This study applies Shotter's "practical author" framework to examine the author-response interaction between the safety coordinator and other mid-level supervisors. The study reveals how the safety coordinator uses a variety of rhetorical strategies (e.g., narratives, jokes, metaphors, aphorisms) to balance the tensions between mandating compliance with environment of care requirements and facilitating buy-in to the idea of compliance as a moral and ethical imperative. This creates an ethos among the employees where they feel authorized to go beyond the requirements to construct a safer culture. The study extends theory on communication and developing organizational environments and provides practical application possibilities.

UW-Eau Claire faculty co-authors include: Kristy Lauver, associate professor, and Jennifer Johs-Artisensi, associate professor.