

HOW I SELL SAFETY TO MY EMPLOYEES

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A brief statement about *why* we sell safety to our employes will partly answer *how* we do it.

We sell safety to our employes because we like them and we want every one of them to be healthy, whole, and happy.

We sell safety to our employes because we have been sold by the management of our corporation and our division that as the supervisors of the people we work with, we are the only logical persons to do the job. *We are the key men!* If that sounds boastful, that's the way we feel.

There is something to be admitted.

We will sell safety to our employes only to the degree that we know all that we possibly can about *selling*—all that we possibly can about *safety*—all that we possibly can about our *employes*—and only to the degree that we are able to combine our limited knowledge of all three into a harmonious and workable relationship.

One of our foremen said, "You've got to believe in safety to be able to sell your people on it." Right, it would be difficult if you didn't believe in it. But, he put his emphasis in the wrong place.

Did you ever see anybody who didn't believe in safety? Ask any one in your outfit. Ask any of the gals in your office. They'll look at you as if to say, "Man, are you nuts? Sure I believe in safety!" If you had asked this of that man in your organization who lost a finger, just before the accident he would have answered in the same way. What Fred was getting confused was the difference in believing in something, and the good old, deepseated *desire* to have something or get something done.

And there is the tail by which the monkey hangs—*Desire*.

We've got to believe—sure! But it doesn't make the final difference. You know the Good Book says that even the ole Devil sees and believes and trembles, but still rejects.

Our people, your people, they all believe in safety!

Our supervisors, your supervisors, they all believe in safety!

But those of us who really sell are we who have within ourselves a *Desire* to have all the people in our area of influence live and work without sustaining any personal injury. We let this desire serve as our motivating force to sell our people on safety.

It's very likely that your people react to the examples we set and act pretty much according to their interpretation of them. From my own experience comes something that points this out quite well. When one superintendent assigned me to a department in his plant, he said to me, "There are two particular things that are in bad shape down there; the housekeeping and the efficiency. That's the filthiest place in the plant!"

He was sure right about the housekeeping! Most of the machines were dial presses and dial welders, which had a lot of surface area for things to be laid or hung on. There were plenty of stock bins, but a good portion of the parts were in "tote" pans and tubs, scattered about on the floor. There were coke and coffee cups, dirty rags, and gloves in the bins. Production parts were on the floor, under the stock bins, in the bases of the machinery, everywhere! Personal items and tools were laid about on the tops of the machines. Even the foreman's desk was so loaded it looked like "Fibber McGee's closet" turned upside down.

It was quite clear what the superintendent was talking about.

What a deal it would have been to have borrowed somebody's magic wand, waved it, said some magic words, and "presto" have it all fixed. But, there was no magic wand. Quite obviously, the easiest things to fix would be those that pertained to only myself. So, everything came off that foreman's desk, everything out of it.

Everybody was all of a sudden thirsty, and had to go to the water fountain on the aisle, just beyond the desk, to get a drink. You know that feeling you get now and then when you have worked hard on something and suddenly hit on an idea to solve it? This was it!

It was obvious that this setting an example in my *own* area, an indirect act of selling