

Applied Exercise: Chat-Based Discussion

Connecting Purpose to Safety Outcomes

Objective

Help participants practice translating employee engagement feedback into actionable insights by exploring how the engagement factor of **Purpose** may influence the business outcome of **Safety**.

Scenario Introduction

Employee Engagement Survey Results

Purpose Dimension

Survey Item	Favorable
"I understand how my work contributes to organizational goals."	42%
"Leadership communicates why changes are happening."	38%
"I understand how my role impacts safety and quality."	46%

Additional Business Data

- Safety incidents increased 18% over the last 6 months.
- Near-miss reporting decreased.
- Supervisors report employees appear "checked out" during safety briefings.

Employee Comments

- "Sometimes safety feels like a checklist instead of a priority."
 - "We're so focused on speed that people cut corners."
 - "I don't always understand why procedures change."
 - "People stop speaking up because nothing changes anyway."
-

Guided Chat Discussion

Part 1: Observation before Interpretation

Facilitator Questions

- What stands out immediately?
- What patterns do you notice across the scores, comments, and behaviors?
- What can we say with confidence versus what we are assuming?
- What additional information would help us better understand the issue?

Discussion Goal

Help participants separate:

- facts,
 - interpretations,
 - and assumptions.
-

Part 2: Identifying Patterns

Facilitator Questions

- What themes appear repeatedly?
- How might Purpose be connected to Safety?
- What emotions or experiences appear in the comments?
- Which comments sound like symptoms versus deeper organizational issues?

Possible Themes Participants May Identify

- Lack of connection between work and safety
 - Change fatigue
 - Reduced ownership
 - Low trust that feedback matters
 - Competing priorities between speed and safety
-

Part 3: Translating Scores into Workplace Experience

Facilitator Questions

- What might employees experience day-to-day when Purpose scores are low?
- What workplace behaviors might result?
- How could unclear purpose affect safety behavior?
- What risks emerge when employees stop seeing meaning in procedures?

Follow-Up Prompt

Complete the sentence:

“Employees may begin to...”

- rush tasks,
- disengage from safety conversations,
- stop reporting concerns,
- or follow procedures mechanically without understanding why.

Part 4: Root Cause Exploration

Facilitator Questions

- What workplace conditions may be contributing to these results?
- Are employees experiencing conflicting messages?
- What leadership behaviors may unintentionally reinforce unsafe behavior?
- What systems or pressures may reduce employees' sense of purpose?

Discussion Goal

Move participants beyond:

- blaming employees,
 - focusing only on compliance,
 - or treating safety as solely procedural.
-

Part 5: Converting Insights into Actionable Statements

Practice Exercise

Weak Insight

"Employees need to care more about safety."

Stronger Insight

Ask participants to rewrite the insight using:

- observable behaviors,
- employee experience,
- and likely organizational contributors.

Example Response

"Employees report difficulty connecting daily work and changing procedures to broader organizational goals, contributing to disengagement during safety communication, reduced reporting behaviors, and increased risk-taking."

Part 6: Action Planning Discussion

Facilitator Questions

- What actions would employees actually notice?
- How could leaders strengthen employees' connection between purpose and safety?

- What conversations need to happen differently?
- What manager behaviors would reinforce shared responsibility for safety?

Practice Prompt

Complete the sentence:

“Employees would experience stronger purpose and safer behavior if...”

Examples:

- “...leaders consistently explained the ‘why’ behind procedures.”
- “...employees saw how their work directly protected others.”
- “...teams were recognized for proactive safety behaviors.”
- “...employees felt safe raising concerns without being ignored.”

Debrief Questions

- What assumptions influenced our interpretation?
- What evidence supported our conclusions?
- What human experiences appeared beneath the data?
- How did Purpose influence safety-related behavior?
- What actions are most likely to improve both engagement and safety outcomes?