speak to the person and not the behaviour, that's when things go downhill."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Curiosity
- Assumptions
- Difficult conversations
- Empathy
- Hindsight bias

Q275

"When we try to mix the teaching role with a crisis management role, we're trying to do too much in one moment as a trainer. Are trainers actually taught this? I would say no."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Role clarity
- Training gaps
- Occupational violence
- Trainer safety
- Crisis management

Q276

"It's like we have this idea that if we do these tick-box exercises, that's going to lead to better performance. But it doesn't. The proof is in the performance. If you're meeting standards but not actually growing as an individual, do both. As a trainer, you can only take your learners as far as you go and as far as you grow yourself."

Speaker: Marc Miles

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Facilitator; Author, "Creating Transformation: Advanced Training Skills for Workshop Facilitators" (2024)*

Topics:

- Professional development
- Tick-box compliance
- Continuous improvement
- Self-reflection
- Training quality

Q277

"We're adding so much red tape where it shouldn't be, but we still see incidents happening. We still see fatalities in construction. We need to ask ourselves why. What are we doing that perhaps we should try something different?"

Speaker: Amanda Amaral

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*

Topics:

- Safety bureaucracy
- Safety clutter
- Fatality prevention
- Questioning assumptions

Q278

"Frontline workers take their workspace, their environment and their equipment seriously. They will shut down and disregard whatever you send them that doesn't make sense to their work environment. I would come aboard with the annual safety campaign and get eyes rolled. Ask them what they want to see before you go, then present it with their input. That's a completely different story."

Speaker: Amanda Amaral

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*

Topics:

- Safety communication
- Worker engagement
- Consultation
- Frontline knowledge
- One-size-fits-all

Q279

"My first safety manager was a safety cop. We went offshore and I was told we had to find a hundred hazards on board. When the crew got that list to rectify, they weren't happy. They were not part of the conversation. I wasn't welcome on board that vessel ever again."

Speaker: Amanda Amaral

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*

Topics:

- Policing safety
- Worker engagement
- Consultation
- Trust
- Safety profession

Q280

"I've seen incidents happen because of hierarchy. Because of the hierarchy, people wouldn't stop the job."

Speaker: Amanda Amaral

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*

Topics:

- Power distance
- Stop work authority
- Fear of speaking up
- Multicultural workforce
- Hierarchy

Q281

"I'm not the one that knows their work. They are."

Speaker: Amanda Amaral

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*

Topics:

- Frontline knowledge
- Worker engagement
- Humility
- Work as done

Q282

"It was the same playbook as SARS. Local authorities didn't want to talk about it, and only when things could no longer be hidden did they come out and say what was going on. A lot of valuable time was lost, many weeks where other countries could have prepared."

Speaker: Andreas Landwehr

Source: *Voices from the Edge Podcast (Bourne, 2025); Journalist; former Beijing Bureau Chief and Asia-Pacific Head, Deutsche Presse-Agentur (dpa)*

Topics:

- Early warning signs
- Information suppression
- Crisis management
- Organisational failure
- Foresight

Q283

"I called a biology professor about a herd of wild elephants. He said, no, this is too sensitive, I cannot talk about it. It was not the elephants. It was talking to a foreign journalist. This feeling of fear really limited our work."

Speaker: Andreas Landwehr

Source: *Voices from the Edge Podcast (Bourne, 2025); Journalist; former Beijing Bureau Chief and Asia-Pacific Head, Deutsche Presse-Agentur (dpa)*

Topics:

- Fear of speaking up
- Psychological safety
- Information flow
- Silence

Q284

"Some West Germans went to East Germany and told them how to do things. There was a certain arrogance, a feeling that the West had won and the East had lost. That contributed to a lot of resentment, and even after 30 years there is still a wall in our heads."

Speaker: Andreas Landwehr

Source: *Voices from the Edge Podcast (Bourne, 2025); Journalist; former Beijing Bureau Chief and Asia-Pacific Head, Deutsche Presse-Agentur (dpa)*

Topics:

- Change management
- Imposed change
- Arrogance
- Culture
- Consultation

Q285

"It's one thing to know that error is normal, blame fixes nothing, systems drive behaviour, response matters and learning is essential. But what do I do with that? So we actually help companies operationalise those concepts."

Speaker: Ian Collins

Source: *Voices from the Edge Podcast (Bourne, 2025); Master Coach; Founder, Safety Coach International and How to HOP*

Topics:

- HOP
- Implementation gap
- Systems thinking
- Blame & accountability
- Learning from work

Q286

"We need to move away from purely compliance. We don't get rid of it. It's a valid, important part of the system. But we also need an equal amount of appreciation for the human beings in our organisations and those that lead them."

Speaker: David Wollage

Source: *Voices from the Edge Podcast (Bourne, 2025); Safety Leadership Professional; Co-developer, Safety Coaching Foundational Workshop*

Topics:

- Compliance
- Human-centred safety
- New view of safety
- Leadership
- Balance

Q287

"Ask 100 safety people what a safety coach is and it's a bit like a risk assessment: you'll get 80 or 90 different versions. It's only when we clearly define what we are talking about that we can have a proper conversation about how to improve it."

Speaker: David Wollage

Source: *Voices from the Edge Podcast (Bourne, 2025); Safety Leadership Professional; Co-developer, Safety Coaching Foundational Workshop*

Topics:

- Definitions & terminology
- Safety coaching
- Shared understanding
- Safety profession

Q288

"Asbestos will be a problem regardless. We've done so much to reduce worker exposure that the problem now is not the workers. It's the people incidentally exposed simply because the asbestos is in the building. Because there are so many of them, the potential impact in future cases of disease is very big."

Speaker: Prof John Cherrie

Source: *Voices from the Edge Podcast (Bourne, 2025); Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*

Topics:

- Asbestos
- Legacy hazards
- Public exposure
- Occupational disease
- Latency

Q289

"I think the terminology 'victims' is okay to use. They have suffered from something that was inflicted on them."

Speaker: Prof John Cherrie

Source: *Voices from the Edge Podcast (Bourne, 2025); Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*

Topics:

- Asbestos
- Occupational disease
- Language
- Accountability

Q290

"There's a reluctance in the removal industry to champion new ideas, partly because they know that with existing techniques they can comply with current legislation. Reducing the exposure limit won't do much to protect the workers directly, but it will force contractors to think about new ways of doing the work. You have to do something upstream to change the methodology."

Speaker: Prof John Cherrie

Source: *Voices from the Edge Podcast (Bourne, 2025); Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*

Topics:

- Hierarchy of control
- Compliance ceiling
- Exposure standards
- Innovation
- Upstream controls

Q291

"We knew asbestos was harmful for a very long time before we eventually banned it, and that is a pattern you see over and over with hazardous materials. The biggest lesson is: don't wait. If it's a severe hazard that puts a lot of people at risk, the most effective way to deal with it is to ban it."

Speaker: Prof John Cherrie

Source: *Voices from the Edge Podcast (Bourne, 2025); Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*

Topics:

- Silicosis
- Engineered stone
- Elimination
- Regulatory delay
- Lessons from history

Q292

"Nobody's checking products coming in to make sure they don't contain asbestos. You have to rely on the purchaser to do their due diligence. If you're not aware this is a potential problem, you might naively just accept it."

Speaker: Prof John Cherrie

Source: *Voices from the Edge Podcast (Bourne, 2025); Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*

Topics:

- Asbestos
- Imported products
- Due diligence
- Supply chain risk

Q293

"Safety clutter is things that accumulate in organisations in the name of safety, where we don't have good evidence that they reduce the likelihood or severity of accidents. No one likes doing risk assessments they suspect don't assess risk, or filling out checklists they think are just to cover someone's backside. People want to do meaningful work."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety clutter
- Safety bureaucracy
- Meaningful work
- Worker engagement
- Evidence-based safety

Q294

"I've met inspectors who think documented risk assessments are legally required. I ask them where it is in the regulations or the legislation, and they can't answer, because there are very few documents literally required by safety regulation."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Safety clutter
- Legal myths
- Regulation
- Risk assessment
- Paperwork

Q295

"The term I would use is false assurance. We look like we are helping keep people safe and look like we're evaluating safety. We raise the level of confidence, but we definitely don't proportionally ensure that the protections are actually in place."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- False assurance
- Safety profession
- Assurance
- Risk management
- Governance

Q296

"You start with a good habit: good teams stop, think and brief before they act. The moment it goes wrong is when you say, let's make people do this good thing. The organisation seizes control of a good habit and turns it into a ritualised practice. Then we double down with forms, training, audits, until the rational thing for the safety team to do is not to read them, but to weigh them."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Take 5s / pre-task checks
- Ritualised safety
- Safety clutter
- Bureaucratisation
- Unintended consequences

Q297

"If you believe you know how these things work and there's a time and place they do work, you have an obligation to the rest of the world to prove it properly, because the current weight of evidence says you're probably wrong."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Evidence-based safety
- Take 5s / pre-task checks
- Burden of proof
- Critical thinking

Q298

"We tend to be very good at discarding other ideas because there's no evidence for them, and then we pick up our own idea, which has just as little evidence, and stand by it. We have to start criticising our own ideas, rather than treating them as slogans where whoever shouts loudest wins."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Critical thinking
- Evidence-based safety
- Confirmation bias
- Safety dogma

Q299

"There are too many people trying to fix things and not enough people trying to understand the way things are now. On average, as a profession, we are undereducated. The solution to frustration is curiosity, and the way to build curiosity is to learn."

Speaker: Dr Drew Rae

Source: *Voices from the Edge Podcast (Bourne, 2024); Associate Professor, Safety Science Innovation Lab, Griffith University*

Topics:

- Curiosity
- Professional development
- Safety profession
- Understanding before fixing

Q300

"It takes a certain type of personality to get on a boat and spend months at sea. You learn to put up and shut up and get on with it, and I think that's a very Kiwi attitude. So instead of asking what good looks like, we sit there and put up with crappy machinery that takes people's fingers off."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- National culture
- Normalisation of risk
- She'll be right
- Plant safety
- Tolerance of hazards

Q301

"Small businesses spend so much money on marketing and social media, yet they won't spend time doing risk assessments and setting up their systems with good rumble strips and controls in the first place."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Small business
- Risk assessment
- Investment in safety
- Priorities

Q302

"The legislation is fine. The real issue is we have not had the codes of practice and good practice guidelines underneath it. A lot of people are doing really good work on what to do. It's the how to do it, giving it a pulse and deploying it on the ground, that isn't working."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Regulation
- Codes of practice
- Implementation gap
- Guidance

Q303

"Seasoned inspectors have taken early redundancy, so this bench strength, this intellectual property, has literally walked out the door and hasn't been replaced. The regulator is supposed to be regulating psychosocial harm, yet it's pretty hard to regulate when it feels so broken and such a fearful place to work."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Regulator capability
- Psychosocial hazards
- Knowledge loss
- Restructuring
- Organisational hypocrisy

Q304

"We have this mindset of finding what's wrong, and we're really, really shabby at celebrating what's right."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Learning from success
- Safety profession
- Work as done
- Positive reinforcement
- Safety II

Q305

"On paper someone is a third-year apprentice, but in practice they've only been working about a year and a half, because they haven't had the time on the tools and their block courses were cancelled."

Speaker: Sarah Thomas

Source: *Health & Safety Conversations (Bourne, 2025); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Competency
- Training gaps
- Apprenticeships
- Paper vs reality

Q306

"The best leaders I've ever had remembered you, remembered something about you, and asked you what you thought. For me, that's what leadership is."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Lead Crisis Negotiator*

Topics:

- Leadership
- Worker engagement
- Respect
- Listening

Q307

"Some approaches have been quite loud or influential: this is the right thing to do, we must roll it out everywhere. That doesn't necessarily mean it's going to make a difference everywhere and in every setting. Context is really important."

Speaker: Dr Lisette Kanse

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:

- Evidence-based safety
- Context
- Safety fads
- Critical thinking

Q308

"A compliance-based approach is, in a way, comforting for management. But you can't possibly foresee all the scenarios workers will encounter in high-risk environments, so by necessity your rule books and procedure manuals won't cover everything. Twenty-five years ago we were working on the usability of procedures. Nowadays you enter new organisations and that same problem is still there."

Speaker: Dr Lisette Kanse

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:

- Compliance
- Procedures
- Work as imagined
- Work as done
- Organisational learning

Q309

"There's a bit of unclarity as to who owns this area [psychosocial risk: safety or HR]. There might be parallel approaches without these often quite siloed disciplines talking to each other. It would be so much better if there was that conversation."

Speaker: Dr Lisette Kanse

Source: *Voices from the Edge Podcast (Bourne, 2025); Senior Lecturer, Psychological Science, UWA*

Topics:

- Psychosocial hazards
- HR and safety
- Silos
- Role clarity
- Governance

Q310

"When people get a bonus for not having an incident, they try not to report. They want the short-term benefit at the end of the year. Maybe a few times it works out, but one time it happens, and in the worst case that is a fatality."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; CSP; Safety Leader, Kuwait*

Topics:

- Perverse incentives
- Underreporting
- Lag indicators
- Bonus schemes
- Fatality prevention

Q311

"Safety is not police. I never heard of somebody getting injured because the garbage bin was overflowing. But I have heard of somebody getting injured because a tool dropped down. Our job is that everybody goes home and doesn't get injured by the equipment in use."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; CSP; Safety Leader, Kuwait*

Topics:

- Policing safety
- Critical risk
- Housekeeping vs hazard
- Safety purpose
- Line of fire

Q312

"Walk the process. See what people are actually doing before you demand safety. Maybe what you're implementing is not practical for these guys and creates more risk in the end, because it's safe on paper, but when you see it, actually it's not."

Speaker: Dr Alexander Paselk

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD OHS; CSP; Safety Leader, Kuwait*

Topics:

- Work as done
- Work as imagined
- Procedures
- Unintended consequences
- Frontline knowledge

Q313

"When a behaviour happens in the workplace, HR and WHS have to work together to establish whether it's standalone or being caused by another psychosocial hazard. If role overload is causing harassment, HR deals with the behaviour and WHS deals with the hazard."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Owner, Mental Health Journey Australia*

Topics:

- Psychosocial hazards
- HR and safety
- Root cause
- Work design
- Workplace behaviours

Q314

"I've seen some pretty bad ones: we just need the tick in the box, fly me up to run some education, and that will keep the regulator off their back until the next inspection. On the outside the business was adamant about psychosocial hazards. When push came to shove, it was 'the person needs to harden up'."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Owner, Mental Health Journey Australia*

Topics:

- Tick-box compliance
- Psychosocial hazards
- Organisational hypocrisy
- Regulator
- Leadership

Q315

"I was running psychosocial hazards training and a message came down: the CEO is too busy, he's got a meeting. I thought, wow, we're setting the tone right there."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Owner, Mental Health Journey Australia*

Topics:

- Leadership commitment
- Role modelling
- Psychosocial hazards
- Executive accountability

Q316

"You don't have to embarrass the individual. 'That's enough, no more of that.' Redirect the conversation and put a padlock on that comment. Then you must follow up with that person and explain why you pulled it up."

Speaker: Daryl Johnson

Source: *Voices from the Edge Podcast (Bourne, 2026); RN; Owner, Mental Health Journey Australia*

Topics:

- Calling out behaviour
- Supervision
- Workplace behaviours
- Difficult conversations

Q317

"I'd be turning up at work with bruises all down my arm or broken bones. Someone might even witness the abuse happening to me. No one ever intervened. No one said anything. It emboldened the perpetrator and it made me feel so alone. He'd say, it can't be that bad if no one says anything."

Speaker: Cathy Oodie

Source: *Voices from the Edge Podcast (Bourne, 2025); Lived experience advocate; specialist family violence practitioner; community member, Victoria's Adult Parole Board*

Topics:

- Active bystander
- Workplace response
- Silence
- Early warning signs
- Family violence at work

Q318

"They weren't monsters. They're not ogres hiding in the dark. They could be your neighbour. They could be someone you're working with."

Speaker: Cathy Oodie

Source: *Voices from the Edge Podcast (Bourne, 2025); Lived experience advocate; specialist family violence practitioner; community member, Victoria's Adult Parole Board*

Topics:

- Ordinary perpetrators
- Workplace response
- Recognition difficulty

Q319

"The closest I've ever felt to being back in a situation of domestic abuse was in the office of one particular workplace bully."

Speaker: Cathy Oodie

Source: *Voices from the Edge Podcast (Bourne, 2025); Lived experience advocate; specialist family violence practitioner; community member, Victoria's Adult Parole Board*

Topics:

- Workplace bullying
- Psychosocial hazards
- Trauma
- Power & control

Q320

"Look at drink driving, cigarettes and seatbelts. We can't run one awareness campaign from one angle and stop. It has to be a consistent and persistent approach over many years."

Speaker: Cathy Oodie

Source: *Voices from the Edge Podcast (Bourne, 2025); Lived experience advocate; specialist family violence practitioner; community member, Victoria's Adult Parole Board*

Topics:

- Prevention
- Behaviour change
- Social norms
- Sustained effort

Q321

"Far too often I've seen safety professionals think their role is to use checklists and measure things against standards they don't understand, don't believe in, and don't know who developed."

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2025); Host; Safety Author*

Topics:

- Safety profession
- Tick-box compliance
- Checklists
- Purpose

Q322

"If you go one-size-fits-all, you end up with something that doesn't fit anyone."

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2025); Host; Safety Author*

Topics:

- Safety communication
- One-size-fits-all
- Consultation

Q323

"I don't think our systems actually support small businesses creating safe work. They don't have the education, they don't have the time, and they don't have the resources to do it at the level legislation almost demands."

Speaker: Tom Bourne

Source: *Health & Safety Conversations (Bourne, 2025); Host; Safety Author*

Topics:

- Small business
- Regulation
- Systems thinking
- Capability

Q324

"Like most compliance functions, you have to think about the purpose. Has it become a process in itself? Then the process drives us, rather than actually wanting to get better."

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2025); Host; Safety Author*

Topics:

- Compliance
- Purpose
- Professional development
- Process over purpose

Q325

"If we're not involving the police in criminal matters, you have to ask yourself, why aren't we?"

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2026); Host; Safety Author*

Topics:

- Sexual harassment
- Accountability
- Criminal conduct
- Workplace response

BATCH 10 — Q326–Q379 — PSYCHOSOCIAL GOVERNANCE, THE SAFETY ROLE, CRITICAL RISK, ONLINE HARM & SCAPEGOATING

Sarah Barnbrook · Sacha Kaluri · Michelle Stephenson · Dr Nektarios Karanikas · Nathalie Martinek · Nova Gibson · Philip Lako · Sally North · Sandra Lam · Sarah Thomas · Tori Cooke · Lance Burdett · Tom Bourne

Q326

"It's so much cheaper to prevent harm than it is to actually treat it."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Prevention
- Cost of harm
- Safety by design

Q327

"People talk about safety by design. I speak a lot about unsafe by design, because a lot of these things are built for profit. And as soon as we start putting human rights up for sale, there's a huge problem."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Safety by design
- Profit over safety
- Technology
- Human rights
- Design over behaviour

Q328

"The tech companies have the capacity to implement measures to protect kids from being exploited online, and they're only choosing to use them in certain areas of their technology. I would question why."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Reasonably practicable
- Available controls
- Corporate accountability
- Technology
- Child safety

Q329

"I understand there's a sense that we're going to be hampering innovation or productivity. But if we march ahead without taking those considerations into mind, it's going to cost us more in the end to fix all the harm we've done. It may not cost with money, but it'll cost more with humanity."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Safety vs productivity
- Innovation
- Risk assessment
- Cost of harm
- Technology

Q330

"Kids are going to find a way anyway. And if they do, how do they report it? It's going to mask the data of what's actually occurring online. We're not going to get a true capture of what's happening, and they won't want to disclose."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Underreporting
- Unintended consequences
- Data quality
- Prohibition

Q331

"It's actually doing it. Not just saying it. You have measurable goals, they're written into your strategic plan, and they're not just boxes that you check. It's not lip service. It's accountable, transparent, and we can measure it."

Speaker: Sarah Barnbrook

Source: *Voices from the Edge Podcast (Bourne, 2025); Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*

Topics:

- Tick-box compliance
- Accountability
- Diversity & inclusion
- Measurement
- Leadership commitment

Q332

"We're talking about caring about people's mental health at work, but then we don't really, because at the end of the day we care about the bottom line. Are we building an environment that's trustworthy enough that people can actually tell us the truth about how they're feeling?"

Speaker: Sacha Kaluri

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder & Director, Australian Teenage Expo; Author, "The Two Worlds of Your Teenager"*

Topics:

- Psychological safety
- Psychosocial hazards
- Trust
- Profit over safety
- Organisational hypocrisy

Q333

"There are always two speakers in the room. My voice, and the voice inside your head. If that voice is saying 'I'm not smart enough, this won't work for me', it's way louder than mine, and nothing I say gets through."

Speaker: Sacha Kaluri

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder & Director, Australian Teenage Expo; Author, "The Two Worlds of Your Teenager"*

Topics:

- Learning
- Training effectiveness
- Self-talk
- Adult learning

Q334

"I can give you all of these great strategies, but life amalgamates itself inside all of that. Sometimes, no matter what you do, those strategies don't work, because it's life, and it's messy, and it doesn't all go to plan."

Speaker: Sacha Kaluri

Source: *Voices from the Edge Podcast (Bourne, 2025); Co-founder & Director, Australian Teenage Expo; Author, "The Two Worlds of Your Teenager"*

Topics:

- Work as imagined
- Work as done
- Complexity
- Strategy vs reality

Q335

"There's evidence that if someone experiences role ambiguity, it can predict them becoming a bully three years later. So it's no longer 'we've just got bad eggs'. The way work is designed can contribute to that poor behaviour."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Role clarity
- Workplace bullying
- Work design
- Bad apple theory
- Systems thinking

Q336

"If the organisation hasn't improved the work environment, then we're just throwing someone back into the same dirty bath water and expecting them to thrive the second time around."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Return to work
- Psychological injury
- Work design
- Workers compensation

Q337

"We need to consider frequency, duration of exposure and severity, as well as likelihood and consequence. We can't just apply our physical risk models to this."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Psychosocial risk assessment
- Risk matrices
- Exposure
- Psychosocial hazards

Q338

"Vicarious trauma is not usually the result of a one-off. It's that cumulative, compounding effect. So consider work design and rotation: does everyone need to be exposed to every single story?"

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Vicarious trauma
- Cumulative harm
- Work design
- Emergency services

Q339

"We've got it on paper what we need to do. I don't think we've seen a lot of examples of what good looks like."

Speaker: Michelle Stephenson

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; President, SIOPA*

Topics:

- Psychosocial hazards
- Implementation gap
- Guidance
- Good practice

Q340

"We think we are there to save the workers, but in reality we are paid by management to advise the employer how to discharge the health and safety duties. Do you know any health and safety professional who reported their employer to the regulator? That's proof we are an instrument of management."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Safety profession
- Role identity
- Independence
- Organisational power
- Safety role conflict

Q341

"Safety is what we practise to achieve health, to maintain health. Safety is the instrument. Safety cannot be at risk; safety is practice. So when we go to people, we need to highlight the health that is at risk. Then we do safety."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Health vs safety
- Safety purpose
- Safety communication
- Occupational health

Q342

"We have a huge body of knowledge that says admin and PPE are the weakest forms of controlling risk, and 90 percent of the discussion is about admin. Follow the procedure: admin. Comply with the policy: admin. Do you see the paradox?"

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Hierarchy of control
- Administrative controls
- Procedures
- Safety profession

Q343

"At a conference of 50 presentations there was one on hygiene, one on ergonomics, one on process safety, and the other 45 were about how to be good people. What message do new professionals get? Then they're asked to assess a chemical and have no idea."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Technical competence
- Occupational hygiene
- Safety profession
- Professional development

Q344

"We're not change makers. We're influencers. We can advise, show the way, provide the tools. Changing others is a very huge claim to make."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Safety profession
- Influence
- Role clarity
- Humility

Q345

"We don't manage people. You manage the resources that people have to do their job."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Leadership
- Resourcing
- Work design
- Management

Q346

"When we say 'don't focus on Tom, focus on the system', we actually mean focus on other people. We are the system."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Systems thinking
- Blame & accountability
- Just culture
- Accountability

Q347

"Small businesses say they can't afford safety advice. Well, they have the resources to pay an accountant for their finances. So they need to find the resources to pay a safety consultant for the safety part."

Speaker: Dr Nektarios Karanikas

Source: *Voices from the Edge Podcast (Bourne, 2025); Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*

Topics:

- Small business
- Resourcing
- Priorities
- Due diligence

Q348

"People don't necessarily speak up and say the thing that bothers them in the moment. They keep quiet so they don't ruffle feathers. That's how scapegoating is sustained. It thrives on uncertainty, whereas being yelled at by a boss in front of everyone is clearly abusive and you can do something about it."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Scapegoating
- Silence
- Bystanders
- Ambiguity
- Psychosocial hazards

Q349

"I don't think most institutions are aware of what they're doing. It's an unconscious reaction. Nobody ever wants to believe they're the perpetrator of wrongdoing."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Scapegoating
- Organisational blind spots
- Self-awareness
- Leadership

Q350

"Once the scapegoat leaves, they're still under surveillance. They lose credibility and find it harder to get work in the same industry, because people move to control the narrative. Meanwhile, inside the organisation, it's like they never existed. They're erased."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Scapegoating
- Career harm
- Narrative control
- Psychological injury

Q351

"Many people are elevated into leadership without the development or maturity, and when feedback doesn't fit their ideal image of themselves, they lash out at the person who gave it. Leaders, you're modelling the culture you are permitting."

Speaker: Nathalie Martinek

Source: *Voices from the Edge Podcast (Bourne, 2025); PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"*

Topics:

- Leadership
- Ego
- Feedback
- Role modelling
- Scapegoating

Q352

"You're not going to be able to take a snapshot in time around this type of abuse, because it happens over time."

Speaker: Nova Gibson

Source: *Voices from the Edge Podcast (Bourne, 2025); Director & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:
- Pattern of behaviour
- Investigation
- Coercive control
- Cumulative harm

Q353

"Seeing a counsellor who doesn't understand the dynamics of coercive control isn't necessarily better than having no counselling, because they may do what the abuser did and minimise your experience."

Speaker: Nova Gibson

Source: *Voices from the Edge Podcast (Bourne, 2025); Director & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:
- Support services
- Competence
- Secondary harm
- Coercive control

Q354

"Because it's become a buzzword and people don't know the true meaning, it really minimises the experience of victims and their ability to get support."

Speaker: Nova Gibson

Source: *Voices from the Edge Podcast (Bourne, 2025); Director & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023)*

Topics:
- Definitions & terminology
- Buzzwords
- Minimisation
- Support

Q355

"I see safety as a licence, a social licence to speak with people in the workplace and understand them a little better, so we can understand what is driving them to do what they do."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:
- Safety profession
- Worker engagement
- Purpose
- Understanding behaviour

Q356

"When we investigate, we are investigating systems. So we ask questions like: how did the business set this person up to fail?"

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:
- Incident investigation
- ICAM
- Systems thinking
- Blame & accountability

Q357

"The law allows workers to refuse unsafe work. But for a person from a cultural background where 'this is my boss, how can I?', refusing is disrespectful. I've heard of workers deliberately not reporting incidents because it would make their supervisor look bad to upper management."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:

- Power distance
- Stop work authority
- Underreporting
- Multicultural workforce
- Fear of speaking up

Q358

"A lot of people rely on EAP programs as the solution, but EAPs are secondary interventions. They come in when something has already gone wrong."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:

- EAP
- Psychosocial controls
- Prevention
- Hierarchy of control

Q359

"It's the leader who should make the effort to reach out. Don't talk mainly about work. Ask about family. And in the next conversation, follow up on what they told you."

Speaker: Philip Lako

Source: *Voices from the Edge Podcast (Bourne, 2026); Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"*

Topics:

- Leadership
- Trust
- Multicultural workforce
- Psychological safety

Q360

"There can be a misconception that all psychosocial hazards have to be eliminated. You can't eliminate them, so people feel they should give up. Psychosocial hazards tend to be present in workable forms. We're not expecting elimination as a regulator."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Psychosocial hazards
- Regulator expectations
- Reasonably practicable
- Elimination

Q361

"Organisational learning is hard to sustain. Sometimes people think, this hasn't happened to me before, I've navigated around this hazard my whole career, the controls are unnecessary or common sense. They are literally critical risks that have to be controlled."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Organisational learning
- Critical risk
- Normalisation of risk
- Repeat incidents

Q362

"The key practical support for health and safety reps is giving them time to do their duties. If it's something you end up doing in a lot of extra time, it's not surprising people aren't attracted to it."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Health and safety representatives
- Consultation
- Resourcing
- Work demands

Q363

"Industrial manslaughter is a very strict set of contraventions. Multiple things have to line up and be proven beyond reasonable doubt, that people knowingly exposed others to critical risks and took no action. So it will always be a rare event, and for good reason."

Speaker: Sally North

Source: *Voices from the Edge Podcast (Bourne, 2025); WorkSafe Commissioner, Western Australia*

Topics:

- Industrial manslaughter
- Prosecution
- Burden of proof
- Regulation

Q364

"I'm sure I throw things at my team saying we've got to do this, but we're not actually removing anything that isn't useful anymore."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Role clarity
- Work demands
- Prioritisation
- Leadership

Q365

"People forget it's not just how many hours of sleep you get, but how long you've been awake. You're up at three for the flight, you work the shift, you don't sleep well the first night in a different room. That's the beginning of your swing."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Fatigue
- FIFO
- Rostering
- Hours awake

Q366

"We can say we believe in this, we prioritise it, we're committed to it, but that's just words."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Leadership commitment
- Organisational hypocrisy
- Sexual harassment

Q367

"I would ask the person what they want. The worst thing you can do is make assumptions about what they have to deal with and what they want."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Trauma-informed practice
- Sexual harassment
- Victim-centred response
- Investigation

Q368

"Capacity development isn't about what you see, but how people feel about things. Once people know what good could look like, you can't take that away. Things go backward, but you go forward faster."

Speaker: Sandra Lam

Source: *Voices from the Edge Podcast (Bourne, 2025); Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*

Topics:

- Capability building
- Change management
- Organisational learning
- Standards

Q369

"If you're a small business and low risk, you only have to manage your critical risks. But if you've got critical risks, you're not a low-risk business. And there's still no legislative definition of what a critical risk is."

Speaker: Sarah Thomas

Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:

- Critical risk
- Regulation
- Small business
- Definitions & terminology

Q370

"I know small businesses that understand our tax law, one of the most complex in the world, overseas currencies and complex supply chains. Yet they can't get basic health and safety right. … I think it's a lack of wanting to understand. After a fatality they'll call in the lawyers, the insurers, the safety people. Until then, it's out of sight, out of mind."

Speaker: Sarah Thomas
Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:
- Small business
- Priorities
- Motivation
- Reactive safety

Q371

"The legal process says you're better to plead guilty. Then all you're doing is mitigating the fine. You're not actually testing the law. So there have been so few defended cases, and we still don't have definitions."

Speaker: Sarah Thomas
Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:
- Prosecution
- Guilty pleas
- Legal precedent
- Regulation

Q372

"Nothing's written in ink yet. Yet because of what's been put out to the public, people are already saying, oh well, it's not such a big problem, never mind."

Speaker: Sarah Thomas
Source: *Voices from the Edge Podcast (Bourne, 2026); Health & Safety Specialist, NZ; NZISM Professional Member*

Topics:
- Regulatory signals
- Law reform
- Complacency
- Leadership messaging

Q373

"Having a mental health diagnosis is not causal to family violence. Having a substance use problem is not causal to family violence. The behaviours themselves require a lot more sophistication."

Speaker: Tori Cooke
Source: *Voices from the Edge Podcast (Bourne, 2025); Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention*

Topics:
- Causation
- Family violence
- Myths
- Choice-based behaviour

Q374

"We talk about 'I'm-rightism' and how it's connected to pride: I need to be seen to be right in order to have status, to be liked, to belong."

Speaker: Tori Cooke

Source: *Voices from the Edge Podcast (Bourne, 2025); Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention*

Topics:
- Ego
- Status
- Masculinity
- Self-reflection

Q375

"They'll often say to us, 'we're the real victims'. We call that the internal victim stance: a very poor ability to self-reflect and ask, what's my contribution? How did my behaviour impact my family?"

Speaker: Tori Cooke

Source: *Voices from the Edge Podcast (Bourne, 2025); Consultant Practice Educator, Pandora Projects; men's behaviour change facilitator; specialist in homicide prevention*

Topics:
- Self-reflection
- Accountability
- Lack of insight
- Behaviour change

Q376

"Are we safer, or do we just feel safer? I know we feel safer. … You've got to look at the stats."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Lead Crisis Negotiator*

Topics:
- Perceived vs actual safety
- Measurement
- Evidence-based safety
- False assurance

Q377

"We had all been training on the assumption that the terrorist would come from someone like Al Qaeda or ISIS. We completely missed it. We dropped the ball completely."

Speaker: Lance Burdett

Source: *Voices from the Edge Podcast (Bourne, 2026); Former NZ Police Detective Inspector; Lead Crisis Negotiator*

Topics:
- Failure of imagination
- Foresight
- Assumptions
- Emergency preparedness

Q378

"If we don't have the enforcement part, we've created a false bottom to the market, where the unsafe operators draw the line for the culture of the rest of the industry."

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2025); Host, in conversation with Sally North*

Topics:
- Enforcement
- Regulation
- Competition
- Safety culture

Q379

"I don't know how you can be serious about tackling fatigue when people are working 12 to 14 hour shifts and 72-plus hours a week. Is it the elephant in the room we just don't look at?"

Speaker: Tom Bourne

Source: *Voices from the Edge Podcast (Bourne, 2025); Host, in conversation with Sandra Lam*

Topics:

- Fatigue
- FIFO
- Rostering
- Work design

BATCH 11 — Q380–Q506 — ORGANISATIONAL LEARNING, MEASUREMENT, BULLYING, OCCUPATIONAL DISEASE & LIVED EXPERIENCE

Emeritus Professor Andrew Hopkins · Jonathan Wilson · Tom Bourne · Steven Kirby · Lachie Samuel · Nayab Sultan · Sally Prosser · Ryan Alexiou · James Wood · Michael Weston · Andrea Paynter · Michael Cournane · Alexsandro Siedschlag · Bede Cammock-Elliott · Dr Drew Rae · Dr Nektarios Karanikas · Greg Smith · Zoe Nation · Chuck Casto · Kenneth Bloch · Elisa Lynch · Dr Tristan Casey · Francisco Valenzuela · Karina Bourne · Theo Venter

Q380

"My definition of culture is the way we do things around here. And it's not the way we are told to do things around here. It's the way we actually do them. That's a huge difference."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Safety culture
- Work as done
- Work as imagined

Q381

"It's actually the organisation that creates the culture. It's the structures of organisations, the incentive arrangements, that create the way we do things around here. And that shifts the focus away from individual workers. We have to get away from this blame-the-victim approach that's so common."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Safety culture
- Systems over individuals
- Blame
- Incentives

Q382

"There are companies that are trying to manage safety, but they end up just managing the measure. Bring people back on alternate duties and, hey presto, they're no longer lost time injuries. You've got a reduction in your LTI rate which doesn't correspond to a reduction in risk at all."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Lagging indicators
- LTI
- Measurement
- Injury management

Q383

"The focus is on injury rates, and there's no focus on managing major accident risk at all. Major accidents are rare for any one company. If you're trying to drive down your injury rate, you'll focus on the hazards creating those injuries, and that excludes the major accident hazards."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Major accident risk
- Process safety
- Lagging indicators
- Critical risk

Q384

"I'm generally very pessimistic about the extent to which corporations can learn lessons. Individuals can learn lessons, but corporations can't. If individuals haven't also learnt the lesson, they don't understand the importance of the procedures, and the corporate learning fades away."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Organisational learning
- Corporate memory
- Procedures

Q385

"Twenty-six years after Moura, the principal hazard management plan at Grosvenor for underground gas explosions was really not worth the paper it was written on. It was simply not observed. The fundamental lesson from Moura was totally ignored."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Organisational learning
- Mining
- Paper safety
- Major accident risk

Q386

"At Longford, when the fire was taking hold, one operator's first reaction was: if I hit the emergency shutdown button, what will this do to production? And he hesitated. The production pressures operating in that environment were far more important than anything else."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Production pressure
- Process safety
- Major accident risk
- Decision-making

Q387

"The people who create these procedures at the top of the organisation are not vulnerable to the hazards. If they were in the same situation as the workers, they would be a lot more careful than they currently are."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Procedures
- Work as imagined
- Leadership
- Power

Q388

"Companies say they encourage people to tell them what's going on, but there's no practical encouragement to do that. If you stick your neck out, you're just as likely to have it chopped off as rewarded. If management is serious about wanting the bad news, they have to reward the bearers of bad news."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Bad news
- Speaking up
- Psychological safety
- Leadership

Q389

"A business corporation's top priority is not to operate safely. Its top priority is to stay in business and make money, and that's always going to be the way. So safety can never be a top priority in a business organisation."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Safety as a priority
- Production pressure
- Corporate accountability

Q390

"The legislation doesn't say you must not kill people. It says you must minimise risk. But we don't get prosecutions for failure to minimise risk unless it results in a fatality. What we should be focusing on is pure risk prosecutions."

Speaker: Emeritus Professor Andrew Hopkins

Source: *Health & Safety Conversations Season 3; Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*

Topics:

- Regulation
- Prosecution
- Enforcement
- Risk management

Q391

"The institutional betrayal was actually far more harmful to my psychological wellbeing than the bullying itself. Everything I believed in for 23 years was founded on a lie."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Bullying
- Institutional betrayal
- Psychological harm
- Leadership

Q392

"It's institutional complicity, where the leadership is being complicit with the bullies. Most organisations have policies saying they won't tolerate bullying, and all of those things were corrupted in that meeting."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Bullying
- Institutional betrayal
- Policy vs practice
- Leadership

Q393

"You don't create culture by writing lots of nice colourful posters, sticking them up on the wall and saying job done. Leaders need to be living and breathing it and leading by example."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Safety culture
- Leadership
- Tokenism
- Bullying

Q394

"To be promoted you need the sponsorship of your line manager, so you have to acquiesce or emulate their behaviours. As you go up the pyramid you get more and more people behaving the same way, and by the top they're all reinforcing each other that they're doing the right thing."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Bullying
- Promotion
- Leadership
- Organisational culture

Q395

"The advice is to move the complainant away from the influence of the alleged bully. Well, if you're the target of the bullying, why should everything be uprooted for you?"

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Bullying
- Investigations
- Natural justice
- Psychosocial hazards

Q396

"If you punch me and I end up with a black eye, the employer will take action and so will the police. That black eye goes down in two weeks. But if you psychologically harm me, that trauma can stay with me for life."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Psychological harm
- Bullying
- Psychosocial hazards
- Enforcement

Q397

"There are standards for machine guarding, fire doors, fire extinguishers and fire drills. So why can't we do that with workplace bullying? A company over a certain size must have an independent reporting system and an independent, trauma-informed investigator."

Speaker: Jonathan Wilson

Source: *Health & Safety Conversations Season 3; Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*

Topics:

- Bullying
- Regulation
- Investigations
- Trauma-informed practice

Q398

"There's typically three outcomes from raising a bullying and harassment claim. The accused gets shifted sideways and their behaviour isn't addressed. The bully is somehow promoted because we're scared of a wrongful dismissal claim. Or the person who raised it gets so frustrated with the lack of natural justice that they resign."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 3 — Host, in conversation with Jonathan Wilson*

Topics:

- Bullying
- Investigations
- Natural justice
- Leadership

Q399

"I believed I was a competent person with the experience I'd had on sites. I was a confident person and I took that as competent. I had no training."

Speaker: Steven Kirby

Source: *Health & Safety Conversations Season 3; Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*

Topics:

- Competence
- Training
- Overconfidence

Q400

"They didn't get me an ambulance, because if they had, the HSE would have been involved. The next day they picked me up and swiped me onto site, because they had two-point-something million man-hours without a lost time incident, and the guys at the top wouldn't have got their bonus."

Speaker: Steven Kirby

Source: *Health & Safety Conversations Season 3; Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*

Topics:

- Cover-up
- LTI
- Incentives
- Underreporting
- Lagging indicators

Q401

"Three months after my accident, a pipe failed at three bar and a man died instantly. If the HSE had investigated ours, that guy might still be here today. But it was covered up. You can't learn from something if you hide it."

Speaker: Steven Kirby

Source: *Health & Safety Conversations Season 3; Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*

Topics:

- Cover-up
- Organisational learning
- Underreporting
- Fatality

Q402

"A lot of sites run on luck. They might not have the best safety culture, but they're getting away with it purely on luck. Eventually that luck runs out."

Speaker: Steven Kirby

Source: *Health & Safety Conversations Season 3; Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*

Topics:

- Luck
- Safety culture
- Near misses
- Reporting

Q403

"When you've got a manager telling you everything's all right, carry on, and you're not trained and you believe he is, you're going to take that as gospel."

Speaker: Steven Kirby

Source: *Health & Safety Conversations Season 3; Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*

Topics:

- Leadership
- Competence
- Authority
- Speaking up

Q404

"People constantly come to me and say the change from two-and-one to two-and-two has completely transformed their life, their relationship with their kids and their partner. They're coming back to work rested and ready to work."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- FIFO
- Rostering
- Work design
- Fatigue
- Mental health

Q405

"Quite a few supervisors don't like disciplining people and shy away from that conversation. They allow bad behaviour to continue, hoping it'll sort itself out. It doesn't. It festers and gets worse."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- Supervisors
- Leadership
- Bullying
- Psychosocial hazards

Q406

"Leaders say I don't bring my personal life to work. Well, you can say that, but all you're doing is trying to suffocate it as best you can until you get home."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- Mental health
- Leadership
- FIFO
- Wellbeing

Q407

"When we worked construction, it was a badge of honour to see who could sleep the least and work the hardest."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- Fatigue
- Sleep
- Masculinity
- Normalisation

Q408

"EAP wait times were three, four, up to six weeks. Think about the person who's just found the courage to say I need help, calls the line, and then has to wait. That puts them off the service, and puts everyone they talk to off as well."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- EAP
- Mental health
- Help-seeking
- Psychosocial support

Q409

"A leader hiring for a quota tells the other candidate, you were the best person for the job but we've got to hire a woman. He's going to undermine her leadership, and no one's going to respect her. You've set her up to fail."

Speaker: Lachie Samuel

Source: *Health & Safety Conversations Season 3; Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*

Topics:

- Diversity & inclusion
- Leadership
- Women in mining
- Recruitment

Q410

"We take a lot of things for granted in the West. We have protection, laws and standards. But there is a big discrepancy between those who have protection and those who don't."

Speaker: Nayab Sultan

Source: *Health & Safety Conversations Season 4; Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*

Topics:

- Global OHS
- Inequality
- Developing countries
- Regulation

Q411

"Silicosis is completely avoidable. Exposure is completely avoidable. And you have this huge number of relatively young people, in the prime of their life, who have developed acute, accelerated and chronic silicosis."

Speaker: Nayab Sultan

Source: *Health & Safety Conversations Season 4; Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*

Topics:

- Silica
- Occupational disease
- Engineered stone
- Prevention

Q412

"We tend to look for silicosis. But a study of several thousand construction workers found hundreds of them first developed COPD. Are we looking at the wrong things?"

Speaker: Nayab Sultan

Source: *Health & Safety Conversations Season 4; Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*

Topics:

- Silica
- Occupational disease
- Health surveillance
- Construction

Q413

"RPE, like any form of PPE, can give you a false sense of security. It's not always going to be 100% effective. We sweat, we move, it doesn't seal."

Speaker: Nayab Sultan

Source: *Health & Safety Conversations Season 4; Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*

Topics:

- PPE
- Hierarchy of controls
- Respiratory protection
- Occupational hygiene

Q414

"One of the rookie mistakes is using sight as a means of control. The moment you can actually see a plume or a dust cloud, you're way past the occupational exposure limit already."

Speaker: Nayab Sultan

Source: *Health & Safety Conversations Season 4; Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*

Topics:

- Silica
- Occupational hygiene
- Exposure monitoring
- Weak controls

Q415

"I'd done the online fatigue management training, then got called out after being awake for 18 hours to do a national TV interview. It made the whole online fatigue management training completely farcical."

Speaker: Sally Prosser

Source: *Health & Safety Conversations Season 4; Voice and public speaking coach; former TV and radio journalist and utility spokesperson*

Topics:

- Fatigue
- Training
- Work as done
- Paper safety

Q416

"It's really important for leaders to be able to articulate the reasons behind things. Rather than, oh, this is the training, say why are we doing it, why do people need to be there, why is it important."

Speaker: Sally Prosser

Source: *Health & Safety Conversations Season 4; Voice and public speaking coach; former TV and radio journalist and utility spokesperson*

Topics:

- Communication
- Leadership
- Training
- Engagement

Q417

"If we're trying to move away from a blame culture, that all comes down to the language we use and the communication."

Speaker: Sally Prosser

Source: *Health & Safety Conversations Season 4; Voice and public speaking coach; former TV and radio journalist and utility spokesperson*

Topics:
- Blame
- Communication
- Language
- Just culture

Q418

"After a big natural disaster the newsroom says, right, we're going to have a debrief. Then time gets away, and that debrief never happens. You're given an EAP number, but journalists are often dealing with quite complex trauma."

Speaker: Sally Prosser

Source: *Health & Safety Conversations Season 4; Voice and public speaking coach; former TV and radio journalist and utility spokesperson*

Topics:
- Vicarious trauma
- Psychosocial hazards
- EAP
- Media

Q419

"Often the extroverted ones are the loudest, and the loudest is not always the most valuable voice."

Speaker: Sally Prosser

Source: *Health & Safety Conversations Season 4; Voice and public speaking coach; former TV and radio journalist and utility spokesperson*

Topics:
- Speaking up
- Consultation
- Leadership
- Communication

Q420

"We thought we had everything in place. We put these monitors on and realised we were getting really high exposures, and the controls could have been a lot better."

Speaker: Ryan Alexiou

Source: *Health & Safety Conversations Season 4; CEO, Nextrac (real-time exposure monitoring); former construction safety executive*

Topics:
- Exposure monitoring
- Silica
- Construction
- Control verification

Q421

"The physical safety controls were always in place and done pretty well, but the health part often got missed."

Speaker: Ryan Alexiou

Source: *Health & Safety Conversations Season 4; CEO, Nextrac (real-time exposure monitoring); former construction safety executive*

Topics:
- Occupational health
- Occupational hygiene
- Construction

Q422

"If the controls were put in place to manage it, my answer would be no ban. But it's just not a reality. The engineered stone ban is a reflection of how slow the learning curve has been."

Speaker: Ryan Alexiou

Source: *Health & Safety Conversations Season 4; CEO, Nextrac (real-time exposure monitoring); former construction safety executive*

Topics:

- Engineered stone
- Silica
- Regulation
- Organisational learning

Q423

"People wanted the performance of an engineered stone benchtop at the lowest number. It's a latency condition someone has to deal with in the future, and we're just kicking the can down the road."

Speaker: Ryan Alexiou

Source: *Health & Safety Conversations Season 4; CEO, Nextrac (real-time exposure monitoring); former construction safety executive*

Topics:

- Engineered stone
- Silica
- Cost pressure
- Latent disease

Q424

"I would have liked to have heard it, not from my managers or my safety people, but from someone I could relate to."

Speaker: James Wood

Source: *Health & Safety Conversations Season 3; Former underground coal diesel mechanic; spinal cord injury survivor; safety speaker*

Topics:

- Lived experience
- Engagement
- Credibility

Q425

"I started to blame my workmates. Not once did someone see me climb into a truck and say, hey Woody, put your seatbelt on. Whenever something bad happens, the first thing most people do is blame somebody else, because then you automatically feel better about it."

Speaker: James Wood

Source: *Health & Safety Conversations Season 3; Former underground coal diesel mechanic; spinal cord injury survivor; safety speaker*

Topics:

- Blame
- Lived experience
- Speaking up
- Hindsight

Q426

"People say to my face, it's all right if you get hurt at work because you get compo. I hate that. Giving you a couple of dollars isn't going to fix things. It doesn't work like that."

Speaker: James Wood

Source: *Health & Safety Conversations Season 3; Former underground coal diesel mechanic; spinal cord injury survivor; safety speaker*

Topics:

- Workers' compensation
- Lived experience
- Consequences of injury

Q427

"In a lot of ways, some of the people around me were impacted more than I was. I was the one getting treatment. They were sitting at home worried sick about how I was going to cope."

Speaker: James Wood

Source: *Health & Safety Conversations Season 3; Former underground coal diesel mechanic; spinal cord injury survivor; safety speaker*

Topics:

- Ripple effect
- Family impact
- Lived experience

Q428

"Someone once said to me, if you bite your tongue long enough, you'll lose your voice. I had a hand to put up to say I'm not coping, but I didn't."

Speaker: Michael Weston

Source: *Health & Safety Conversations Season 3; Former mining maintenance shutdown superintendent; acquired brain injury survivor; safety speaker*

Topics:

- Speaking up
- Mental health
- Fatigue
- Lived experience

Q429

"If you don't care about yourself and you only care about money, start caring about yourself, because money runs out. Workers' comp and insurance only last so long."

Speaker: Michael Weston

Source: *Health & Safety Conversations Season 3; Former mining maintenance shutdown superintendent; acquired brain injury survivor; safety speaker*

Topics:

- Workers' compensation
- Wellbeing
- Golden handcuffs
- Lived experience

Q430

"I've never met a person who's come out ahead financially because of workers' compensation. It just doesn't happen."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 3 — Host, in conversation with James Wood and Michael Weston*

Topics:

- Workers' compensation
- Consequences of injury

Q431

"As a personal injury lawyer, what I was seeing was failed health and safety. People hadn't been through inductions, the equipment wasn't appropriate, they were instructed to cut corners because of production demands."

Speaker: Andrea Paynter

Source: *Health & Safety Conversations Season 3; Principal, Organisational Risk Consulting; former NZ Police constable, personal injury lawyer and National WHS Manager*

Topics:

- Production pressure
- Training
- Legal
- Consequences of injury

Q432

"In safety we talk about the ripple effect. This was the extent of it: lost work, lost mates, family breakdowns, the family home. Monetary compensation could never replace everything they had lost."

Speaker: Andrea Paynter

Source: *Health & Safety Conversations Season 3; Principal, Organisational Risk Consulting; former NZ Police constable, personal injury lawyer and National WHS Manager*

Topics:

- Ripple effect
- Workers' compensation
- Consequences of injury

Q433

"Businesses are ignoring the legal requirements, but it's often because they don't know what they are. And with the penalties, there's still a perception that it doesn't apply to me."

Speaker: Andrea Paynter

Source: *Health & Safety Conversations Season 3; Principal, Organisational Risk Consulting; former NZ Police constable, personal injury lawyer and National WHS Manager*

Topics:

- Regulation
- Small business
- Enforcement
- Legal duties

Q434

"There's often pressure from management: what's the root cause, give me the root cause. Don't rush to conclusions. There might be multiple contributing factors that are all important."

Speaker: Andrea Paynter

Source: *Health & Safety Conversations Season 3; Principal, Organisational Risk Consulting; former NZ Police constable, personal injury lawyer and National WHS Manager*

Topics:

- Investigations
- Root cause
- Management pressure
- Systems thinking

Q435

"You still hear in a lot of workplaces that you'd never put a workers' compensation claim in, because if you do, you'll never get another job. We're in 2023 and that stigma is still there."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 3 — Host, in conversation with Andrea Paynter*

Topics:

- Workers' compensation
- Underreporting
- Stigma

Q436

"At one extreme organisations expect you to be the police, telling people to put their PPE on. At the other you're a facilitator and coach. Understanding your own identity and what you're actually supposed to be doing is probably the biggest challenge for a safety professional."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:

- Safety role
- Professional identity
- Coaching

Q437

"Putting a monetary value on LTI and TRIFR stopped the stories coming from the business, because leaders weren't interested in hearing problems. They wanted everything green. The watermelon effect: green on the outside, red in the middle."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:

- Lagging indicators
- Incentives
- Bad news
- Watermelon effect

Q438

"We had a KPI that 96% of the workforce complete five Take 5s each per day. Where did the five come from? Then you find the organisations doing this weren't even reading them. They were measuring the volume of paperwork."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:

- Take 5
- KPIs
- Paper safety
- Measurement

Q439

"Sometimes it's not the first learning team that's successful. It may be the 10th, because people have to believe you're not going to take that information and weaponise it against them. And there's no point if your leaders are going to respond badly. You have to get them ready to hear the stories."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:

- Learning teams
- Trust
- Psychological safety
- Leadership

Q440

"The first step in any risk management is understanding context. You can't understand context unless you've got the true story. And to get the true story, you need psychological safety."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:
- Risk management
- Psychological safety
- Work as done

Q441

"Continuous improvement is doing the same thing better over time. What we actually need to do is shake that up completely and do something different to get a different result."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:
- Innovation
- Fatality prevention
- Continuous improvement

Q442

"My biggest fear is we could get new leaders tomorrow who are completely against this, from another industry, and it would take all of this away."

Speaker: Michael Cournane

Source: *Health & Safety Conversations Season 4; Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*

Topics:
- Leadership
- Sustainability of change
- New View

Q443

"The big difference is the coach doesn't have the answers. The conversation doesn't go to your risk assessment or your paperwork. It goes: what's making your job difficult today? What's different?"

Speaker: Alexsandro Siedschlag

Source: *Health & Safety Conversations Season 3; Safety coach, underground coal, Queensland; former offshore oil & gas and maritime, Brazil*

Topics:
- Coaching
- Safety conversations
- Work as done

Q444

"There are a lot of people outside their comfort zone on top of Everest, under the snow. There is a place for the comfort zone."

Speaker: Alexsandro Siedschlag

Source: *Health & Safety Conversations Season 3; Safety coach, underground coal, Queensland; former offshore oil & gas and maritime, Brazil*

Topics:
- Comfort zone
- Coaching
- Risk

Q445

"Every Friday afternoon there was a forklift racing syndicate with a leaderboard. After a young man's death, the CEO, absolutely wrecked by it, said: how did I not know?"

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Normalisation
- Leadership visibility
- Forklifts
- Fatality

Q446

"If you have a warehouse that's simply too small, you can toolbox as much as you like, but if there's no room, there's no room. It gives managers insight into how the environment is creating behaviour."

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Work design
- Design over behaviour
- Toolbox talks
- Warehousing

Q447

"She told me they'd just spent millions on new walkways. I walked through one of their sites with the site manager, the most senior person there, and we ignored all the walkways, straight through the middle of the working area. Work as done versus work as imagined."

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Work as done
- Work as imagined
- Traffic management
- Engineering controls

Q448

"They asked if we could use it to tell them who leaves the floor for a smoke. Do you know who they are? Yes. Then that's a performance management issue. Yes, we could. But we wouldn't."

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Technology
- Surveillance
- Trust
- Ethics

Q449

"We tell managers you must not use this as a stick. It has to be used to inform coaching, education, positive conversations, and work design."

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Technology
- Just culture
- Coaching
- Work design

Q450

"Thirty to 80 people congregating at one charging station at shift change, with forklifts buzzing through. They created three charging spots and you collect your device closest to your lane. A very simple work design change that led to a profound change in risk."

Speaker: Bede Cammock-Elliott

Source: *Health & Safety Conversations Season 4; Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*

Topics:

- Work design
- Traffic management
- Design over behaviour
- Forklifts

Q451

"There is no clear, simple definition of what an HRO is. There never has been. We ask students to write down the attributes of an HRO because it's a trick question. Pick any one paper, it gives its own list."

Speaker: Dr Drew Rae

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Safety Science Innovation Lab, Griffith University; Co-host, Safety of Work Podcast*

Topics:

- HRO
- Safety theory
- Evidence

Q452

"There's a misunderstanding about how aviation actually does things. Aviation doesn't prescribe as much as you might think. So you're not only trying to cut and paste, you're trying to cut and paste a misunderstanding of how it works."

Speaker: Dr Drew Rae

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Safety Science Innovation Lab, Griffith University; Co-host, Safety of Work Podcast*

Topics:

- HRO
- Aviation
- Procedures
- Transferring practice

Q453

"Regulators are on very safe ground when they punish and prosecute, because if you've killed someone, there is almost by definition some duty you've failed to meet. What everyone would like is to get in front of that, and that's much harder."

Speaker: Dr Drew Rae

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Safety Science Innovation Lab, Griffith University; Co-host, Safety of Work Podcast*

Topics:
- Regulation
- Prosecution
- Enforcement

Q454

"Only a few things matter. Are you providing a physically safe environment? Are your people trained, competent and expert? Do you have a social environment that lets people support each other? Are you giving people the right tools? That's what the legislation says, and that should be the bottom line, not allegiance to any theory."

Speaker: Dr Drew Rae

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Safety Science Innovation Lab, Griffith University; Co-host, Safety of Work Podcast*

Topics:
- Fundamentals
- Competence
- Regulation
- Safety theory

Q455

"A construction company wants to become an HRO. How many buildings collapse every year? None. You are an HRO. HRO was about operational reliability. It never looked at musculoskeletal disorders, stress or fatigue."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Health, Safety & Environment, QUT*

Topics:
- HRO
- Construction
- Safety theory

Q456

"Productivity is an objective. Safety, to be frank and honest, is not an objective. It's an obligation. It's not a choice."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Health, Safety & Environment, QUT*

Topics:
- Safety vs productivity
- Legal duties
- Safety as a priority

Q457

"You don't exist as a system to serve the procedure. The procedure exists to serve the system. Ask what their safety management system is and it's 200 pages of SWMS, procedures, templates and policies."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Health, Safety & Environment, QUT*

Topics:
- Procedures
- SMS
- Paper safety
- SWMS

Q458

"A bad outcome is not a bad safety outcome. It's a bad system outcome seen through the lens of safety. Safety cannot perform. Systems perform."

Speaker: Dr Nektarios Karanikas

Source: *Health & Safety Conversations — HRO Special; Associate Professor, Health, Safety & Environment, QUT*

Topics:

- Systems thinking
- Measurement
- Safety performance

Q459

"The advocates for the deterrent theory of prosecution got their wish. A 60-year-old bloke went to jail, and nothing's been learned. You have to understand a prosecution is not an inquiry. Nobody's trying to understand what went wrong."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Prosecution
- Deterrence
- Organisational learning
- Industrial manslaughter

Q460

"Your documented safety management system is often the biggest source of legal liability for your organisation. As soon as you create a gap between your documented processes and the way work actually occurs, you open the door to the regulator."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Paper safety
- SMS
- Legal
- Work as done

Q461

"For many workers, the process becomes the purpose. I'm completing this JHA because somebody's going to come and look at it, not because it's my tool to engage with the risk."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- JHA
- Paper safety
- Purpose
- Frontline risk tools

Q462

"If you're not prepared to put the time, resources and effort into understanding if your process works, you're better off not having the process."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Assurance
- Verification
- Paper safety
- Procedures

Q463

"There is not a metric we can create that tells us if our organisation is safe. Even if there was, the measures of safety are wholly corruptible and manipulable. And they are all measures of activity."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Measurement
- KPIs
- Lagging indicators
- Assurance

Q464

"If a worker gets their arm torn off in a conveyor, no one will stand up in front of a coroner and say the evidence our systems were safe is that our injury rate was 0.7 below industry standard. It's a conversation about the hazards at pinch points on conveyors. What did you do to control that?"

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Lagging indicators
- Critical risk
- Legal
- Controls

Q465

"Workers won't say there's a guard missing from that machinery, and that's objective. How much more complicated will it be to talk about bullying or harassment? If you raise it and the investigation finds that conduct wasn't harassment, are you ever going to raise anything again?"

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Psychosocial hazards
- Speaking up
- Investigations
- Bullying

Q466

"Psychosocial regulation is the greatest marketing cover since safety culture when it comes to the workplace health and safety industry."

Speaker: Greg Smith

Source: *Health & Safety Conversations Season 2; WHS Lawyer; Author, "Paper Safe"*

Topics:

- Psychosocial hazards
- Safety industry
- Regulation

Q467

"Most workers see these tools as just another bureaucratic hurdle before they can do the job they're paid to do. We may actually have a whole generation of workers who've come to believe that none of these things are for their safety at all."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 2 — Host, in conversation with Greg Smith*

Topics:

- Frontline risk tools
- Paper safety
- Trust
- Credibility

Q468

"Every time someone made an isolation error, they were standing people down or firing them. The GM was literally running out of people. That was the moment he decided something had to change."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:

- Discipline
- Blame
- Just culture
- Isolation

Q469

"We say fix the work, don't fix the worker, but then who are you going to blame? The supervisor? The leader? Sometimes we just shift the blame up a level. A worker doesn't come to work to harm themselves. A manager doesn't make a decision aiming to hurt their staff either."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:

- Blame
- Accountability
- HOP
- Leadership

Q470

"Everyone do learning teams instead of 5 Whys, one a quarter, and it's against your bonus. Then you ask the people doing them and they say, we hate them, we have to do it. We've done it again, guys. We can't help ourselves."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:
- Learning teams
- Incentives
- Tick-box compliance
- KPIs

Q471

"People understand you can't do everything, but they need to know it went somewhere."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:
- Feedback
- Consultation
- Learning teams
- Investigations

Q472

"People get confused about learning and sharing. We tend to be good at sharing, maybe we overshare. Learning is different to sharing."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:
- Organisational learning
- Safety alerts
- Communication

Q473

"If I want 100% compliance on the surface, I can rule with the fear of God. And I'll only ever hear that everything's fine."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:
- Compliance
- Bad news
- Psychological safety
- Leadership

Q474

"The people doing the work are the ones trying desperately to keep themselves safe enough in the environment that we give them. We've given them the tools, the people and the time. They didn't choose any of that."

Speaker: Zoe Nation

Source: *Health & Safety Conversations Season 4; Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*

Topics:
- Systems over individuals
- Work design
- HOP
- Work as done

Q475

"They check compliance, do observations, check KPIs. I can't see how any of that keeps anyone safer. If that's all we're going to be, let's call the safety officer what they are: a compliance officer or an extension of HR."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 4 — Host, in conversation with Zoe Nation*

Topics:

- Safety role
- Compliance
- Professional identity

Q476

"Outside the military and emergency services, the chain of command is designed to stop people at the top being bothered by little people with little problems. It stymies improvement, and it's not even questioned."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 4 — Host, in conversation with Zoe Nation*

Topics:

- Hierarchy
- Bad news
- Leadership
- Speaking up

Q477

"When you lose all power you lose all your instrumentation, so you lose all your senses. It's like trying to solve a murder without access to the crime scene."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Former NRC Inspector; Led US Federal Response to Fukushima 2011*

Topics:

- Crisis management
- Situational awareness
- Nuclear

Q478

"There were four times the national government stepped in, and all four times they were wrong. You can be too detached from the event. And if you're too close, what differentiates extreme crisis leadership is your own mortality, and you have to overcome that to lead."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Former NRC Inspector; Led US Federal Response to Fukushima 2011*

Topics:

- Crisis leadership
- Decision-making
- Emergency response

Q479

"Fukushima had been given indications the tsunami could be 45 feet high and didn't raise the wall. Onagawa, just north, did. The city of Onagawa was wiped out and the nuclear plant was used as a shelter."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Former NRC Inspector; Led US Federal Response to Fukushima 2011*

Topics:

- Major accident risk
- Foresight
- Engineering controls
- Nuclear

Q480

"One of the root causes of Fukushima was a failure of imagination. If you don't imagine it could happen, you don't prepare for it."

Speaker: Chuck Casto

Source: *Health & Safety Conversations Season 2; Former NRC Inspector; Led US Federal Response to Fukushima 2011*

Topics:

- Failure of imagination
- Major accident risk
- Emergency preparedness

Q481

"A big company in the refining industry doesn't want to talk about Bhopal, because they don't feel there's really anything to learn from it. But it's where process safety as we know it started."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"; US Petrochemical Industry*

Topics:

- Process safety
- Organisational learning
- Bhopal

Q482

"Having the fortitude and the courage to say no goes a long way in this business."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"; US Petrochemical Industry*

Topics:

- Speaking up
- Engineering judgement
- Process safety

Q483

"They could never solve the problem with the pumps, and the workers were accused of sabotage. Instead of solving the problem, they resorted to disabling them."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"; US Petrochemical Industry*

Topics:

- Blame
- Process safety
- Normalisation
- Bhopal

Q484

"I go to conferences where smart people explain how an industrial process operates, and half the time I walk away saying this person has never stepped foot inside a refinery."

Speaker: Kenneth Bloch

Source: *Health & Safety Conversations Season 2; Process Safety Supervisor; Author, "Rethinking Bhopal"; US Petrochemical Industry*

Topics:

- Work as imagined
- Academia vs practice
- Process safety

Q485

"I don't want resilience training. I don't want yoga and yogurt at lunchtime. I want you to manage your business properly: role clarity, autonomy, workloads. Don't teach me how to be resilient. Sort out your mess so I don't have to be resilient to come to work."

Speaker: Elisa Lynch
Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:
- Resilience training
- Psychosocial hazards
- Work design
- Wellbeing

Q486

"Pharma is the epitome of let's use safety to stop people working. The lads spend three hours filling out permits before they can go up and do their work. How you think that's creating safe outcomes is beyond me."

Speaker: Elisa Lynch
Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:
- Permits
- Bureaucracy
- Work as done
- Safety clutter

Q487

"If you get to human error in your root cause analysis, you'd better be well able to explain it. If you're going to fire Bob, you'd better be really sure the next person isn't going to have the same type of event."

Speaker: Elisa Lynch
Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:
- Human error
- Investigations
- Root cause
- Blame

Q488

"There's nothing in the course about critical thinking, empathy or relationships. It's bog-standard legislation. Young people are coming out with old-school thinking, wanting to be police officers."

Speaker: Elisa Lynch
Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:
- Safety education
- Professional development
- Safety role

Q489

"With mental health first aid, people think they're pseudo-counsellors. You are not. You are a signpost."

Speaker: Elisa Lynch
Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:
- Mental health first aid
- Mental health
- Competence

Q490

"Making one person the HSEQ manager, adding whatever letter you want, is bananas. It gets diluted. I wasn't confident in the E and the Q because I knew I wasn't competent in them."

Speaker: Elisa Lynch

Source: *Health & Safety Conversations Season 2; Safety Professional; Construction Ireland & Australia; Organisational Learning*

Topics:

- Safety role
- Competence
- Resourcing

Q491

"We say 90% of incidents are caused by human behaviour. We could equally say 90% are caused by a crappy procedure, and it was someone's behaviour that created that procedure. Once you categorise things like that, it becomes nonsensical."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT; New View Safety Practitioner*

Topics:

- Human error
- Procedures
- Systems thinking
- Behavioural safety

Q492

"Regulators have taken everything from physical safety and plonked it down in the psychosocial case. But some demands, like time pressure, aren't inherently bad. It's like sun exposure: a bit is good for you, too much gives you cancer."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT; New View Safety Practitioner*

Topics:

- Psychosocial hazards
- Hierarchy of controls
- Regulation
- Job demands

Q493

"A learning team is a partnership. It's a symbolic handshake: you come up with solutions, we'll make them happen. It's not a bad thing to want people to be responsible, but the organisation has to accept its responsibility for change too."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT; New View Safety Practitioner*

Topics:

- Learning teams
- Shared responsibility
- Consultation

Q494

"The frontline says, you actually want to talk to me now? But that carries a risk. If we don't act on those things, credibility is eroded even further."

Speaker: Dr Tristan Casey

Source: *Health & Safety Conversations Season 2; Researcher, QUT; New View Safety Practitioner*

Topics:
- Credibility
- Consultation
- Feedback
- Trust

Q495

"Apply the hierarchy of controls to psychosocial hazards. Eliminate: get rid of the people. Substitute: replace them with robots. Isolate: send them home. Engineer: blinkers and earmuffs. All you're left with is administration, which is training and more bloody paperwork."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 2 — Host, in conversation with Dr Tristan Casey*

Topics:
- Psychosocial hazards
- Hierarchy of controls
- Regulation

Q496

"We do a job safety analysis for shovelling snow. But when people sign on to the FIFO lifestyle, which has a huge impact on their lives, we don't really tell them the hazards."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*

Topics:
- FIFO
- Psychosocial hazards
- Onboarding
- Risk assessment

Q497

"We trialled bringing a psychologist and social worker to site. In one year there were over 368 sessions and 155 first-time users of a mental health service. There was a demand, there was a need."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*

Topics:
- FIFO
- Mental health
- Help-seeking
- Psychosocial support

Q498

"Mistakes are made not because workers are lazy, but because they're trying to do the best job they can. They may not have the right information, the right tools, or there are time pressures. Leadership that directs the work must not put those time pressures on workers."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*

Topics:

- Human error
- Time pressure
- Leadership
- Investigations

Q499

"If you go into an investigation thinking you already know what happened, your investigation will be flawed. You'll have the information lead you to the conclusion you've already made in your head."

Speaker: Francisco Valenzuela

Source: *Health & Safety Conversations Season 3; Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*

Topics:

- Investigations
- Confirmation bias

Q500

"Policies and procedures are sometimes written by people who aren't living them. They can't always be written in head office and sent down. The people living them need a say in writing them."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Procedures
- Consultation
- Work as imagined
- Early childhood

Q501

"It's important for children to learn what feels safe and what doesn't. If they learn that feeling young, you don't have a teenager getting in a car with someone who's drunk driving."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Risk literacy
- Early childhood
- Prevention

Q502

"With under-the-roof ratios, if one educator in an infant room is changing a nappy, you've got one to seven with the rest of the children. Ratios are a minimum, not a target."

Speaker: Karina Bourne

Source: *Health & Safety Conversations Season 2; Early Childhood Education Consultant; Mental Health Specialist*

Topics:

- Staffing
- Minimum standards
- Early childhood
- Work design

Q503

"There's overwhelming public support for better educated, better trained early childhood educators, so long as they don't have to pay the bill."

Speaker: Tom Bourne

Source: *Health & Safety Conversations Season 2 — Host, in conversation with Karina Bourne*

Topics:

- Resourcing
- Early childhood
- Workforce

Q504

"The week before, I saw a guy working without his gloves and blew the whistle. He said, Theo, two things: never tell anyone what you just saw, and never try it yourself. Two days later the MD said this is a safe place, tell us what's going on. I didn't say a word. I was looking after my mates."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor (22,000 volts; 47 surgeries); International safety speaker*

Topics:

- Normalisation
- Speaking up
- Psychological safety
- Loyalty

Q505

"I was the guy who got the job done, and this little 12mm nut wasn't going to stop me from doing a four-hour job."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor (22,000 volts; 47 surgeries); International safety speaker*

Topics:

- Identity
- Production pressure
- Risk-taking

Q506

"Electricity was around us every day. Where is that? That's the material risk that's going to kill us."

Speaker: Theo Venter

Source: *Health & Safety Conversations Season 2; Electrical injury survivor (22,000 volts; 47 surgeries); International safety speaker*

Topics:

- Risk assessment
- Critical risk
- Paper safety
- JSA

TOPIC INDEX — ALL QUOTES (Q1–Q506)

5 Whys: Q43
Aberfan: Q220
Academia vs practice: Q484
Accountability: Q104, Q107, Q144, Q289, Q325, Q331, Q346, Q375, Q469
Active bystander: Q249, Q257, Q317
Adaptive capacity: Q64
Administrative controls: Q342
Adult learning: Q333
Aggression: Q229
AI and safety: Q201
Allyship: Q39
Ambiguity: Q348
Anxiety: Q228
Apprenticeships: Q305
Arrogance: Q284
Asbestos: Q217, Q288, Q289, Q292
Assumptions: Q274, Q377
Assumptions and safety: Q80
Assurance: Q295, Q462, Q463
Audit theatre: Q221
Authority: Q403
Available controls: Q328
Aviation: Q452
Aviation safety: Q28, Q30, Q101, Q102, Q106
Bad apple theory: Q335
Bad news: Q388, Q437, Q473, Q476
Balance: Q286
Behaviour change: Q32, Q33, Q253, Q320, Q375
Behaviour-based safety: Q2
Behavioural definitions: Q233
Behavioural safety: Q491
Below-the-line behaviours: Q232, Q234
Bhopal: Q130, Q131, Q132, Q481, Q483
Blame: Q381, Q417, Q425, Q468, Q469, Q483, Q487
Blame & accountability: Q1, Q65, Q69, Q76, Q78, Q137, Q143, Q144, Q285, Q346, Q356
Boiling frog analogy: Q261
Bonus schemes: Q310
Boundary erosion: Q263
Brain and safety: Q117, Q118, Q228, Q230
Brain injury: Q156, Q157, Q158
Brave conversations: Q50
Bullying: Q391, Q392, Q393, Q394, Q395, Q396, Q397, Q398, Q405, Q465
Burden of proof: Q297, Q363
Bureaucracy: Q486
Bureaucratisation: Q296
Burnout: Q16, Q122, Q124
Business case for safety: Q22, Q51, Q72, Q101, Q113, Q125, Q128, Q151, Q152
Buzzwords: Q354
Bystander courage: Q256
Bystander intervention: Q249
Bystanders: Q348
Calling out behaviour: Q257, Q316
Capability: Q323

Capability building: Q368
Capability gap: Q166, Q235, Q236
Career harm: Q350
Causation: Q373
Certification: Q221
Change management: Q3, Q4, Q89, Q153, Q197, Q237, Q284, Q368
Checklists: Q321
Child development: Q121
Child safety: Q328
Child soldiers: Q243
Child wellbeing: Q123
Choice-based behaviour: Q373
Classroom management: Q273
Coaching: Q33, Q436, Q443, Q444, Q449
Codes of practice: Q302
Coercive control: Q248, Q252, Q255, Q261, Q262, Q352, Q353
Cognitive bias: Q24, Q25, Q43, Q45, Q115, Q116, Q117, Q230
Cognitive empathy: Q260
Cognitive load: Q124, Q228
Collaboration: Q55
Collective courage: Q240
Collectivism: Q205
Comfort zone: Q444
Communication: Q61, Q97, Q186, Q191, Q195, Q225, Q416, Q417, Q419, Q472
Community responsibility: Q256
Comparative safety performance: Q219
Competence: Q353, Q399, Q403, Q454, Q489, Q490
Competency: Q98, Q265, Q272, Q305
Competition: Q378
Complacency: Q372
Complexity: Q54, Q67, Q148, Q334
Compliance: Q286, Q308, Q324, Q473, Q475
Compliance ceiling: Q290
Compliance vs culture: Q74, Q102, Q109, Q181, Q221
Compliance vs effectiveness: Q189
Compliance vs learning: Q270
Compliance vs understanding: Q105
Concussion: Q156, Q157, Q158
Confirmation bias: Q43, Q298, Q499
Consequence of inaction: Q26
Consequences of injury: Q426, Q430, Q431, Q432
Consistency: Q269
Construction: Q412, Q420, Q421, Q455
Construction industry: Q34
Construction safety: Q109
Consultation: Q214, Q215, Q278, Q279, Q284, Q322, Q362, Q419, Q471, Q493, Q494, Q500
Context: Q307
Context-sensitive practice: Q196, Q200
Continuous improvement: Q5, Q173, Q194, Q197, Q200, Q276, Q441
Continuum of violence: Q245
Control effectiveness: Q188
Control verification: Q420
Controls: Q464
Corporate accountability: Q328, Q389
Corporate memory: Q384

Corrections: Q264, Q267
Cost of harm: Q326, Q329
Cost pressure: Q423
Courage: Q139
Cover-up: Q400, Q401
Covert abuse: Q260
COVID-19: Q155
Credibility: Q36, Q126, Q424, Q467, Q494
Criminal conduct: Q325
Crisis leadership: Q478
Crisis management: Q275, Q282, Q477
Crisis negotiation: Q225
Critical conversations: Q225
Critical risk: Q219, Q311, Q361, Q369, Q383, Q464, Q506
Critical thinking: Q297, Q298, Q307
CTE: Q156, Q157, Q158
Cultural norms: Q254
Culture: Q284
Culture change: Q237
Cumulative harm: Q263, Q338, Q352
Curiosity: Q274, Q299
Data & safety: Q52
Data quality: Q330
Day vs night shift: Q222
De-escalation: Q265
De-escalation: Q225
Death by a thousand cuts: Q263
Decision fatigue: Q122, Q124
Decision-making: Q68, Q116, Q131, Q386, Q478
Decision-making under pressure: Q80, Q115
Deepwater Horizon: Q105
Definitions & terminology: Q245, Q248, Q258, Q287, Q354, Q369
Design over behaviour: Q327, Q446, Q450
Deterrence: Q53, Q56, Q57, Q59, Q151, Q459
Developing countries: Q410
Difficult conversations: Q273, Q274, Q316
Disasters: Q220
Discipline: Q468
Disclosure barriers: Q247
Disrespect & disrespectful language: Q249, Q257
Distortion of reality: Q255
Diversity & inclusion: Q331, Q409
Drills and preparedness: Q63
Due diligence: Q90, Q193, Q292, Q347
Dust diseases: Q159, Q160, Q161, Q162, Q163, Q164
Duty of care: Q112, Q165
EAP: Q358, Q408, Q418
Early childhood: Q120, Q121, Q122, Q123, Q500, Q501, Q502, Q503
Early intervention: Q234, Q246, Q253
Early warning signs: Q249, Q251, Q282, Q317
Education: Q233
Education and safety: Q121
Education design: Q265
Ego: Q351, Q374
Electrical safety: Q23, Q24, Q25, Q26

Elimination: Q291, Q360
Embedded safety: Q128
Emboldening perpetrators: Q250
Emergency preparedness: Q98, Q377, Q480
Emergency response: Q58, Q61, Q63, Q80, Q81, Q478
Emergency services: Q82, Q83, Q84, Q338
Emotional suppression: Q34
Empathy: Q235, Q241, Q242, Q274
Empowerment: Q49, Q226, Q227
Enforcement: Q378, Q390, Q396, Q433, Q453
Engagement: Q416, Q424
Engineered stone: Q159, Q161, Q162, Q163, Q291, Q411, Q422, Q423
Engineering controls: Q99, Q447, Q479
Engineering judgement: Q482
Entitlement: Q258
Entrapment: Q248
Ergonomics: Q110, Q111, Q112, Q113
Escalation: Q234
Escalation of harm: Q250
Ethics: Q448
Evacuation: Q63
Evidence: Q451
Evidence-based investigation: Q44
Evidence-based practice: Q268
Evidence-based safety: Q3, Q56, Q184, Q196, Q200, Q201, Q293, Q297, Q298, Q307, Q376
Executive accountability: Q315
Exposure: Q337
Exposure monitoring: Q414, Q420
Exposure risk: Q157
Exposure standards: Q290
Externalised harm: Q259
Failure of imagination: Q377, Q480
Failure to act: Q250
False assurance: Q183, Q295, Q376
Family impact: Q154, Q427
Family violence: Q373
Family violence at work: Q317
Family violence statistics: Q246
Fatalities: Q53, Q188, Q190, Q193
Fatality: Q401, Q445
Fatality prevention: Q277, Q310, Q441
Fatality rates: Q58, Q93
Fatigue: Q21, Q84, Q124, Q177, Q365, Q379, Q404, Q407, Q415, Q428
Fear of speaking up: Q146, Q204, Q280, Q283, Q357
Feedback: Q351, Q471, Q494
Femicide: Q245
FIFO: Q154, Q155, Q176, Q177, Q365, Q379, Q404, Q406, Q496, Q497
Fight flight freeze: Q86
Fire safety: Q98, Q100
First responders: Q71, Q75, Q82, Q83, Q84, Q96
Foresight: Q6, Q251, Q282, Q377, Q479
Forklifts: Q445, Q450
Frontline knowledge: Q8, Q70, Q278, Q281, Q312
Frontline leadership: Q235, Q236, Q237
Frontline risk tools: Q461, Q467

Frontline safety: Q40, Q41, Q46, Q47, Q79, Q94, Q95, Q133, Q134, Q136, Q206, Q214, Q216
Frontline support: Q36
Fukushima: Q80, Q81
Fundamentals: Q454
Gender equity: Q38, Q39, Q49, Q50
Gender-based violence: Q245
Global OHS: Q410
Golden handcuffs: Q429
Good practice: Q339
Governance: Q295, Q309
Groupthink: Q195
Guidance: Q302, Q339
Guilty pleas: Q371
Hatred: Q241
Hazard identification: Q267
Health and safety representatives: Q362
Health surveillance: Q412
Health vs safety: Q341
Healthcare safety: Q171
Help-seeking: Q408, Q497
Hidden harm: Q247, Q260
Hierarchy: Q280, Q476
Hierarchy of control: Q290, Q342, Q358
Hierarchy of controls: Q99, Q413, Q492, Q495
High reliability organisations: Q28, Q30, Q194
Hindsight: Q425
Hindsight bias: Q274
Homicide prevention: Q251
HOP: Q67, Q142, Q285, Q469, Q474
Hours awake: Q365
Housekeeping vs hazard: Q311
HR & safety collaboration: Q51, Q52, Q169
HR and safety: Q309, Q313
HRO: Q451, Q452, Q455
Human and organisational performance (HOP): Q64, Q66, Q141, Q144
Human dignity: Q241, Q242
Human error: Q76, Q77, Q107, Q115, Q116, Q137, Q143, Q145, Q192, Q199, Q487, Q491, Q498
Human factors: Q23, Q24, Q25, Q27, Q45, Q63, Q64, Q73, Q110, Q111, Q112, Q113, Q115, Q116, Q117, Q118, Q131, Q168, Q202, Q203
Human impact: Q35
Human impact of safety: Q62, Q68, Q75, Q94, Q95, Q160, Q162, Q206
Human rights: Q243, Q327
Human-centred safety: Q286
Humility: Q226, Q281, Q344
Hypervigilance: Q228
ICAM: Q356
Iceberg metaphor: Q247
Identity: Q505
Identity erosion: Q262
Implementation gap: Q285, Q302, Q339
Imported products: Q292
Imposed change: Q284
Inattentional blindness: Q24
Incentives: Q381, Q400, Q437, Q470
Incident investigation: Q6, Q43, Q44, Q45, Q60, Q61, Q65, Q77, Q78, Q132, Q188, Q190, Q192, Q198, Q199, Q356
Incident prevention: Q23

Incident reporting: Q205
Inclusion: Q39, Q241, Q242, Q244
Independence: Q340
Industrial manslaughter: Q59, Q60, Q363, Q459
Inequality: Q410
Influence: Q344
Information flow: Q283
Information suppression: Q282
Injury management: Q382
Injury prevention: Q38
Innovation: Q3, Q173, Q238, Q269, Q290, Q329, Q441
Insecurity: Q239
Instinct: Q118
Institutional betrayal: Q391, Q392
Interdisciplinary practice: Q169
Interruption moments: Q253, Q257
Intrinsic motivation: Q1, Q102
Investigation: Q352, Q367
Investigations: Q395, Q397, Q398, Q434, Q465, Q471, Q487, Q498, Q499
Investment in capability: Q235, Q236
Investment in prevention: Q256
Investment in safety: Q301
Invisible hazards: Q174
ISO 45003: Q51, Q52
Isolation: Q155, Q176, Q468
JHA: Q461
Job demands: Q492
JSA: Q114, Q506
Just culture: Q1, Q65, Q69, Q76, Q77, Q78, Q107, Q137, Q143, Q144, Q145, Q192, Q346, Q417, Q449, Q468
Justice system: Q256
Justice system response: Q246
Knowledge loss: Q303
KPIs: Q438, Q463, Q470
Lack of empathy: Q258
Lack of insight: Q259, Q375
Lag indicators: Q310
Lagging indicators: Q382, Q383, Q400, Q437, Q463, Q464
Language: Q289, Q417
Latency: Q288
Latent disease: Q423
Law reform: Q372
Leadership: Q1, Q4, Q11, Q14, Q15, Q16, Q17, Q21, Q32, Q37, Q40, Q46, Q71, Q91, Q92, Q97, Q103, Q108, Q133, Q134, Q135, Q138, Q139, Q146, Q147, Q148, Q149, Q170, Q171, Q172, Q173, Q191, Q194, Q195, Q197, Q203, Q214, Q226, Q227, Q232, Q234, Q237, Q286, Q306, Q314, Q345, Q349, Q351, Q359, Q364, Q387, Q388, Q391, Q392, Q393, Q394, Q398, Q403, Q405, Q406, Q409, Q416, Q419, Q439, Q442, Q469, Q473, Q476, Q498
Leadership accountability: Q79, Q85, Q104, Q136, Q152, Q193, Q198, Q212
Leadership commitment: Q315, Q331, Q366
Leadership decisions: Q271
Leadership development: Q33, Q235, Q236
Leadership immaturity: Q239
Leadership in crisis: Q61, Q80, Q81
Leadership messaging: Q372
Leadership oversight: Q222
Leadership visibility: Q445
Learning: Q333

Learning & development: Q33
Learning from failure: Q30, Q60, Q106, Q107, Q130, Q131, Q132, Q149, Q187
Learning from success: Q304
Learning from work: Q6, Q7, Q8, Q285
Learning teams: Q65, Q66, Q439, Q470, Q471, Q493
Learning transfer: Q270
Legacy hazards: Q288
Legal: Q431, Q460, Q464
Legal duties: Q433, Q456
Legal myths: Q294
Legal precedent: Q371
Legal rights: Q164
Legislative compliance: Q10, Q31, Q53, Q56, Q57, Q59, Q72, Q87, Q90, Q93, Q127, Q163, Q179, Q189, Q215, Q216, Q217, Q218
Lessons from history: Q291
Line of fire: Q311
Listening: Q306
Lived experience: Q424, Q425, Q426, Q427, Q428, Q429
Love bombing / intense connection: Q252
Loyalty: Q504
LTI: Q382, Q400
Luck: Q402
Major accident risk: Q383, Q385, Q386, Q479, Q480
Management: Q345
Management pressure: Q434
Manipulation: Q255, Q260
Masculinity: Q374, Q407
Maslow: Q231
Maslow hierarchy: Q92
Meaningful work: Q293
Measurement: Q331, Q376, Q382, Q438, Q458, Q463
Media: Q418
Memory of disasters: Q220
Mental health: Q18, Q19, Q21, Q22, Q31, Q34, Q35, Q36, Q71, Q82, Q83, Q84, Q96, Q119, Q121, Q123, Q150, Q154, Q155, Q165, Q176, Q211, Q218, Q229, Q230, Q231, Q404, Q406, Q408, Q428, Q489, Q497
Mental health first aid: Q20, Q489
Minimisation: Q354
Minimum standards: Q502
Mining: Q385
Mining industry: Q36
Mining safety: Q58
Misreading warning signs: Q252
Motivation: Q134, Q370
Multicultural safety: Q241, Q242, Q244
Multicultural workforce: Q203, Q204, Q205, Q280, Q357, Q359
Myths: Q373
Narcissism: Q258, Q259
Narrative control: Q350
National culture: Q300
Natural justice: Q395, Q398
Near miss reporting: Q205
Near misses: Q402
Negativity bias: Q230
New View: Q442
New view of safety: Q5, Q6, Q7, Q9, Q42, Q76, Q77, Q88, Q89, Q90, Q141, Q142, Q143, Q145, Q153, Q286
Normalisation: Q407, Q445, Q483, Q504

Normalisation of deviance: Q25, Q47, Q114, Q115, Q117, Q140
Normalisation of risk: Q252, Q261, Q300, Q361
Nuclear: Q477, Q479
Occupational disease: Q288, Q289, Q411, Q412
Occupational health: Q156, Q157, Q158, Q159, Q160, Q161, Q162, Q163, Q164, Q217, Q341, Q421
Occupational hygiene: Q343, Q413, Q414, Q421
Occupational violence: Q265, Q266, Q267, Q275
Old view vs new view: Q2
Onboarding: Q496
One-size-fits-all: Q278, Q322
Ordinary perpetrators: Q254, Q318
Organisational blind spots: Q349
Organisational change: Q4, Q88, Q89, Q138, Q139, Q142, Q196, Q213
Organisational culture: Q394
Organisational failure: Q78, Q105, Q187, Q191, Q208, Q209, Q210, Q282
Organisational hypocrisy: Q303, Q314, Q332, Q366
Organisational learning: Q220, Q308, Q361, Q368, Q384, Q385, Q401, Q422, Q459, Q472, Q481
Organisational power: Q340
Organisational psychology: Q168, Q178
Organisational standards: Q271
Overconfidence: Q399
Pandemic effects: Q229
Paper compliance: Q175, Q181, Q182
Paper safety: Q385, Q415, Q438, Q457, Q460, Q461, Q462, Q467, Q506
Paper vs reality: Q305
Paperwork: Q294
Paperwork safety: Q114
Pattern of behaviour: Q248, Q352
Pay equity: Q120
Peer pressure: Q47
Perceived vs actual safety: Q376
Perception: Q252
Performance management: Q238
Permits: Q486
Personal safety stories: Q68, Q94, Q119
Personality disorders: Q258
Perverse incentives: Q310
Pike River: Q220
Piper Alpha: Q61, Q62, Q63, Q220
Plant safety: Q300
Police response: Q250
Policing safety: Q279, Q311
Policy failure: Q268
Policy vs practice: Q392
Ports of Auckland: Q222
Positive reinforcement: Q304
Post-pandemic mental health: Q228
Power: Q387
Power & control: Q245, Q248, Q255, Q319
Power distance: Q204, Q280, Q357
PPE: Q38, Q39, Q109, Q207, Q413
Pre-task assessment: Q48, Q114
Predictable patterns: Q251
Prequalification: Q221
Preventable deaths: Q246

Prevention: Q159, Q253, Q266, Q273, Q320, Q326, Q358, Q411, Q501
Prevention vs reaction: Q85, Q100, Q123, Q158, Q217
Primary controls: Q178, Q218
Priorities: Q301, Q347, Q370
Prioritisation: Q364
Procedures: Q308, Q312, Q342, Q384, Q387, Q452, Q457, Q462, Q491, Q500
Process over purpose: Q324
Process safety: Q61, Q63, Q80, Q81, Q130, Q131, Q132, Q383, Q386, Q481, Q482, Q483, Q484
Production pressure: Q386, Q389, Q431, Q505
Professional autonomy: Q264
Professional development: Q271, Q276, Q299, Q324, Q343, Q488
Professional identity: Q436, Q475
Profit over safety: Q327, Q332
Profitability: Q101
Prohibition: Q330
Promotion: Q236, Q394
Prosecution: Q363, Q371, Q390, Q453, Q459
Psychological harm: Q391, Q396
Psychological health: Q13, Q16, Q20, Q37
Psychological injury: Q62, Q75, Q82, Q83, Q84, Q96, Q119, Q160, Q211, Q336, Q350
Psychological safety: Q1, Q15, Q17, Q32, Q34, Q35, Q36, Q65, Q66, Q71, Q74, Q86, Q91, Q92, Q108, Q135, Q138, Q146, Q147, Q148, Q149, Q150, Q170, Q171, Q172, Q173, Q186, Q195, Q204, Q205, Q209, Q213, Q240, Q283, Q332, Q359, Q388, Q439, Q440, Q473, Q504
Psychology: Q2
Psychosocial controls: Q358
Psychosocial hazards: Q264, Q266, Q303, Q309, Q313, Q314, Q315, Q319, Q332, Q337, Q339, Q348, Q360, Q395, Q396, Q405, Q418, Q465, Q466, Q485, Q492, Q495, Q496
Psychosocial risk: Q18, Q19, Q20, Q21, Q22, Q31, Q32, Q34, Q38, Q50, Q51, Q52, Q71, Q73, Q74, Q82, Q83, Q85, Q86, Q87, Q96, Q97, Q110, Q120, Q122, Q124, Q150, Q154, Q155, Q165, Q166, Q167, Q169, Q174, Q175, Q176, Q177, Q178, Q179, Q196, Q200, Q208, Q209, Q210, Q211, Q212, Q218, Q233, Q239
Psychosocial risk assessment: Q337
Psychosocial support: Q408, Q497
PTSD: Q62, Q75, Q82, Q83, Q84, Q96, Q119, Q224
Public exposure: Q288
Purpose: Q13, Q321, Q324, Q355, Q461
Qualification design: Q272
Questioning assumptions: Q277
Reactive safety: Q370
Reality testing: Q255
Reasonably practicable: Q328, Q360
Recognition difficulty: Q260, Q261, Q262, Q318
Recruitment: Q129, Q409
Refugees: Q244
Regulation: Q294, Q302, Q323, Q363, Q369, Q371, Q378, Q390, Q397, Q410, Q422, Q433, Q453, Q454, Q466, Q492, Q495
Regulator: Q314
Regulator capability: Q303
Regulator expectations: Q360
Regulator wellbeing: Q224
Regulatory delay: Q291
Regulatory equity: Q179
Regulatory failure: Q219
Regulatory signals: Q372
Relationships: Q138
Repeat incidents: Q361
Reporting: Q402
Resilience: Q67, Q149, Q223, Q243

Resilience training: Q485
Resistance to change: Q238
Resourcing: Q345, Q347, Q362, Q490, Q503
Respect: Q306
Respect at Work: Q233
Respiratory hazards: Q217
Respiratory protection: Q413
Restructuring: Q224, Q303
Return to work: Q336
Ripple effect: Q427, Q432
Risk: Q444
Risk assessment: Q81, Q114, Q174, Q294, Q301, Q329, Q496, Q506
Risk awareness: Q68, Q106
Risk identification: Q52
Risk indicators: Q251
Risk literacy: Q501
Risk management: Q6, Q8, Q48, Q67, Q74, Q79, Q97, Q99, Q167, Q177, Q178, Q184, Q188, Q189, Q190, Q201, Q215, Q216, Q295, Q390, Q440
Risk matrices: Q337
Risk perception: Q24, Q25, Q48, Q115, Q116, Q118
Risk-taking: Q505
Ritualised safety: Q296
ROI of wellbeing: Q22
Role clarity: Q174, Q275, Q309, Q335, Q344, Q364
Role identity: Q340
Role modelling: Q315, Q351
Root cause: Q37, Q313, Q434, Q487
Root cause analysis: Q43, Q44, Q77, Q78, Q187, Q192, Q199
Rostering: Q365, Q379, Q404
Rules vs values: Q94, Q95, Q102, Q105
Safe by design: Q99, Q113
Safety & production: Q27, Q30, Q101, Q113, Q134
Safety alerts: Q472
Safety as a priority: Q389, Q456
Safety at home: Q35
Safety bureaucracy: Q11, Q12, Q175, Q180, Q181, Q182, Q277, Q293
Safety by design: Q326, Q327
Safety by example: Q46, Q207
Safety clutter: Q180, Q277, Q293, Q294, Q296, Q486
Safety coaching: Q287
Safety communication: Q26, Q41, Q94, Q95, Q103, Q104, Q151, Q172, Q203, Q206, Q278, Q322, Q341
Safety community: Q55
Safety conversations: Q8, Q9, Q21, Q29, Q97, Q116, Q145, Q146, Q147, Q206, Q443
Safety culture: Q1, Q2, Q4, Q5, Q10, Q11, Q14, Q15, Q17, Q23, Q40, Q41, Q46, Q47, Q49, Q50, Q54, Q72, Q85, Q88, Q89, Q91, Q92, Q93, Q94, Q95, Q101, Q102, Q103, Q104, Q105, Q106, Q107, Q108, Q109, Q123, Q125, Q127, Q128, Q129, Q133, Q134, Q135, Q136, Q137, Q138, Q139, Q140, Q142, Q144, Q147, Q148, Q149, Q150, Q151, Q152, Q153, Q170, Q171, Q172, Q173, Q183, Q185, Q186, Q191, Q194, Q195, Q197, Q198, Q199, Q202, Q203, Q204, Q207, Q208, Q212, Q213, Q214, Q378, Q380, Q381, Q393, Q402
Safety differently: Q7, Q12, Q42, Q88, Q90, Q99, Q103, Q109, Q114, Q118, Q153, Q184, Q185, Q197, Q198, Q202
Safety dogma: Q298
Safety education: Q130, Q488
Safety evolution: Q31
Safety fads: Q307
Safety governance: Q193
Safety history: Q130
Safety II: Q304

Safety indicators: Q54, Q58
Safety industry: Q466
Safety law: Q59, Q60, Q132
Safety leadership: Q3, Q9, Q28, Q29, Q40, Q41, Q49, Q69, Q70, Q72, Q75, Q79, Q95, Q105, Q125, Q126, Q127, Q133, Q136, Q139, Q141, Q151, Q152, Q153, Q183, Q191, Q207
Safety management: Q37, Q70, Q74, Q112, Q125, Q126, Q128, Q141, Q166, Q167, Q175, Q180, Q181, Q182, Q184, Q188, Q189, Q190, Q193, Q196, Q198, Q200, Q201, Q215, Q216, Q218
Safety management systems: Q11, Q12
Safety measurement: Q54, Q109
Safety mindset: Q48
Safety motivation: Q72
Safety outcomes: Q53, Q56, Q57, Q93
Safety performance: Q458
Safety philosophy: Q5, Q10, Q54, Q55, Q67, Q73, Q76, Q77, Q88, Q100, Q111, Q131, Q140, Q145, Q165, Q185, Q186, Q202
Safety practitioner sustainability: Q223
Safety profession: Q9, Q13, Q28, Q29, Q55, Q111, Q125, Q126, Q127, Q128, Q129, Q152, Q166, Q169, Q183, Q279, Q287, Q295, Q299, Q304, Q321, Q340, Q342, Q343, Q344, Q355
Safety purpose: Q11, Q14, Q68, Q75, Q100, Q129, Q181, Q183, Q184, Q206, Q311, Q341
Safety regulation: Q10, Q53, Q56, Q57, Q59, Q60, Q90, Q163, Q179, Q189
Safety role: Q436, Q475, Q488, Q490
Safety role conflict: Q340
Safety rules: Q106
Safety science: Q2, Q27, Q64, Q110, Q117, Q118, Q168, Q185, Q186, Q187
Safety slogans: Q103, Q104, Q140
Safety statistics: Q58, Q93, Q190
Safety theatre: Q221
Safety theory: Q451, Q454, Q455
Safety training: Q88, Q89, Q98, Q100
Safety values: Q14
Safety vs productivity: Q329, Q456
Scale of harm: Q246
Scapegoating: Q208, Q209, Q210, Q211, Q212, Q238, Q239, Q240, Q348, Q349, Q350, Q351
Secondary harm: Q353
Self-awareness: Q259, Q262, Q349
Self-reflection: Q107, Q276, Q374, Q375
Self-talk: Q333
Self-worth: Q263
Severity of harm: Q26
Sexual harassment: Q50, Q86, Q87, Q233, Q325, Q366, Q367
Shared responsibility: Q69, Q493
Shared understanding: Q287
She'll be right: Q300
Shortcuts: Q117
Silence: Q240, Q283, Q317, Q348
Silica: Q411, Q412, Q414, Q420, Q422, Q423
Silicosis: Q159, Q160, Q161, Q162, Q163, Q164, Q291
Silos: Q309
Simplistic solutions: Q268
Situational awareness: Q477
Sleep: Q407
Slow erosion: Q261, Q263
Small business: Q179, Q216, Q301, Q323, Q347, Q369, Q370, Q433
SMS: Q457, Q460
Social acceptance: Q254
Social norms: Q320

Span of control: Q223
Speaking up: Q249, Q388, Q403, Q419, Q425, Q428, Q465, Q476, Q482, Q504
Sport safety: Q156, Q157, Q158
Staff shortages: Q120
Staffing: Q502
Stalking: Q257
Standardisation: Q269
Standards: Q368
Statistics: Q19, Q22, Q87, Q161, Q177
Status: Q374
Status quo: Q238
Stigma: Q123, Q435
STOP framework: Q48
Stop work authority: Q280, Q357
Strategy vs reality: Q334
Stress: Q35
Suicide prevention: Q18, Q19, Q96, Q119
Supervision: Q15, Q17, Q21, Q29, Q40, Q41, Q46, Q47, Q91, Q97, Q108, Q122, Q135, Q136, Q147, Q170, Q180, Q207, Q214, Q316
Supervisors: Q405
Supply chain risk: Q292
Support: Q227, Q354
Support services: Q353
Surveillance: Q448
Survivor experience: Q247, Q259, Q262
Survivor guilt: Q224
Survivor stories: Q243
Sustainability of change: Q442
Sustained effort: Q320
SWMS: Q457
Systemic accountability: Q256
Systemic factors: Q254
Systemic failure: Q250, Q264
Systemic risk: Q51
Systemic safety: Q18
Systems over individuals: Q381, Q474
Systems thinking: Q27, Q28, Q30, Q37, Q42, Q45, Q64, Q67, Q69, Q70, Q73, Q76, Q78, Q79, Q137, Q142, Q143, Q187, Q192, Q194, Q199, Q268, Q273, Q285, Q323, Q335, Q346, Q356, Q434, Q458, Q491
Take 5: Q438
Take 5s / pre-task checks: Q296, Q297
Team performance: Q133, Q146, Q148, Q170, Q171
Technical competence: Q343
Technology: Q201, Q327, Q328, Q329, Q448, Q449
Tick-box compliance: Q276, Q314, Q321, Q331, Q470
Time pressure: Q498
Tokenism: Q393
Tolerance of hazards: Q300
Toolbox talks: Q446
Traffic management: Q447, Q450
Trainer safety: Q275
Training: Q86, Q166, Q399, Q415, Q416, Q431
Training design: Q269
Training effectiveness: Q270, Q333
Training gaps: Q265, Q275, Q305
Training quality: Q269, Q271, Q276
Training value: Q98, Q267, Q270, Q272

Transferring practice: Q452
Transparency: Q132
Trauma: Q62, Q243, Q319
Trauma-informed practice: Q267, Q367, Q397
Trust: Q91, Q108, Q135, Q202, Q213, Q227, Q279, Q332, Q359, Q439, Q448, Q467, Q494
Tunnel vision: Q45
Underreporting: Q247, Q310, Q330, Q357, Q400, Q401, Q435
Understanding: Q242
Understanding before fixing: Q299
Understanding behaviour: Q355
Unintended consequences: Q167, Q296, Q312, Q330
Upstream / downstream: Q254, Q273
Upstream controls: Q290
Upstream conversations: Q253
Values: Q129
Values alignment: Q16
Values misalignment: Q125, Q126, Q127
Verification: Q222, Q462
VET sector: Q272
Vicarious trauma: Q338, Q418
Victim-centred response: Q367
Voice: Q240
Vulnerability in leadership: Q91, Q172
Warehousing: Q446
Watermelon effect: Q437
Weak controls: Q414
Wellbeing: Q16, Q35, Q92, Q121, Q231, Q406, Q429, Q485
Wellbeing of safety professionals: Q13, Q223
Women in mining: Q409
Women in safety: Q38, Q39, Q49
Work as done: Q7, Q12, Q27, Q29, Q42, Q66, Q70, Q110, Q143, Q168, Q175, Q180, Q182, Q222, Q272, Q281, Q304, Q308, Q312, Q334, Q380, Q415, Q440, Q443, Q447, Q460, Q474, Q486
Work as imagined: Q12, Q42, Q182, Q222, Q308, Q312, Q334, Q380, Q387, Q447, Q484, Q500
Work demands: Q167, Q174, Q362, Q364
Work design: Q110, Q111, Q112, Q113, Q178, Q313, Q335, Q336, Q338, Q345, Q379, Q404, Q446, Q449, Q450, Q474, Q485, Q502
Worker engagement: Q8, Q9, Q36, Q66, Q69, Q70, Q92, Q120, Q141, Q145, Q215, Q226, Q227, Q278, Q279, Q281, Q293, Q306, Q355
Worker wellbeing: Q15, Q17, Q112, Q122, Q124, Q150, Q154, Q155, Q176, Q177, Q210, Q231, Q266
Workers compensation: Q164, Q336
Workers' compensation: Q426, Q429, Q430, Q432, Q435
Workforce: Q503
Workforce capability: Q244
Workforce diversity: Q244
Workforce retention: Q264, Q266
Workforce wellbeing: Q120, Q224
Workplace behaviours: Q232, Q313, Q316
Workplace bullying: Q32, Q33, Q85, Q86, Q87, Q208, Q209, Q210, Q211, Q212, Q213, Q232, Q234, Q239, Q319, Q335
Workplace fatalities: Q219
Workplace injury: Q119, Q160
Workplace response: Q317, Q318, Q325
Workplace violence: Q229
Workplace wellbeing: Q18, Q19, Q20, Q31, Q71, Q73, Q165
WorkSafe NZ: Q219
Youth justice: Q268
Zero harm: Q140

SPEAKER INDEX — ALL BATCHES

Prof Alan Pearce	*Professor of Neuroscience, La Trobe University; Director, Concussion Legacy Foundation*	**Q156–Q157**
Alanna Ball	*Founder, Women in Safety*	**Q49–Q52**
Dr Alexander Paselk	*PhD OHS; CSP; Safety Leader, Kuwait/Middle East; Doctoral Mentor, Capitol Technology University*	**Q202–Q207, Q310–Q312**
Alexsandro Siedschlag	*Safety coach, underground coal, Queensland; former offshore oil & gas and maritime, Brazil*	**Q443–Q444**
Allister Rose	*Paramedic / NZ Police / WorkSafe NZ; Founder, Blue Hope Foundation; PTSD advocate*	**Q82–Q84**
Amanda Amaral	*Co-founder, Got Safe Media; former safety professional, offshore, maritime and logistics*	**Q277–Q281**
Amy Roosa	*Founder, The Safety Rack; Iowa Women in Safety Conference*	**Q38–Q39**
Andrea Paynter	*Principal, Organisational Risk Consulting; former NZ Police constable, personal injury lawyer and National WHS Manager*	**Q431–Q434**
Andreas Landwehr	*Journalist; former Beijing Bureau Chief and Asia-Pacific Head, Deutsche Presse-Agentur (dpa)*	**Q282–Q284**
Andrew Barrett	*Founder, Safety on Tap*	**Q11–Q13**
Andy Baker	*HOP Practitioner; Co-founder, Convergent*	**Q141**
Andy Holmes	*Safety Professional; Former LNG Darwin HSES Lead*	**Q107–Q108**
Bede Cammock-Elliott	*Founder, SEEO (AI CCTV safety analytics), Christchurch NZ*	**Q445–Q450**
Bob Edwards	*HOP Advocate; Colleague of Todd Conklin; Former GE Maintenance Manager*	**Q64–Q67**
Brad Green	*HSE Professional, United States*	**Q68–Q70**
Brent Sutton	*Managing Director, Learning Teams*	**Q5–Q10**
Brett Read	*Leadership Coach; Former SAS Officer; Research Partner with Chevron/RMIT*	**Q133–Q136**
Cam Stevens	*Safety & Technology Consultant; Human Factors Specialist*	**Q153**
Cathy Oodie	*Lived experience advocate; victim survivor; community member, Victoria's Adult Parole Board; specialist family violence practitioner; Royal Commission into Family Violence witness*	**Q245–Q250, Q317–Q320**
Chuck Casto	*Former NRC Inspector; Led US Federal Response to Fukushima 2011*	**Q80–Q81, Q477–Q480**
Clive Lloyd	*Principal Consultant, Just Consulting; Top 5 Global Safety Thought Leader*	**Q1–Q4**
Craig Gauvreau	*Safety Consultant & Author, Canada*	**Q93–Q95**
Daryl Johnson	*RN; Owner, Mental Health Journey Australia; Postgraduate Mental Health Nursing & OHS*	**Q232–Q237, Q313–Q316**
I David Daniels	*Fire Rescue Chief; Host, Psych Health & Safety USA Podcast; PhD OHS*	**Q71–Q75**
David Joyce	*Trainer & Assessor, Link Resources*	**Q46–Q48**
David Wollage	*Safety Leadership Professional; Co-developer, Safety Coaching Foundational Workshop*	**Q286–Q287**
Dr Dimi Lattas	*Lecturer in Social Work, University of the Sunshine Coast; Fulbright Scholar 2025–26; AASW National Social Work Researcher of the Year 2024*	**Q264–Q268**
Dionne Drew	*Leadership Coach; Hard Hat Mentor*	**Q14–Q16**
Dr Drew Rae	*Associate Professor, Safety Science Innovation Lab, Griffith University; Co-host, Safety of Work Podcast*	**Q180–Q186, Q293–Q299, Q451–Q454**

Elisa Lynch	*Safety Professional; Construction Ireland & Australia; Organisational Learning*	**Q109, Q485–Q490**
Emeritus Professor Andrew Hopkins	*Emeritus Professor of Sociology, Australian National University; Author, "Lessons from Longford" and "Risky Rewards"*	**Q380–Q390**
Emma Parsons	*Mental Health & Leadership Coach for Industry*	**Q34–Q37**
Francisco Valenzuela	*Health & Safety Advisor; Oil Sands Canada; FIFO Specialist*	**Q154–Q155, Q496–Q499**
Gavin Coyle	*Safety Consultant; Author, "Workplace Safety on a Budget"; Dublin*	**Q151–Q152**
Georgina Poole	*HSE Consultant; Host, Leading Safely Podcast*	**Q41**
Glen Cook	*Electrical Safety Educator & Former Electrical Inspector*	**Q23–Q26**
Greg Smith	*WHS Lawyer; Author, "Paper Safe"*	**Q56–Q60, Q459–Q466**
Ian Collins	*Master Coach; Founder, Safety Coach International and How to HOP*	**Q285**
James Junkin	*CEO, Mariner Gulf Consulting; Oil & Gas Safety, United States*	**Q76–Q79**
James Wood	*Former underground coal diesel mechanic; spinal cord injury survivor; safety speaker*	**Q424–Q427**
Jason Martell	*Trainer, Fire Safety Australia; Former Air Force Firefighter*	**Q98–Q100**
Joanna McNeill	*Silicosis patient & awareness advocate (contracted in quarry administration)*	**Q159–Q160**
Joe Meanen	*Piper Alpha survivor (one of 61); Oil industry veteran*	**Q61–Q63**
Prof John Cherrie	*Professor of Human Health, Heriot-Watt University; former Research Director, Institute of Occupational Medicine*	**Q288–Q292**
John Shaddick	*Director, Sundstrom Recruitment; HSEQ Recruitment Specialist*	**Q125–Q129**
Jonathan Wilson	*Former Detective Superintendent, Metropolitan Police; workplace bullying campaigner, Stop Hurt at Work*	**Q391–Q397**
Karina Bourne	*Early Childhood Education Consultant; Mental Health Specialist*	**Q120–Q124, Q500–Q502**
Kenneth Bloch	*Process Safety Supervisor; Author, "Rethinking Bhopal"*	**Q130–Q132, Q481–Q484**
Lachie Samuel	*Former FIFO scaffolder; mental health speaker and program facilitator, WA mining*	**Q404–Q409**
Lance Burdett	*Former NZ Police Detective Inspector; Lead Crisis Negotiator; FBI-qualified; Author, "Dark Side of the Brain"*	**Q225–Q231, Q306, Q376–Q377**
Dr Lisette Kanse	*Senior Lecturer, Psychological Science, UWA; Course Coordinator, Master of Business Psychology*	**Q196–Q197, Q199–Q201, Q307–Q309**
Marc Miles	*Senior Facilitator; Trainer Developer; Author, "Creating Transformation" (2024)*	**Q269–Q276**
Matt Florio	*Co-founder, Convergent; Former software executive*	**Q142**
Michael Coogan	*Former Correctional Officer & Intelligence Investigator; Suncorp*	**Q96–Q97**
Michael Cournane	*Senior HSE Strategy, Risk & Performance Advisor, Powerlink Queensland; former organisational learning specialist*	**Q436–Q442**
Michael Plowright	*Founder, Working Well Together*	**Q31–Q33**
Michael Weston	*Former mining maintenance shutdown superintendent; acquired brain injury survivor; safety speaker*	**Q428–Q429**
Michelle Stephenson	*Endorsed Organisational Psychologist; President, SIOPA*	**Q165–Q169, Q335–Q339**
Nathalie Martinek	*PhD; Coach & Consultant; Author, "The Scapegoating Playbook at Work"; Expert in Relational Leadership*	**Q208–Q213, Q238–Q240, Q348–Q351**

Nayab Sultan	*Occupational hygienist and OHS specialist; UN registered expert; silicosis specialist for Southern African ex-miners*	**Q410–Q414**
Dr Nektarios Karanikas	*Associate Professor, Health, Safety & Environment, QUT; former Hellenic Air Force officer; Author, "Professional Generalism in a Hyper-Specialised World"*	**Q27–Q30, Q340–Q347, Q455–Q458**
Nicola Macphail	*Commercial Airline Pilot (Virgin Australia); Drone Management Consultant*	**Q101–Q106**
Nicole Turnbull	*Founder, Neon Shed; WHS Communications Specialist*	**Q85–Q87**
Nova Gibson	*Director, Founder & Primary Counsellor, Brighter Outlook Narcissistic Abuse Counselling Service; Author, "Fake Love" (HarperCollins, 2023); Host, "Fake Love and Flying Monkeys" podcast*	**Q258–Q263, Q352–Q354**
Dr Peter Brace	*PhD; Psychological Safety Practitioner & Researcher*	**Q146–Q148, Q170–Q173**
Peter Tighe	*CEO, Asbestos Safety and Eradication Agency*	**Q161–Q162**
Philip Lako	*Senior Safety Advisor (mining); Author, "The Ten-Year-Old Man"; Former child soldier (10 yrs); Refugee-background safety leader*	**Q241–Q244, Q355–Q359**
Renee Burkinshaw	*Founder, Originate Coaching Consulting; HR & Leadership Specialist*	**Q91–Q92**
Rosa Antonia Carrillo	*Organisational Development Consultant; Safety Culture Author*	**Q137–Q139**
Ross Sottile	*Lawyer, Maurice Blackburn; Silicosis & Occupational Disease Specialist*	**Q163–Q164**
Dr Rowena Mobbs	*Neurologist; Cognitive Neurologist; Dementia & CTE Specialist*	**Q158**
Ryan Alexiou	*CEO, Nextrac (real-time exposure monitoring); former construction safety executive*	**Q420–Q423**
Sacha Kaluri	*Co-founder & Director, Australian Teenage Expo; Author, "The Two Worlds of Your Teenager"*	**Q332–Q334**
Sally North	*WorkSafe Commissioner, Western Australia; 20+ years WHS regulatory experience*	**Q214–Q218, Q360–Q363**
Sally Prosser	*Voice and public speaking coach; former TV and radio journalist and utility spokesperson*	**Q415–Q419**
Sandra Lam	*Endorsed Organisational Psychologist; Managing Director, FIFO Focus and Permentis*	**Q174–Q179, Q364–Q368**
Sara Pazell	*PhD Human Factors & Ergonomics; Director, VivaHR; Occupational Therapist*	**Q110–Q113**
Sarah Barnbrook	*Founder, Away From Keyboard Inc. (AFK); online safety and ethical AI advocate; Global Volunteer of the Year 2025*	**Q326–Q331**
Sarah Thomas	*Health & Safety Specialist, NZ; NZISM Professional Member; ANZ Coaching Alliance Accredited Trainer*	**Q219–Q224, Q300–Q305, Q369–Q372**
Dr Sean Brady	*Forensic Engineer; Author, Brady Review into Queensland Mining Fatalities (2020)*	**Q187–Q195**
Sebnem Bulan Worth	*WHS Training & Compliance Consultant*	**Q18–Q22**
Steven Kirby	*Former demolition and construction plant operator; 2011 pressure test incident survivor; Founder, SK Life Coach UK*	**Q399–Q403**
Tasha Broomhall	*Founder, Blooming Minds; Workplace Mental Health Specialist*	**Q149–Q150**
Theo Venter	*Electrical injury survivor (22,000 volts; 47 surgeries); International safety speaker*	**Q114–Q119, Q504–Q506**
Tom Bourne	*Host, Health & Safety Conversations and Voices from the Edge; Safety Author*	**Q17, Q40, Q53–Q55, Q140, Q198, Q321–Q325, Q378–Q379, Q398, Q430, Q435, Q467, Q475–Q476, Q495, Q503**

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Dr Tristan Casey	*Researcher, QUT; New View Safety Practitioner*	**Q88–Q90, Q491–Q494**
Trix Burgess	*Safety Business Partner, Moreton Bay Regional Council*	**Q42–Q45**
Zoe Nation	*Human Factors & HOP Practitioner; Former Chevron Human Performance Lead*	**Q143–Q145, Q468–Q474**

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