



Bridge Integration Toolkit – Scenario Cards

These scenario cards support application of the Bridge Model in real-time situations. Each card links behavioral actions, systemic insights, and ANSI Z10 (2019) principles with clear guidance for workers and leadership.



Forklift Near Misses in Pedestrian Zones

****Quick Summary:**** Pedestrian and mobile equipment conflicts are recurring, despite clear paths and signage.

****Bridge Strategy Summary:**** Use BBS to reinforce awareness and safe walking/operator behavior. Use HOP to review traffic flow, physical layout, signage, and schedule-induced pinch points.

****Frontline Action Prompt:**** Where do people most often take shortcuts? What's frustrating about moving safely through this area?

****Leadership Reflection Prompt:**** Where are pedestrians or operators being set up to fail by design? Have layout, lighting, and schedules been reviewed recently?

****Recommended Tools:**** Observation checklist, Layout sketch overlay sheet, Daily huddle prompt

****Bridge Cycle Alignment:**** Plan → Do



Task Shortcut in Confined Space

****Quick Summary:**** Workers skipped procedural steps due to access delays.

****Bridge Strategy Summary:**** Coach behavior using BBS techniques while exploring timeline pressure, PPE accessibility, or planning breakdowns via HOP.

****Frontline Action Prompt:**** Reinforce the 'why' of each step. Ask what made skipping feel necessary.

****Leadership Reflection Prompt:**** Where are we unintentionally incentivizing risk?

****Recommended Tools:**** Debrief form, Shortcut analysis guide, Confined Space Audit Sheet

****Bridge Cycle Alignment:**** Do → Check



Resistance to Safety Huddles

****Quick Summary:**** Crews dismiss morning meetings as time-wasting.

****Bridge Strategy Summary:**** Model brief, high-value huddles using BBS engagement techniques. Solicit feedback on format through informal HOP methods.

****Frontline Action Prompt:**** Ask, 'What would make these more useful for you?'

****Leadership Reflection Prompt:**** What do we value more—production or participation?

****Recommended Tools:**** Huddle redesign worksheet, Leadership walk template

****Bridge Cycle Alignment:**** Plan → Act



PPE Non-Use on Hot Days

****Quick Summary:**** Employees shed PPE due to discomfort or overheating.

****Bridge Strategy Summary:**** Reinforce PPE requirements (BBS), but use HOP to analyze usability, climate, hydration policies, and supervisor support.

****Frontline Action Prompt:**** Where is PPE most uncomfortable? What would make it more wearable?

****Leadership Reflection Prompt:**** Do we provide cooling zones, breathable gear, or hydrate breaks consistently?

****Recommended Tools:**** PPE audit checklist, Field comfort survey

****Bridge Cycle Alignment:**** Do → Check



Repeat Incidents on Same Task

Quick Summary: Same task incidents occur despite prior interventions.

Bridge Strategy Summary: BBS coaching may be exhausted—use HOP to examine job design, procedures, and environmental pressures.

Frontline Action Prompt: What keeps going wrong with this task? Are steps missing or hard to follow?

Leadership Reflection Prompt: Where are we patching symptoms but not fixing causes?

Recommended Tools: Task analysis form, Barrier mapping sheet

Bridge Cycle Alignment: Check → Act



Tools Misused in Field Crews

****Quick Summary:**** Improvised or incorrect tool use becomes the norm.

****Bridge Strategy Summary:**** Correct behavior (BBS), but also review tool accessibility, training gaps, and informal norms (HOP).

****Frontline Action Prompt:**** What makes the right tool hard to use or unavailable?

****Leadership Reflection Prompt:**** Do workers know the tool's risks? Do we maintain and replace as needed?

****Recommended Tools:**** Tool inspection sheet, Job-site inventory template

****Bridge Cycle Alignment:**** Do → Check



Worker Refuses Stop Work Authority

****Quick Summary:**** Workers fear using SWA due to peer or manager response.

****Bridge Strategy Summary:**** Encourage SWA behavior (BBS), while analyzing cultural or power dynamics (HOP) that block its use.

****Frontline Action Prompt:**** Have you ever stopped work? What would make you hesitate?

****Leadership Reflection Prompt:**** When was the last time we praised someone for using SWA?

****Recommended Tools:**** SWA role-play guide, Recognition tracker

****Bridge Cycle Alignment:**** Plan → Do



Contractor Crew Not Following Site Protocol

****Quick Summary:**** Contractor teams disregard site rules or culture.

****Bridge Strategy Summary:**** Correct behavior on the spot (BBS), and review onboarding, language barriers, and cultural alignment (HOP).

****Frontline Action Prompt:**** What rule is hardest to follow or makes the least sense?

****Leadership Reflection Prompt:**** Do we engage contractors as equals in planning and feedback?

****Recommended Tools:**** Pre-job briefing guide, Language-access protocol

****Bridge Cycle Alignment:**** Plan → Do



Hazard Reporting Drops Suddenly

****Quick Summary:**** Observation cards and near-miss reports decline unexpectedly.

****Bridge Strategy Summary:**** Ask why (HOP), re-engage behaviorally (BBS). Signals of mistrust, retaliation, or fatigue may be present.

****Frontline Action Prompt:**** What makes reporting feel unsafe or unrewarded?

****Leadership Reflection Prompt:**** What changed in our message or follow-up?

****Recommended Tools:**** Feedback cycle review form, Anonymous reporting prompt

****Bridge Cycle Alignment:**** Check → Act



High Turnover Among New Hires

Quick Summary: Short-tenure resignations rise sharply.

Bridge Strategy Summary: Check onboarding behaviorally (BBS) and explore HOP causes: role clarity, team dynamics, training gaps.

Frontline Action Prompt: What surprised you most when starting here?

Leadership Reflection Prompt: What expectations are mismatched between recruitment and day one?

Recommended Tools: New hire check-in guide, Onboarding feedback card

Bridge Cycle Alignment: Plan → Check