

BOOK REVIEW

Glendon AI, Clarke SG, McKenna EF. Human safety and risk management. 2nd ed. London, UK: CRC, Taylor & Francis; 2006. 500 + 24 pages; ISBN 0849330904.

Reviewed by Jerzy S. Michalik, Central Institute for Labour Protection – National Research Institute, ul. Czerniakowska 16, 00-701 Warszawa, Poland

As noted by the book's publisher, reflecting a decade's worth of changes (the first edition of the book was published 10 years ago), this second edition addresses safety culture and models of risk as well as an extensive re-working of the material from the earlier edition. Examining a wide range of approaches to risk, the authors define safety culture and review theoretical models that elucidate mechanisms linking safety culture with safety performance. Filled with practical examples and case studies and drawing on a range of disciplines, the book delineates a risk management approach that includes a range of techniques such as risk assessment, safety audit, and safety interventions. The authors discuss managing behaviour in work environments including key functions and benefits of groups.

Key features focus on physical aspects of workplaces and people's behaviour in them; explore the impact of leadership on safety performance, failures of leadership, and managing of leadership roles to reduce risk and improve organizational safety; examine workplace stress and how to deal with it effectively, providing individual and organizational intervention strategies.

The contents

The book has 12 chapters, a glossary of terms and acronyms, a very good, extensive list of references (67 pp., circa 1800 references) and an index (13 pp.) of the book's contents, names of authors cited and illustrations.

Chapter 1 "Introduction" (14 pp.) is an introduction to the subject, and consists of sections

on background terms, such as establishing the field, emerging issues in occupational health and safety research and practice; and legal and regulatory, technical, health, psychological, and managerial topics.

In Chapter 2 "Risk models and risk management" (51 pp.) the authors introduce and describe the concepts (approaches) of risk models and risk management: first-order concepts, expanded/developed approaches, and meta-approaches to risk. Those sections include descriptions of illustrative interventions.

Chapter 3 (41 pp.) is entitled "From sensation and perception, through motivation to behaviour". Its main sections cover, among others, the following topics: sensation and the human senses; perceptual organization and interpretation; attention and vigilance; and causal attribution: self-serving bias, severity bias, false consensus, situation bias, negative weighting, correlational bias, and representativeness. The behavioral approach to motivation and motivating for safety have been also discussed.

Chapter 4 "Human error and human factors" (45 pp.) contains the following main sections: human error, categorizing human error, error occurrence and detection, human factors, interface design, and techniques for reducing human error/increasing human reliability.

Topics discussed in Chapter 5 "Personality and risk liability" (29 pp.) include models of personality and the "big five"; accident proneness; "big-five" personality characteristics and injury liability (extraversion, neuroticism, conscientiousness, agreeableness, and openness);

risk propensity; individual differences in error liability; and personality at work.

Chapter 6 “Attitudes, values, and risk behaviors” (41 pp.) cover such topics as the nature of attitudes and their components, attitudes toward safety and risk, and some theoretical perspectives on attitudes and behavior. More complex approaches to attitude–behavior links have been discussed in consecutive subsections of this chapter. Attitude change interventions and other factors in attitude–behavior change as well as questions of safety climate and safety attitudes have been presented.

Chapter 7 “The role of stress in safety and risk” (41 pp.) contains the following main sections: theoretical models of stress, workplace stressors and injuries, individual differences and job stress, and mechanisms linking stress with injuries: individual- and organizational-level stress interventions as well as effectiveness of stress interventions.

In Chapter 8 “Managing teams for safe performance” (37 pp.) the authors present and discuss questions connected with matters defined in the title of the chapter: functions and benefits of groups, formation and types of groups, team effectiveness, safety committee effectiveness, and barriers to team effectiveness.

Chapter 9 “Leading and supervising for safe performance” (23 pp.) include leadership theories such as trait theories, leadership style, contingency theories, relational leadership, trust, and leadership; new leadership theories: charismatic and transformational leaderships, safety climate and leadership, substitutes for leadership, and empowerment. The questions of leadership failures and leadership ethics have been also discussed.

Chapter 10 entitled “Managing human risks” (31 pp.) covers the following topics: a risk management approach, human resources practices associated with occupational health and

safety, and managing safety risks: an integrated approach.

Chapter 11 “Safety culture” (43 pp.) concerns one of the central themes of this book. It contains definitions of safety culture and discusses the mechanism linking safety culture with safety performance: defining safety culture, theoretical models of safety culture, approaches to developing and measuring safety culture, changing toward a positive safety culture, and safety culture and risk management.

The last chapter, “Risk management—conclusions” (7 pp.), presents the main findings resulting from the review and analysis of topics concerning risk management.

The book is of interest to those active in theory and/or practice in safety, risk management, and related fields.

The authors

Dr. Ian Glendon, associate professor in the School of Psychology, Griffith University, Queensland, Australia. He is a Chartered Fellow of the Institution of Occupational Safety and Health, a member of several other professional bodies and president of the International Association of Applied Psychology, Traffic and Transportation Psychology Division.

Dr. Sharon Clarke, senior lecturer in organizational psychology with the Manchester Business School, The University of Manchester, UK. She is a member of the British Psychological Society, the American Psychological Association, and the Society of Industrial and Organizational Psychology.

Dr. Eugene McKenna, professor emeritus, University of East London. He is a Fellow of the British Psychological Society, a Fellow of the Royal Society of Medicine and a member of the council of the National Conference of University Professors, a body representing UK university professors.