EIGHTY20 PUBLISHING

First, Nobody Gets Hurt

The 80/20 Way to Lead Safety and Run a Steadier Business

Audiobook Visual Companion

Bill Canady

All 26 figures from the book, the reading guide, Kessling's top ten hazards, the Rhythm, the Put It to Work pages with their starter worksheets, The Instruments and the reading list.

Each figure is narrated in the audiobook. This PDF lets you see it. The full Field Guide, with all thirty-six worksheets, is sold separately.

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Kessling Fabricating and Coatings and its people are invented, and the figures are illustrative.
A listener reference. It does not replace the book or the Field Guide, and it is not legal or safety advice for your workplace.

LISTENER REFERENCE

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The Masterclass and This Book

Course lesson	What the lesson covers	Book chapter
1 Introduction to Industrial Safety	Why safety matters, OSHA and employee rights, the company's commitment, reporting promptly	1, with recordkeeping in 12
2 Hazard Identification	Five kinds of hazard, observation, the job hazard analysis	2 and 3
3 Personal Protective Equipment	Selection, use, care and inspection, safety shoes and prescription safety glasses	4
4 Emergency Procedures	Fire, first aid and DRABC, evacuation, active threats, near misses	6, with near misses in 7
5 Safe Work Practices	Handling, heights, confined spaces, lockout, electrical, guarding, forklifts, driving	5, with guarding and handling in 4
6 Safety Communication	Signs and labels, meetings, who is responsible for what	8
7 Safety Culture	Leadership, expectations, recognition, involvement, reporting unsafe conditions	9, with reporting in 7
8 Incident Investigation and Reporting	The steps of an investigation, documentation, learning from incidents	10
9 Safety Training and Education	Ongoing training, supervisors, recordkeeping, the job hazard analysis	11, with recordkeeping in 12 and the analysis in 3
Beyond the course	The 80/20 of harm, the money, the board and the buyer	1, 2 and 12

HOW TO READ THIS BOOK

The Field Guide

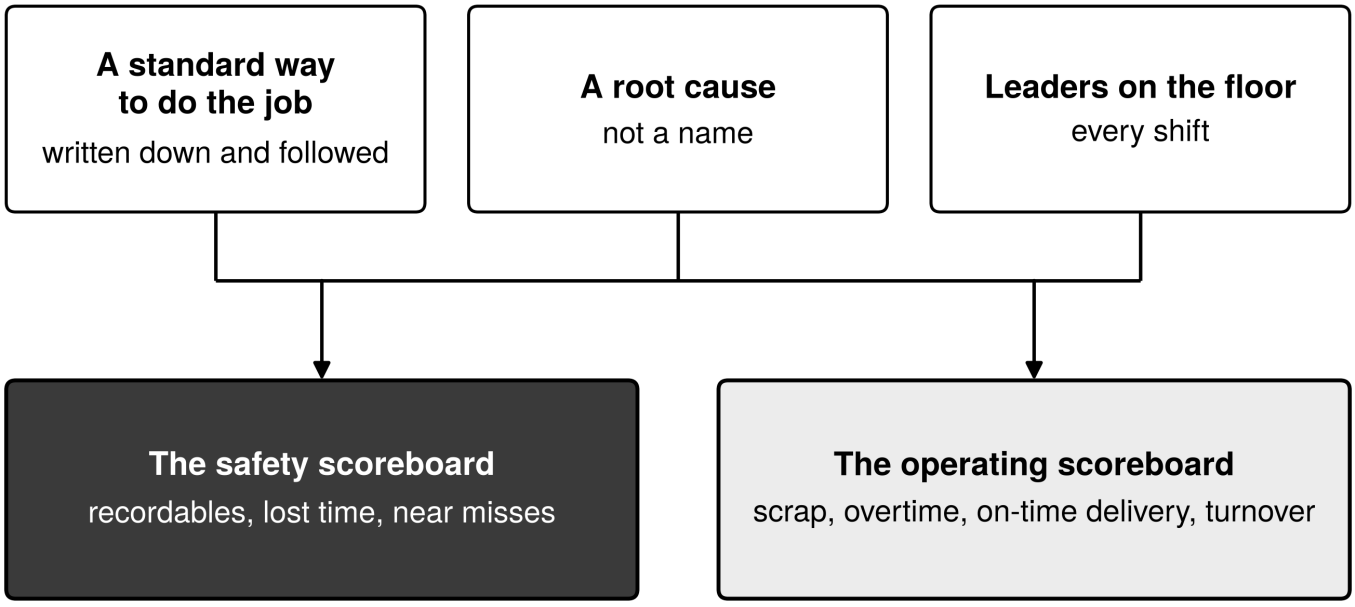
Chapter	Worksheets
1 — The First Number	1–3
2 — Where the Harm Is	4–6
3 — Ask the People Who Do the Work	7–9
4 — Fix the Work, Not the Worker	10–12
5 — The Jobs That Can Kill	13–15
6 — Ready for the Worst Day	16–18
7 — Tell the Truth Early	19–21
8 — Talk About It Where the Work Is	22–24
9 — Leaders on the Floor	25–27
10 — The Cause, Not the Culprit	28–30
11 — Train for the Job They Will Actually Do	31–33
12 — Page One	34–36

The First Hundred Days

When	Read	Produce
Week one	Part One, with your staff	The first page and its arithmetic, safety opening every agenda, the 24-hour rule in writing
Weeks two to four	Chapters 7 and 10	The letter to the board, the near-miss card and the fix list, every recordable read within a day
Days 31 to 60	Part Two and Chapter 8	The top ten funded with owners and dates, the life-critical tasks named, the shift start and the handover
Days 61 to 100	Chapters 9, 11 and 12	Leaders walking every shift, supervisors trained to stop a job, safety on page one of the board pack
After Day 100	Chapters 5, 6 and 12 again	Drills on nights, critical controls checked in the field, the diligence file, the rhythm on the calendar

FIGURE 1.1 · CHAPTER 1 · THE FIRST NUMBER

One discipline, two scoreboards



People are the most sensitive instrument in the building — the safety scoreboard usually moves first.

Figure 1.1. One discipline, two scoreboards: the three things that keep people from getting hurt are the three things that keep a process in control.

FIGURE 1.2 · CHAPTER 1 · THE FIRST NUMBER

Where an injury lands on the P&L

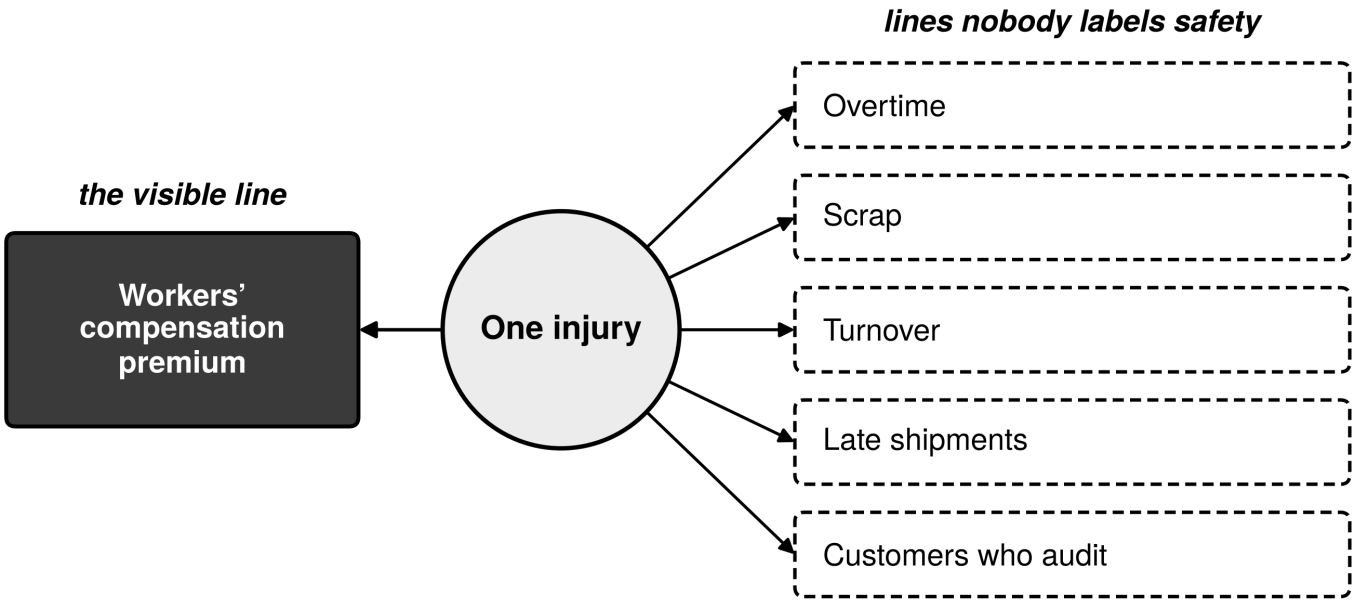


Figure 1.2. Where an injury lands on the P&L: one line the board calls safety, and five it files under something else.

FIGURE 1.3 · CHAPTER 1 · THE FIRST NUMBER

The first page at Kessling, Day 0

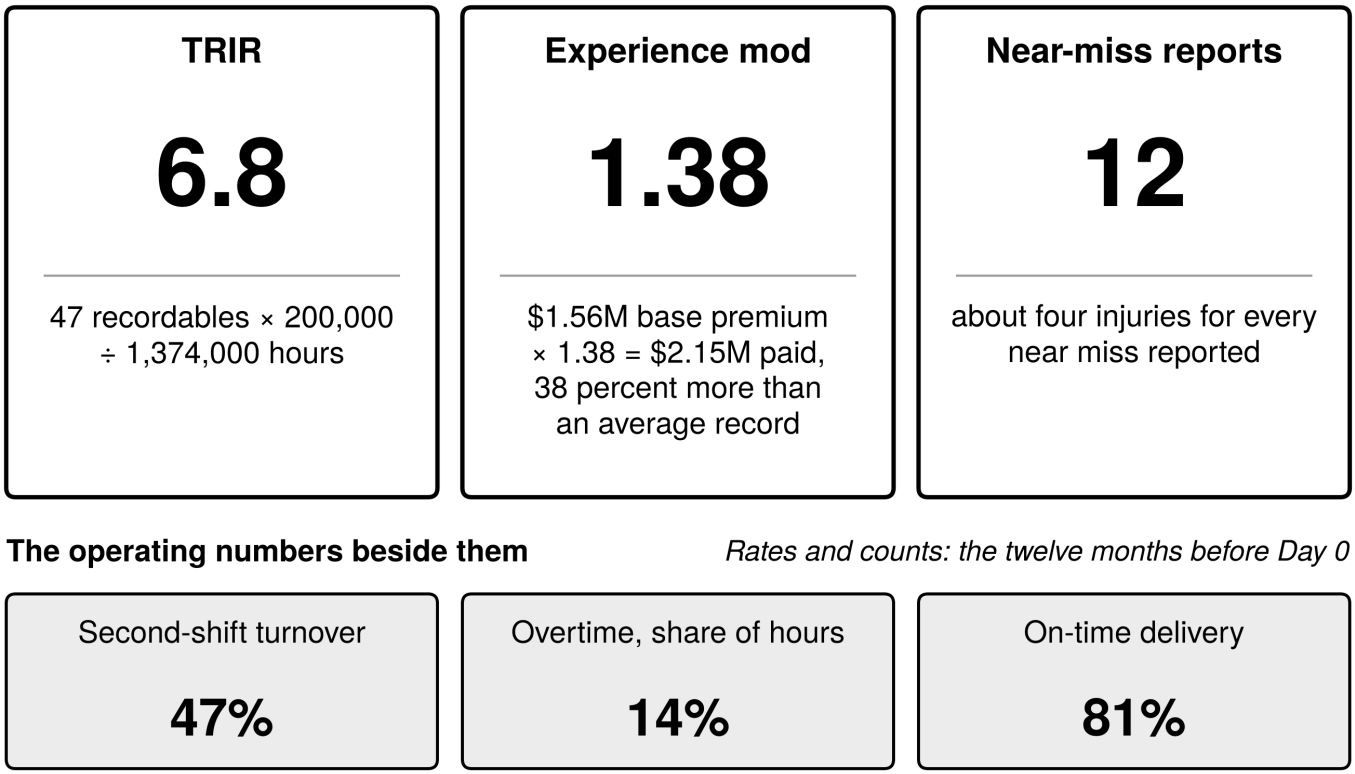


Figure 1.3. The first page at Kessling, Day 0: three safety numbers, and beneath them three operating numbers that turned out to describe the same problem.

Two Paretos at Kessling

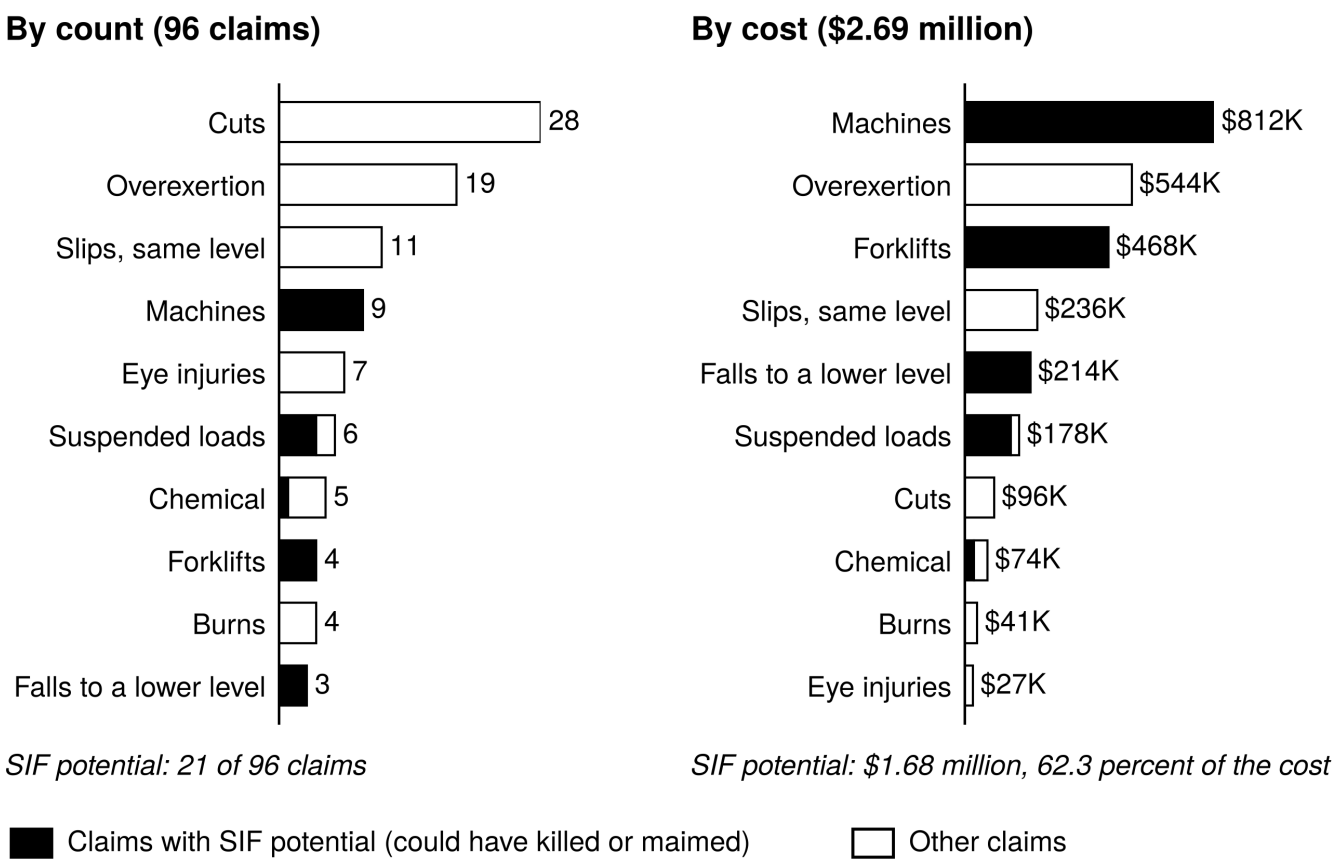


Figure 2.1. Two Paretos at Kessling: cuts lead the count and sit near the bottom of the cost, while three causes with a third of the claims carry two-thirds of the money.

FIGURE 2.2 · CHAPTER 2 · WHERE THE HARM IS

The triangle and the wedge

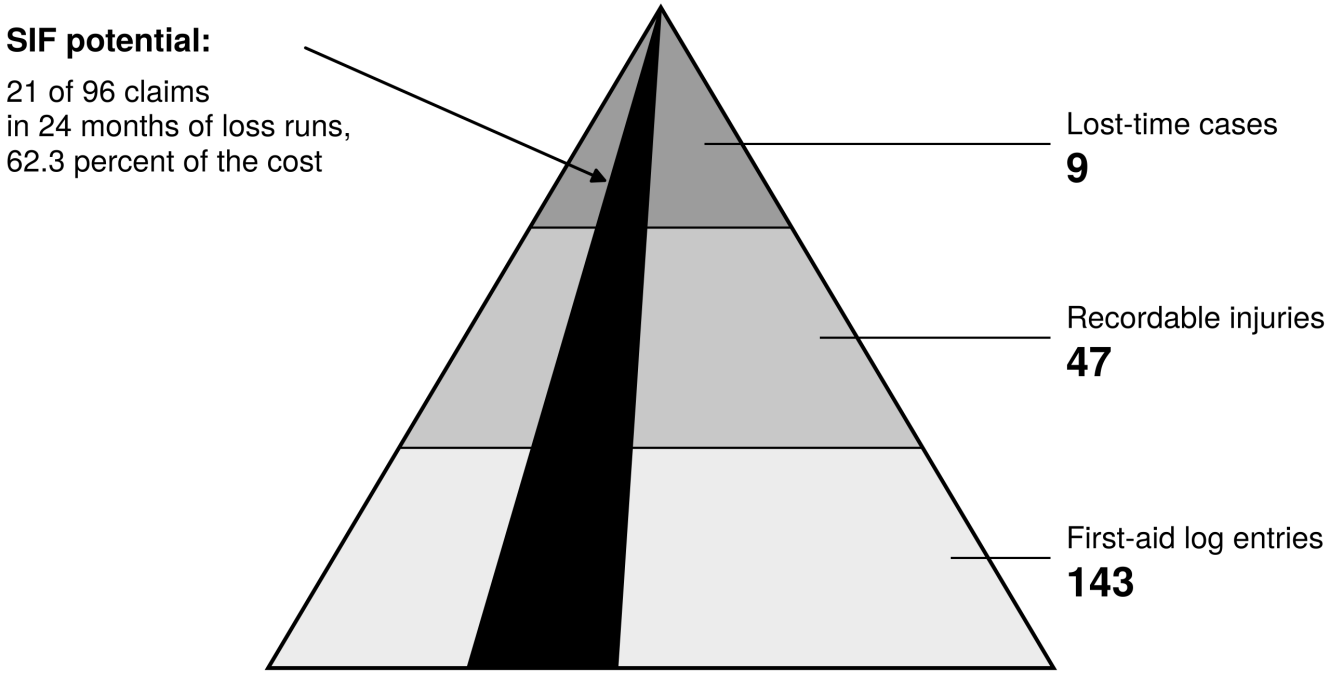


Figure 2.2. The triangle and the wedge: the events that can kill or maim run through every layer of the log, not only the top.

Kessling’s top ten hazards

#	Hazard	Where	Owner	Cost ($K)
1	Forklifts and people in the same aisles	Both plants	Janine Roth / Gene Mott	186
2	Unguarded points of operation on the press brakes and the shear	Anderson	Janine Roth	238
3	Clearing jams on the coating conveyors without lockout	Huntington	Hector Ochoa	64
4	Working under suspended loads at the cranes	Both plants	Janine Roth / Gene Mott	41
5	Lifting blanks and parts by hand at the brakes	Anderson	Janine Roth	172
6	Slick floors at the pretreatment washer and the brakes	Both plants	Gene Mott	58
7	Sheet-metal edges and cut hands	Anderson	Ray Dunleavy	46
8	Open dock edges and dock plates that slip	Both plants	Janine Roth / Gene Mott	152
9	Pretreatment chemicals and an eyewash that didn’t flow	Huntington	Ayesha Kimbrell	37
10	Entering the washer tanks and the booth pit	Huntington	Hector Ochoa	48

Five kinds of hazard at Kessling

Kind of hazard	At Kessling
Physical	Moving machinery, forklifts, suspended loads, heights
Chemical	Pretreatment acids and cleaners, coating powder and solvents
Biological	The washer water, blood on a first-aid call
Ergonomic	Lifting blanks at the brakes, hanging parts overhead on the coating line
Psychosocial	Fatigue on a double, the pressure to ship

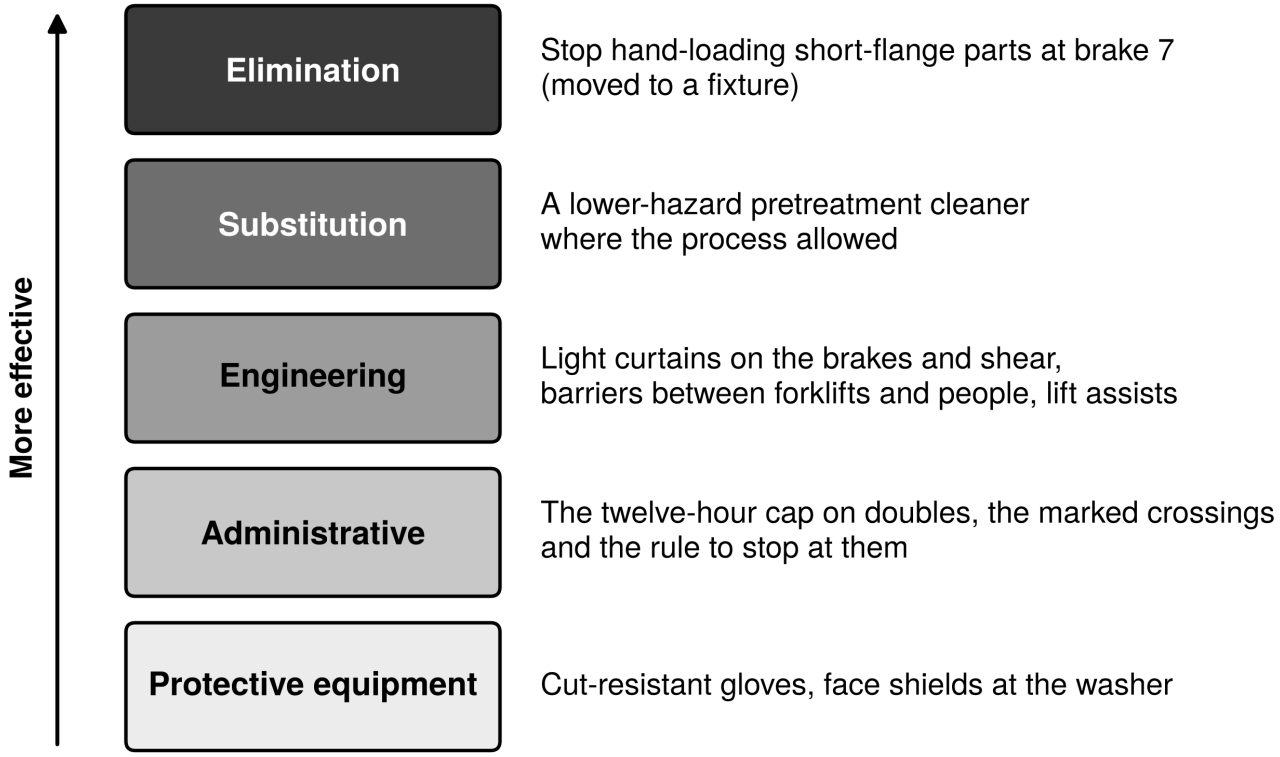
Figure 3.1. Five kinds of hazard at Kessling: the five categories every frontline worker should know, each with what it looked like on Kessling's floors.

A job hazard analysis at the powder-coat unload station (Day 60)

Step	Hazard	Control
1 Reach for a swung part	Hand drawn into the moving conveyor	Stop the line with the pull cord, use the hook tool, never reach into a moving carrier
2 Lift the part off the hook	Hot part, strain	Heat-resistant gloves, two-person lift over 50 pounds
3 Stack on the cart	Cart tipping, pinch	Cart load chart, wheel locks
4 Clear a jam	Unexpected start-up	Lockout (Chapter 5)
5 Move the full cart	Forklift traffic at the aisle	Marked crossing, look and stop

Figure 3.2. A job hazard analysis at the powder-coat unload station (Day 60): five steps, the hazard in each and the control the operators and the company agreed on.

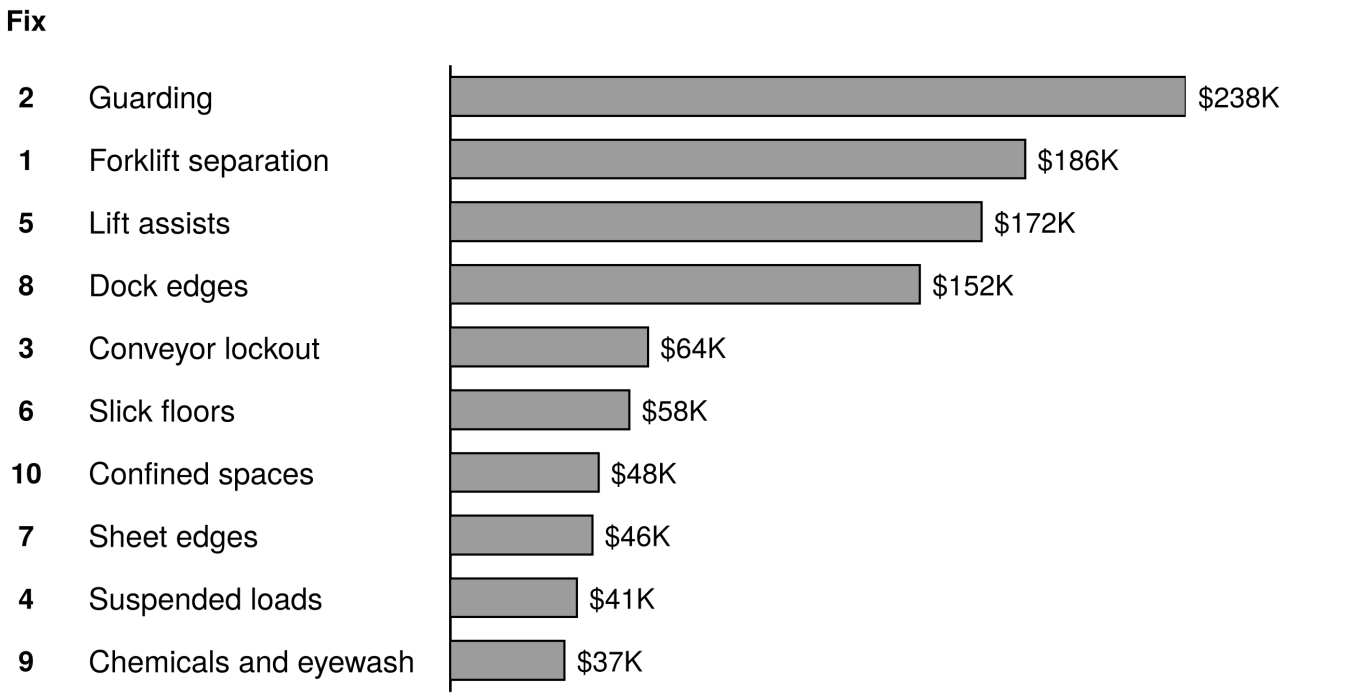
The controls ladder at Kessling



The higher the rung, the less it depends on someone doing the right thing every time.

Figure 4.1. The controls ladder at Kessling: the five ways to control a hazard, most effective at the top, with what Kessling put on each rung.

The funded fix plan at Kessling



Total $1,042K $912K capital, $130K expensed

Figure 4.2. The funded fix plan at Kessling: the ten fixes the board approved on Day 35, largest first, $1.04 million in all.

Forklifts and people, the event and its critical controls

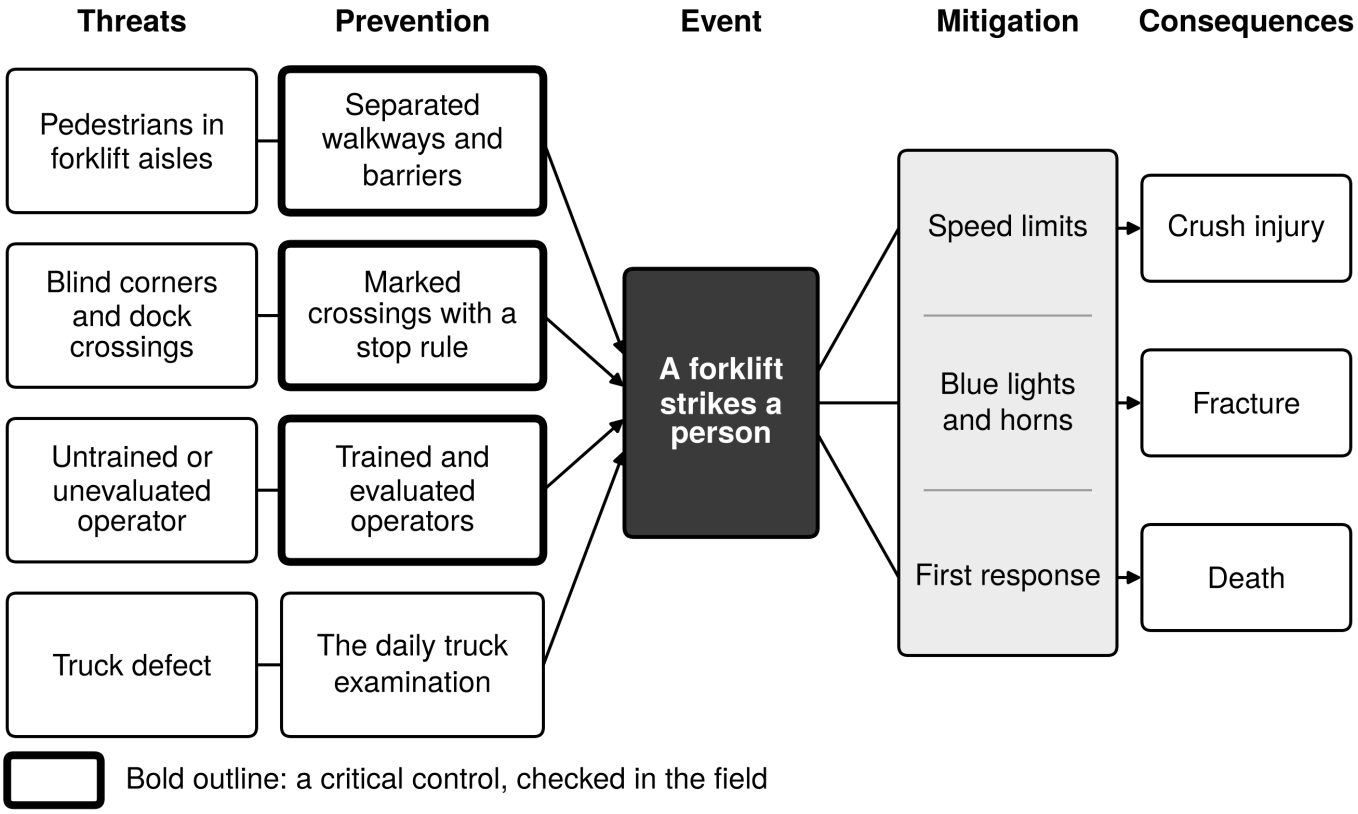


Figure 5.1. Forklifts and people, the event and its critical controls: threats and prevention on the left, consequences and mitigation on the right, and the three controls a supervisor checks in the field outlined heavy.

Lockout in nine steps

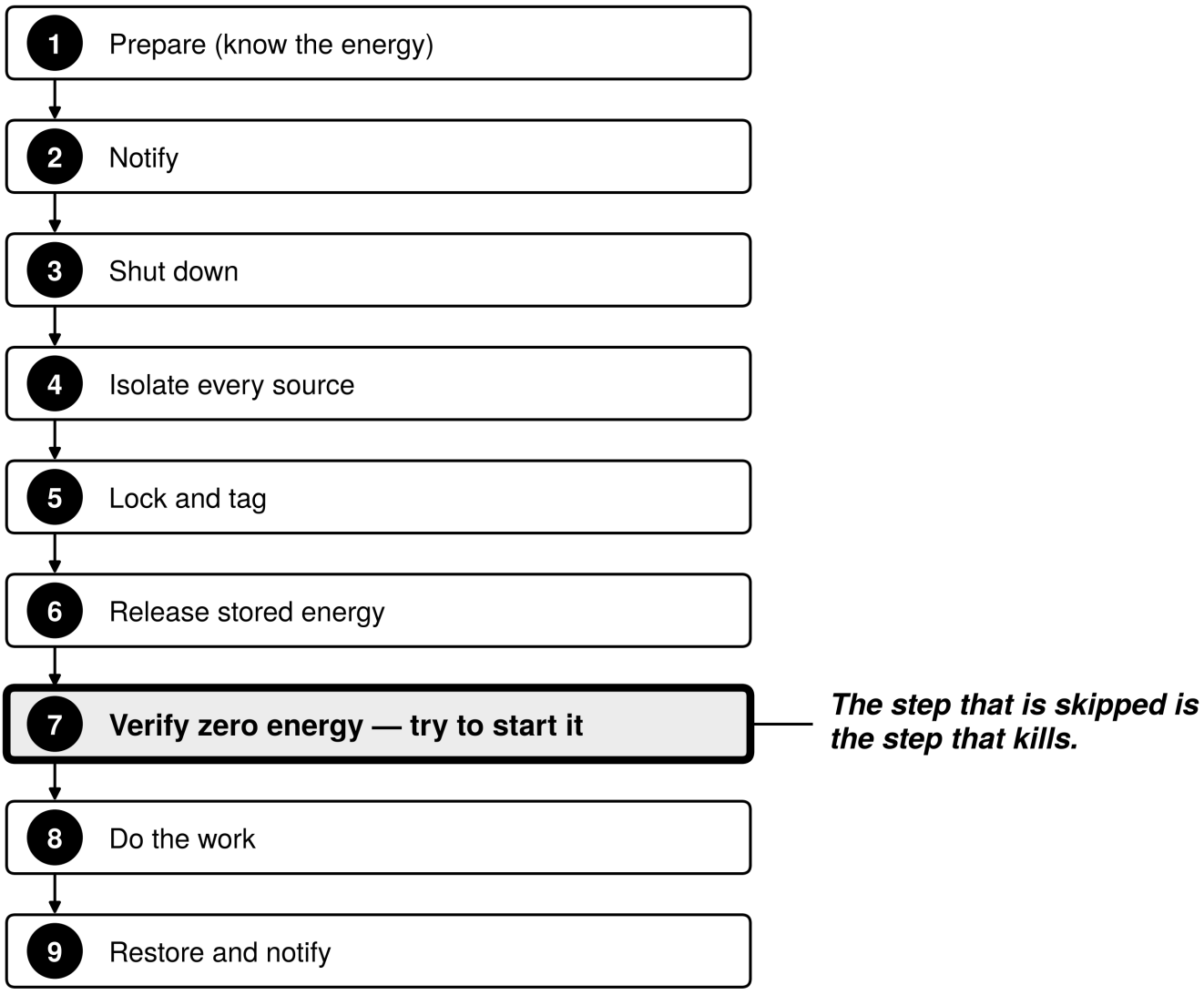


Figure 5.2. Lockout in nine steps: the sequence from preparing to restoring, with the try-start at step 7 boxed heavy.

FIGURE 6.1 · CHAPTER 6 · READY FOR THE WORST DAY

Time to a full headcount at Huntington, third shift

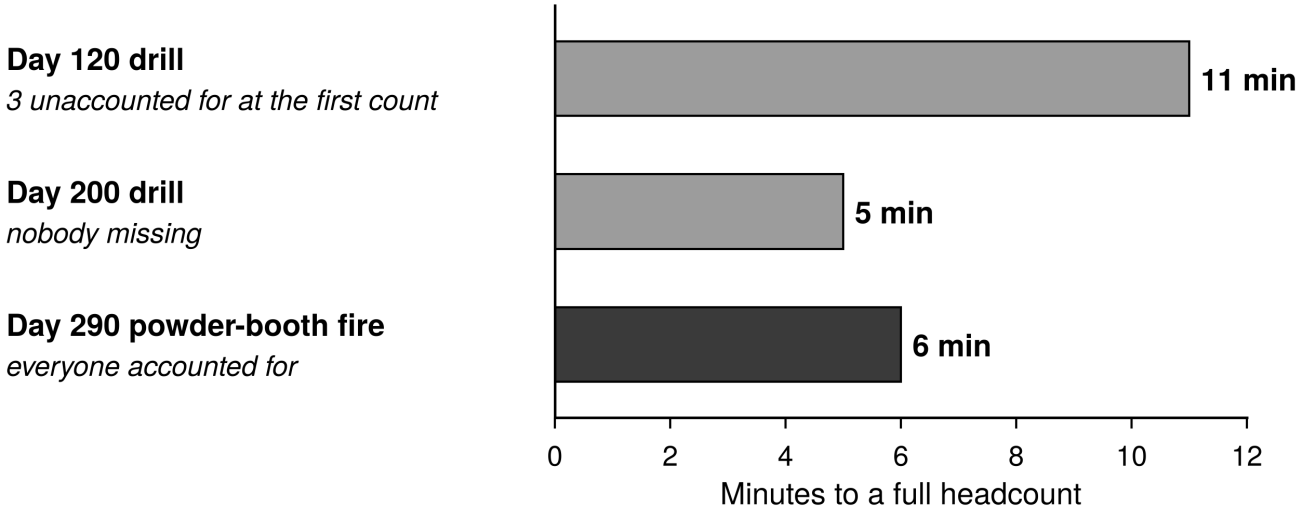
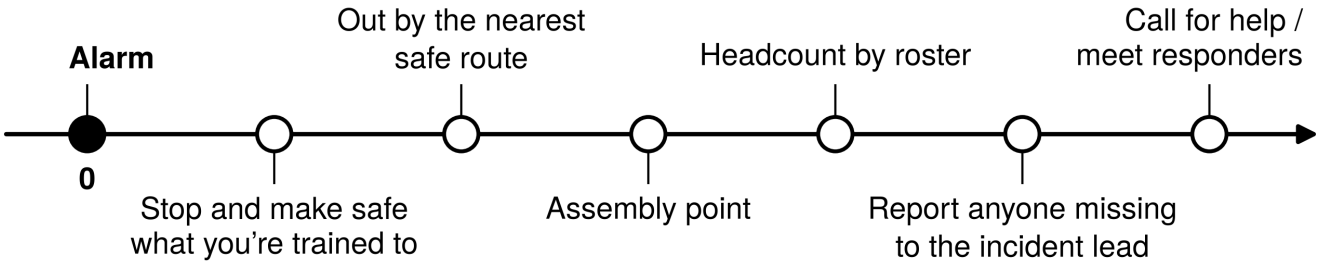


Figure 6.1. Time to a full headcount at Huntington, third shift: eleven minutes at the first drill, five at the second, and six on the night of the real fire.

The first ten minutes



Practiced on every shift, not just first.

Figure 6.2. The first ten minutes: what everyone does between the alarm and the fire department's arrival, practiced on every shift.

The rate rose first

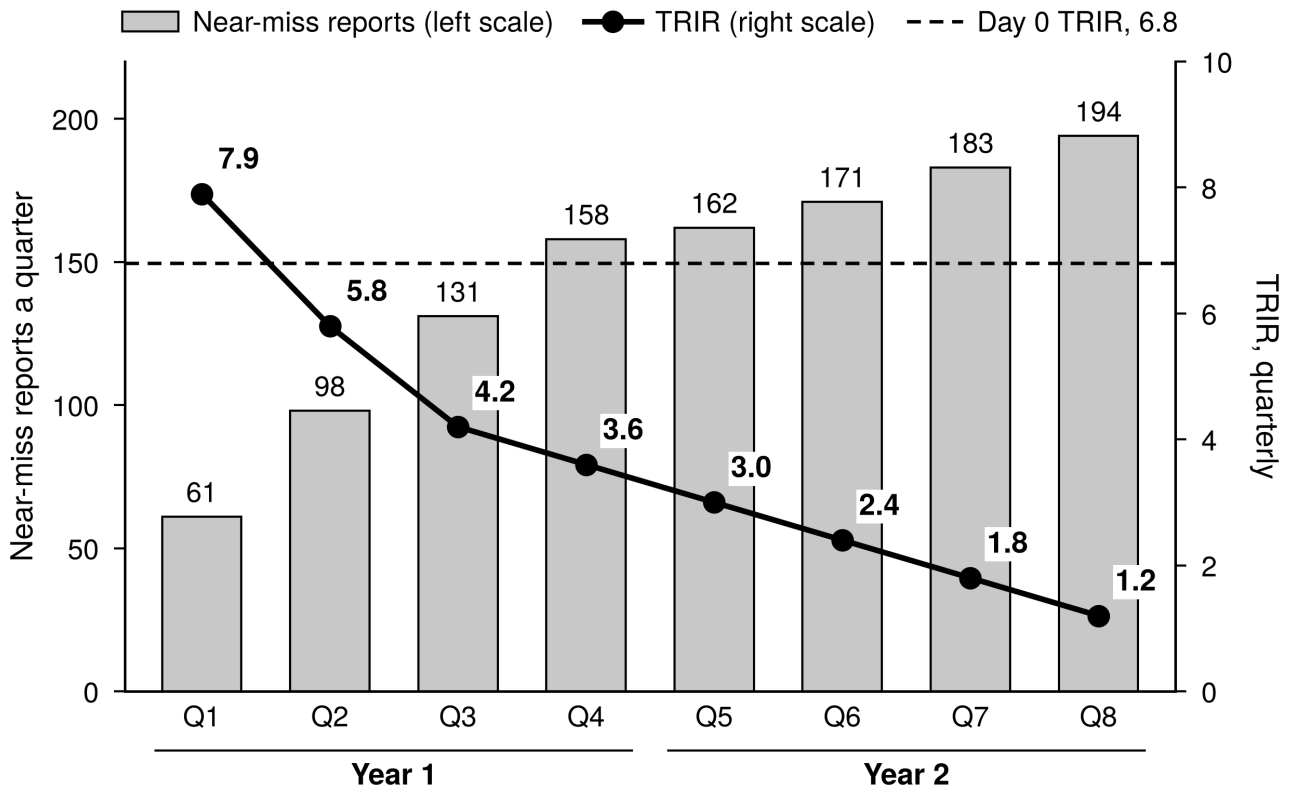


Figure 7.1. The rate rose first: Kessling's near-miss reports climbed in every quarter for two years, while the injury rate rose above its Day 0 level in the first quarter and fell in every quarter after it.

Who was telling the truth

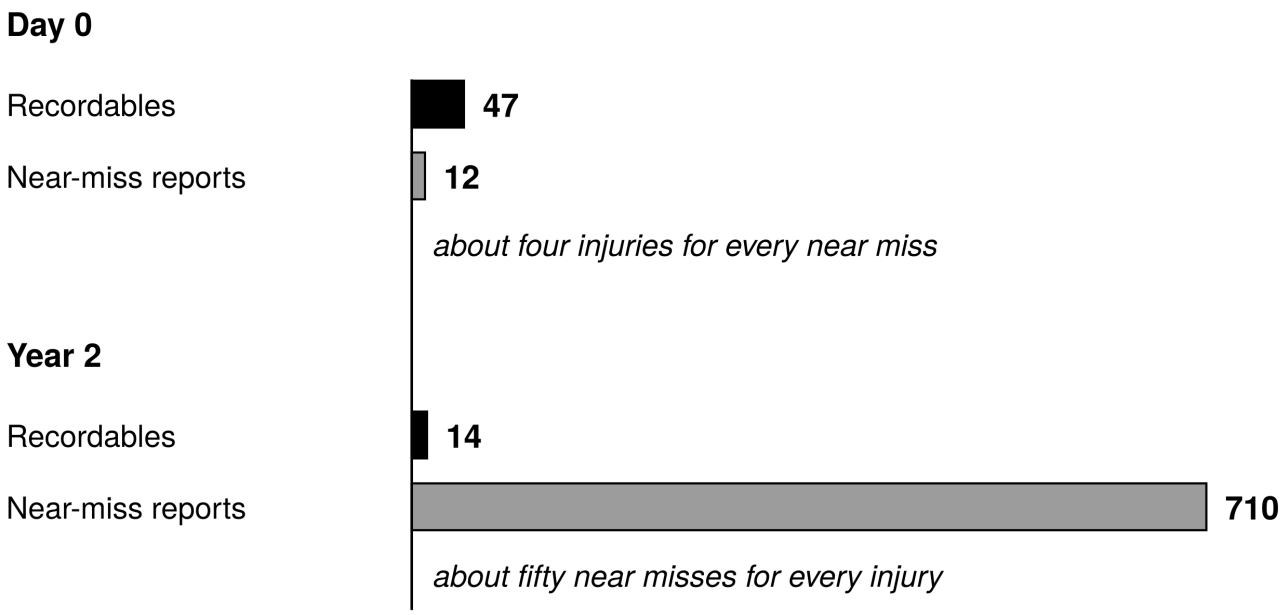


Figure 7.2. Who was telling the truth: at Day 0 Kessling's records held about four injuries for every near miss, and in Year 2 about fifty near misses for every injury.

FIGURE 8.1 · CHAPTER 8 · TALK ABOUT IT WHERE THE WORK IS

The shift start card

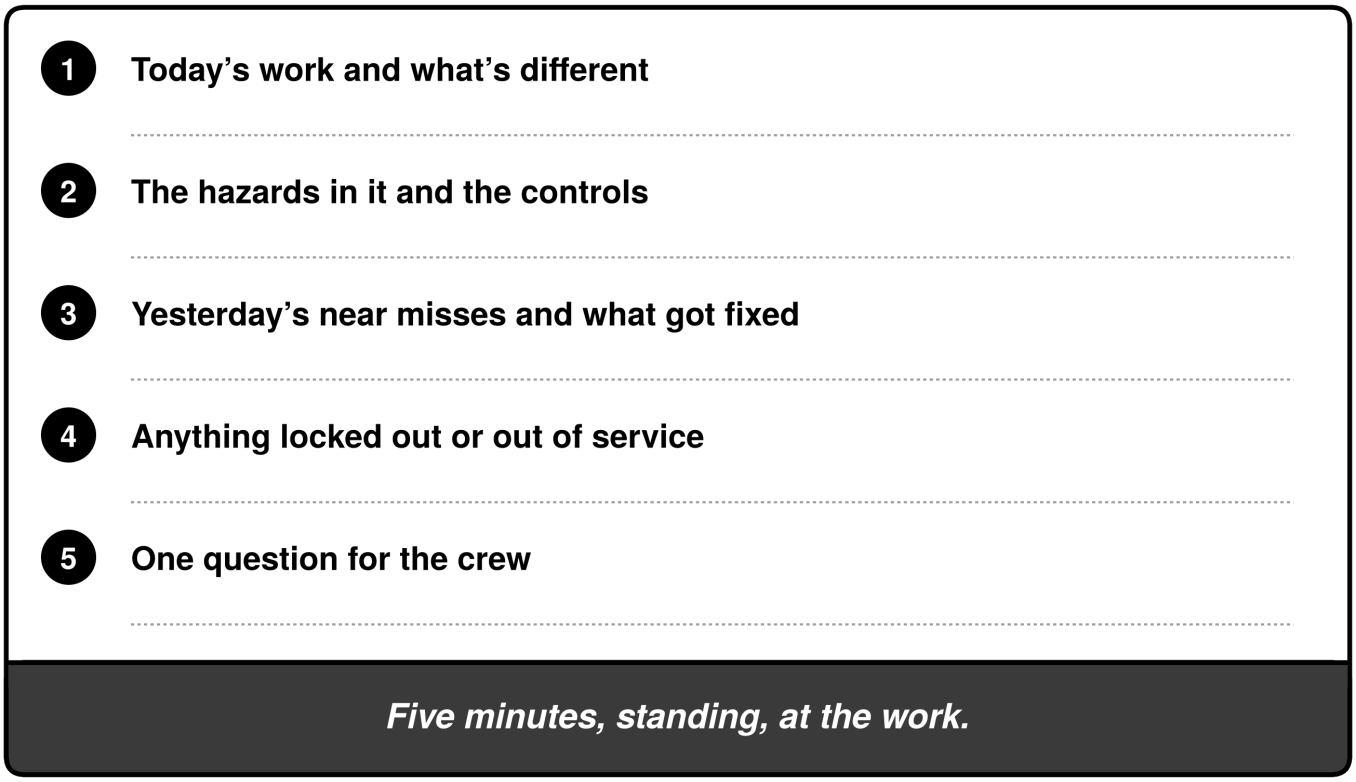


Figure 8.1. The shift start card: five lines a supervisor covers in five minutes, standing at the work, ending with a question for the crew.

What crosses the shift line

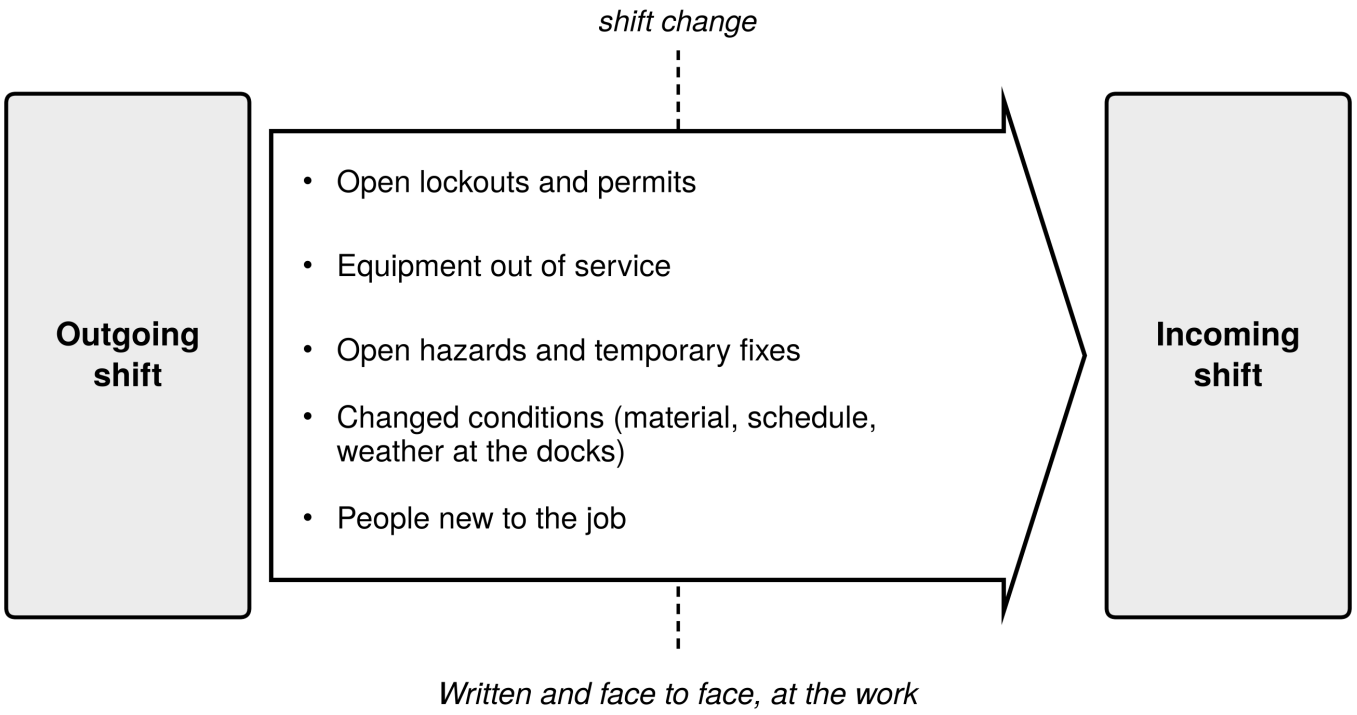


Figure 8.2. What crosses the shift line: the five things an outgoing shift hands to the incoming shift, in writing and in person, at the work.

FIGURE 9.1 · CHAPTER 9 · LEADERS ON THE FLOOR

Two plants, two quarters apart

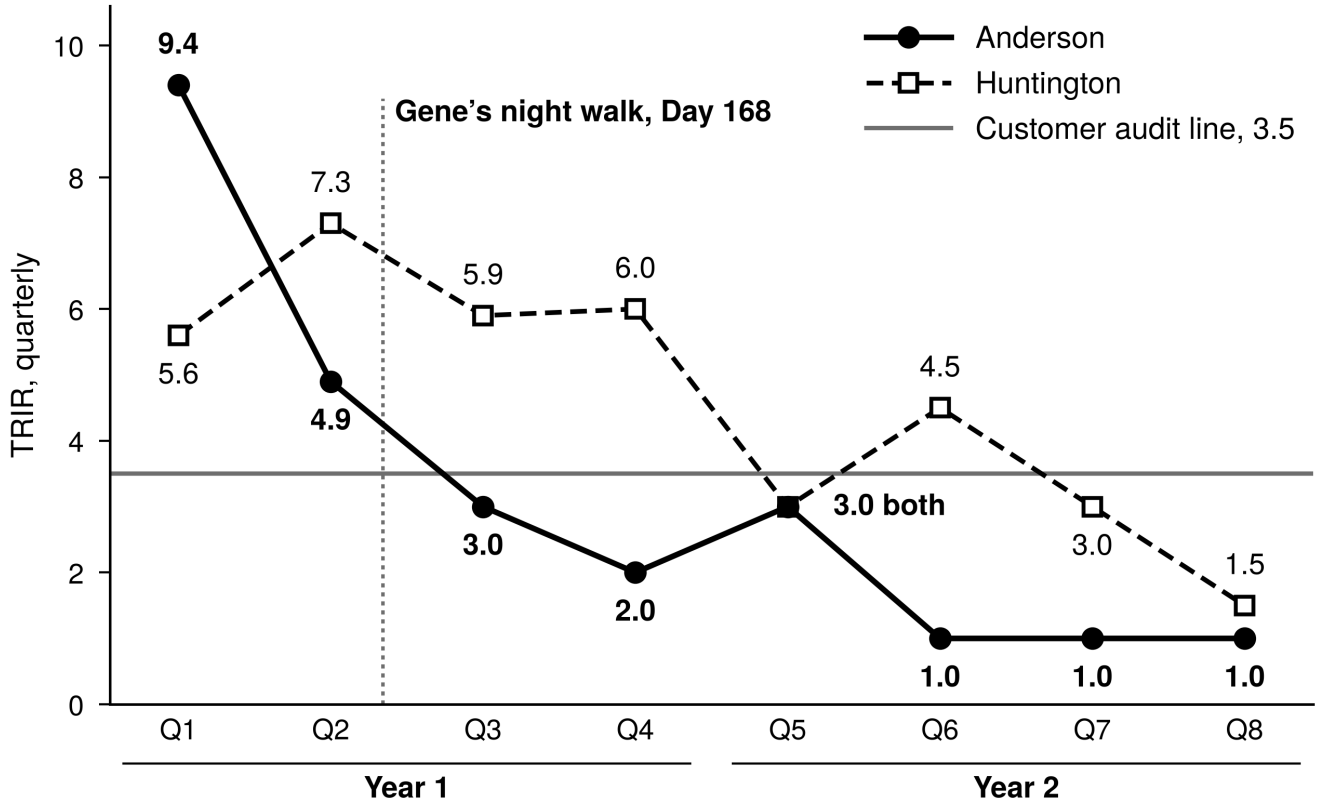


Figure 9.1. Two plants, two quarters apart: quarterly recordable rates at Anderson and Huntington over two years, with the night Huntington's plant manager walked third shift.

Where the leaders were

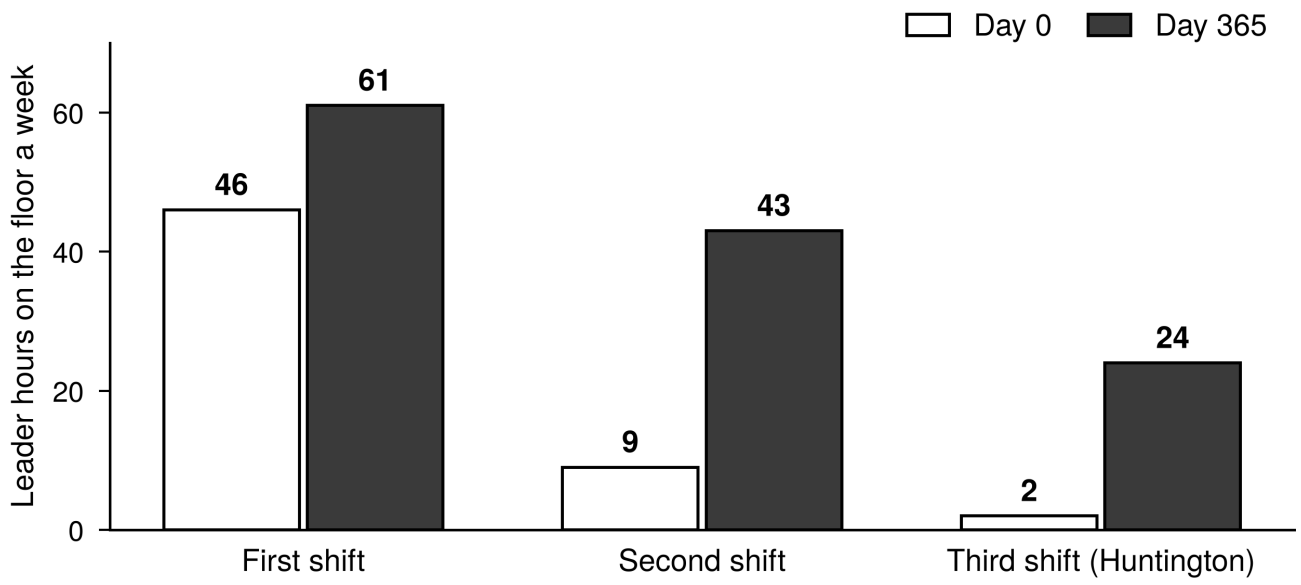


Figure 9.2. Where the leaders were: leader hours on the floor a week at Kessling, by shift, at Day 0 and a year later.

FIGURE 10.1 · CHAPTER 10 · THE CAUSE, NOT THE CULPRIT

From a name to a cause

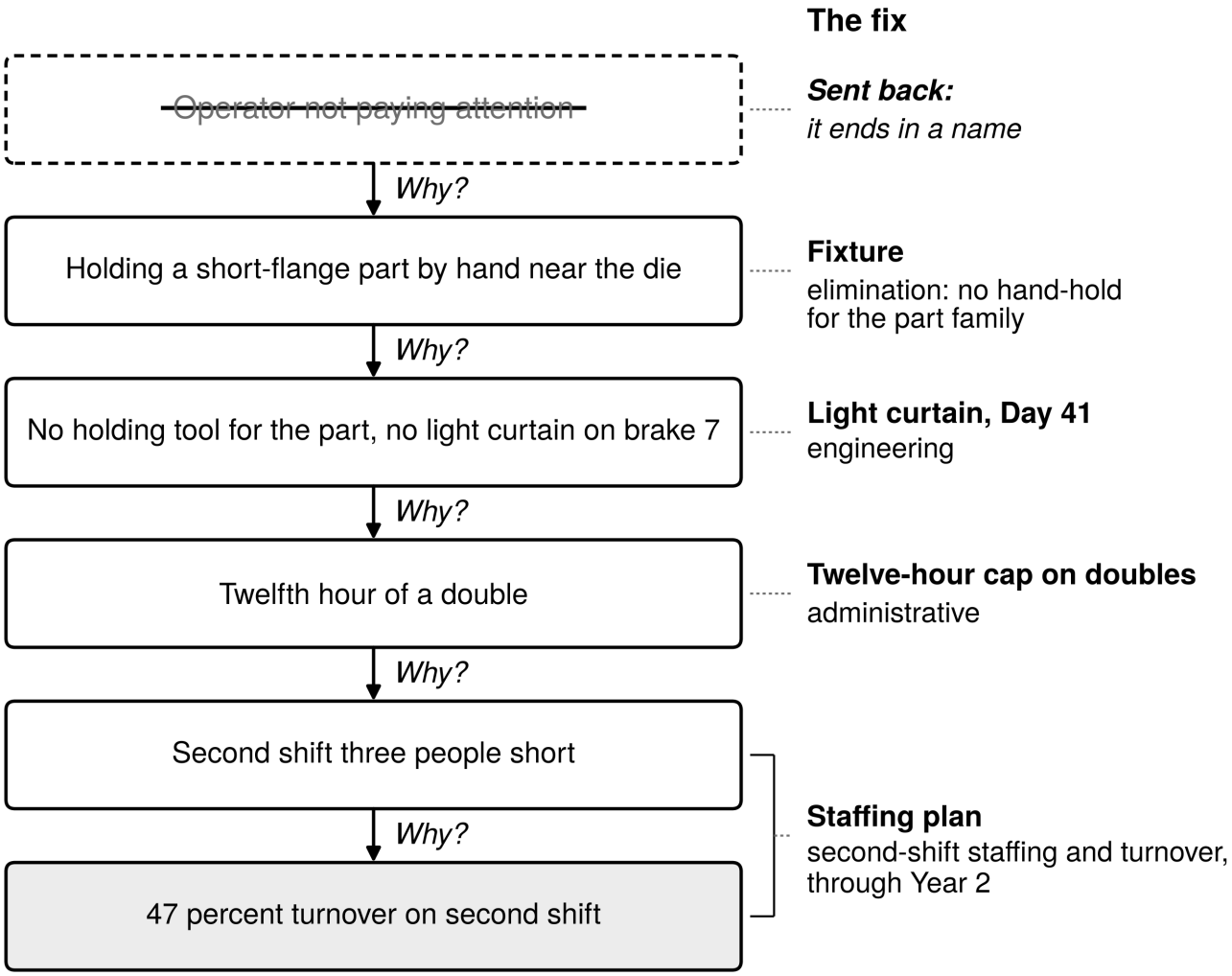


Figure 10.1. From a name to a cause: the whys for brake 7, from the root cause on the first report to the causes the company controlled, with the fix beside each.

The fishbone for brake 7

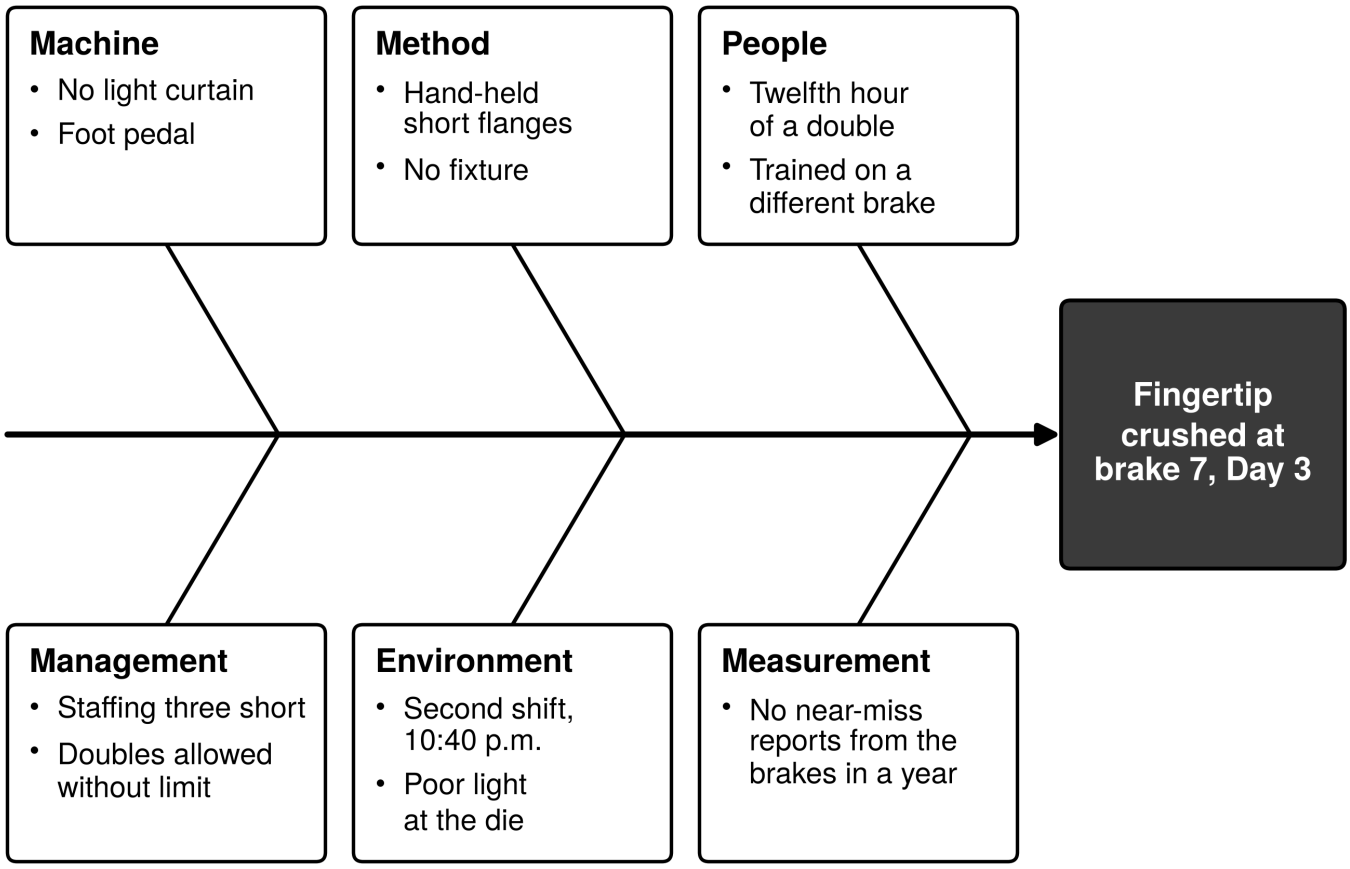


Figure 10.2. The fishbone for brake 7: the causes Ray's crew found, sorted onto six bones from the machine to what the company measured.

Who gets hurt



Figure 11.1. Who gets hurt: Kessling's recordables by length of service in the twelve months before Day 0 and in Year 2, when every new hire started with a buddy and a list.

A training matrix at Anderson, Day 365

Role	Brake 7 setup	Lockout — authorized	Forklift — evaluated	First aid and CPR	Hazard communication	Confined space attendant
Brake operator A	●	●		●	●	
Brake operator B	◐	●			●	
New hire					◐	
Forklift driver			●	●	●	
Maintenance tech	●	●	●	●	●	●
Supervisor	●	●	●	●	●	◐

● Qualified
◐ In training
□ Blank: not allowed yet
▒ Gray: not part of the job

Figure 11.2. A training matrix at Anderson, Day 365: one page showing who may do which job tonight, who is still learning it, and who isn't allowed to do it yet.

FIGURE 12.1 · CHAPTER 12 · PAGE ONE

The board page at Kessling, Day 730

Leading	
Near misses reported	**710** — Day 0: 12
Fix items closed	**619 of 642, median 6 days**
Floor walks done	**97% of scheduled**
Critical-control checks	**1,352, failures 1.7%**
Job hazard analyses current	**64 of 64**
Qualifications current	**98%**

Lagging	
Recordables	**14** — Day 0: 47
TRIR	**2.1** — Day 0: 6.8
Lost-time cases	**1** — Day 0: 9
Experience mod	**1.22** — Day 0: 1.38

TRIR = recordables × 200,000 ÷ hours: 14 × 200,000 ÷ 1,333,000 = 2.1.

Figure 12.1. The board page at Kessling, Day 730: what the people did in the left column, beside what happened in the right, with the rate's arithmetic printed beneath.

Where the $4.4 million came from

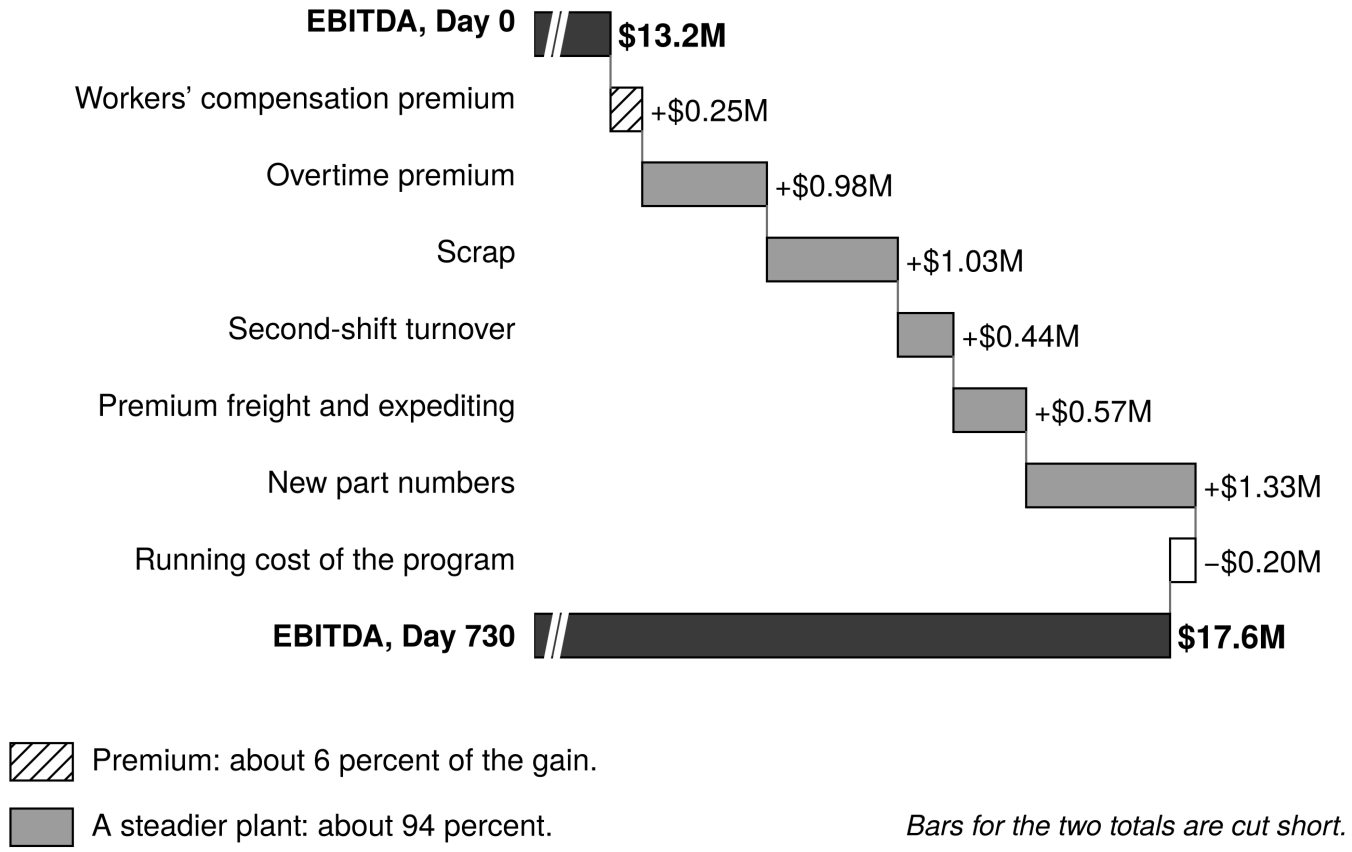


Figure 12.2. Where the $4.4 million came from: Kessling's bridge from Day 0 to Day 730, signed by its chief financial officer, with the insurance premium the smallest gain on it.

The mod lags the floor

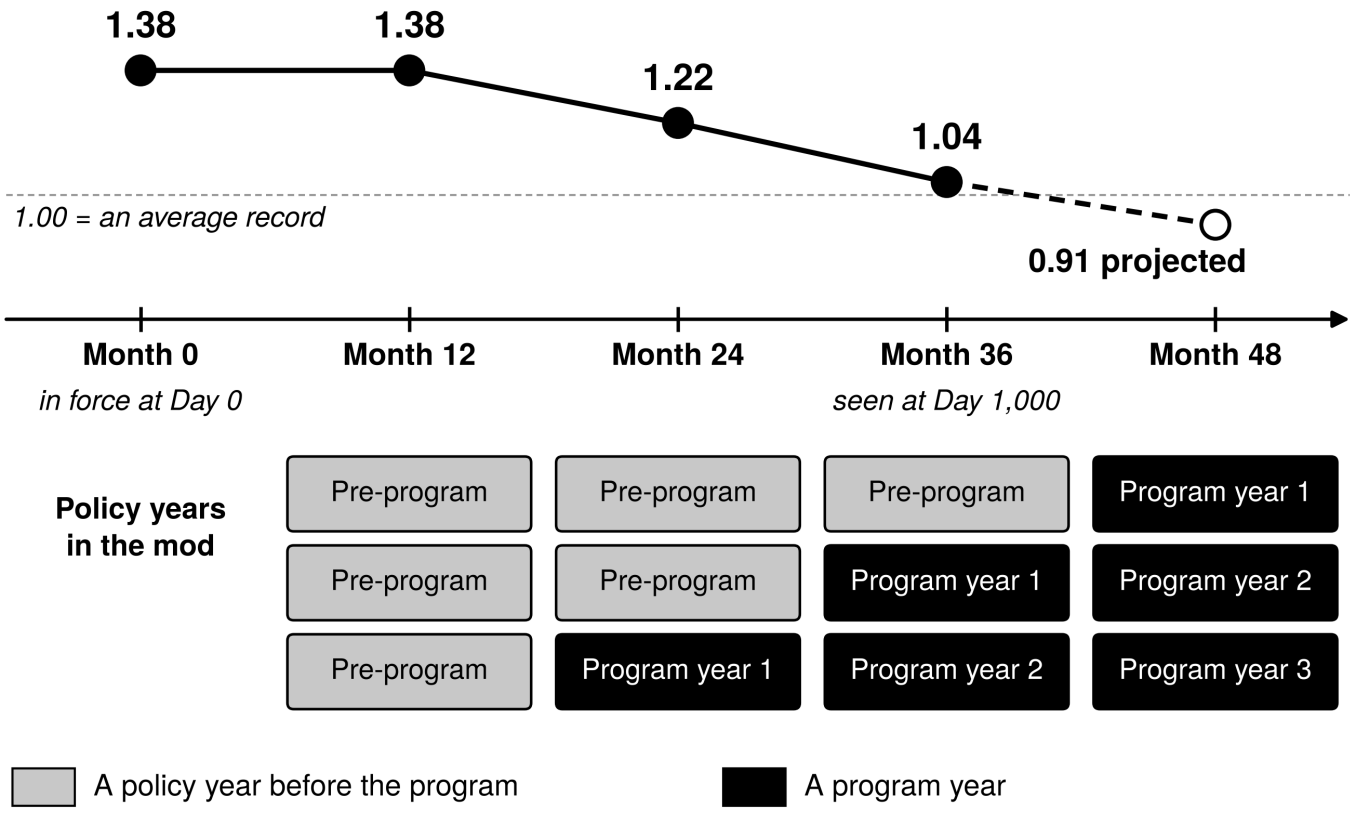


Figure 12.3. The mod lags the floor: Kessling's experience mod at each renewal and the policy years inside it, from three pre-program years at month 12 to three program years at month 48.

The Rhythm

How often	What	Who
Every day	Shift starts, floor walks, every recordable to the CEO within 24 hours	Supervisors, plant managers, CEO
Every week	The fix list, critical-control checks in the field	Plant managers, EHS manager
Every month	The board page, root-cause reviews, the near-miss ratio by shift	CEO, CFO, plant managers
Every quarter	Drills on the least-staffed shift, job hazard analysis reviews	Plant managers, EHS manager
Every year	Lockout procedure inspections, forklift evaluations as due, the 300A, the sustain audit	CEO, EHS manager

FROM THE BOOK

Put It to Work

Pages from The Field Guide

Kessling's story stops at Day 1,000. Yours starts where Kessling's did, with a safety slide everybody has learned to live with.

Settle the first decisions on these pages before anyone buys a guard or prints a card, in one room with your plant managers, your safety professional, your chief financial officer, HR and a supervisor from your least-supervised shift. Work from your own log and your own floor, mark what you're guessing, and give each gap a name and a date.

Begin with the first page. Kessling had 12 near-miss reports in a year against 47 recordables, and nobody had put the two side by side.

These pages are a start. All thirty-six worksheets, each with a completed Kessling version next to the blank, are in *First, Nobody Gets Hurt · The Field Guide*, sold separately, along with Day Zero, a hundred-day plan and a guide for whoever runs the room. The Instruments follows these pages.

What the first meeting must produce

1. The first page as of today: the recordable rate, the experience mod and the near-miss count, each with its arithmetic.
2. The commitment: safety opens every meeting, and every recordable reaches you within 24 hours, with a root cause inside 72.
3. The letter to the board, with the warning that the rate will probably rise before it falls, and the day it goes.

Count the first one by hand, then use the tools you have. Check every number against the log or the loss runs before it drives a decision, and keep injury records in approved systems. Whoever owns the number makes the call.

Thinking is required.

The method on one page

In practice the parts overlap. Each number below is its chapter, and each line is the chapter's rule.

Part One · See the Harm

1. **The First Number.** Read it first, talk about it first, fix it first.
2. **Where the Harm Is.** Count everything, but spend first where people can be killed or maimed.
3. **Ask the People Who Do the Work.** Look with them, write the job down with them, and answer every hazard they report.

Part Two · Fix the Work

4. **Fix the Work, Not the Worker.** Eliminate, substitute, engineer, then administer. Protective equipment is the last line, not the first.
5. **The Jobs That Can Kill.** For the few jobs that can kill, the rules are never negotiable and the controls are checked in the field, every time.
6. **Ready for the Worst Day.** Plan for it, drill it on the shift with the fewest people, and fix what the drill finds.

Part Three · Make It Everyone's

7. **Tell the Truth Early.** Make it safe to report what almost happened, and fix it where everyone can see.
8. **Talk About It Where the Work Is.** Five minutes at the start of every shift and across every handover, about today's work.
9. **Leaders on the Floor.** Safety doesn't delegate. The culture lives on the shift with the fewest leaders on it.

Part Four · Keep It Honest

10. **The Cause, Not the Culprit.** A root cause that ends in a person's name gets sent back.
11. **Train for the Job They Will Actually Do.** Train for the real work from the first day, and teach every supervisor to stop a job.
12. **Page One.** The leading measures beside the lagging ones on page one, and a file a buyer can read.

The first thirty days

This month reads the record, makes the commitment and starts the cards before the first fix reaches the floor. If a walk turns up something that can hurt someone this week, fix that first and move the dates.

Days 1 to 7: read the record. Read every recordable report from the last 24 months yourself, not a summary of them. Call the carrier for the loss runs and the worksheet behind your experience mod. Find out which customers audit your record and what rate they require. Open your first staff meeting with safety, and build the first page.

Finished / still open:

Owner / date:

Days 8 to 14: walk every shift and write the letter. Walk every shift at every plant, nights first, and ask the people at the machines what they had to work around tonight. Test one safety device yourself: an eyewash, a stop button, an interlock. Set the 24-hour rule and the 72-hour root cause. Draft the letter to the board, warning included, and send it.

Finished / still open:

Owner / date:

Days 15 to 30: start the cards and name the top ten. Meet every shift: the 24-hour rule, the near-miss card, no blame, the fix list. End any program that pays out for injury-free weeks. Put the fix list where people clock in. Rank two years of claims by count and by cost, run the SIF screen on every one, and write the top ten hazards, each with an owner, a date and the money.

Finished / still open:

Owner / date:

On Day 30, meet again, with the first page, the letter and the board's answer, the cards so far and the fix list, the two Paretos, the SIF screen and the top ten, and set the day you'll ask the board for the money. Kessling's first staff meeting opened with safety on Day 10. I sent the letter on Day 12 and met every shift on Day 15, Lorena Tidwell wrote the first card on Day 16, the fix-list boards went up on Day 18, and the top ten had owners and dates by Day 30. The board approved $1.04 million five days later. Plan with those dates, but don't let them hurry a count.

Board meeting, date, and the amount you will ask for:

A. The first page — three numbers

Three numbers on one page, each with its arithmetic printed beside it, and the operating numbers that move with them. Build it from the OSHA log, the carrier's report and payroll hours, and send it to the board with the letter.

Twelve months, from and to:

The three numbers	The arithmetic	Today
Recordable rate (TRIR)	Recordables × 200,000 ÷ hours worked	
Experience mod	Base premium × mod = premium paid	
Near-miss reports	Near misses for every recordable	

Beside them	Today	A year ago
Turnover on your worst shift		
Overtime, as a share of hours		
On-time delivery		

The letter to the board, sent on:

Kessling's page, in my first two weeks: a rate of 6.8, from 47 recordables × 200,000 ÷ 1,374,000 hours. A mod of 1.38 on a base premium of $1.56 million, so the company paid $2.15 million, 38 percent more than an average record would have. And 12 near-miss reports in a year, about four injuries for every near miss anyone wrote down. Beside them sat second-shift turnover of 47 percent, overtime at 14 percent of hours and on-time delivery of 81 percent. One problem, four lines. The letter went to the board on Day 12, with the warning in it. The first quarter came in at 7.9, and at the board meeting on Day 98 nobody panicked.

Fewer near misses than injuries means people have stopped talking. Read the third number before you celebrate the first.

Full Field Guide: Worksheets 1 to 3.

B. The harm Pareto and the top ten

Two years of the OSHA log and the carrier's loss runs, ranked by count and by cost, with one question asked of every claim: could it have killed or maimed someone? The safety professional builds it with finance, and the top ten comes out of it.

Twenty-four months, starting and ending:

Cause	Claims	Incurred	Share of cost	SIF potential
Total			100	

Top ten hazard	Owner	Date	Dollars now
1.			
2.			
3.			

Approved by the board, with the date and the amount:

The carrier's loss runs reached me on Day 6: 96 claims and $2.69 million incurred in 24 months. Ranked by count, cuts from sheet-metal edges led with 28 claims, 29.2 percent of them, and just 3.6 percent of the cost. Ranked by cost, three causes — machines, lifting and forklifts — carried $1.82 million, 67.8 percent, from 32 claims. The screen found 21 claims, 21.9 percent, that could have killed or maimed someone, and they carried 62.3 percent of the cost. The top ten had owners and dates on Day 30. On Day 35 the board approved $1.04 million, $912,000 of it capital and $130,000 expensed.

Count everything, but spend first where people can be killed or maimed. The cause that fills the log is rarely the one that kills.

Full Field Guide: Worksheets 4 to 6.

C. The near-miss card and the fix list

A card anyone can fill in within a minute, a list on the wall where everyone clocks in, and four numbers read every month that tell you whether people still believe the list. The plant manager owns the list. The safety professional reads the numbers.

Where the boards hang, and who keeps them current:

Card	What almost happened, and where	Owner	Due	Closed

Read every month	This month	Last month
Near misses for every recordable		
Median days from card to fix		

Read every month	This month	Last month
Items open longer than 30 days		
The plant and shift that report least		

Lorena Tidwell wrote Kessling's first card on Day 16, about the corner by dock 4 where the forklifts cut across the walkway to save ten seconds. It was on the fix list by noon, and the barriers were in by the end of the week. Thirty-seven cards came in during the first month. In the first year people reported 448 near misses, and the list took 401 items and closed 368 of them, 92 percent, at a median of 11 days. In the second year it was 710 near misses and 642 items, with 619 closed, 96 percent, at a median of 6 days. At Day 0 there had been about four injuries for every near miss reported. By the second year there were about fifty near misses for every injury.

Answer every card where everyone can see the answer. A card that disappears is the last card that shift writes.

Full Field Guide: Worksheets 19 to 21.

D. The leader floor walk card

One card for every walk. Every supervisor and plant manager carries it every day, and the department managers and the chief executive carry it on a schedule that covers every shift every month. Somebody checks that the walks got done.

Leader, shift, area and date:

Ask at the work	What you heard	Fixed now, or owner and date
What's the most dangerous thing you'll do today?		
What did you have to work around?		
What would you fix first?		

Leader hours on the floor, a week	First shift	Second shift	Third shift
When you started			
This month			

Walks done this month, against walks scheduled:

Kessling's leader standard work started on Day 46 with 52 leaders: 38 supervisors and leads, 12 department managers and both plant managers. Janine Roth had walked Anderson's floor herself since Day 1. Gene Mott handed Huntington's program to HR and the safety coordinator, and by the end of the second quarter his plant's rate was 7.3 against Anderson's 4.9. After a night walk with me on Day 168, he took it back. From Day 0 to Day 365, leader hours on the floor in a week went from 46 to 61 on first shift, from 9 to 43 on second and from 2 to 24 on third. Walks done ran at 93 percent of schedule by Day 365 and 97 percent by Day 730, and Huntington reached a rate of 3.0 two quarters after Anderson did.

The culture lives on the shift with the fewest leaders on it. Walk that shift first, and walk it often.

Full Field Guide: Worksheets 25 to 27.

E. The 24-hour report and the root cause

Every recordable reaches the chief executive inside 24 hours, with a root cause inside 72 and a fix that gets checked to see whether it worked. The supervisor writes the report and runs the root cause, the plant manager reads every page, and you read both.

What happened, to whom, where and when:

Why?	Because
1	
2	
3	
4	
5	

The fix	Rung on the ladder	Owner	Checked at 30 days	Checked at 90 days

The root cause, and whether it ends in a person's name:

On Day 3, at 10:40 p.m., Travis Pruett crushed the tip of his left middle finger at brake 7, in the twelfth hour of a double on second shift, and lost eleven days of work. The report on my desk the next morning read "Root cause: operator not paying attention." I sent it back. The whys ran from his hand to the company. He was holding a short-flange part by hand near the die because there was no holding tool for it, and brake 7 had no light curtain to stop the stroke. He was in his twelfth hour because second shift

was three people short, and it was short because 47 percent of second shift turned over in a year. The fixes went on the ladder: a fixture for that family of parts, the light curtain on Day 41, a twelve-hour cap on doubles and the staffing work. In the second year there were no hand injuries at the brakes.

A root cause that ends in a person's name gets sent back. Ask why until you reach something the company controls.

Full Field Guide: Worksheets 28 to 30.

FROM THE BOOK

The Instruments

Every instrument these chapters teach is printed full size, with Kessling's version beside every blank, in *First, Nobody Gets Hurt · The Field Guide*, sold separately. Five of them, cut down, come just before this list in *Put It to Work*. The tools you have can pull most of the numbers. The judgments stay with people at the work.

Ch.	Worksheets
1	1 The first page — three numbers · 2 The cost of harm — where an injury lands on the P&L · 3 The letter to the board — the commitment, the 24-hour rule and the warning
2	4 The harm Pareto — twenty-four months by count and by cost · 5 The SIF screen — which events could have killed or maimed · 6 The top ten hazards — owner, date, dollars
3	7 The hazard hunt — a walk card for every shift · 8 The job hazard analysis — written with the people who do the job · 9 The hazard report and the answer
4	10 The controls ladder · 11 The protective equipment assessment — task, hazard, gear, fit, care · 12 The funded fix plan
5	13 The critical task register · 14 The critical control check — in the field, not the binder · 15 The energy control audit — lockout, machine by machine
6	16 The emergency readiness check — by shift · 17 The drill plan and the debrief · 18 The first responders roster
7	19 The near-miss card · 20 The fix list · 21 The reporting health check — the ratio, the days to close, the aging
8	22 The shift start — five minutes on today's work · 23 The shift handover · 24 The signs, labels and safety data sheets walk
9	25 The leader floor walk card · 26 Leader standard work — who walks where, when, and who checks · 27 The safety committee and the suggestion loop
10	28 The 24-hour report · 29 The root cause in 72 hours — the whys, the fishbone and the name test · 30 The corrective action and the effectiveness check
11	31 The training matrix · 32 The first ninety days — the new hire's plan and the buddy · 33 The supervisor's three conversations
12	34 The board page — leading beside lagging · 35 The diligence file · 36 The safety rhythm calendar and the sustain audit

CONTINUE THE WORK

Where to go next

If this is you	Read
Safety is still one slide at the front of the board pack	This book first, then the Field Guide
You want the money mapped before you spend any of it	The 80/20 Company
The plant runs, but the work is full of waste and workarounds	Lean That Lasts
Second shift won't stay long enough to learn the job	Something to Prove
Sales, inventory and the plant each run on their own numbers	Nerve Center
The plan is written, and the monthly rhythm to deliver it isn't	The Strategy Deployment Process
You own the company, and one day a buyer will read your file	The Owner's Edge
You're new in the chief executive's chair	Take Control (The 1000-Day CEO, Book One)
You want the operating system under every one of these books	The 80/20 CEO
You want the story before the method	The Art of Making Honey