



Safety Moment:
Why Good People Become
Comfortable with Increasing Risk



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Major accidents in our industry **are rarely caused by reckless individuals** deliberately violating procedures. More often, they occur when competent and well-intentioned people gradually become comfortable with deviations that have repeatedly appeared to be safe.

This is psychologically more accurate and less accusatory.

Why do sensible people believe that accepting the risk would be reasonable?

The mechanism

- A deviation occurs.
- Nothing bad happens.
- The deviation is repeated.
- Again, nothing bad happens.
- Over time, people stop perceiving the deviation as a deviation and start perceiving it as an efficient way of working.
- The risk has not changed.
- Only the perception of the risk has changed.

The greatest safety challenge is often not unsafe behavior.
It is the gradual transformation of abnormal risk into something that feels normal.
Once risk feels normal, even highly competent people stop seeing it