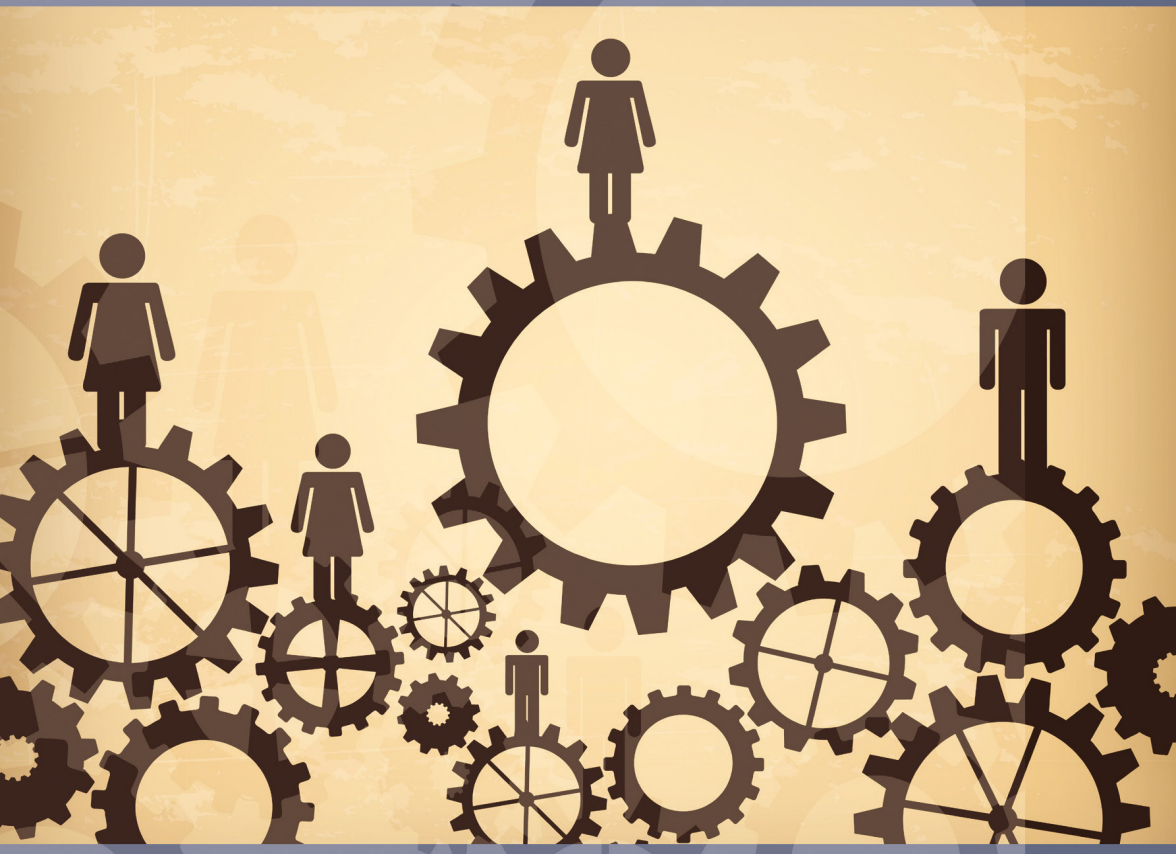
Safety Culture and High-Risk Environments

A Leadership Perspective



Cindy L. Caldwell

CRC Press
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Safety Culture and High-Risk Environments

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By
Cindy L. Caldwell

CRC Press
Taylor & Francis Group
Boca Raton London New York

CRC Press is an imprint of the
Taylor & Francis Group, an **informa** business

CRC Press
Taylor & Francis Group
6000 Broken Sound Parkway NW, Suite 300
Boca Raton, FL 33487-2742

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CRC Press is an imprint of Taylor & Francis Group, an Informa business

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Printed on acid-free paper

International Standard Book Number-13: 978-1-138-03506-5 (Paperback)
International Standard Book Number-13: 978-1-138-10524-9 (Hardback)

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Dedication

To Brigadier General Roswell E. Round, Jr., a truly authentic leader, husband, father, and friend.

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Preface

The complexity of advanced technologies and organizational communications in an outsourced global business environment has increased the risk of devastating accidents. Risky processes rely on people to understand the complex relationships associated with the systems they operate. Errors connected to human behaviors are a by-product of the organizational culture. The literature suggests that organizations using high-risk technologies may become more resilient by adopting a strong safety culture and high reliability principles. Leadership is widely recognized as playing an important role in influencing safety culture and creating more reliable organizations.

This book is written for the leader who manages the risks of hazardous processes. It reflects on the role of authentic leadership in influencing safety culture and organizational resilience to failure and provides a practical guide for leaders to assess, monitor, and improve their culture and capacity for resilience. The general principles and tools are applicable to all high-risk domains from banking to healthcare to nuclear power.

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