

LEADERSHIP

&

INFLUENCE

IN S&H

3M (formerly)
**JASON
KUNZ**
CIH, CSP
::nsc



2026 CORT Roundtable | Centuri NPL
June 3, 2026 | EXTRA CONTENT

The Omni Hotel | Frisco, TX

08:45 - 10:15 | Leadership and Operational Discipline



JASON KUNZ


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THE COST OF NOT SAYING HOW IT IS

REALITY DETERIORATES THE FURTHER IT GETS FROM THE TOP



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SENIOR LEADERSHIP

What senior leaders believe they have.

“Everything looks excellent from here.”



WELL MANAGED. ON TRACK. LOOKING GOOD.

A clear, but misleading view.

MIDDLE MANAGEMENT

What middle management knows is really happening.

“It’s not perfect... but we’re managing as best we can.”



CHALLENGED. PRESSURED. STRETCHED.

The truth is visible, but the impact is underestimated.

AT THE SITE LEVEL

What the site **actually** lives every day.

“This is our reality. Every. Single. Day.”



EXPOSED. OVERWHELMED. AT RISK.

Reality is ignored until it becomes an incident.



SILENCE AT THE TOP CREATES DISTANCE. DISTANCE CREATES BLIND SPOTS. **BLIND SPOTS CREATE DISASTERS.** SAY HOW IT IS. LISTEN. ACT. THAT’S HOW WE **PROTECT PEOPLE, PERFORMANCE, AND VALUE.**

THE COST OF **NOT** SAYING HOW IT IS

REALITY DETERIORATES THE FURTHER IT GETS FROM THE WORK.

THE EXECUTIVE VIEW THE POWERPOINT IS PERFECT.



- ✓ Great reports.
- ✓ Good trends.
- ✓ The right initiatives.
- ✓ On track.
- ✓ Everything looks good.

“WE’RE DOING THE RIGHT THINGS.”

THE MANAGER VIEW WE HAVE CONCERNS.



- ⚠ We’re behind.
- ⚠ Resources are tight.
- ⚠ We’re taking shortcuts.
- ⚠ People are stretched.
- ⚠ We’re managing risk.

“WE’RE DOING THE BEST WE CAN.”

THE FIELD VIEW NOBODY REALLY GETS IT.



- ✗ No time.
- ✗ No help.
- ✗ Conflicting priorities.
- ✗ We improvise.
- ✗ Hope is not a plan.

“WE’RE OUT HERE DOING THE WORK.”

THE COST OF NOT SAYING HOW IT IS?

LEADERS MAKE DECISIONS BASED ON A WORLD THAT DOES NOT EXIST.



ONE REALITY. ONE TEAM. ONE STANDARD.
TOGETHER, WE CLOSE THE GAP.



SAY HOW
IT IS.



BUILD TRUST
& INFLUENCE.



PROTECT
THE MISSION.

SIF_{Risk}: Conditions that have the energy or potential to result in an aSIF

pSIF: POTENTIAL SIF

aSIF: ACTUAL SIF



SIF_{Risk} (STKY)
(if barrier, Controlled)



SIF_{Risk} (STKY)
(Uncontrolled)



pSIF
(Controlled)



pSIF
(Uncontrolled)



aSIF

SIF_{Risk} CONDITIONS that have the energy or potential to result in an aSIF
pSIF POTENTIAL SIF
aSIF ACTUAL SIF



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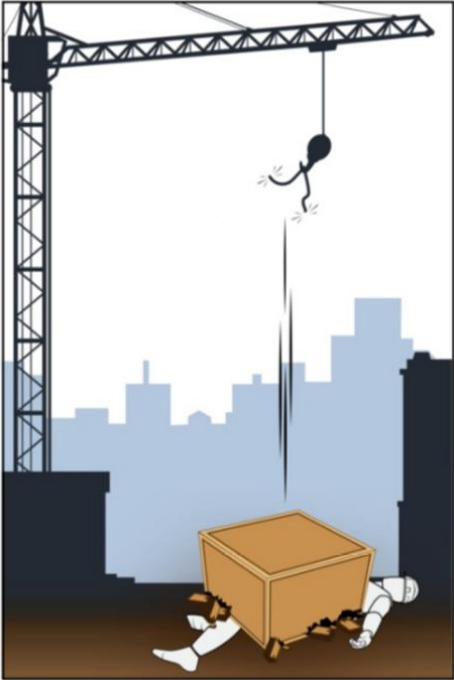
SIF_{Risk} (STKY)
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pSIF
 (Controlled)



pSIF
 (Uncontrolled)



aSIF



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GO DEEPER. BUILD SAFER.

If we stop at root cause,
we miss the system.
Dig deeper. Ask better questions.
Build stronger solutions.

THE INVESTIGATION JENGA® ACTIVITY

- BUILD THE EVENT**
Stack the blocks to represent how the work was done and the events that occurred.
- FIND THE ROOT CAUSE**
Remove the block you believe is the root cause.
- KEEP GOING DEEPER**
Keep removing blocks and asking "why?" until you reach a system-level cause.
- IDENTIFY SYSTEM GAPS**
What controls, processes, or decisions were missing or failed to protect?
- BUILD BACK STRONGER**
Rebuild the tower with stronger controls and smarter decisions in place.



DON'T STOP AT ROOT CAUSE.
Find the system gaps.
Strengthen the controls.
Prevent the next event.

TOGETHER, WE REPRESENT:

Updated ASTM SIF Standards Overview

Tom
Slavin

ASTM Terminology Document to connect all elements of
Serious Incident and Fatality (SIF) Prevention Standards (NEW)

Brad
Kline

ASTM E2920-26
(REVISION)
Injury & Illness
(aSIF & pSIF)

aSIF & pSIF
Incident (NEW)
(e.g., Environment, Fire, Business Interruption)

Ben
Ferguson

SIF Risk Prioritization and
Reduction
Standard (NEW)

Scott DeBow

Leader and Employee
Engagement for SIF
Reduction
(NEW)

Jason Kunz

Shared **Language** = Shared **Understanding**

SIF = a workplace incident that leads to a workplace fatality or a life-threatening, life-altering, or permanent injury.

pSIF = a near-miss incident or hazardous event that could have resulted in a serious injury or fatality, but did not, due to luck or the presence of specific barriers or countermeasures.

SIF Risk = Conditions created by systems and processes that likely have the energy or potential to result in an aSIF.

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THE NEXT LEVEL OF SAFE WORK:

BUILDING OPERATIONAL DISCIPLINE

IN HIGH-RISK WORK

LEADERSHIP

&

INFLUENCE

IN S&H

LEADERSHIP & OPERATIONAL DISCIPLINE

INFLUENCING DECISIONS YOU MAY

NEVER PERSONALLY SEE



ChatGPT Sprints to One Million Users

Time it took for selected online services to reach one million users



* one million backers ** one million nights booked *** one million downloads
Source: Company announcements via Business Insider/LinkedIn



statista



Linas Beliūnas

@linas.beliunas

Time it took to reach **100 million users:**

Mobile phone - 16 years

Internet - 7 years

Facebook - 4.5 years

WhatsApp - 3.5 years

Instagram - 2.5 years

TikTok - 9 months

ChatGPT - 2 months

ChatGPT is the fastest-growing consumer app in internet history.

HOOK POINT: How to Stand Out in a 3 Second World

- More than 60 BILLION messages sent out on digital media platforms each day
- The average person spends **11 hours per day** on digital media and **scrolls 300 feet**
- People check their **PHONES 1500 times per week** and check their email every 2 minutes
- Facebook: every 60 seconds: 400 new users, 300K updates, 147K photos, 54K shared links
- Instagram: 95 million photos and videos shared daily
- **YouTube:** more than **500 hours** of content uploaded to YouTube every minute
- 40,000 songs uploaded to Spotify each day
- NEW DATA from Chris Williamson, a British podcaster:
 - 9.6 trillion minutes of Netflix watched in 2021
 - 22.6 trillion minutes of TikTok watched in 2021
- 59% of people would rather watch video than read text if they have the option
- The average person is exposed to **6,000-10,000 advertisements** each day
- American teenagers: 4-7 hours per day on social media
- The average knowledge worker is interrupted 56x/day and wastes 36 hours in meetings/month

DISTRACTIONS

ATTENTION = NOVELTY + TENSION

THE HOOK

THE HOLD



Capture it. Hold it.
Drive action.



New. Different. Surprising.
It grabs attention.



Unresolved. Pressure. Stakes.
It keeps attention.



WHY IT WORKS
Novelty sparks curiosity.
Tension drives focus.



NOVELTY ALONE = SHORT BURST
Excitement fades fast
without tension.



TOGETHER = SUSTAINED ATTENTION
The right mix captures, engages,
and drives action.



NOVELTY GETS THEM IN. TENSION KEEPS THEM ENGAGED.
TOGETHER, THEY DRIVE RESULTS.

THINK AHEAD »



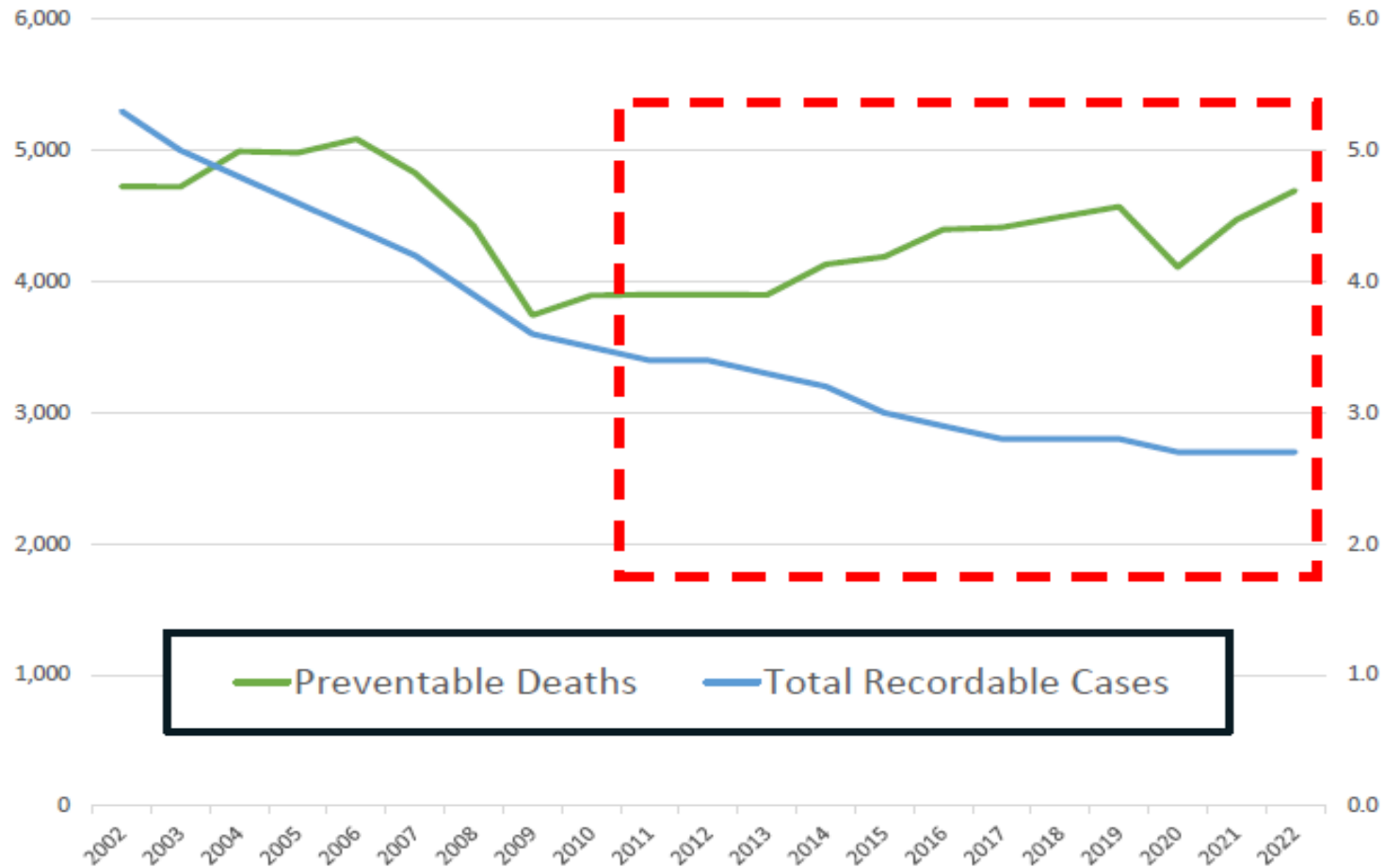


CURRENT STATE...

- o Trust is **DOWN**
- o Serious and fatal incidents (SIFs) are **UP**

US Total Recordable Rate (per 100 Workers)

US Fatality Rate (per 100,000 Workers)



CURRENT STATE...

- o Trust is **DOWN**
- o Serious and fatal incidents (SIFs) are **UP**
- o Engagement is **DOWN**

THE STATE OF ENGAGEMENT

WHAT GALLUP'S 2026 RESEARCH MEANS FOR CORT PORTFOLIO COMPANIES

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THE GLOBAL REALITY



20%
GLOBAL EMPLOYEE ENGAGEMENT



ENGAGEMENT HAS DECLINED FOR TWO CONSECUTIVE YEARS



STRESS REMAINS ELEVATED GLOBALLY



MANAGERS EXPERIENCED THE LARGEST ENGAGEMENT DECLINE

Source: Gallup 2026 State of the Global Workplace Report

THE MOST IMPORTANT NUMBER


70%

MANAGERS ACCOUNT FOR APPROXIMATELY 70% OF THE VARIANCE IN EMPLOYEE ENGAGEMENT.


Source: Gallup 2026 State of the Global Workplace Report

TRANSLATION FOR CORT


SAFETY


QUALITY


PRODUCTIVITY


RETENTION


TRUST


CONTINUOUS IMPROVEMENT

WHAT ENGAGED EMPLOYEES EXPERIENCE	WHAT DISENGAGED EMPLOYEES EXPERIENCE
<input checked="" type="checkbox"/> CLARITY	<input checked="" type="checkbox"/> BURNOUT
<input checked="" type="checkbox"/> RECOGNITION	<input checked="" type="checkbox"/> FRUSTRATION
<input checked="" type="checkbox"/> GROWTH	<input checked="" type="checkbox"/> SILENCE
<input checked="" type="checkbox"/> TRUST	<input checked="" type="checkbox"/> LOW OWNERSHIP
<input checked="" type="checkbox"/> MEANINGFUL WORK	<input checked="" type="checkbox"/> REDUCED INITIATIVE
<input checked="" type="checkbox"/> CONNECTION TO PURPOSE	<input checked="" type="checkbox"/> HIGHER TURNOVER RISK

Source: Gallup 2026 State of the Global Workplace Report

ENGAGEMENT IS NOT AN HR METRIC. IT IS AN OPERATIONAL PERFORMANCE DRIVER.

IF MANAGERS CREATE 70% OF ENGAGEMENT, WHAT ARE WE DOING TO HELP OUR MANAGERS SUCCEED?

People don't become engaged because of posters, programs, or slogans. They become engaged because of the leader they work for every day.

THE MOST IMPORTANT NUMBER

70%

MANAGERS ACCOUNT FOR APPROXIMATELY 70% OF THE VARIANCE IN EMPLOYEE ENGAGEMENT.

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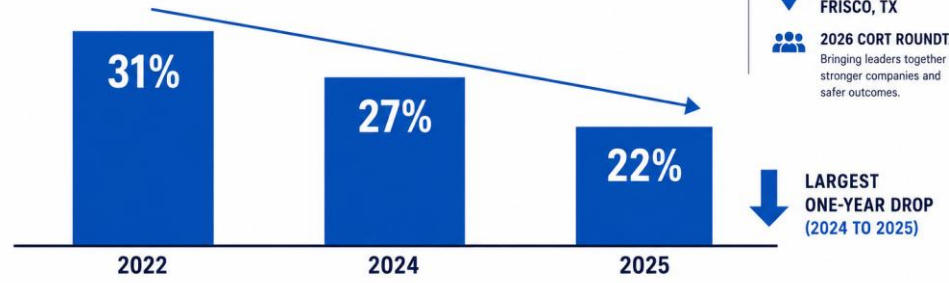

RETENTION


TRUST


CONTINUOUS IMPROVEMENT

MANAGER ENGAGEMENT IS DECLINING

GALLUP 2026 STATE OF THE WORKFORCE REPORT



CORT ROUNDTABLE
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MANAGERS DRIVE ENGAGEMENT. THEIR DECLINE DRIVES EVERYONE DOWN.

Source: Gallup 2026 State of the Global Workplace Report

CURRENT STATE...

- o Trust is **DOWN**
- o Serious and fatal incidents (SIFs) are **UP**
- o Engagement is **DOWN**
- o Mental health and related illnesses are **UP**

We Have a Complex Problem



JUNE 3, 2026



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5,000

AVERAGE NUMBER OF
WORKERS
WHO DIE BY TRAUMATIC
INJURY ANNUALLY



49,497

NUMBER OF
SUICIDES IN AMERICA
IN 2023

81,083

NUMBER OF
OPIOID-RELATED
OVERDOSE DEATHS
IN 2023



1.6M

SUICIDE ATTEMPTS
IN 2023



6x

LIKELIHOOD OF A
CONSTRUCTION WORKER
TO DIE OF AN OPIOID
OVERDOSE COMPARED TO
ANY OTHER INDUSTRY



CORT
ROUNDTABLE

REAL RISKS. REAL PEOPLE. REAL RESPONSIBILITY.
TOGETHER, WE BUILD SAFER OUTCOMES.

CURRENT STATE...

- o Trust is **DOWN**
- o Serious and fatal incidents (SIFs) are **UP**
- o Engagement is **DOWN**
- o Mental health and related illnesses are **UP**
- o Psychological safety is **DOWN**

THE **CHANGE** EQUATION...

$$\mathbf{C} = D \times V \times F_s$$

THE LEADER'S BALANCE

GREAT LEADERS CREATE **DISSATISFACTION** WITH HOW IT IS
AND **APPRECIATION** FOR HOW FAR WE'VE COME



THE GAP

We still have work to do.

- ✗ What risks still exist?
- ✗ Where are we vulnerable?
- ✗ What could seriously hurt someone?
- ✗ What must improve?

CREATES URGENCY

LEADERSHIP IS THE ABILITY TO HOLD BOTH TRUTHS AT THE SAME TIME.



THE GAIN

We are better today than we were before.

- ✓ What have we learned?
- ✓ What have we improved?
- ✓ What are we doing better today?
- ✓ How far have we come?

BUILDS CONFIDENCE

THE GAP CREATES MOVEMENT.



THE BEST LEADERS HELP PEOPLE SEE **BOTH** HOW FAR THEY'VE COME AND HOW FAR THEY STILL HAVE TO GO.



THE GAIN CREATES MOMENTUM.



TOGETHER, WE BUILD SAFER SYSTEMS, STRONGER TEAMS, AND A BETTER FUTURE.



GO DEEPER. BUILD SAFER.

If we stop at root cause,
we miss the system.
Dig deeper. Ask better questions.
Build stronger solutions.

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 **DON'T STOP AT ROOT CAUSE.**
Find the system gaps.
Strengthen the controls.
Prevent the next event.

TOGETHER, WE REPRESENT:





This is called a...

"Cultural Trance"




A **cultural trance** refers to a state of **unconscious acceptance** of norms, beliefs, and behaviors within a group or organization, often without questioning their validity or effectiveness.

It happens when people operate on autopilot, **following traditions**, policies, or routines simply because “that’s how we’ve always done it.”

The Industry's Cultural Trances

the decision is either frequency or severity...



A man in a blue suit and glasses is talking to two workers in a 3M factory. The workers are wearing blue 3M jackets and safety glasses. The background shows industrial machinery with a yellow 'E20' label and a red '3M' logo. The text is overlaid in a bold, dark blue font.

“I’m not interested in TRIR. I’m interested in people...Specifically, the people who will never be the same because of my failures...we must excel at SIF prevention”...

THE PROBLEM(S) WITH TRIR

(1) TRIR fails to correlate with SIF prevention

In a dataset covering 3.26 trillion worker hours, no statistical relationship was found between TRIR trends and fatalities

(2) TRIR reflects random variation more than systemic improvement (year-to-year changes are mostly noise)

Research indicates that changes in TRIR are due to 96-98% random variation. When an organization sees TRIR increase or decrease from one period to the next, it's likely due to statistical noise rather than the direct result of improvement or deterioration of the system

(3) TRIR is statistically unstable and misleading

With just one recordable injury over 200,000 worker hours, the 95% confidence interval for TRIR ranges between 0.18 - 5.66

THE PROBLEM(S) WITH TRIR

(4) Math is hard

If an organization intends to report TRIR to two decimal places (a TRIR of 1.79 for example), they need 300 billion worker hours of data to support that claim

(5) TRIR creates risky incentives like underreporting

Is our obsession over TRIR making work zones safer?

Or just quieter?

5 OPERATIONAL TRUTHS ABOUT SIF PREVENTION

POWERFUL INSIGHTS. PROVEN IN PRACTICE. ESSENTIAL FOR PERFORMANCE.

<p>1</p> 	<p>“YOU CANNOT TRIR YOUR WAY TO SIF PREVENTION.”</p>	<p>Lagging indicators tell you what happened.</p> <p>SIF prevention requires proactive risk management, operational discipline, and continuous verification.</p>	
<p>2</p> 	<p>“LOW FREQUENCY DOES NOT MEAN LOW RISK.”</p>	<p>Catastrophic events are rare by definition—until they're not.</p> <p>High-consequence risks exist in every industry.</p>	<p>ESPECIALLY FOR:</p> 
<p>3</p> 	<p>“THE ORGANIZATIONS MOST VULNERABLE TO CATASTROPHIC EVENTS ARE OFTEN THE ONES REPORTING THE BEST INJURY RATES.”</p>	<p>Low injury rates can create false confidence.</p> <p>The absence of injuries does not equal the absence of risk.</p>	
<p>4</p> 	<p>“VERIFICATION IS THE MISSING LINK.”</p>	<p>Controls drift. Conditions change. People adapt.</p> <p>If you're not verifying, you're assuming—and assumptions are a leading cause of failure.</p>	<p>VERIFICATION CONNECTS:</p> 
<p>5</p> 	<p>“ENGAGEMENT IS NOT SOFT.”</p>	<p>Engagement is how you detect weak signals, uncover real conditions, and strengthen controls.</p> <p>It drives operational excellence.</p>	<p>ENGAGEMENT DELIVERS:</p> 

A BETTER WAY TO THINK ABOUT SIF PREVENTION

<p>1 LOW INJURY RATES CAN CREATE FALSE CONFIDENCE</p> 	<p>2 EXPOSURE MATTERS MORE THAN FREQUENCY</p> 	<p>3 VERIFICATION MATTERS MORE THAN PAPERWORK</p> 	<p>4 ENGAGEMENT REVEALS OPERATIONAL TRUTH</p> 	<p>5 LEADERSHIP ATTENTION SHAPES RISK PRIORITIZATION</p> 
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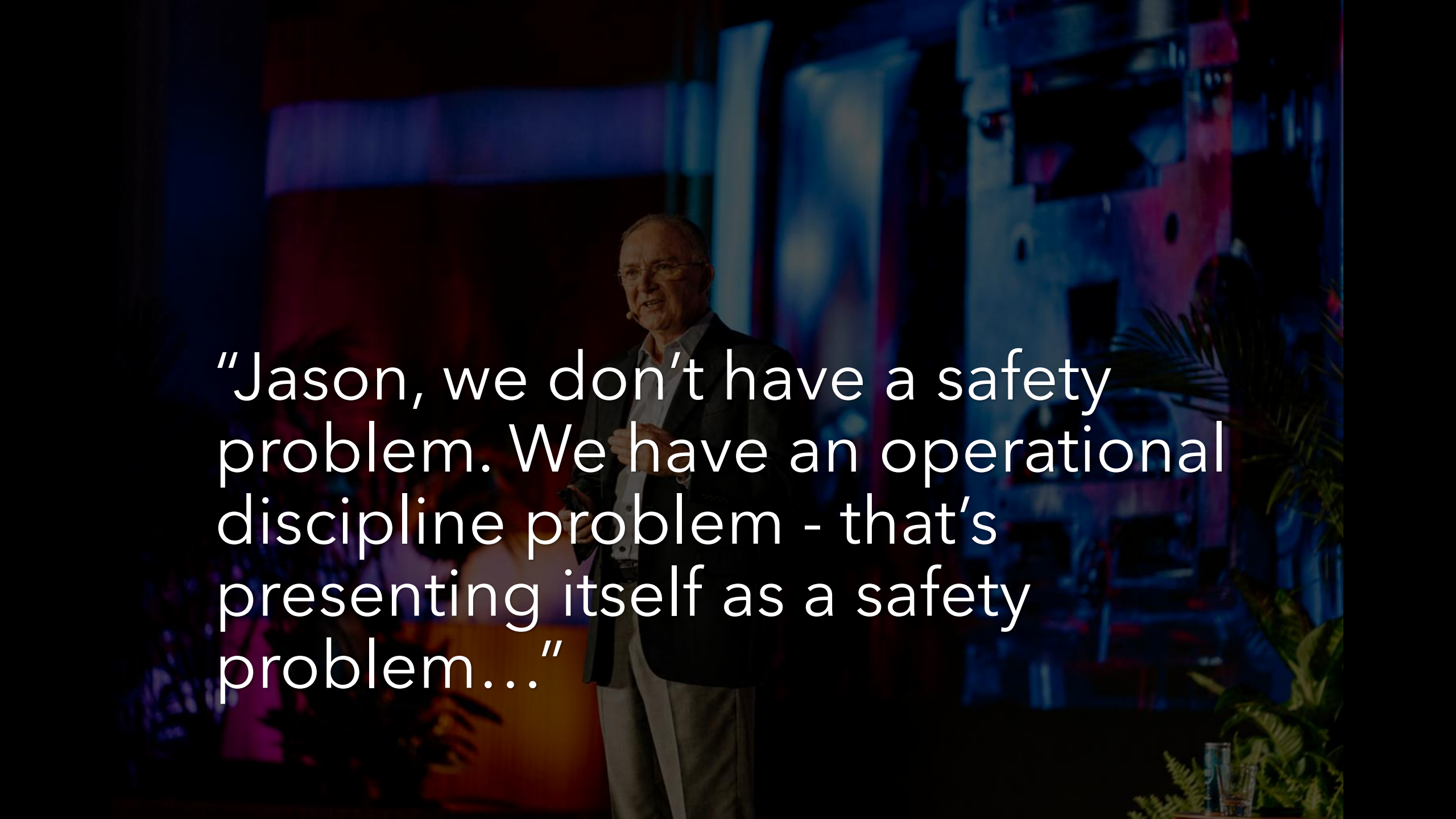
WHERE WE WERE...

a generally disengaged workforce...

safety was responsible for "safety"...

1,000+ recordable injuries and incidents...

150 serious injuries and incidents (SIFs) annually...

A man in a dark suit and light-colored shirt is speaking on a stage. He is wearing glasses and has a microphone clipped to his shirt. The background is a large screen displaying a colorful, abstract image with blue, purple, and pink tones. The scene is dimly lit, with the stage lights illuminating the speaker.

“Jason, we don’t have a safety problem. We have an operational discipline problem - that’s presenting itself as a safety problem...”

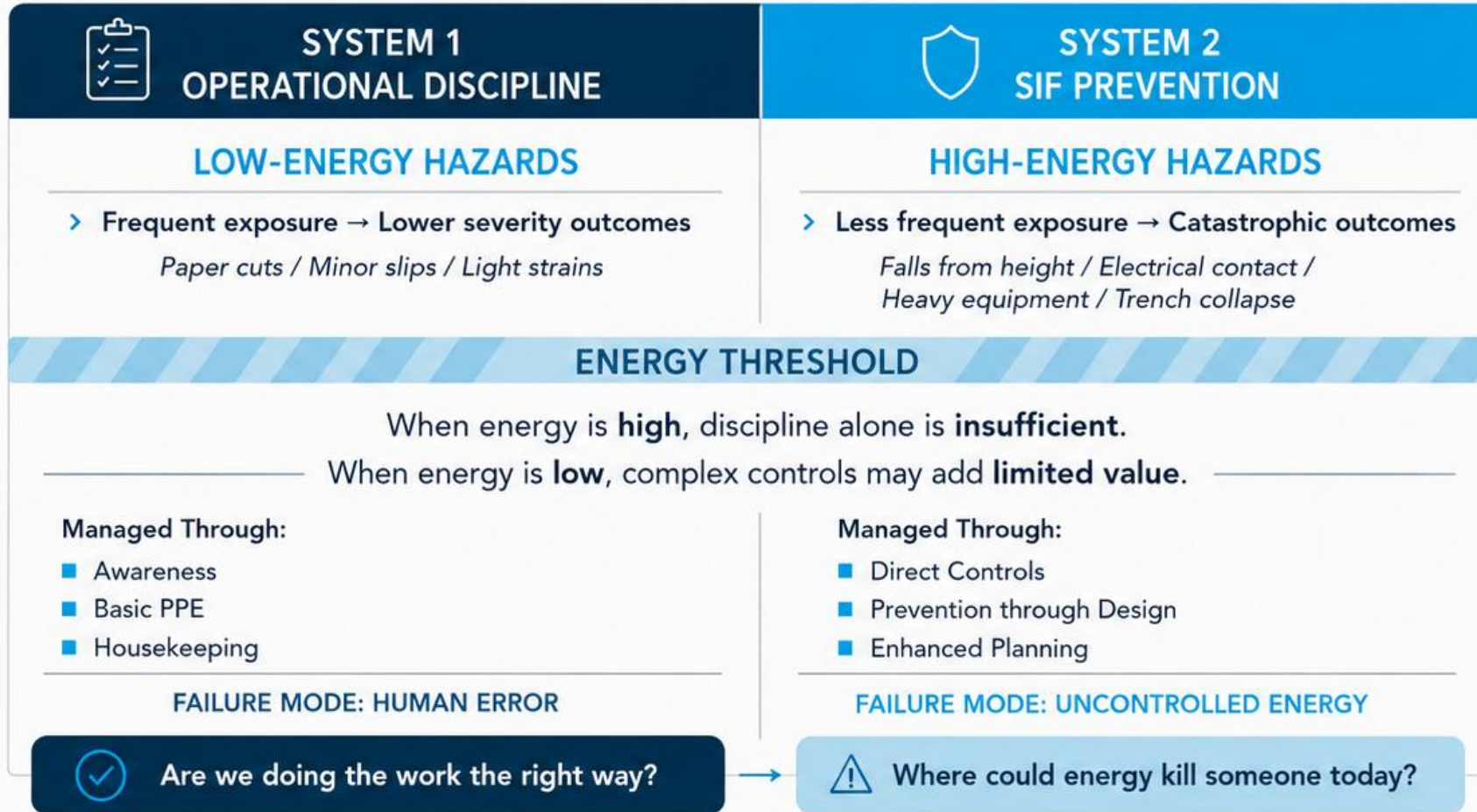
you cannot **SAFETY** your way out of an
OPERATIONAL DISCIPLINE problem

when **SAFETY** owns safety
OPERATIONS stops owning **RISK**

THE TWO SYSTEMS OF SAFETY

(Both Must Be Managed Together — In Balance)

Operational Discipline and SIF Prevention operate simultaneously—not as a choice, but as a system.




**Both systems must be managed at the same time—
and in balance.**

*They are not competing approaches.
They are complementary systems.*



2026 CORT Roundtable

 JUNE 3, 2026

 The Omni Hotel
Frisco, TX



THE TWO SYSTEMS OF SAFETY

BOTH ARE ESSENTIAL. BOTH MUST BE MANAGED TOGETHER.



OPERATIONAL DISCIPLINE



**SAYING WHAT YOU
ARE GOING TO DO,
AND THEN DOING IT.**



Plan the work



Follow
the rules



Own the
outcome



Every time.
Every shift.



SIF PREVENTION



**IDENTIFICATION.
PRIORITIZATION.
CONTROL OF SIF RISK.**



See the
critical risks



Focus on
what matters
most



Implement
and verify
effective
controls



Learn,
improve,
sustain

CD&Rs Cultural Trances

the decision is either frequency or severity...

observations and conversations equate to engagement...



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2026 CORT Roundtable



CRITICAL STEPS

MANAGING WHAT
MUST GO RIGHT
IN HIGH-RISK
OPERATIONS

Tony Muschara
Ron Farris
Jim Marinus



JUNE 3, 2026



THE OMNI HOTEL
FRISCO, TX

THINK AHEAD »

ENGAGEMENT only happens when
MORE than one person **LEARNS**

OBSERVATIONS identify exposure

CONVERSATIONS uncover operational **TRUTH**

ENGAGEMENT begins the moment
learning becomes **MUTUAL**



Altec

Altec

Altec

CD&Rs Cultural Trances

the decision is either frequency or severity...

observations and conversations equate to engagement...

all we have to do is identify, prioritize, and control hazards...





Centuri

DALLAS IN THE THE SPRING

2026 CORT ROUNDTABLE



JUNE 3, 2026



THE OMNI HOTEL,
FRISCO, TX



**past success has nothing to do
with future PERFORMANCE**

**we must *evolve* before we *have to*
change before we *need to***

SYSTEM 1

OPERATIONAL DISCIPLINE

DISCIPLINE IN EVERYTHING WE DO



FOLLOW PROCEDURES

Consistently follow established processes and work instructions.



WEAR PPE

Use the right personal protective equipment, every time.



KEEP IT CLEAN

Maintain a clean, organized, and safe work environment.



DO IT THE RIGHT WAY, EVERY TIME

Practice good habits and take pride in doing the job right.



CONSISTENT ROUTINES

Build reliable routines that drive consistent performance.



DEFINED EXPECTATIONS



MEASURABLE BEHAVIORS



RELIABLE OUTCOMES



Centuri

THINK AHEAD »

SYSTEM 2

SIF PREVENTION (HOP)

FOCUS ON WHAT MATTERS MOST



CONTROL THE ENERGY

Identify and control hazardous energy before work begins.



ENGAGE THE PEOPLE

Involve the right people in planning, verifying, and performing the work.



DESIGN STRONG CONTROLS

Implement and verify critical controls that prevent exposure.



THINK CRITICALLY. VERIFY CONTROLS

Question assumptions and verify controls are in place and effective.



PROTECT PEOPLE. PREVENT CATASTROPHE.

Prevent serious injuries and fatalities before they occur.



MANAGE HIGH ENERGY HAZARDS



UNDERSTAND WORK AS IT'S DONE



PREVENT SIF EVENTS BEFORE THEY OCCUR

SYSTEM 1

OPERATIONAL DISCIPLINE

DISCIPLINE IN EVERYTHING WE DO



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UNDERSTAND WORK AS IT'S DONE



PREVENT SIF EVENTS BEFORE THEY OCCUR





Centuri

THE TWO SYSTEMS OF SAFETY

TWO SYSTEMS. ONE PURPOSE. PROTECT PEOPLE. PROTECT VALUE.

For Centuri, this framework is not merely a safety construct. It becomes an **enterprise operating model** conversation.



OPERATIONAL DISCIPLINE

- STANDARDIZATION
- CONSISTENCY
- QUALITY
- REPEATABILITY
- PROCESS RELIABILITY
- EXECUTION CONTROL



SIF PREVENTION

- WEAK SIGNAL DETECTION
- OPERATIONAL DRIFT RECOGNITION
- EXPOSURE VISIBILITY
- ENERGY VERIFICATION
- LEARNING VELOCITY
- UNCOMFORTABLE TRUTH SURFACING



World-class organizations master both systems.

Operational discipline delivers today.

SIF prevention protects tomorrow.



DEFINED EXPECTATIONS



MEASURABLE BEHAVIORS



RELIABLE OUTCOMES

STRONGER OPERATIONS. ENDURING VALUE.



MANAGE HIGH ENERGY HAZARDS



UNDERSTAND WORK AS IT'S DONE



PREVENT SIF EVENTS BEFORE THEY OCCUR



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Operational Discipline and SIF Prevention operate simultaneously—
not as a choice, but as a system.



SYSTEM A OPERATIONAL DISCIPLINE

LOW-ENERGY HAZARDS

- › Frequent exposure → Lower severity outcomes
Cuts / Strains / Slips / Trips / Repetitive motion



SYSTEM B SIF PREVENTION

HIGH-ENERGY HAZARDS

- › Less frequent exposure → Catastrophic outcomes
*Fall from height / Electrical contact / Pressurized systems /
Stored energy release / Fire / Explosion*

ENERGY THRESHOLD

When energy is high, discipline alone is insufficient.
When energy is low, complex controls may add limited value.

Managed Through:

- ✓ Awareness
- ✓ Basic PPE
- ✓ Housekeeping

Managed Through:

- ✓ Direct Controls
- ✓ Prevention through Design
- ✓ Enhanced Planning

FAILURE MODE: HUMAN ERROR

FAILURE MODE: UNCONTROLLED ENERGY



Are we doing the work the right way?



Where could energy kill someone today?

**Both systems must be managed at the same time—
and *in balance.***

*They are not competing approaches.
They are complementary systems.*



JUNE 3, 2026



OMNI HOTEL
FRISCO, TX



CORT ROUNDTABLE
Coming together to build
stronger companies and
safer outcomes.



SAFETY IS BIG S

PEOPLE. PROCESSES. PERFORMANCE.
EVERY DAY.



Operational excellence
protects today.



SIF prevention
protects our future.



TOGETHER, WE PROTECT PEOPLE, PROCESSES, AND PERFORMANCE.



ENGAGEMENT

WITH A PARTNER

WHAT IS ONE KEY TAKEAWAY TO THIS POINT?
WHAT WILL YOU TAKE WITH YOU TO YOUR ROLE?
SHARE WITH A PARTNER



WHERE THEY WERE...

FROM: 60-80 FATAL events annually...

TO: not a SINGLE fatal event in 2024...

HOW DID THEY DO THIS...

Focused resources on controlling **high-hazard activities** and **conditions** that could seriously harm or kill people (SIF Risk or STCKY)

Supervisors and **leaders engaging** employees, finding ways to build **trust** AND **reduce risk**

Created an **improvement** and **learning** culture with **leading metrics** for **SIF Prevention** (ASTM E2920)





A photograph of two men in construction gear shaking hands on a city street. They are wearing white hard hats and high-visibility yellow safety vests over long-sleeved shirts. The man on the left has a beard and glasses, and the man on the right has glasses. In the background, there is a yellow construction vehicle, orange traffic cones, and tall city buildings under a clear sky.

**WHAT IS ONE LESSON IN LEADERSHIP
THE PAST 12 MONTHS TAUGHT YOU?**

A photograph of two utility workers in white hard hats and high-visibility vests shaking hands. They are standing in front of a power plant or substation. In the background, there are power lines, a sign that reads "SAFETY POWERING EVERY COMMUNITY", and a worker in a bucket on a crane. The scene is outdoors during the day.


**WHAT IS ONE LESSON IN LEADERSHIP
THE PAST 12 MONTHS TAUGHT YOU?**





TALLADEGA NIGHTS

THE BALLER BY DICKY BAKER



I'M NOT SURE WHAT TO DO
WITH MY HANDS...







PURIO



A photograph of two construction workers, a woman on the left and a man on the right, shaking hands on a construction site. Both are wearing white hard hats, safety glasses, and high-visibility yellow-green vests over dark blue long-sleeved shirts. The woman is smiling. In the background, there is a yellow excavator and other workers in safety gear. The scene is outdoors with a clear sky.

**THE 4H
PRINCIPLE**

Handshake
High-Five

Consistent Recognition. Tangible Results.



A recent study found that, at a business of 10,000 people, **doubling** the number of employees who received **recognition** led to:

\$92.8M

Gained productivity

22%

Decrease in EHS
Incidents

\$3.2M

Savings due to fewer
unscheduled absences

A photograph of two construction workers, a woman on the left and a man on the right, shaking hands on a construction site. Both are wearing white hard hats, safety glasses, and high-visibility yellow-green vests over dark blue long-sleeved shirts. The woman is smiling. In the background, there is a yellow excavator and other workers in safety gear. The scene is outdoors with a clear sky.

**THE 4H
PRINCIPLE**

Handshake
High-Five
Hug

UNMASKING MANLY MEN

LESSONS FOR CORT ROUNDTABLE COMPANIES



Key takeaways from the HBR article by Robin Ely & Debra Meyerson



THE STUDY

Researchers lived and worked on two offshore oil platforms for

19 MONTHS



PLATFORM A: DITCHED MACHO CULTURE

Men spoke up, asked for help, admitted mistakes, and looked out for each other.



PLATFORM B: KEPT MACHO NORMS

Men felt pressure to appear tough, never admit mistakes, and not ask for help.

THE RESULTS

On the platform that ditched macho behavior:



84%
DECLINE IN
ACCIDENTS



**INCREASED
PRODUCTIVITY**
(barrels produced)



**LOWER COSTS
PER BARREL**



**MORE RELIABILITY
MORE "UP" TIME**

WHY IT WORKED



People spoke up and shared concerns



They asked questions



They admitted mistakes



They asked for and offered help



They focused on the mission, not on proving themselves

THE KEY LESSON



When men stopped proving their toughness, they became safer, stronger, and more effective.

Real strength is: seeking understanding • speaking up
admitting uncertainty • learning together • protecting the mission

WHAT THIS MEANS FOR CORT COMPANIES



Build cultures where people feel safe to speak up



Surface risks earlier



Drive better decisions and learning



Improve safety, performance, and reliability



Develop leaders who listen, care, and empower

★ LESS IMAGE. MORE MISSION. BETTER QUESTIONS. STRONGER RESULTS.

3 Key Takeaways

(1) The highest-performing teams aren't focused on proving themselves - they're focused on improving themselves

(1) One of your greatest organizational risks isn't ignorance - it's the fear of appearing ignorant

(1) Most serious events aren't caused by what people don't know - they're caused by what people won't say

A photograph of two construction workers, a woman on the left and a man on the right, shaking hands on a construction site. Both are wearing white hard hats, safety glasses, and high-visibility yellow-green vests over dark blue work shirts. The background shows a large yellow excavator and the skeletal steel framework of a building under construction. The scene is brightly lit, suggesting daytime.

**THE 4H
PRINCIPLE**

Handshake
High-Five
Hug
Hangout



 **CORT**
ROUNDTABLE

2026 PORTFOLIO
EXCHANGE

“ Without trust, workers treated almost all safety initiatives with **suspicion** and refused to buy into them. Safety inspections and observations were perfunctory, incident reporting was **trivialized** or ignored and sophisticated electronic monitoring systems were **sidetracked.** ” ”



JUNE 3, 2026



OMNI HOTEL FRISCO
FRISCO, TEXAS



BUILDING GREAT BUSINESSES.
INVESTING IN PEOPLE.
TOGETHER, WE CREATE ENDURING VALUE.

PRESSURE TEST for TRUST

Ask your team the following:

Which of our procedures are **routinely ignored** or **worked around?**

What do you **believe** they would say?
If they named some examples, how would you **respond?**
If they **said nothing,** what could that mean?

ENGAGEMENT

WITH A PARTNER

WHAT IS ONE MORE KEY TAKEAWAY TO THIS POINT?
WHAT WILL YOU TAKE WITH YOU TO YOUR ROLE?
SHARE WITH A PARTNER



THE DIARY OF A
CEO

**THE MARBLE JAR THEORY
THAT WILL CHANGE HOW
YOU SEE TRUST**



Models of Trust

Covey - "Speed of Trust"

Blanchard - ABCD of Trust

The Trust Equation
(Maister, Green, Galford)

Six Seconds - 4Cs of Trust

Reina - Three Dimensions
of Trust

Frei & Morriss - Trust Triangle (HBR)

Mayer-Davis-Schoorman
Integrative Model

McAllister - Two Bases of Trust

Lewicki & Bunker - Stages of Trust

Mishra & Mishra - ROCC/
Dimensions of Trust

HOW TO DEEPE N TRUST

A photograph of a basketball coach in a dark suit and tie, looking down at a clipboard. He is surrounded by basketball players in yellow jerseys with purple accents. The scene is set on a basketball court during a game or practice.

- ▶ **Sincerity**
- ▶ **Competency**
- ▶ **Reliability**



A couple in wedding attire walking away on a rocky beach towards a lake and mountains. The man is in a dark suit and the woman is in a white wedding dress. They are holding hands and walking away from the camera. The background shows a large body of water, distant mountains, and a cloudy sky. The scene is slightly desaturated, giving it a soft, ethereal feel.

You don't build trust by offering help...

You build trust by ASKING for it.

BETTER Questions...

- What's **hard** to do the right way, and **easy** to do the wrong way?
- What do **you** need to be **successful** that you're not getting now?
- What is **harder** than it should be?


The 4Ds

The next chapter of
operational learning for
HOP and Learning Teams.



BETTER Questions...

- What's **hard** to do the right way, and **easy** to do the wrong way?
- What do **you** need to be **successful** that you're not getting now?
- What is **harder** than it should be?
- **What** is the next incident? **Where** will it occur?



① What?

② Where?

TEDI

TELL ME...

EXPLAIN to ME....

DESCRIBE for ME....

IF YOU COULD CHANGE
ONE THING...





100 Ton Haul Truck



Production Supervisor could not be seen in blind spot for 15 meters (45 feet)

**No ONE conversation is guaranteed to CHANGE anything
BUT any ONE conversation can change EVERYTHING**

We MUST move from:

I HAVE to, I NEED to, I am REQUIRED to...

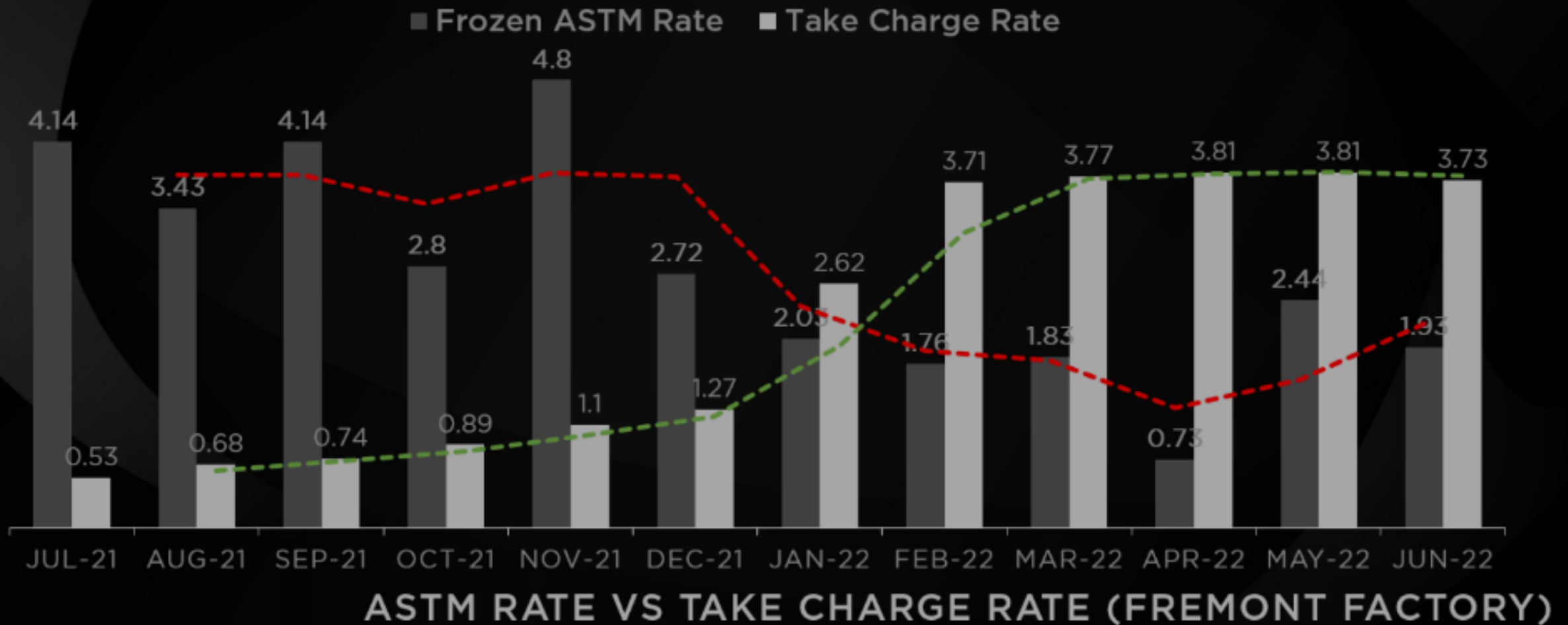
TO: I am going to PREVENT our next SIF...

...and this shift will happen ONE conversation at a time

TAKE CHARGE

RELATIONSHIP WITH SAFETY INDICATORS: WHY IT IS IMPORTANT

Serious injury rates (ASTM) decreases as Take-Charge Rate increase.



The Best Buy Study on Engagement

(as referenced by Stephen M.R. Covey)



CONTEXT

Best Buy, the electronics retailer, was looking to understand how employee engagement impacts business outcomes—**specifically, profitability at the store level.**

KEY FINDING

For every **0.1 point increase** in **employee engagement** (on a 5-point scale), a Best Buy store saw a **\$100,000 increase** in annual operating income.

IMPLICATION

Even a small improvement in how employees feel about their workplace—how connected, heard, or valued they are—can have a massive financial impact.

“

“Trust is an economic driver. It’s not just a soft, social virtue. It’s a hard-edged economic driver. At Best Buy, a 0.1% increase in engagement produced \$100,000 in operating income—per store.””

STEPHEN M.R. COVEY



2026 CORT
Roundtable



JUNE 3, 2026
FRISCO, TX

THINK AHEAD »

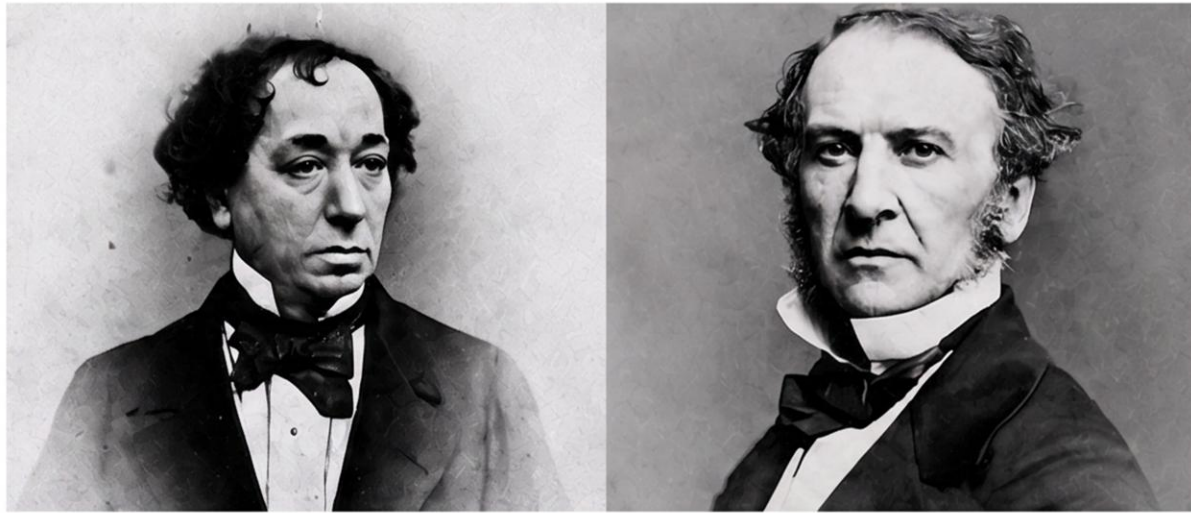


Centuri

SYSTEM 1

BUILT ON DISCIPLINE

Operational excellence in everything we do.



Consistent Processes



High Standards, Every Day



Accountability at Every Level

SYSTEM 2

BUILT FOR THE FUTURE

Investing in people, partnerships, and businesses that build enduring value.



Long-Term Value Creation



Trusted Partnerships



Responsible Growth

SIF_{Risk}: Conditions that have the energy or potential to result in an aSIF

pSIF: POTENTIAL SIF

aSIF: ACTUAL SIF



SIF_{Risk} (STKY)
(if barrier, Controlled)



SIF_{Risk} (STKY)
(Uncontrolled)



pSIF
(Controlled)



pSIF
(Uncontrolled)



aSIF

SIF_{Risk} CONDITIONS that have the energy or potential to result in an aSIF
pSIF POTENTIAL SIF
aSIF ACTUAL SIF



SIF_{Risk} (STKY)
(if barrier, Controlled)



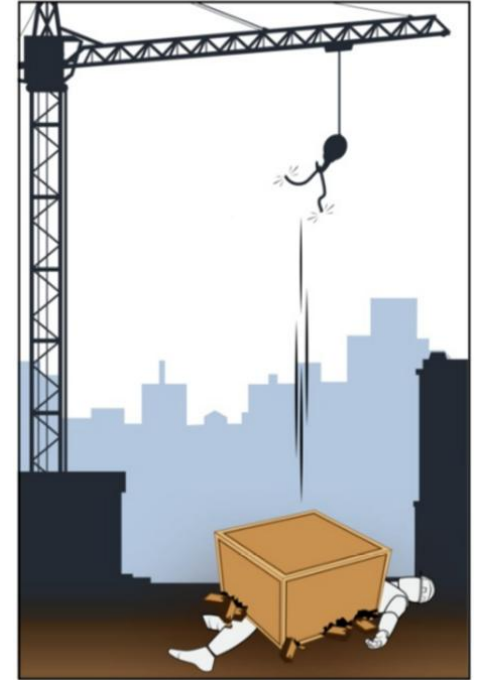
SIF_{Risk} (STKY)
(Uncontrolled)



pSIF
(Controlled)



pSIF
(Uncontrolled)



aSIF

SIF_{Risk} CONDITIONS that have the energy or potential to result in an aSIF
pSIF POTENTIAL SIF
aSIF ACTUAL SIF



SIF_{Risk} (STKY)
(if barrier, Controlled)



SIF_{Risk} (STKY)
(Uncontrolled)



pSIF
(Controlled)



pSIF
(Uncontrolled)



aSIF

ENGAGEMENT

WITH A PARTNER

WHAT IS ONE FINAL KEY TAKEAWAY FOR YOU?
WHAT WILL YOU TAKE WITH YOU TO YOUR ROLE?
SHARE WITH A PARTNER

LEADERSHIP

&

INFLUENCE

IN S&H

3M (formerly)
**JASON
KUNZ**
CIH, CSP
::nsc



2026 CORT Roundtable | Centuri NPL
June 3, 2026 | EXTRA CONTENT

The Omni Hotel | Frisco, TX

08:30 - 10:00 | Leading SIF Excellence



CORT
ROUNDTABLE

2026

OMNI HOTEL FRISCO
FRISCO, TEXAS
JUNE 3, 2026

**SAFETY IS NOT SOMETHING
WE ASSIGN TO A DEPARTMENT.
IT IS SOMETHING WE EXPECT
FROM THE PEOPLE RUNNING THE WORK.**



NATURAL GAS



ELECTRICAL



CONSTRUCTION



PIPELINE



INFRASTRUCTURE



PEOPLE



Safety is NOT the job of the safety department

**Too many leaders still think safety is someone else's job.
They point to the safety manager. But they don't manage the line.**

**They don't supervise the crew.
They don't control the work.
Safety is a line function responsibility.
Not a support function.**

**If you run the line, you OWN safety.
If you have the authority to start work, you have the authority to stop it.
The line OWNS the outcomes.**

Here's what happens in most companies:

The safety department writes a policy. That policy is handed to the field. The field is told to follow it. But no one in operations takes OWNERSHIP.

That system breaks every time.

Because the field follows the leader they report to, not the one who wrote the policy.

You fix it by getting line leaders to take real OWNERSHIP.

Make them do the safety audits.

Make them lead the safety walks.

Make them investigate near misses and incidents.

Make them SET and HOLD the standards.

That's how you drive performance.

SIF_{Risk}: Conditions that have the energy or potential to result in an aSIF

pSIF: POTENTIAL SIF

aSIF: ACTUAL SIF



SIF_{Risk} (STKY)
(if barrier, Controlled)



SIF_{Risk} (STKY)
(Uncontrolled)



pSIF
(Controlled)



pSIF
(Uncontrolled)



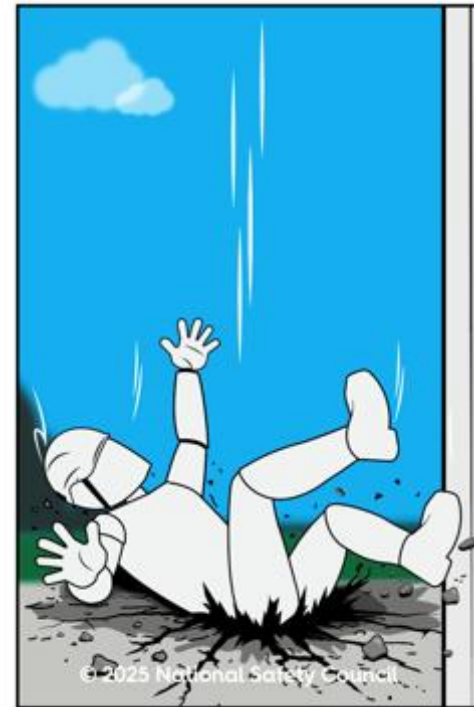
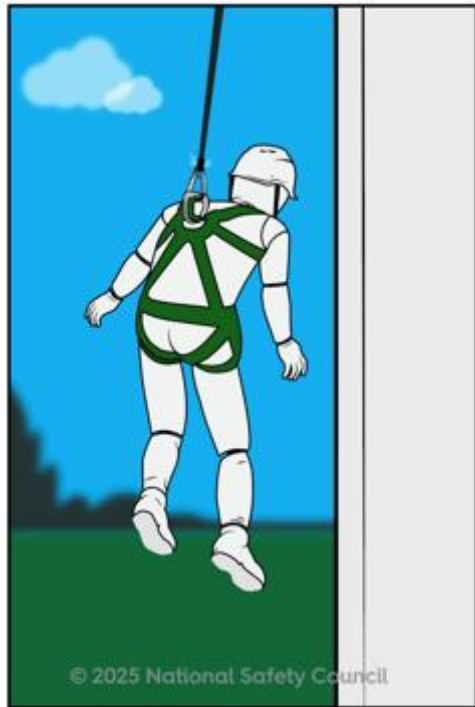
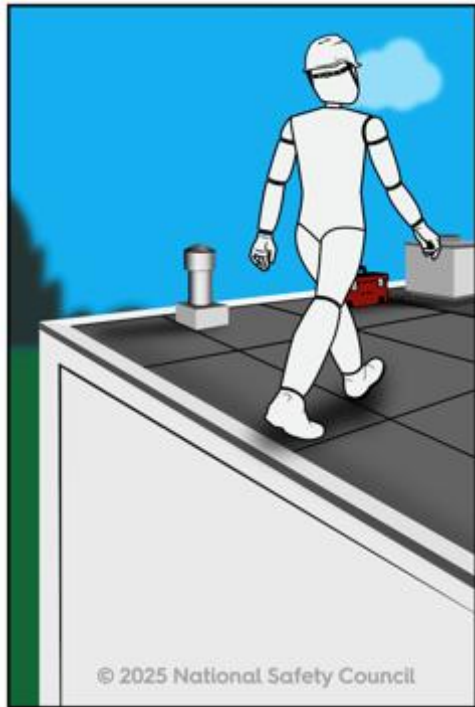
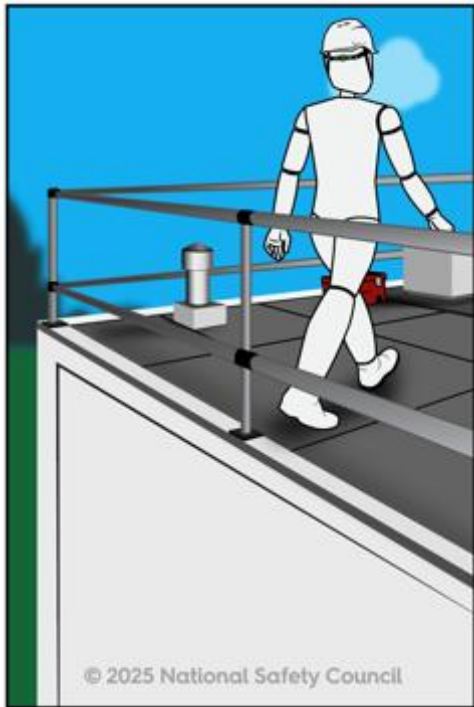
aSIF

What is SIF?

SIF^{Risk}: Conditions created by systems and processes that likely have the energy or potential to result in an aSIF

pSIF: POTENTIAL SIF

aSIF: ACTUAL SIF



SIF^{Risk} (STKY)
(if barrier, Controlled)

SIF^{Risk} (STKY)
(Uncontrolled)

pSIF
(Controlled)

pSIF
(Uncontrolled)

aSIF



2026 | OMNI HOTEL FRISCO
FRISCO, TEXAS | JUNE 3, 2026

The rule did not disappear.
Respect for the rule did.

2 Years and 4,800 Hours of Observations

We only identify **~45% of the hazards** on a typical job-site

Hallowell. "Energy Based Safety" 2026

2 Years and 4,800 Hours of Observations

We only identify **~45% of the hazards** during our work planning

Hazard recognition skills are the same **regardless of age**, experience or other personal factors

We assumed seasoned workers would identify more hazards than their junior counterparts, BUT we were wrong. There **was no statistical relationship** between experience + performance

Although experienced workers were better at explaining or responding to hazards, they were **just as likely to miss them** in the first place

Hallowell. "Energy Based Safety" 2026

2 Years and 4,800 Hours of Observations

Not every hazard is reasonably identifiable in a pre-job safety briefing

When shadowing crews, it became apparent that hazards are missed for one of two reasons:

(1) the hazard was detectable before work began, but **the team did not identify it**

(2) the hazard **wasn't reasonably detectable** with the information available at the time

For example, **crews often miss hazards** such as pressure vessels and cable tension that are integral components of the planned work

Other hazards are missed because they **emerge from unforeseen change** (a subcontractor unexpectedly staging materials above a workspace)

Hallowell. "Energy Based Safety" 2026

2 Years and 4,800 Hours of Observations

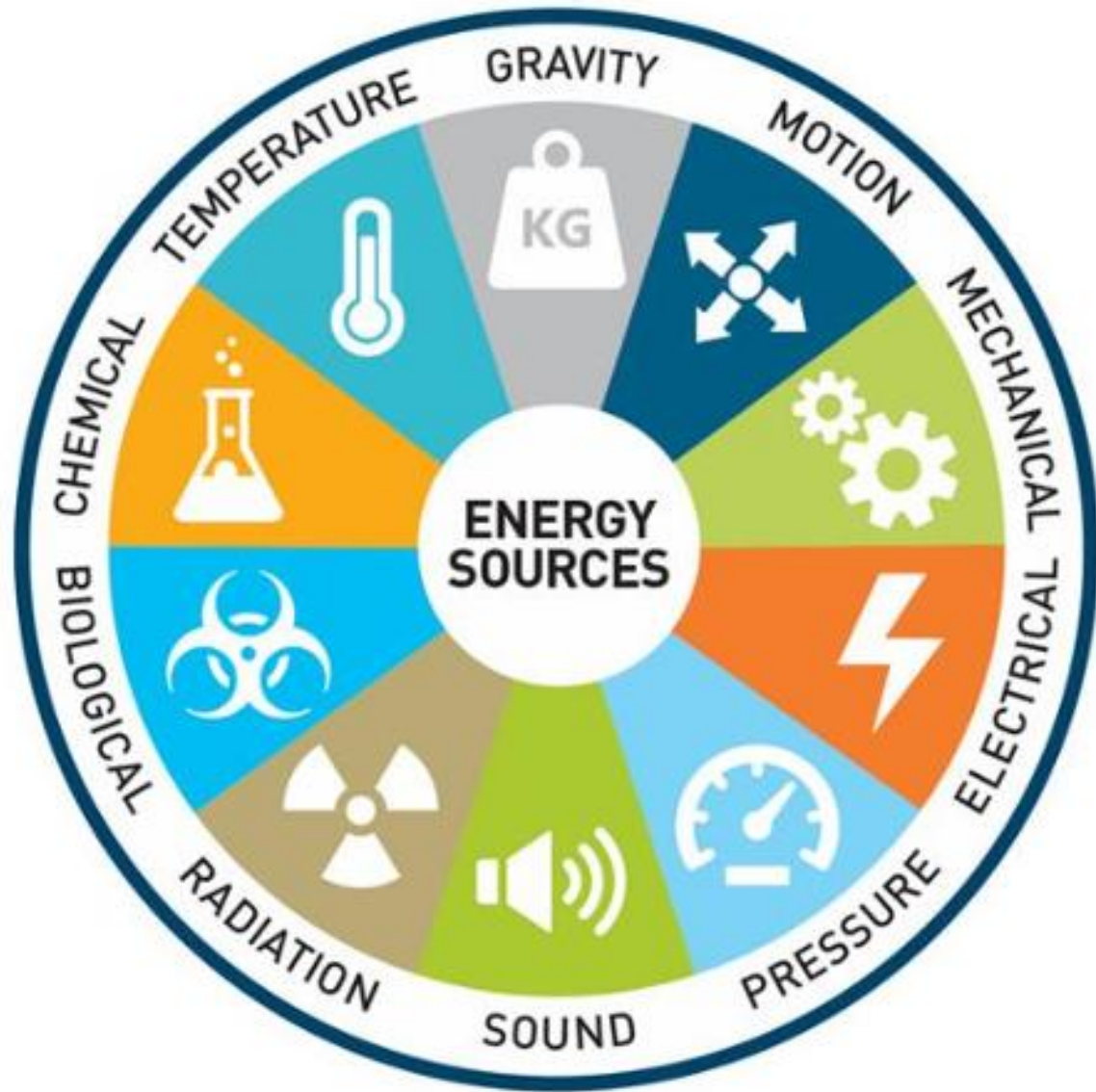
We tend to see **gravity and motion hazards** but overlook others such as pressure, temperature, radiation, chemical, and biological

The ceiling for pre-job hazard recognition **is about 70%**, yet crews were nearly perfect at identifying gravity and motion hazards

The energy wheel helps us to do **what we already do, better**

Use instinct first, **then use the energy wheel**

Hallowell. "Energy Based Safety" 2026



Using the **Energy Wheel** can help identify **30% more** hazards (Hallowell, 2021).

Our brain's **amygdala**, responsible for the fight-or-flight response, naturally prioritizes hazards related to Gravity and Motion, but **what about** Electrical, Chemical, Mechanical, Pressure, or other related risks?

The **Energy Wheel** helps expand awareness to these often-overlooked energy sources as they are processed in the cerebrum and require high cognitive effort (Hallowell, 2021).



OP601 H5
5th 10920
H1 K2 L52D
CR

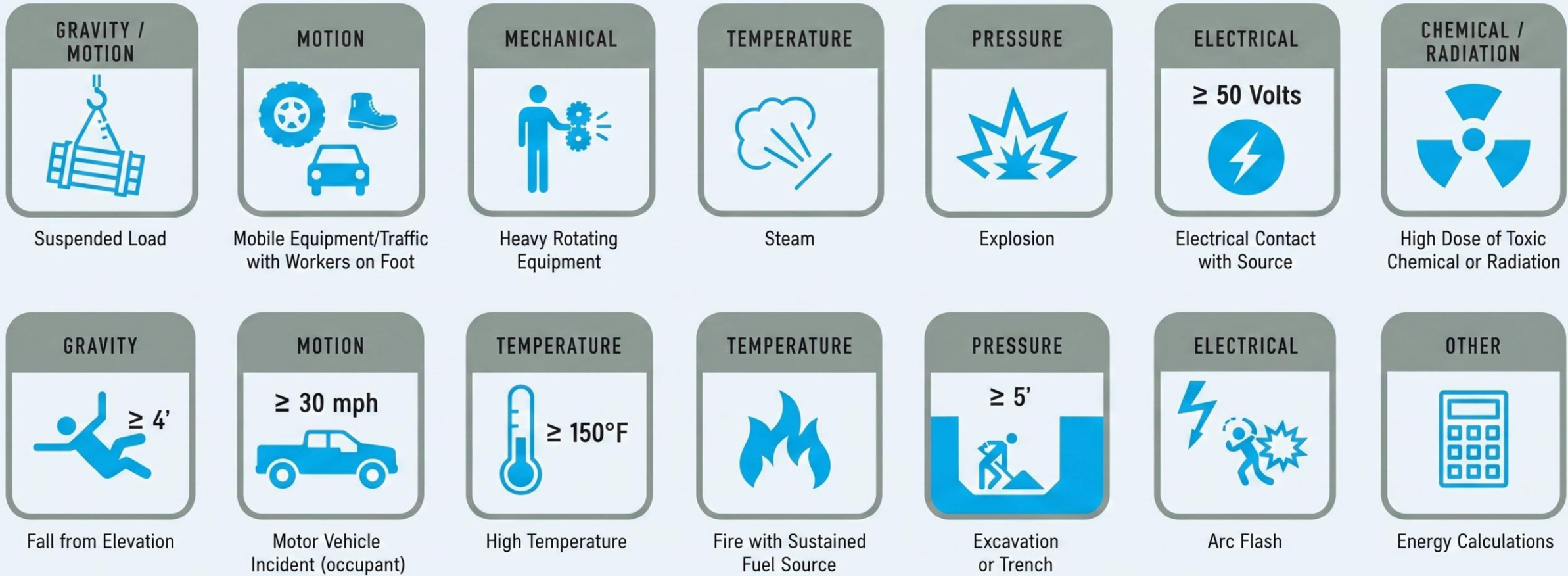
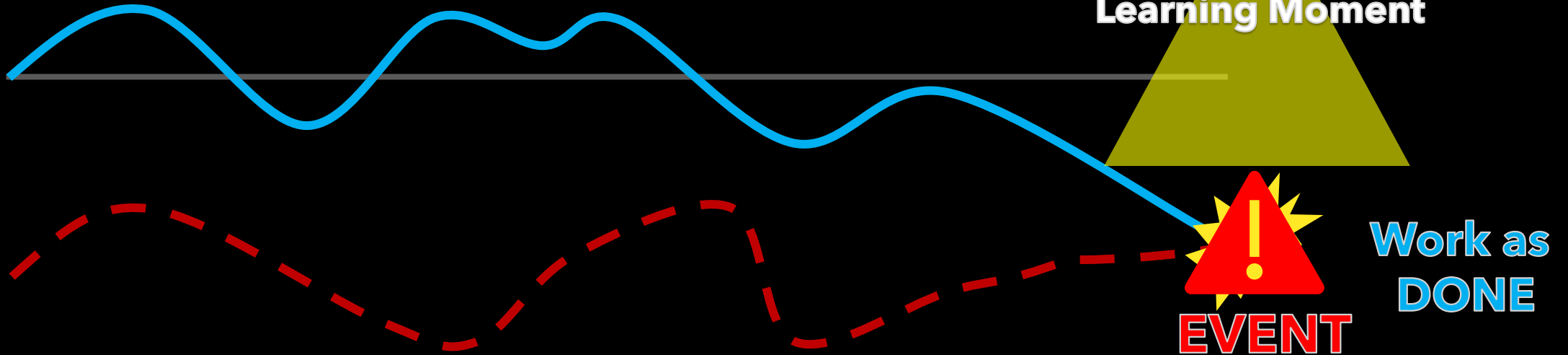


FIGURE 2. EXAMPLE HIGH-ENERGY HAZARDS

Work as planned
vs.
Work in practice

Work as
Planned



Traditional
Learning Moment

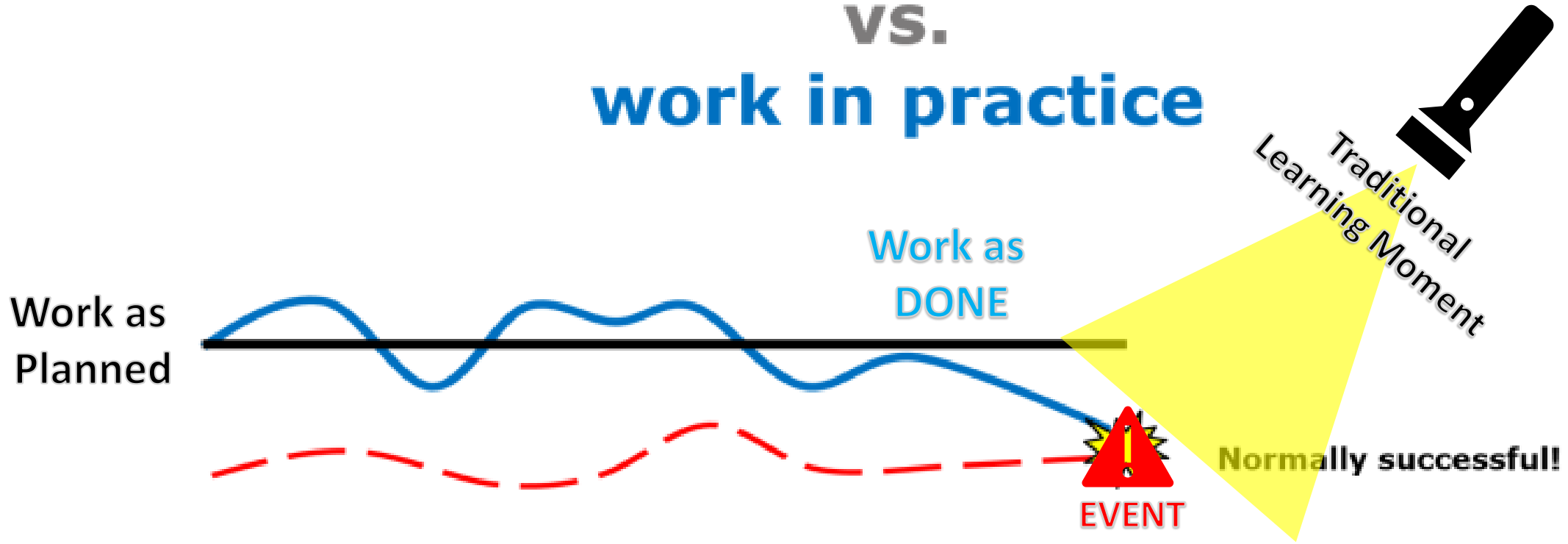
Work as
DONE

EVENT

“Workers are masters of the blue line.”

FedEx®

Work as planned vs. work in practice



**“Workers are masters of
the blue line.”**

An aerial view of a person walking away from the camera on a dirt path. The path is bordered by green grass on both sides. To the right of the dirt path is a paved walkway made of light-colored rectangular tiles. A young tree stands in the grass between the dirt path and the paved area. In the background, there is a wooden bench and a black metal fence. The scene is brightly lit, casting shadows on the ground.

Blue Line

Black Line

A photograph of a park path. The path is paved and has a central dirt strip. On either side of the dirt strip are two large, rounded rectangular areas of grass, bordered by concrete curbs. In the background, a person is walking on the path, and there are many trees and a fence. The text "Blue Line" is overlaid on the image in a blue box.

Blue Line

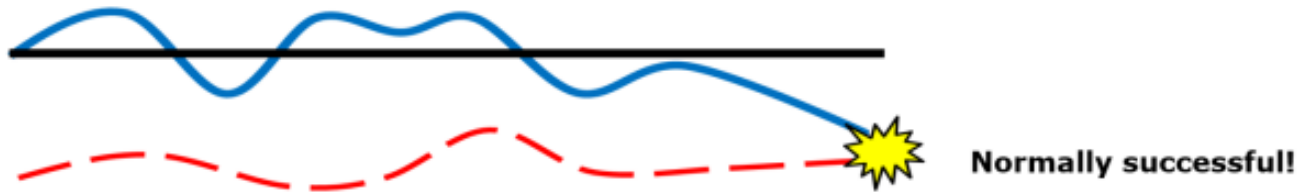
Black Line



Black Line

Blue Line

Work as planned
vs.
work in practice



**“Workers are masters of
the blue line.”**



leaders who don't **LISTEN** will eventually
be **SURROUNDED** by people who
have **NOTHING** to say

HOW TO Improve Your ENGAGEMENTS

- 1) Give your supervisors the assignment on the next slide (verbatim)
- 2) Debrief alongside your supervisors immediately following the assignment (using the formula)
- 3) Have your supervisors go right back out and do the same assignment again
- 4) Debrief once again, alongside your supervisors immediately following the assignment

Your job is to use TEDI - to understand what surprised them - to see and hear what did they not expect - to support them in improving EACH of their conversations moving forward.

Remember: engagement only happens when more than one person learns

SITE LEVEL ENGAGEMENT | PRACTICE

You have 25 minutes to do **ALL THREE** with a **PARTNER**:

(1) Ask ONE person: What's the most difficult part of this job?
(or a similar question focused on the WORK)

(2) Identify ONE: Work-as-PLANNED vs work-as-PERFORMED
gap

(3) Notice ONE: STCKY (SIF Risk) exposure and DOCUMENT

SITE LEVEL **ENGAGEMENT** | **DEBRIEF**

ONCE COMPLETE: **With your PARTNER**

(1) ASK: what did you learn that surprised you?

(2) ASK: what did you not expect?

(3) ASK: what does this mean for how you **ENGAGE** moving forward?



PEOPLE MAKE MISTAKES



BLAME FIXES NOTHING



CONTEXT DRIVES BEHAVIOUR



LEARNING IS VITAL



RESPONSE MATTERS



CORT
ROUNDTABLE

OMNI HOTEL FRISCO, TX
JUNE 3, 2026

**WE GO
FURTHER.
TOGETHER.**



SAFETY IS NOT A SLOGAN. IT'S HOW WE WORK.

WE GO FURTHER TOGETHER. >>>



The Things That Hurt People Are Not the Same as the Things That Kill People: Key Differences in the Proximal Causes of Low- and High-Severity Construction Injuries

Arnaldo Bayona, S.M.ASCE¹; Matthew R. Hallowell, A.M.ASCE²;
and Siddharth Bhandari, A.M.ASCE³

*Although there were no differences between SIF and pSIF cases, **three factors** differentiated minor incidents from SIF incidents:*

- (1) enough energy in the system to cause a SIF (SIF Risk)*
- (2) absent or not followed pre-task plan*
- (2) absent direct controls/safeguards*





The Things That Hurt People Are Not the Same as the Things That Kill People: Key Differences in the Proximal Causes of Low- and High-Severity Construction Injuries

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- (1) enough energy in the system to cause a SIF (SIF Risk)*
- (2) absent or not followed pre-task plan*
- (2) absent direct controls/safeguards*



**THE ONLY
CONTROL
FOR THIS TASK!**



**SAFETY
BELT**

THREE CRITICAL RISK QUESTIONS

ASK. PLAN. PROTECT. EVERY TIME.



FROM: STOP WORK
TO: SAFE TO START WORK

1

WHAT IS THE WORST LIKELY OUTCOME?

Be realistic. Think through what could happen if something goes wrong.



2

WHAT PREVENTS THAT FROM HAPPENING?

Identify the controls, procedures, equipment, and behaviors in place to prevent that outcome.



3

IS THAT ENOUGH?

Challenge the plan. Look for gaps. Strengthen what's there. Commit to what it takes to be safe.



FROM: PREVENTING INCIDENTS
TO: PROTECTING PEOPLE



**STRONG PLANS PREVENT INCIDENTS.
GOOD QUESTIONS SAVE LIVES.**

BETTER NEVER STOPS.

CORT Roundtable

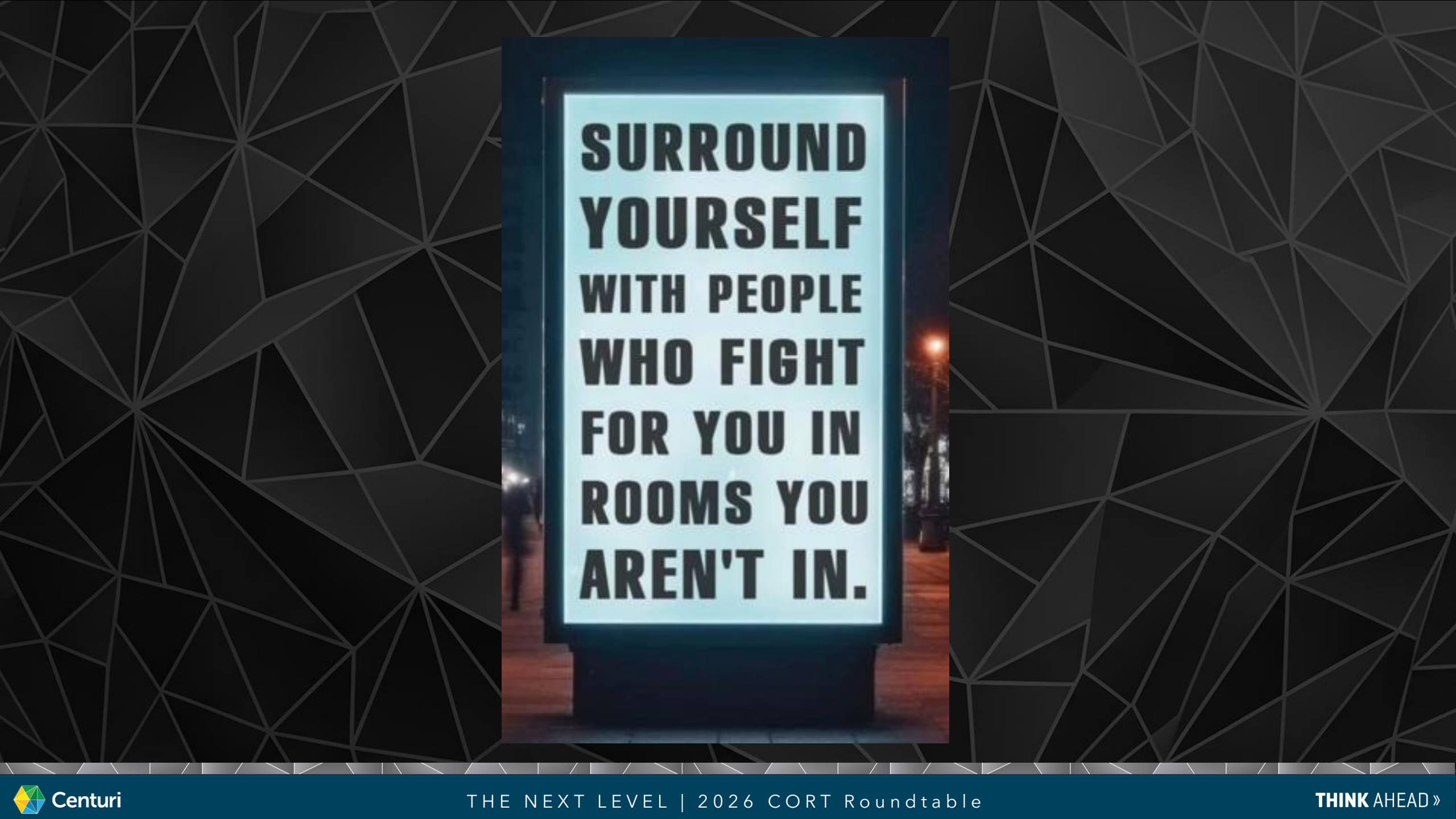
The FUTURE READY Leader:

FOCUSES on **where** they need to go

not on what's in the way

they obsess over **who** they need to **BE TODAY**

NOT what happened yesterday

A glowing sign with a geometric pattern background. The sign is rectangular and has a bright, glowing border. The text on the sign is in bold, black, uppercase letters. The background of the sign is a light, glowing color. The sign is set against a dark background with a complex, geometric pattern of interconnected lines forming various shapes. The overall aesthetic is modern and tech-oriented.

**SURROUND
YOURSELF
WITH PEOPLE
WHO FIGHT
FOR YOU IN
ROOMS YOU
AREN'T IN.**



REFRAMED: FIGHT for people who are
NOT YET in the rooms **YOU'RE IN**
THAT'S MENTORSHIP / LEADERSHIP...



JASON KUNZ


CIH, CSP

3M (formerly)

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 [/jason-kunz-cih](#)

 [@jasonrkunz](#)

 612-599-6881





Jason Kunz

Husband | Speaker | Co-Founder | Committed
to Enhancing the Health of the Global Workf...

