Use the following topics to facilitate group discussion.

1. Jim Elzinga says his definition of success is not reaching the top of the mountain. Instead, his definition of success is getting everyone to the bottom again, safe and alive. Here in our workplace, how do we define success?

2. Doing things the way they have always been done leads most Mt. Everest expeditions through the dangerous Khumbu Ice Fall. Are there any procedures in our workplace that we should consider doing differently instead of doing them the way they have always been done?

3. The leadership culture of the first expedition to Mt. Everest did not allow for ideas and input from team members. This type of culture contributed to the fatalities in the ice fall. How comfortable do you feel sharing your ideas and questions with our management team?

4. Jim describes goal-focused leadership as when reaching the goal is more important than the safety of individuals. Can you name any examples from your work area where you feel that your safety was jeopardized in an effort to reach a goal?

5. Jim speaks about creating a value-based safety culture in which safety is the highest value held by all team members and leadership. Do you feel that the value of safety here in our organization is held equally by workers as well as management?

Use the following topics to facilitate group discussion.

1. Jim Elzinga says all workers must have an individual responsibility to anticipate hazards and ensure that measures are in place to control those hazards in order to stay safe. What are some examples of actions you have taken in your work area to control hazards?

2. Jim says that human nature leads people to take risks when there is something to be gained from it. What is the potential gain from risky behavior in the workplace? Contrast that gain with the worst case outcome of the risk-taking. Is it worth the risk?

3. After performing a risk assessment for the second expedition, Jim determined that there was no way to navigate the ice fall safely. Instead, he pioneered a new route to avoid the uncontrollable dangers of the ice fall. Can you think of any hazards in our workplace that may require a similar change in approach?

4. Provide an example away from work where performing a risk assessment can lead you to reduce your risk of injury.

Use the following topics to facilitate group discussion.

1. According to Jim Elzinga, focusing on large, challenging goals sometimes causes team members to lose focus on smaller individual efforts. Give an example of an individual effort you make each day that helps our organization achieve our goal to eliminate injuries.

2. In order to reach the summit of Mt. Everest, Jim's expedition created a series of camps. Each camp represented a milestone toward reaching the summit. Describe some of our organization's measurable milestones that are used en route to reaching our safety goals.

3. Jim specifically names two individuals who had 100 percent belief that their efforts would help the expedition reach the summit. Their unselfishness and determination were worthy of recognition. Is there anyone in this meeting or who works in your work area who you feel should be recognized for his or her individual effort in reaching our safety goals?

4. Even at the risk of not reaching the summit, the expedition retreated back to base camp to wait out bad weather. Can you name an example or situation where you may have had to temporarily abandon your work to correct an unsafe situation?

5. In order to reach the summit, the expedition needed to change the planned route. Jim only allowed this to happen after receiving input and agreement from all team members. Here in our workplace, do you feel that you have an opportunity to provide input on work procedures related to your job?

Use the following topics to facilitate group discussion.

1. When Jim Elzinga says "Live It," he is referring to a climber's willingness to abandon the effort to reach the summit if conditions threaten the ability to get back down safely. What are some conditions in the workplace that may cause a worker to have to abandon the effort to complete his or her job?

2. Jim says that as a climber approaches the summit, there is a strong temptation to press upward, even in unsafe conditions. What temptations do we face in our workplace that might lead us to take a shortcut or commit an unsafe act?

3. When Sharon and Dwayne finally reached the summit of Mt. Everest, all team members celebrated because everyone felt they were part of the effort. When safety goals are achieved, do you agree that it is because of the individual efforts of all workers?

4. In order to stay safe during their descent from the summit, Sharon had to leave Dwayne behind. Can you name a situation in our workplace where you may have to abandon a co-worker in order to stay safe?

5. The expedition had a safety plan in place in case the climbers attempting to reach the summit needed assistance. The safety plan required a support climber to be on standby at Camp 5. Dwayne and Sharon needed assistance because they were unable to melt snow or ice for water. Can you name an example of a safety plan from your work area that can be activated in the event of an unsafe situation?

6. After Dwayne and Sharon successfully reached the summit, Jim had to make the hard decision to abort the summit attempt of the next two climbers. Despite the excuses made by the climbers, Jim knew that proceeding without support climbers in place at Camp 5 was unsafe. What are some common excuses that are given to circumvent safe work procedures here in our workplace? Why is it important for supervisors and management to enforce the safety rules?

7. Jim says that the cumulative result of each individual's safety decisions become your organization's safety culture. Can you name some individual decisions workers must make each day related to safety?

8. Jim enjoys training and mentoring younger climbers. He wants to pass down safe climbing techniques to the next generation of climbers. Can you give some examples of how workers in our organization can pass down our safety culture to the next generation of workers?