

No Engagement, No Success: Nine Ways to Reduce Sprains & Strains



Dr. Maria Silva-Palacios



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Online Evaluation



Background of Study

Clark & Estes KMO

Analyze Three Types of Causes For Performance Gaps

2. Knowledge - Can they do it?
 - Do they know how, when, where?
 - Know how = they can do it successfully.
3. Motivation - Are they doing it?
 - Have they started, are they persisting?
 - Are they working hard - mental effort?
4. Organizational Culture, Policy and Procedures- Do policies or procedures stop them?

1). What do employees perceive as obstacles, from the lens of motivation and organizational influences, that prevent them from participating in the injury-prevention program?

2). What do employees perceive as potential factors that can motivate them to participate in the injury-prevention program in their work?

3). What influence, if any, does authentic leadership have on the likelihood of employee participation in the injury-prevention program?



Motivation Influences (2)

Self-Efficacy

Value

(Two Additional Motivation Themes Emerged)

Organizational Influences (5)

Authentic Leadership (4)

Thomas said, "It means less pain. A lot of times I had back issues. So, after doing the program exercises, it strengthened my back and core, and that has resulted in better movement. I have better balance. Especially as the workforce is getting older and the daily tasks that we do over and over. I feel better and it makes life better." Added the benefits to his home life, "playing with my kids. I just feel overall better."

Jack shared, "you can gain longevity of the use of your body and body parts. This is a strenuous job. You use every ounce of your body tissue, muscle, joints, and they hurt."

Less pain, feels better, and can play with his kids

Gained longevity. Job causes pain in all of body

Henry, "we just work in funky positions. We put our bodies through hard paces. It's more a realization too at my age to say, hey, I gotta take care of my body a little better. The value in it was health, and longevity, physical care for my body now."

Gerry, "by going through the program every day, my body feels so much better. I believe I'll live longer. I'll give you a statement, I'll live longer. My flexibility, my back doesn't hurt as much, I'm more energetic because of it."

Repetitive nature of job is hard on his body. Gained longevity

Less pain, more energy, feels will live longer

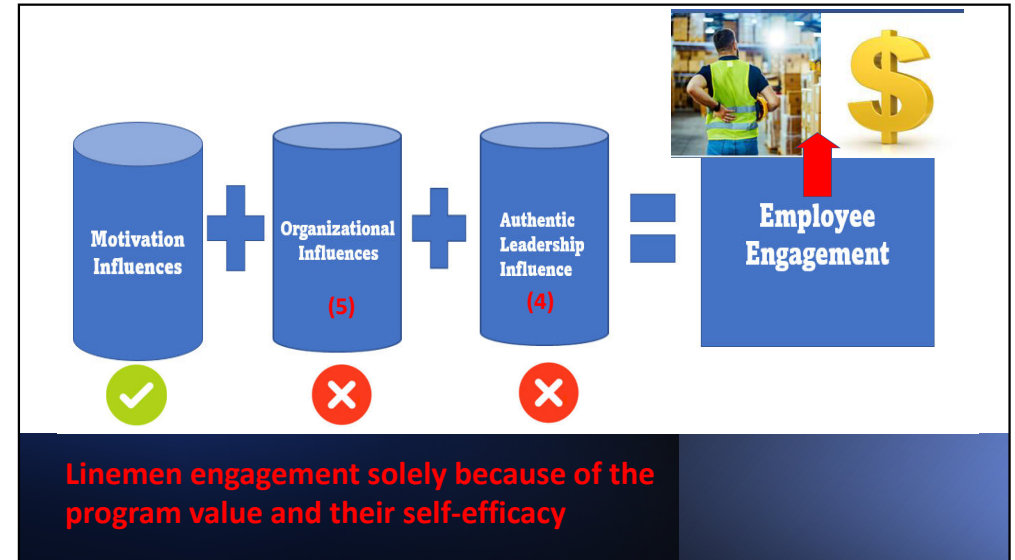
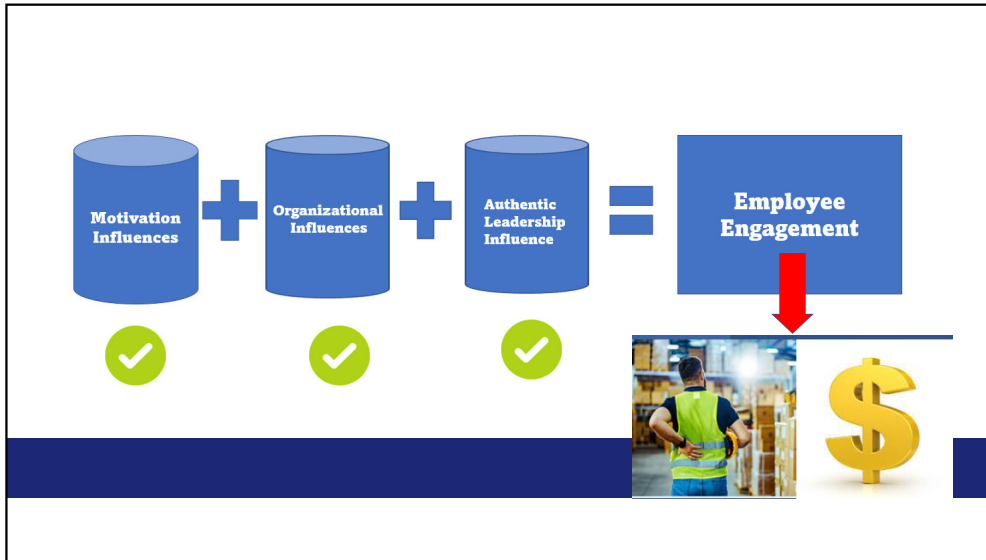
The pressure of choosing emergent work over safety and not challenging the hierarchy. Leader's words and actions mismatch

Jack shared "I'll be honest, sometimes we get rushed out to work and don't get to finish the exercises." Another lineman, Michael, shared, "if it's a really pressing job and high profile, we're willing to bend some of the safety rules or flat out ignore them. Yeah, as long as no one gets hurt. And if one does (get hurt), then we are going to get in trouble for not telling them no. But they'll pressure you into breaking the rules (or bend them) to get stuff that they need done."

They actually wanted me to travel through some fire roads and forestry department roads that if I get snowed in, I would get my truck stuck. And I would be out there in the middle of nowhere, no radio communication, no cell phone communication, because it's out of range.

William shared that if emergent work comes first... "the program was right to work and getting right to your work. Safety is not the number one priority, first described the mixed messages from the immediate supervisor by noting, "Now, safety, safety, safety, but the lower manager. Additionally, in this hierarchical culture, it challenged the leader about being allowed just say, hey, you can do the stretches and outages and a whole lot of other things."

How Do We Solve this Equation for Engagement ??



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