

## **Abstract – Dissenting Voice**



### *The hazards of disagreement*

Safety people are often put in the position of having to disagree or act as the “devil’s advocate”. This is a critical function of the profession yet one that can drive a wedge between supervisors and safety staff. Disagreement is often not really expected from safety staff and some organizations are just not really structured to tolerate disagreement. How you express dissent is much more important than what you have to say. In many cases consistently voicing disagreement often leads to the safety person leaving the company.

Delivering bad news or taking a different viewpoint can be a risky business. Dissent within an organization can sometimes have very poor outcomes. The Enron scandal or the Challenger disaster are good examples. The reasons for this and how to safely express dissent is explored.