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LEADERSHIP



INFLUENCE

IN S&H

3M (retired)
**JASON
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Hawkeye on Safety 2025 | Opening Keynote

September 4, 2025

Hyatt Regency Hotel | Coralville, IA

08:00 – 09:30



LEADERSHIP & INFLUENCE IN S&H

LEADERSHIP & INFLUENCE

IN S&H

BUILDING A BETTER TOMORROW:
THE FUTURE OF
SAFETY AND HEALTH



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



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.



LOOK AT THIS BEAST

AI won't replace Safety Pros,
Superintendents, Senior Leaders, Shop
Floor, and Supervisors...

But, Safety Pros, Superintendents, Senior
Leaders, Shop Floor, and Supervisors
who know how to **use AI...**





EVOLVE OR EXPIRE



UNIVERSITY OF IOWA

Disrupt
yourself...

Before the
market does...





what is one lesson in leadership the
past 12 months have taught you?



**what is one lesson in leadership the
past 12 months have taught you?**







TALLADEGA NIGHTS
THE DALLAS BY NIGHT STORY



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





Hazard




**HAWKEYE
ON SAFETY**
2025
PRESENTATION











PURLO



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 Safety
Incidents

\$3.2M

Savings due to fewer
unscheduled absences

THE 4H PRINCIPLE

H handshake
H High-Five
H Hug
H Hangout



Trust and distrust in safety leadership: Qualities of importance

Natalie Abiodun ✉

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<https://doi.org/10.1016/j.ssci.2024.106553> ↗

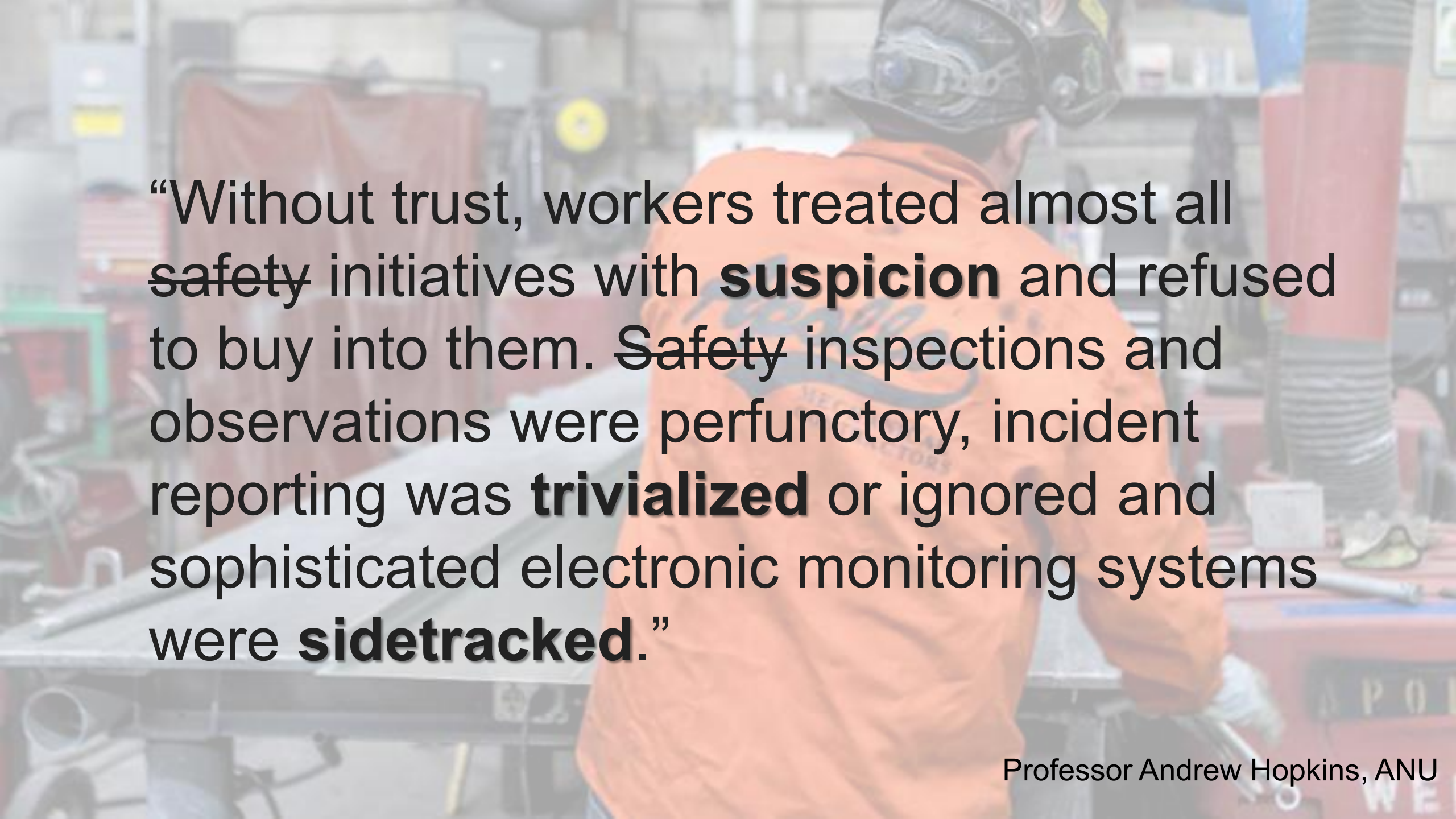
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Trust is defined as a person's preparedness
to **rely on another individual** in a
risky circumstance (Rousseau et al., 1998)

The study emphasizes the importance of care, openness, concern, and honesty for trust development, with **care and openness** being MOST important as the top-scoring qualities...

Highlights

- Trust and distrust were found to be opposites on a continuum, this supports organisations focusing on trust development.
- Care was found to be the most important precursor of trust, contrary to predictions that honesty would be the most important.
- Industry context appeared to influence trust formation, the stability of the oil and gas sector better enabled a culture of care.
- Distrust factors could be sector agnostic as honesty, care and concern were highly ranked across the two sectors.

A background image showing a worker in an orange shirt and a hard hat with a headlamp, working in a factory or industrial setting. The worker is seen from the back, and the background is slightly blurred, showing various industrial equipment and structures.

“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**.”

Professor Andrew Hopkins, ANU

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

SHARE WITH A PARTNER

WHAT IS **ONE VALUABLE INSIGHT** FOR YOU TO THIS POINT?

WHAT WILL YOU **TAKE BACK** TO YOUR COMPANY?

SHARE WITH A PARTNER

HOW TO DEEPEN TRUST

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



A couple in wedding attire, a man in a dark suit and a woman in a white dress, are walking away from the camera on a rocky, pebbly shore. They are holding hands and looking out over a large body of water towards distant mountains under a cloudy sky. The scene is romantic and serene.

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?

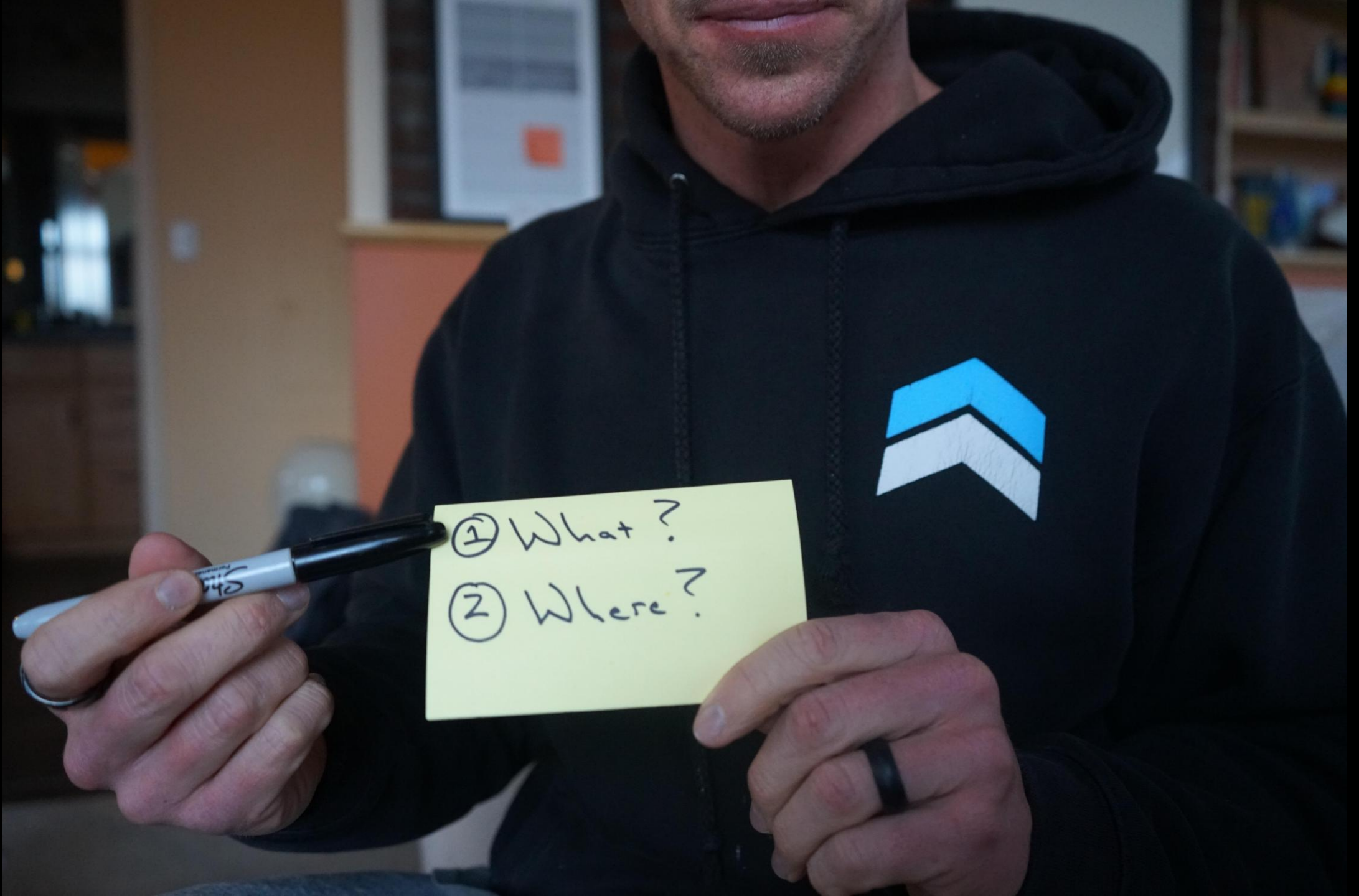
The 4Ds

**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** will be the next incident? **Where** will it...



- ① What?
- ② Where?

BETTER Questions | PROMPT for AI

I work at (University of Iowa, Schneider Electric, City of Cedar Rapids, Johnson County, Engie, Kirkwood CC, Mortenson, State of Iowa, Maxwell Construction, Bayer CropScience, Loparex, JE Dunn...)

*Please provide me a list of 15 clear, conversational questions I can lean on during frontline worker engagement conversations that will support my supervisory teams: **build trust**, create **psychological safety**, understand work as it gets done in our operations, and **make our work safer**, not just look safer.*

*My goal is to hand this list to team leads and frontline supervisors so they can use it in their **day-to-day conversations** with their crews. The questions should be practical, and encourage open, honest dialogue. **Thank you.***

TEDI

TELL ME...

EXPLAIN to ME....

DESCRIBE for ME....

IF YOU COULD CHANGE
ONE THING...



Impact of ONE Conversation



100 Ton Haul Truck



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

ENGAGEMENT

SHARE WITH A PARTNER

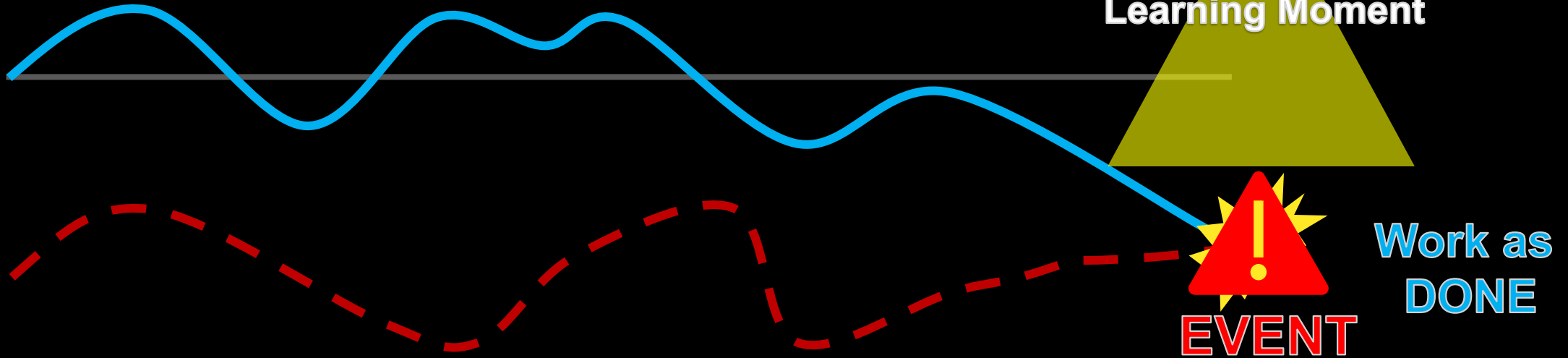
WHAT IS ONE MORE VALUABLE INSIGHT FOR YOU?

WHAT WILL YOU TAKE BACK TO YOUR COMPANY?

SHARE WITH A PARTNER

Work as planned vs. Work in practice

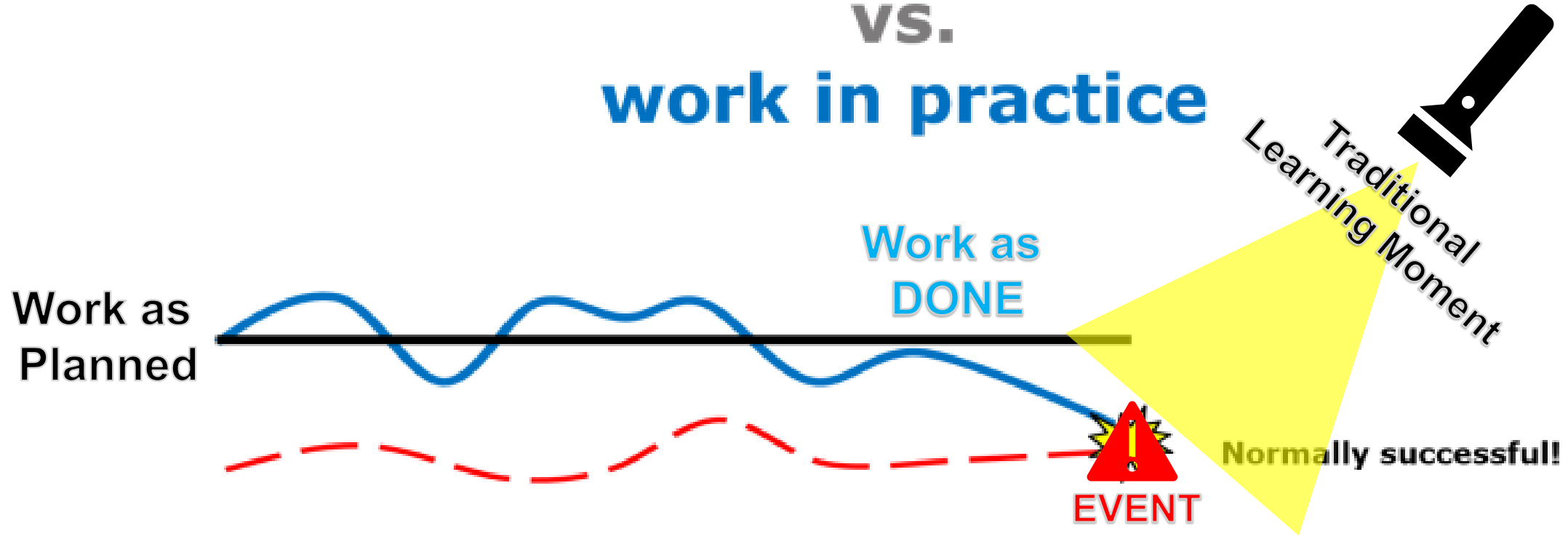
Work as
Planned



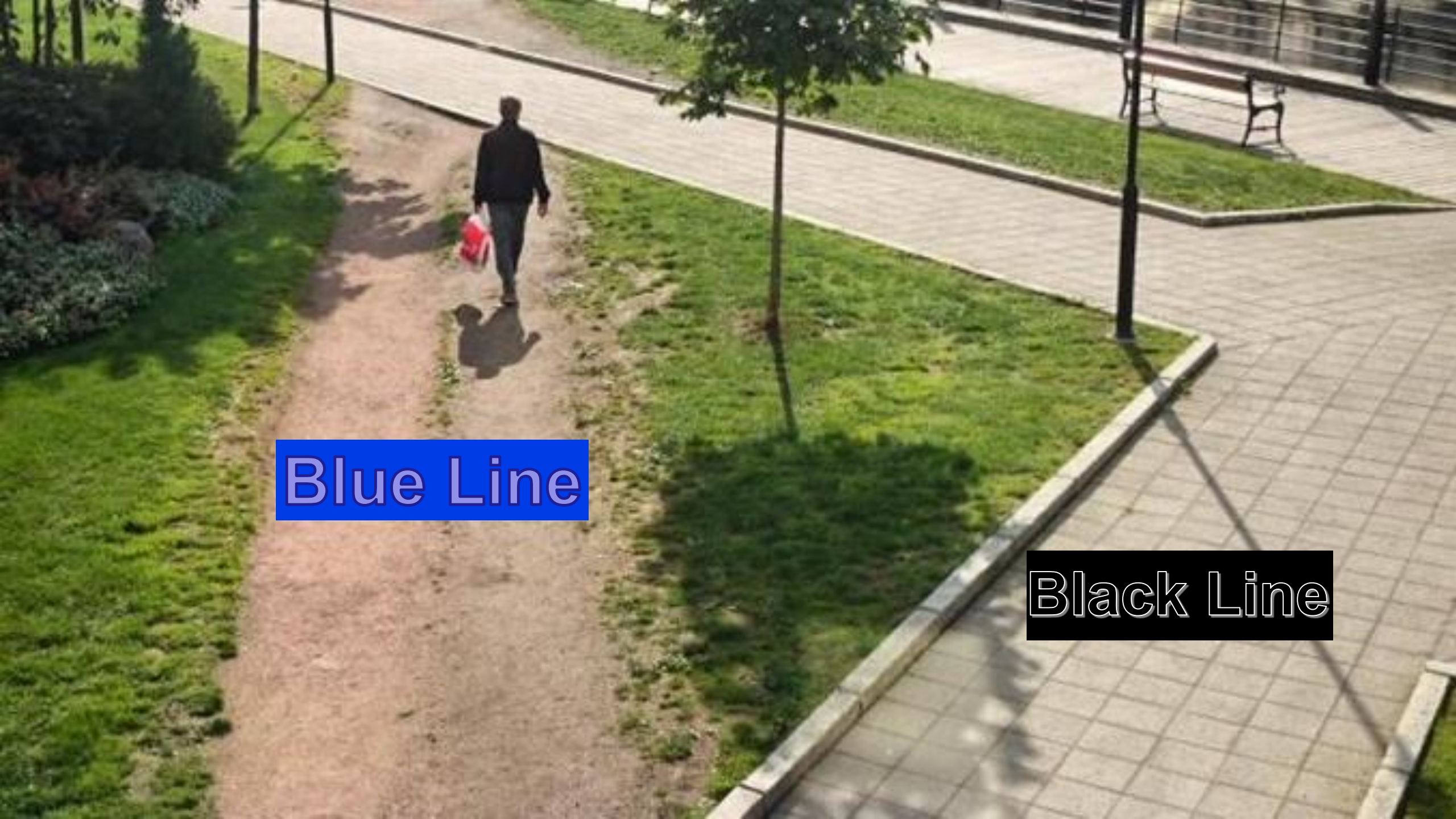
“Workers are masters of the blue line.”

FedEx®

Work as planned vs. work in practice



**"Workers are masters of
the blue line."**

A high-angle photograph of a person walking away from the camera on a dirt path in a park. The person is wearing a dark jacket and jeans, and is carrying a red and white bag. The path is bordered by green grass on both sides. To the right of the path, there is a paved walkway with a low concrete curb. In the background, there are trees, a bench, and a fence. The scene is brightly lit, suggesting a sunny day.

Blue Line

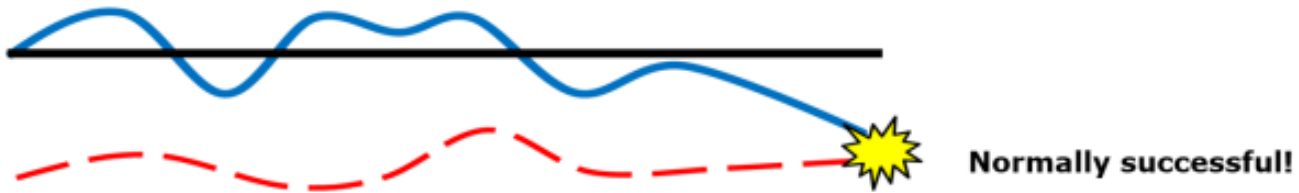
Black Line

A photograph of a park path. The path is paved and leads from the foreground into the distance. In the foreground, the path splits into two, with a narrow dirt strip running between two large, rounded green islands. The islands are bordered by a low concrete curb. The path continues straight ahead, flanked by grass and trees. A person is walking away on the path in the distance. A blue rectangular box with the text 'Blue Line' is overlaid on the lower part of the image.

Blue Line

Black Line

Work as planned
vs.
work in practice



**"Workers are masters of
the blue line."**



A blurred background image showing a group of people in a meeting room. Some people are seated at tables, and others are standing. The room has large windows and modern decor.

ENGAGEMENT

GROUP DISCUSSION

WHAT DO **YOU** AND **YOUR** OPERATIONAL
TEAMS NEED TO UNDERSTAND ABOUT THE
BLACK LINE AND THE BLUE LINE?

SHARE WITH A PARTNER





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, two factors differentiated minor incidents from serious (or fatal) incidents:

- (1) *absent or not followed pre-task (work) plan*
- (2) *absent direct controls/safeguards*



Jason Kunz

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







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HAWKEYE on SAFETY

Top Performing S&H Professionals:

FOCUS on **where** they need to go

not on what's in the way

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

not what others might think of them

HONOR the WORK and the WORKER – we leave everyone BETTER than we found them

ACT with COURAGE – every single one of your voices matter – but you have to speak up to be heard... (and you can't fix a secret)

We WIN as ONE TEAM – safety is never a solo act, but a TEAM commitment

KEEP LEARNING – standards evolve, tools change, but your influence GROWS as you do

#hawkeye

E MPOWER OTHERS – leaders can be found in the field, on the floor, and in the office - CHOOSE to SERVE and LEAD

Y OUR ENERGY sets the TONE – long before you say a word – be the thermostat, NOT the thermometer

E NVISION BEYOND TODAY – a BETTER TOMORROW – but never forget, who you are tomorrow begins with what you do TODAY

#hawkeye



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