Case 1: The joke that lingered

Context
Informal interaction between colleagues on the work floor, outside of direct work activities.

Scenario
Piet is standing by the coffee machine, enthusiastically talking about his weekend. He went to a K3 concert with friends. He is beaming as he talks. He has been a fan for years and had a fantastic evening.

A colleague responds with a joke: “I can already picture you standing there in a rainbow dress.” A few people laugh out loud. Piet laughs along automatically. Inside, he feels uncomfortable, but he does not want to make the moment bigger than it is.

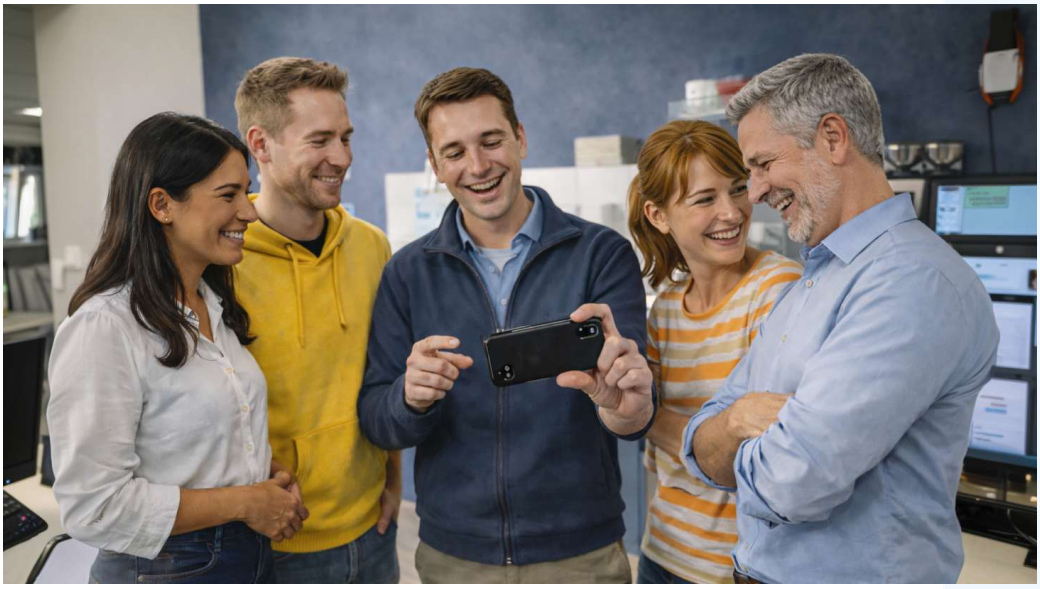
Later that day, an AI-edited photo is hanging by the coffee machine. Piet in a rainbow dress. It is clearly meant as a joke. People stop for a moment, laugh, and make another comment.

Piet feels small. Something that was genuine and personal to him has been turned into something he no longer has control over. He says nothing but withdraws. For the rest of the day, he speaks as little as possible. While driving home, he decides that at work he will no longer share anything personal.

Discussion questions
1. Have you ever made a joke yourself that you later regretted?
2. When can you say that someone laughing does not mean that it is okay?
3. What could you have done as a bystander?
4. What does this do to trust within a team?
5. What makes it difficult to set boundaries in situations like this?

Conclusion
What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary
Social safety – Feeling safe to be yourself and to speak up without fear of negative consequences.



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Case 2 – The wrong cable

Context

In a field, several underground 150 kV high-voltage connections are installed next to each other. Cross-bonding boxes are installed in these connections. Specific procedures apply to ensure that no work is carried out on installations that are still energized.

Scenario

Mark is a technician. He has worked on underground cable connections for many years. One week before the work, a site inspection took place involving the grid operator responsible person, Hanab's site manager, and a technician from a subcontractor. On site, they determined which cross-bonding box was the correct one. The location was discussed, but it was not physically marked in the field with a Survey stake.

On the day of execution, the toolbox meeting is held digitally because not everyone is on site yet. The work plan is discussed. The person responsible assumes that everyone now knows sufficiently what needs to be done.
After the meeting, Mark enters the field. He sees several circuits running alongside each other. The situation looks familiar to him; he recognizes it from previous projects. Together with Hanab's cable specialist, he agrees where they will work and starts excavating the cross-bonding box.
When Mark disconnects the earth cable, he suddenly sees a spark. It only lasts a moment, but it frightens him badly. This is not right. He immediately stops working and steps back.

The person responsible is called and comes to the site. He assesses the situation and concludes that Mark was working on the wrong connection—not on the de-energized cable, but on a neighboring connection that was still alive. The correct location is only a few meters away.

Mark can still feel the tension in his body. He realizes that he relied on recognition and assumptions. It seemed logical, but it was never verified.

Discussion questions

1. Where do you see assumptions being made in this story?
2. Have you ever relied on recognition yourself?
3. What does time pressure do to your alertness?
4. When would you have stopped?
5. What do you need to be sure that something is safe?

Conclusion

What will we change in our work tomorrow to ensure this does not happen to us?

Glossary

Cross-bonding box – Cabinet in which cables are electrically bonded to each other.
Circuit – A complete cable connection that may be energized.
Site inspection – Preliminary inspection of the work location.
Survey stake (marker peg) – Small stake used to mark an exact location.

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Case 3 – The rope no one saw

Context
Work along a bicycle path in public space while retrieving a winch from a drilled duct.

Scenario
Jesse is a foreman. The work is running late, and the schedule is under pressure. Retrieving the winch by hand does not work. Jesse decides to use a wheel loader. It feels like a practical solution.

The rope is attached at knee height. A bicycle path runs alongside the workplace. A van is illegally parked and partially blocks the view. Inconvenient, but it seems unavoidable. Jesse asks his colleague Johan to keep watch. Johan monitors both the loader and passing traffic. Everything seems to work fine.

Then things suddenly go wrong. Just as Johan gives the loader operator a signal, a cyclist on an electric bike approaches at speed. Because of the van, he sees the rope too late. He craHes into it and falls hard.

The cyclist lies motionless. He turns out to have several broken ribs. Jesse runs toward him, overwhelmed by guilt—how could this have happened?

Discussion questions
1. How could this accident have been prevented?
2. When do you choose a quick solution?
3. What does work in public spaces mean?
4. When would you have stopped the work or made a different choice?
5. How do you deal with schedule pressure?

Conclusion
What will we change in our work tomorrow to ensure this does not happen to us?

Glossary
Winch – Device used to pull or hoist heavy loads.
Shovel – Earthmoving machine with a loading bucket.
Duct (protective conduit) – Protective pipe for cables.
Survey stake (marker peg) – Small stake used to mark an exact location.


JU6B


JU6B

Case 4: The safe area did not exist

Context

During drilling operations, heavy pipe sections weighing nearly ten tons are lifted in order to weld them into a steel-in-steel drill string. The lifting is done using an earthmoving machine with limited lifting capacity. According to the rules, this should just be possible.

Scenario

Michel is an experienced welder. He has been working in this trade for many years and has encountered many situations. Today is a beautiful sunny day and the job is not particularly challenging.

That morning, there were problems with the earthmoving machine. An external repair technician came by and repaired the machine on site. A short test was carried out. Everything appeared to be working again. Michel is standing in the sunshine, waiting until he can start welding. He enjoys the moment. No stress, no rush. After all, he is standing outside the “line of fire.” Michel is leaning with his back against an already prefabricated drill string, close to the place where he will soon be welding.

The operator picks up the next pipe section. It weighs 9.6 tons and is hanging from a lifting sling. Michel watches. Then something strange happens. The load moves differently than usual. Uncontrolled. As if the machine briefly loses power. In a fraction of a second, the pipe section swings toward Michel and the already prefabricated drill string. Michel sees it happening, is startled, and jumps away. He feels the adrenaline surge through his body. The pipe section strikes the drill string with a loud impact.

This was a close call. Michel is standing there, his legs shaking. He knows this could have ended very differently…

Discussion questions

1. How could this situation have been prevented?
2. When do you feel safe, and what do you base that feeling on?
3. Have you ever thought you were safe or standing in a safe place, only to find out that you were not?
4. What effect do good weather and waiting have on your alertness?
5. How do you deal with equipment that has been “repaired”?

Conclusion

What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary

Earthmoving machine – Machine used for digging and moving materials.
Lifting sling – Strap or cable used to lift heavy loads.
Drill string – Assembled pipe structure used for drilling operations.


CASE

Case 5: A step to far

Context

It is winter, and work is being carried out in a narrow trench containing cables and pipes. There is snow in the trench, making the ground poorly visible.

Scenario

Karin is a site supervisor. Although it is Friday afternoon and the week is almost over, He wants to go into the trench to show the impact of a proposed change requested by the client. The trench is narrow and offers little space to stand or move. Because of the snow, Karin cannot clearly see where He places her feet.

He is wearing her PPE and steps into the trench. The cables and an HDPE pipe are lying close together. Karin chooses to stand on the snow-covered HDPE pipe. He knows this can be slippery, but at that moment He sees no realistic alternative within the narrow trench.

When He shifts her weight, He slips. He falls hard and lands on her right side on a handhole with a steel cover. Instinctively, He twists her body, preventing her head from hitting the ground. He feels a sharp pain.

My colleagues ruHed to help me. They check whether Karin can stand up by herself. With difficulty, He manages to do so. They help her sit down for a moment. After some discussion, Karin decides to drive home by herself. At that moment, it seems like the quickest and least complicated solution.

While driving, He realized this was not a good idea. The pain increases and moving becomes difficult. He decides to drive straight to her general practitioner instead.

There, the severity of the injury becomes clear. Karin has bruised and broken ribs.

Discussion questions

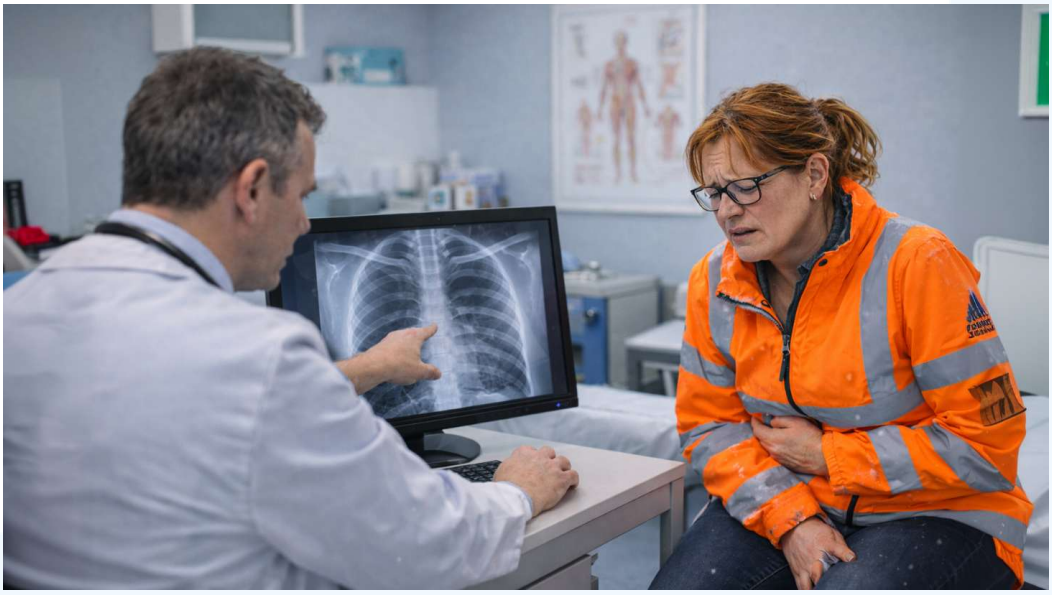
1. How could this accident have been prevented?
2. Would you have acted differently than Karin or her colleagues?
3. Have you ever thought: I do this often; this should be fine?
4. Should a different decision have been made from the office because of the snow?
5. How do you deal with injuries to yourself or to a colleague?

Conclusion

What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary

Handhole – Housing for underground cables.
HDPE pipe – Smooth plastic pipe.
PPE – Personal protective equipment (safety shoes, helmet).



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Case 6: A surprise for the next one

Context
In a listed (heritage) building, ceilings are being opened to carry out work on the fire alarm system.

Scenario
Zoë is working on the ceiling in the historic building. He carefully opens the ceiling tile. He expects dust, perhaps some insulation. That is, of course, to be expected.

What He does not expect is what is lying on top of it. As soon as the tile comes loose, a large section of sprinkler pipe falls down. It whistles past her head and hits the floor with a heavy impact.

Zoë freezes. He feels her heart pounding. If He had been standing ten centimeters to the right, it would have hit her.

Later, the cause becomes clear. During previous work, someone had left debris and materials on top of the ceiling tiles. This was never cleaned up. No one considered that someone else would need to work there later.

This near miss could not have been prevented by Zoë. The unsafe situation had already been created earlier.

Discussion questions

1. How could this dangerous situation have been prevented?
2. Have you ever thought: I'll clean this up later?
3. For whom could your clutter become a danger later?
4. How do you check out a workplace that you take over from someone else?
5. What does working safely mean in old, historic buildings?

Conclusion
What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary
Sprinkler pipe – Pipe of an automatic fire suppression system.

Case 7: From a great height

Context
Work is being carried out in a high-rise building where a passenger elevator is being raised.

Scenario
Patricia is waiting near the elevator. He looks up, as He often does. Then He hears a sharp sound. A metal nut whistles past her head and hits the floor.

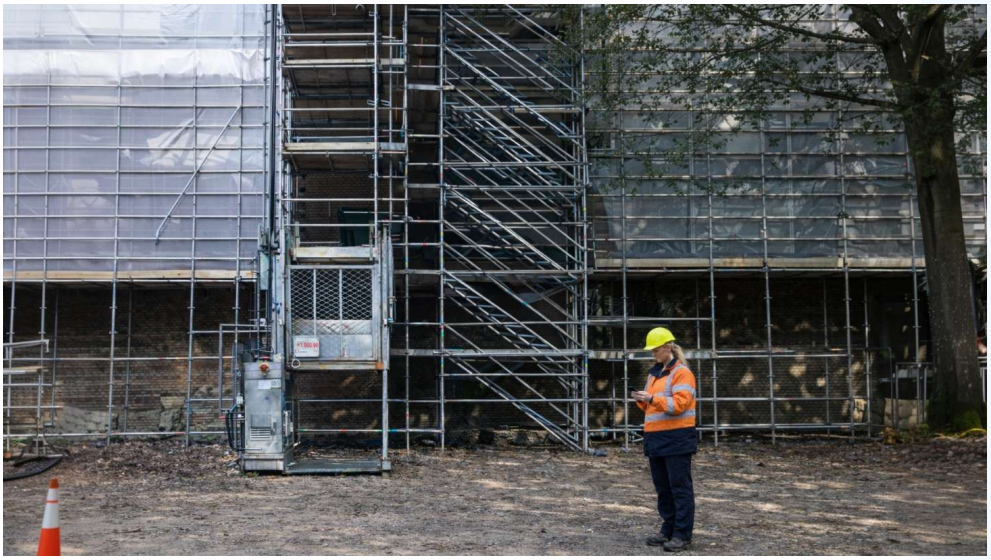
He is badly startled. If He had been standing just one step differently, it would have hit her. He feels anger and fear at the same time.

Later it becomes clear that work was being carried out above her to raise the elevator. At that moment, no crash deck had yet been installed.

Discussion questions
1. What went wrong here, and how could this dangerous situation have been prevented?
2. When is wearing a helmet not enough?
3. Have you ever walked underneath ongoing work yourself?
4. What measures should have been taken here?
5. What could have happened if an object fell from a great height?

Conclusion
What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary
Crash deck – Temporary platform that catches falling objects.



Case 8: Jos probably knows what he’s doing

Context
Maintenance is being carried out on electrical installation in accordance with established lockout and safety procedures.

Scenario
Chritian is a junior technician. He is working together with Jos, a very experienced colleague. Jos is technically strong, fast, and quite dominant. Everyone knows that he does not tolerate contradiction.
Discussion only slows things down—that is the unspoken rule.

Jos switches off the installation and immediately moves on to the next step. Christian notices it right away: he does not check whether the installation is actually de-energized. He feels like he has a knot in his stomach. This does not feel right.

For a moment, He considers saying something. But his thoughts raced. He has been doing this for years. He must know what he is doing. Besides, He has seen him react sharply to questions before. He swallows his doubts and says nothing.

During the work, it turns out that there is indeed still voltage on part of the installation. It is a near miss. No accident occurs, but it could have ended very differently.

Later, when things have calmed down, it keeps bothering Christian. He could kick himself. How can he clearly see that something is dangerous and still say nothing? He knew it. And yet he stayed silent.

Discussion questions
1. Have you ever thought afterwards: I should have said something?
2. What holds you back from speaking up to a colleague?
3. How does it feel to swallow your doubts?
4. What do you need to speak up?
5. What agreements can we make togeth er to prevent situations like this within our team?

Conclusion
What are we going to change in our work tomorrow to make sure this does not happen to us?

Glossary
Lockout / making safe – Ensuring that an installation is safe to work on.