


# Work Can Be Bad for Your Health

PAUL SPECTOR, PHD

UNIVERSITY OF SOUTH FLORIDA

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Work Is Not  
Always a Healthy  
Place

2.8 MILLION  
ILLNESS &  
INJURIES FOR  
AMERICAN  
WORKERS  
ANNUALLY

(BUREAU OF LABOR  
STATISTICS)

Work Is Not  
Always Physically  
Healthy

6%  
PHYSICAL  
ASSAULT

46%  
EMOTIONAL  
ABUSE

(NATIONAL SURVEY)

Work Is Not  
Always  
Psychologically  
Healthy

# Hazards

Biological	Illness
Chemical	Illness
Mechanical	Accident
Bio-mechanical	Overuse injury
Physical Violence	Injury
Psychological Mistreatment	Psychological Distress

# Helen Green

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Successfully sued Deutsche Bank in the UK

Secretary

Hospitalized for stress-related disorder

Abused and bullied at work

Awarded \$1,575,000

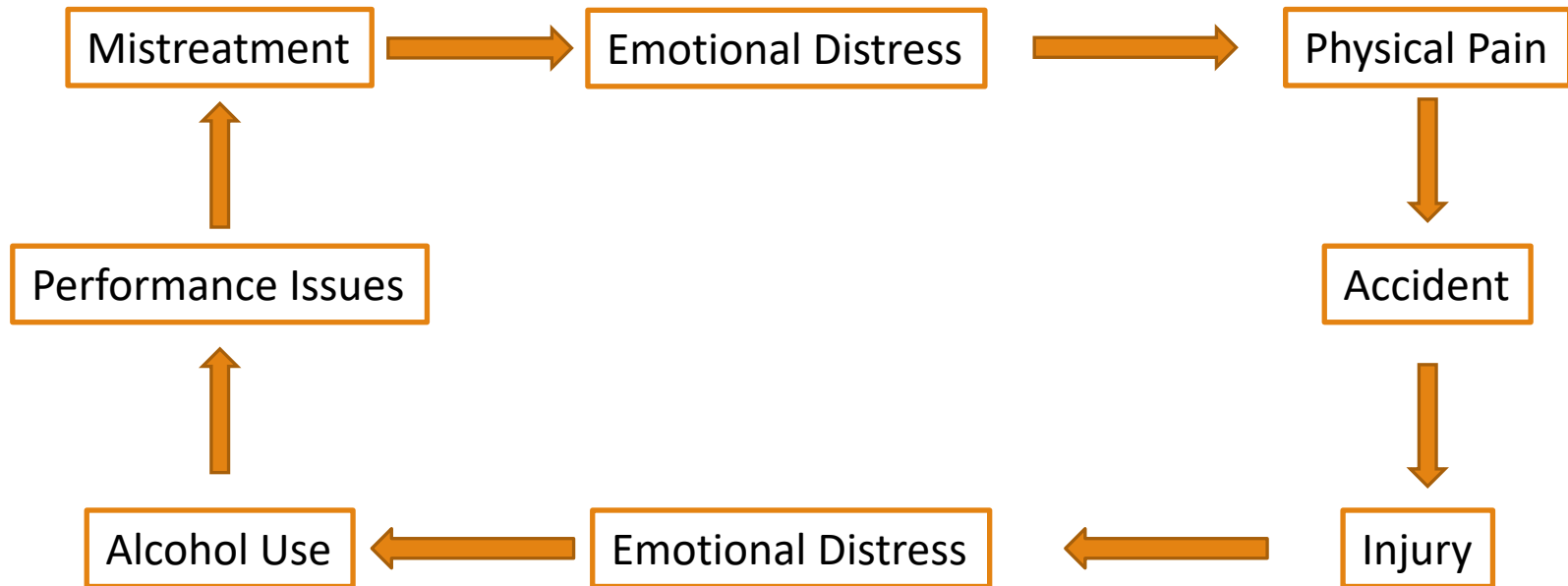


# Nurses Hazards

Biological	Needlestick
Chemical	Medication absorbs through skin
Mechanical	Slippery floor
Bio-mechanical	Patient lifting
Physical Violence	Patient assault
Psychological Mistreatment	Lateral violence from other nurses

# Physical and Psychological

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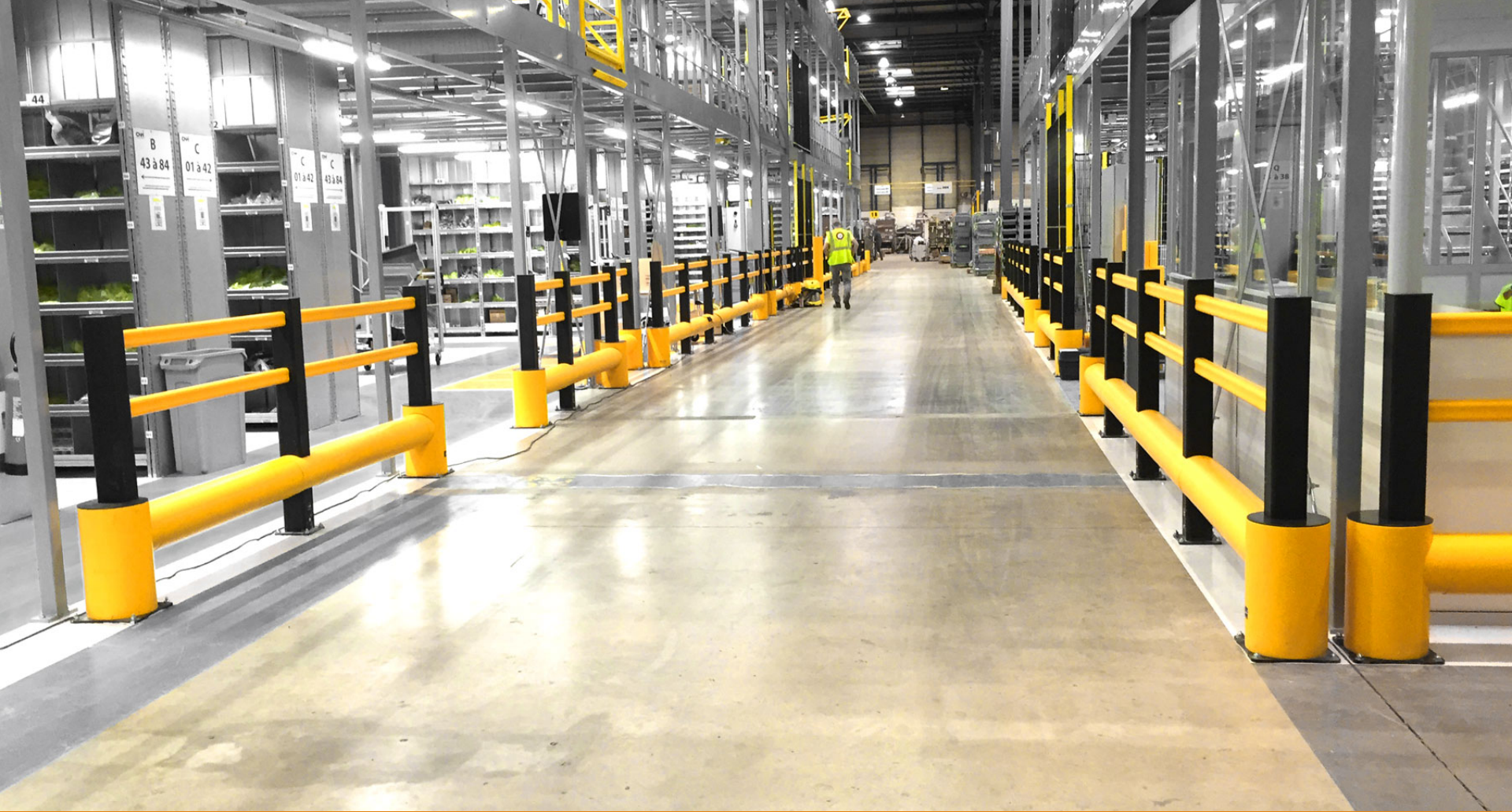
# Safe Conditions and Safe People

Ergonomics: Design of the physical environment

- Physical space
- Tools and equipment

People-nomics: Design of the social environment

- Talent
- Leadership
- Climate and culture



Safe Work Spaces





Direct Traffic in Warehouse



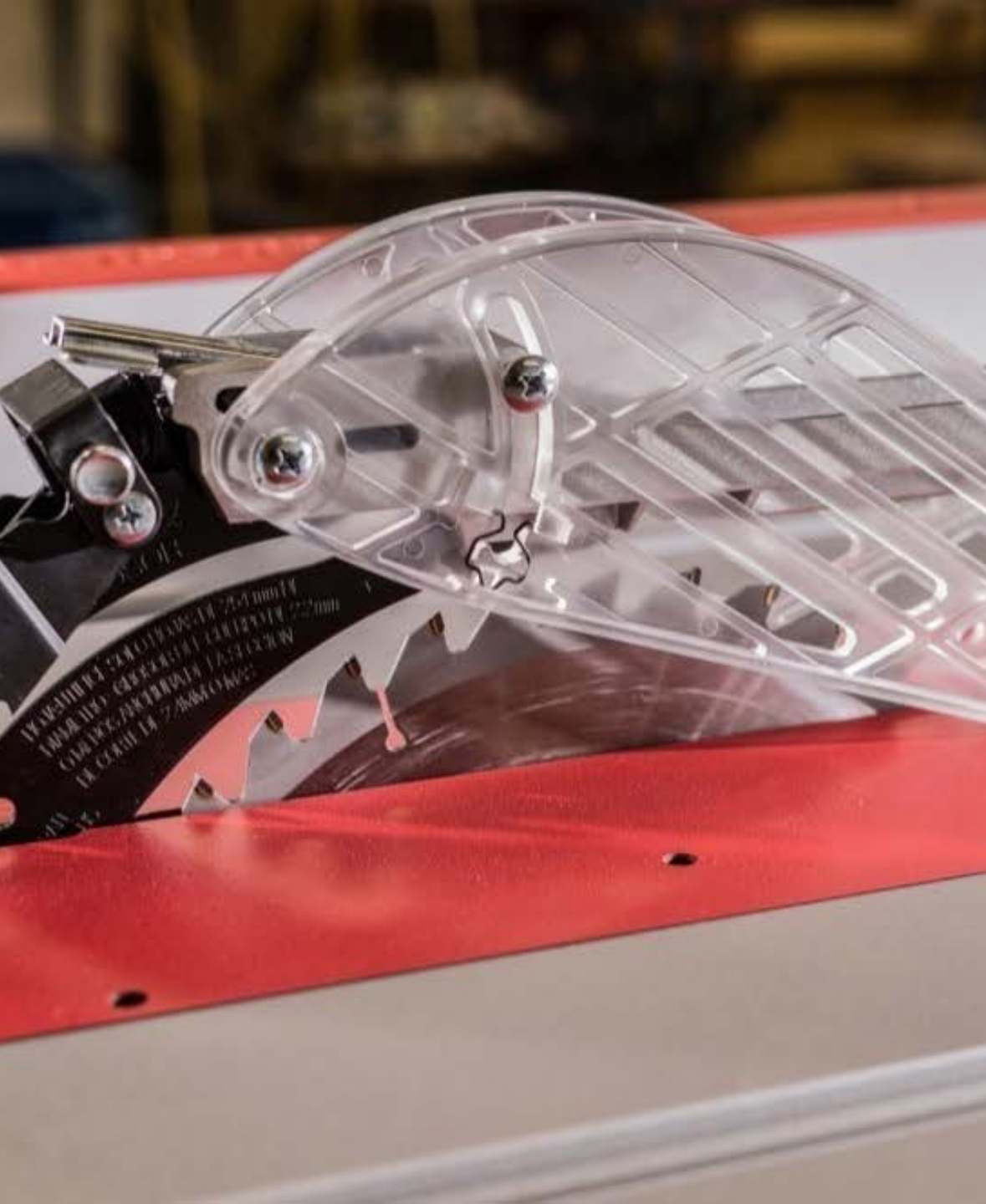


Safe Stairs



# Ergonomic Design of Equipment





# Table Saw Safety





Split  
Keyboard  
for  
Repetitive  
Strain

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# Lifting Device Prevents Back Injury





# Unsafe Behavior



# What Were They Thinking?

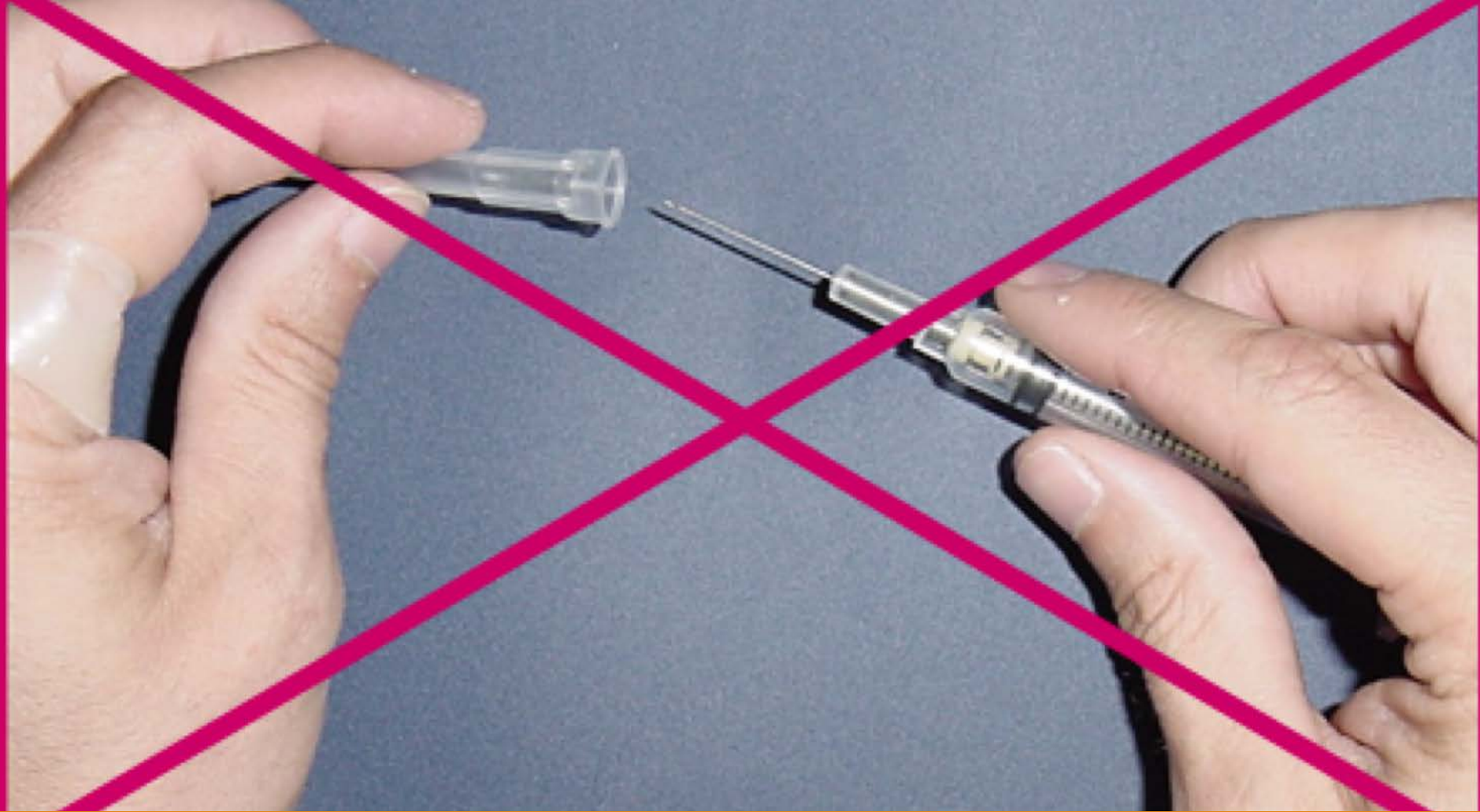
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Is He Serious?





Violate Universal Precautions

# Control of Unsafe Behavior

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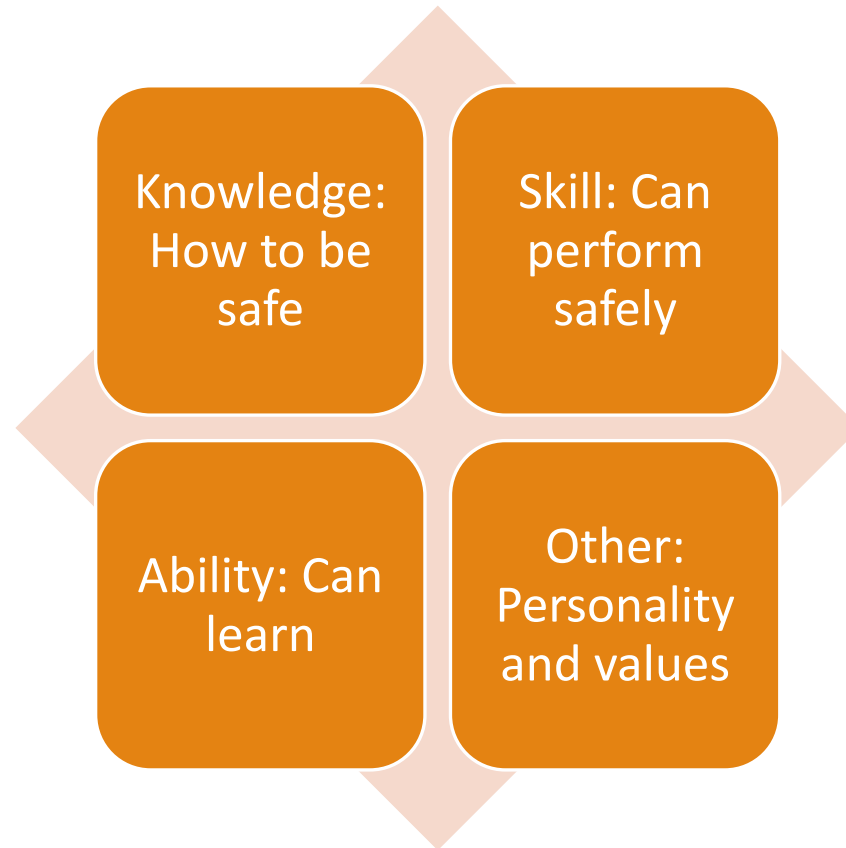
Talent

Leadership

Climate and  
Culture

# Talent: Safety KSAOs

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# Leadership

## Safety begins at the top

- Correcting: Progressive discipline
- Messaging: Talk about safety
- Modeling: Show how to be safe
- Rewarding: Praise for safety
- Teaching: Knowledge and skill

# Climate

## What Is Climate?

- Policies and Practices
- What is Encouraged and Discouraged
- What is Rewarded and Corrected



# Organizational Culture

## What Is Culture?

- What people are
- What people create
- What makes an organization unique
- Symbols
- Values

# Symbols of Culture

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General  
Safety  
Climate

## Physical Hazards

- Biological
- Chemical
- Mechanical
- Bio-mechanical

## People Hazards

- Physical violence
- Psychological mistreatment

# People Need to Feel Safe

## Physical Safety

- Can work without fear of injury
- Coworkers keep one another safe
- Management cares about worker safety

## Psychological Safety

- Can work without fear of mistreatment
- Mutual respect among coworkers
- Management cares about worker well-being

# Climate of Physical Safety

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Safety policies: Written rules

Safety practices: What is done

Management actions

- Correcting
- Messaging
- Modeling
- Rewarding
- Teaching

# Climate of Psychological Safety

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## Building a climate of tolerance

- Everyone is accepted for who they are
- Norm of civil discourse—disagree with being disagreeable
- People encouraged to speak up
- People valued for their differences
- Respectful disagreement

# Climate of Psychological Safety

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Safety policies: Written rules

Safety practices: What is done

Management actions

- Correcting
- Messaging
- Modeling
- Rewarding
- Teaching

# Becoming the Culture

Design of the workspace

Built into equipment and tools

Symbols

Values

- “We believe that all injuries are preventable and that safety of life outweighs all other considerations.” Tampa Electric Company
- “We are committed to maintaining a safe work environment enriched by diversity and characterized by open communication, trust, and fair treatment” ExxonMobile
- “We cultivate a culture where everyone feels welcomed, respected, valued and free to bring their whole selves to work.” Raymond James Financial



# Building Safe Organizations



Focus on physical AND psychological safety



Hire the right talent



Invest in safety training



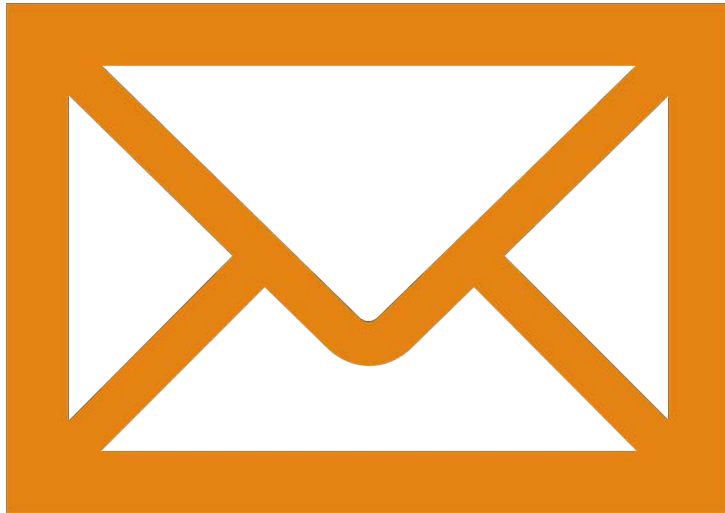
Provide safety leadership



Focus on climate



Turn climate into culture



# Thank You

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Paul Spector

[pspector@usf.edu](mailto:pspector@usf.edu)

More about climate:

<http://paulspector.com/organizational-behavior/what-is-organizational-climate/>

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