



Better Together

Creating Connectivity in a Divided World



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CATERPILLAR®

Vox Populi



Disconnected



Built for togetherness



From throwing rocks....



To the division of labor...



...to building empires.



Cooperation =

Oxytocin

Endorphins

Dopamine

Anxiety

Depression

Alzheimer's

Heart Disease

Blood Pressure

Cognitive Decline



GOOD TRIBALISM

A collection of people who are bonded together to achieve a goal by lifting each other up for a common good.

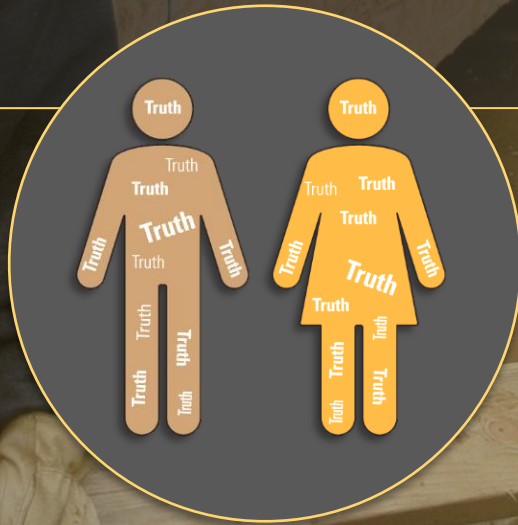




How can tribalism strengthen worksite safety?

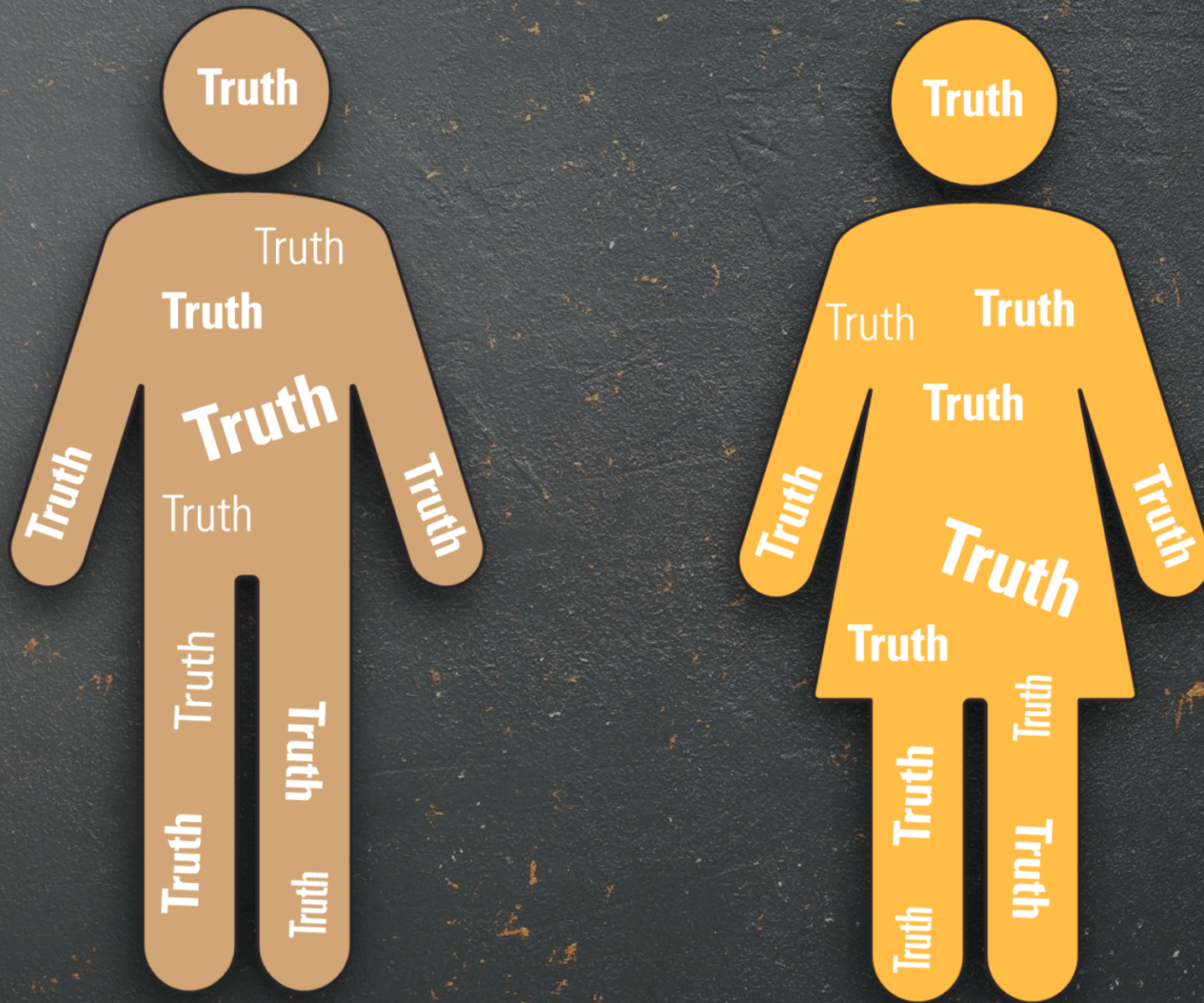
How could Good Tribalism be promoted among teams to create a safer culture?

PART ONE: UNDERSTANDING US

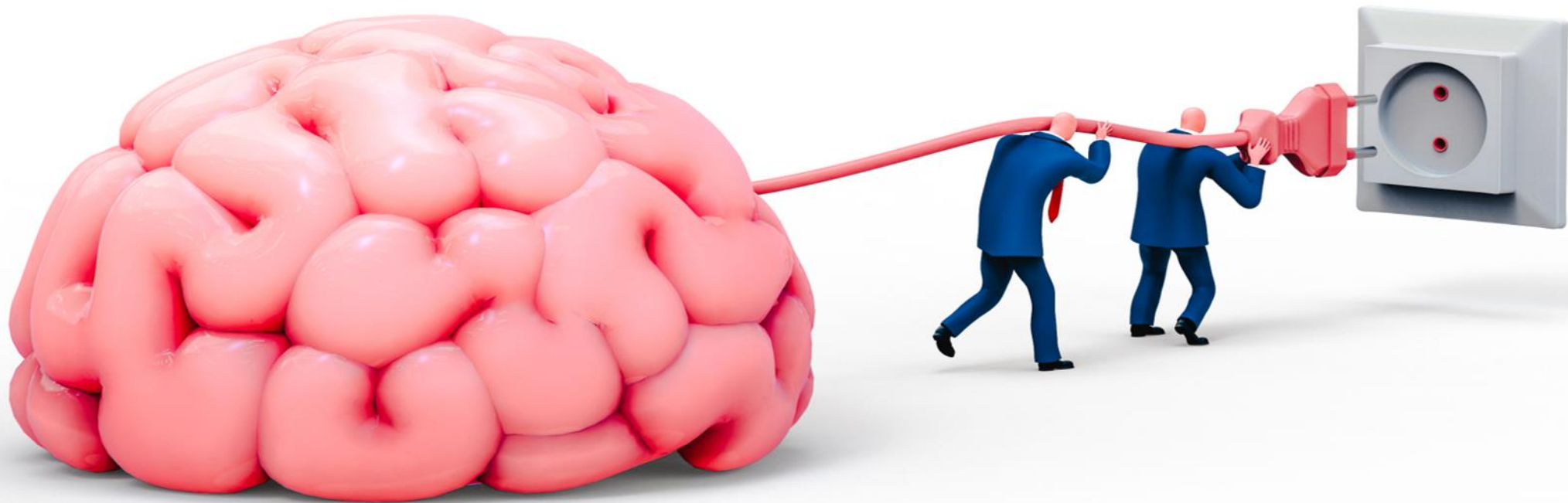


Who do you think you are?

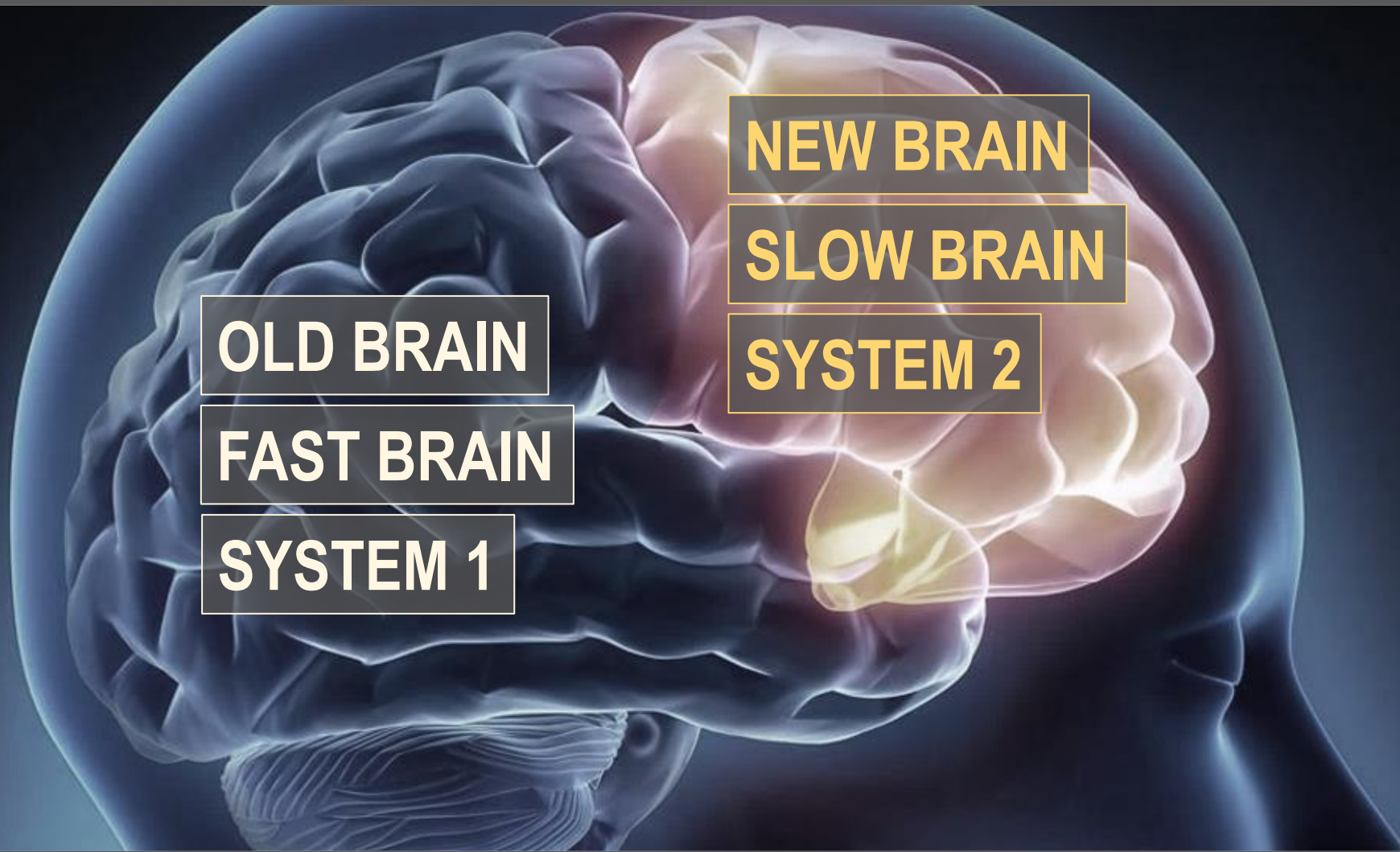




Think again?



A machine for jumping to conclusions



Armchair Gumshoes?



WYSIATI



Cognitive

Ease

Daniel Kahneman, *Thinking, Fast and Slow*

What you see is all there is.

Evolutionary intuition



Wall builders beware...

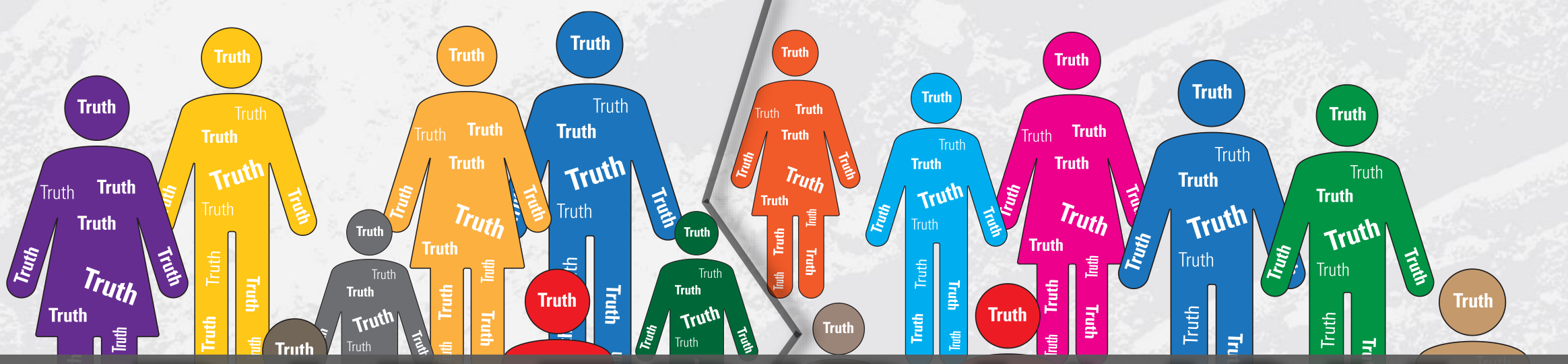


The echo chamber of bias

Ideas and Information

**Bias
Filter**

**Ideas
I Agree With**



BAD TRIBALISM

A group identity that fosters bullying and scapegoating of others not like you, joining people out of anger, jealousy, and spite, not for collective well-being.

A Caterpillar machine, possibly a backhoe loader, is shown in a dusty, hazy environment. The machine is dark-colored with yellow accents. The text is overlaid on the image.

How does understanding ourself make us
better team members in safety situations?

How can we avoid creating opportunities for
Bad Tribalism in workplace safety?

PART TWO:

RETHINK WHAT YOU THINK





Preachers: deliver sermons defending their truths and promoting their ideologies



Prosecutors: look for flaws in the reasoning of others and are dead set to prove them wrong to win the case



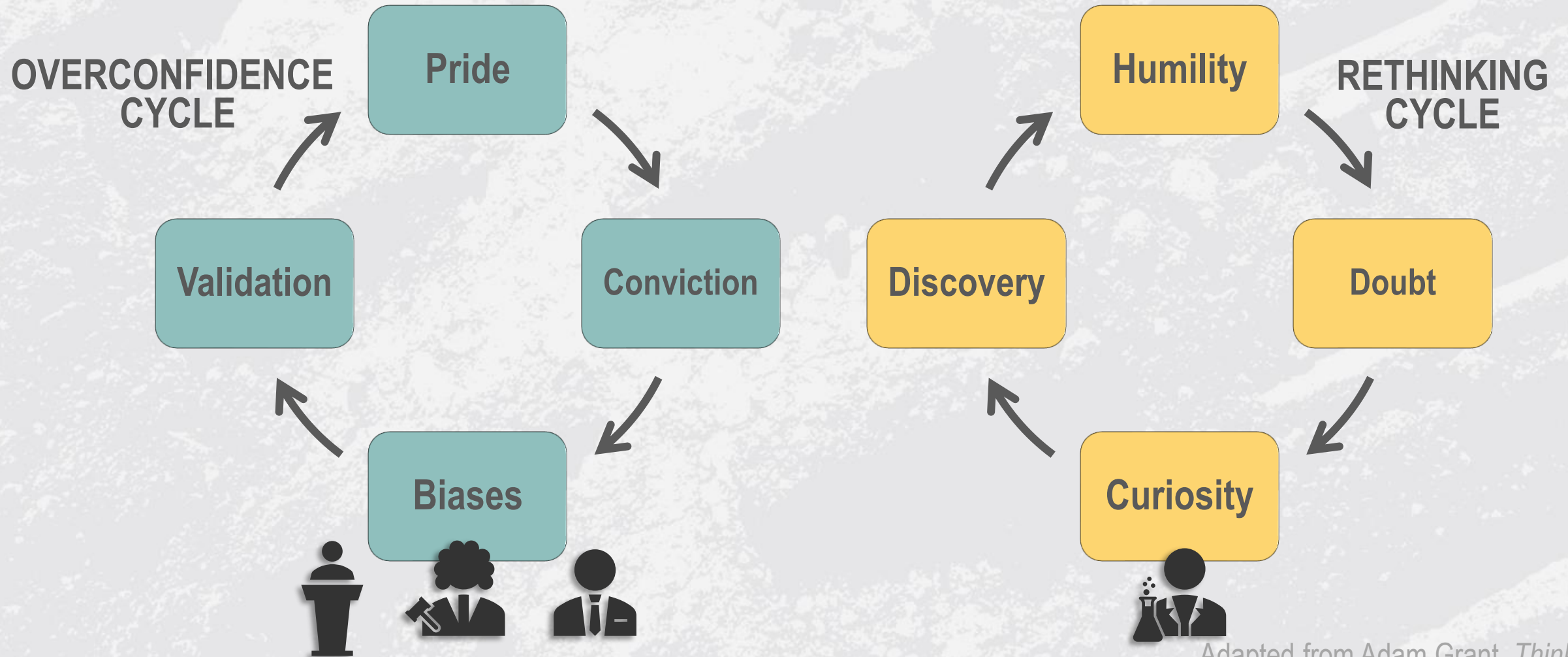
Politicians: try to win others over by campaigning and lobbying for approval



Scientists: doubt what they know, are curious about what they don't know, and update their views based on new data

Philip Tetlock / Adam Grant, *Think Again*

Ideas, not ideologies



Adapted from Adam Grant, *Think Again*

Am I thinking like a Scientist?



Am I thinking like a Scientist?



A story, evidence or research aligned with my belief...



What makes this evidence credible?
What is the sample size and is it representative? Is it peer-reviewed?
Is it widely accepted as fact?

Am I thinking like a Scientist?



An unwillingness to budge...

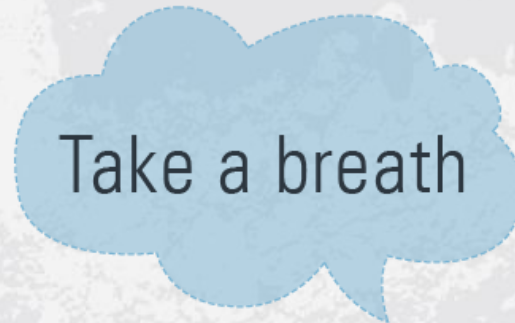


What would it take to change my mind, and have I investigated that evidence as thoroughly?

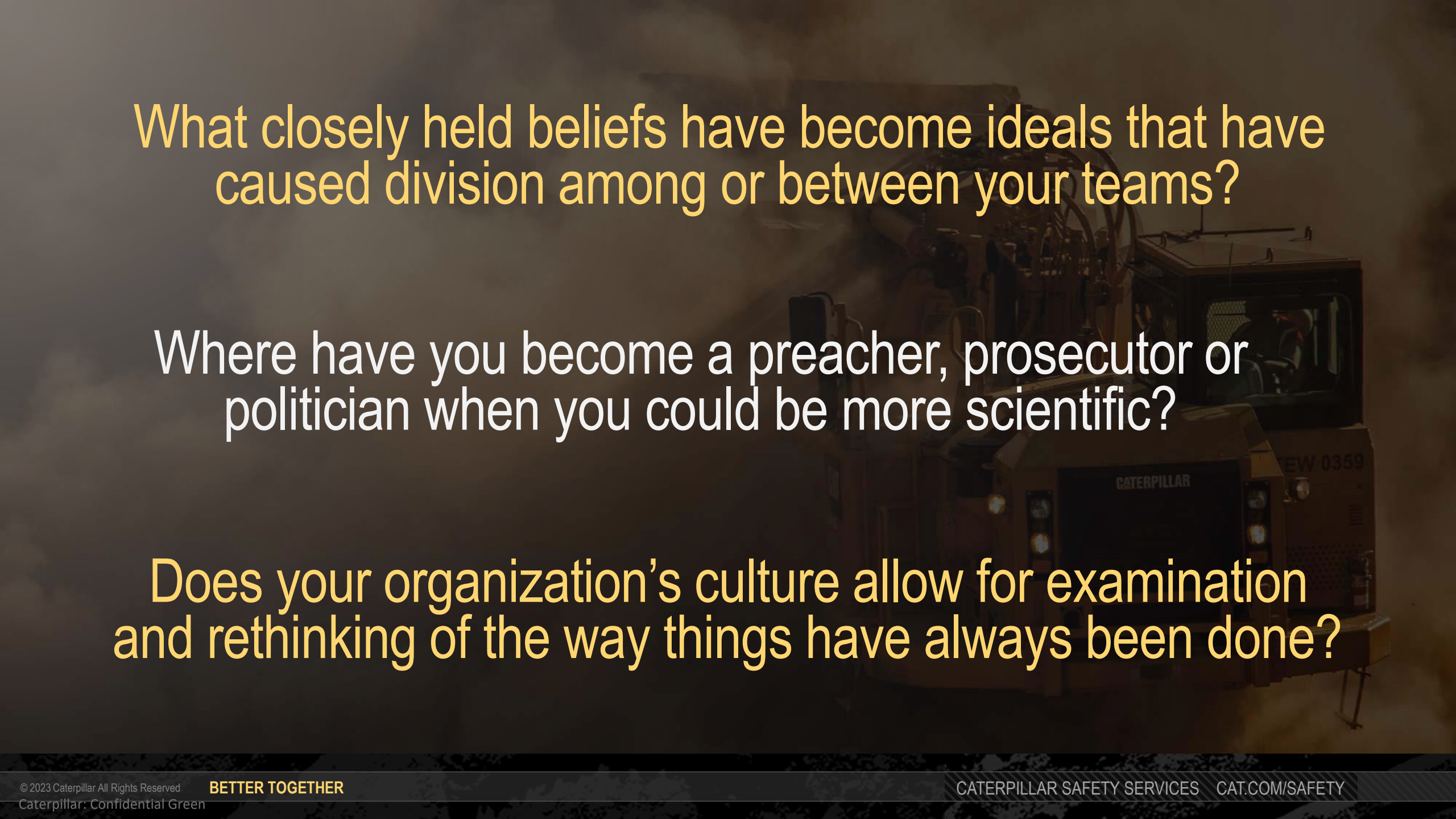
Am I thinking like a Scientist?



A stance that feels like
Bad Tribalism?



What am I willing to risk if I'm wrong?
How much does this matter to me?
Who is someone outside of this tribe
I can ask for clarity?



What closely held beliefs have become ideals that have caused division among or between your teams?

Where have you become a preacher, prosecutor or politician when you could be more scientific?

Does your organization's culture allow for examination and rethinking of the way things have always been done?



PART THREE:

BUILDING BETTER TEAMS



TL642C
NM62280



GOOD TRIBALISM?
BAD TRIBALISM?



Psychological Safety



Is about fostering a climate of respect, building trust, cultivating openness and offering concerns and suggestions without fear of reprisal.

Is NOT about relaxing standards, making everyone comfortable, being nice and agreeable and giving unconditional praise.

Why it matters

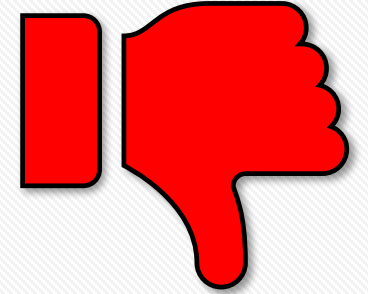


Psychologically safe tribes...



- ↑ Make interpersonal risks more surmountable.
- ↑ Promote a greater sense of belonging and loyalty.
- ↑ Report more errors but make fewer errors collectively.
- ↑ Focus on what is working well and recognize it.
- ↑ Achieve greater results with diverse talents and perspectives.

Psychologically unsafe tribes...



- ↓ Focus intensely on outcomes versus processes.
- ↓ Hide mistakes to avoid penalties.
- ↓ Blame others for failures.
- ↓ Promote self-censorship and hinder innovation.
- ↓ Say different things in meetings than when the boss isn't around.

**EMPLOYEE CALLED TO
BOARD ROOM TO TELL
LEADERSHIP TEAM HOW SHE
CAUSED SAFETY INCIDENT.**



LEADER SHARES HOW HE
MADE A MISTAKE IN FRONT
OF HIS TEAM AND WHAT HE
LEARNED FROM IT.



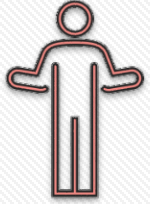
**PEERS OPENLY SHARE AND
DEBATE IDEAS, THOUGHTS &
CONCERNS IN REGULAR
STAFF MEETINGS.**



**SAFETY MEETING FOCUSES
MORE ON ACHIEVEMENTS
AND IMPROVEMENTS MADE
THAN ON FAILURES.**



Building Psychological Safety as Leaders



Acknowledge your fallibility and appreciate those who point it out.




Create a routine for team to share concerns, ideas, struggles.



Spend time in the trenches learning the realities of your people.



Make it clear that accountability goes both ways.



Do people feel safe speaking up, taking measured risks, innovating, challenging the status quo? How do you know?

What is our reaction to mistakes and failures? Are we getting to the root cause and preventing future incidents? How do you know?

Is there a greater emphasis on what we've done right or on what we've done wrong? How does that impact our culture?



**FOR MORE
INFORMATION, VISIT**
WWW.CAT.COM/SAFETY

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SCAN ME

Scan the QR code to:

- ✓ Request a copy of the presentation
- ✓ Request more info about Caterpillar Safety Services
- ✓ Opt-in to receive insightful thought leadership content

CATERPILLAR®

To your tribe...





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REFERENCES

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Think Again, Adam Grant

Thinking, Fast and Slow, Daniel Kahneman

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Tribe, Sebastian Junger