

FALL/WINTER 2025

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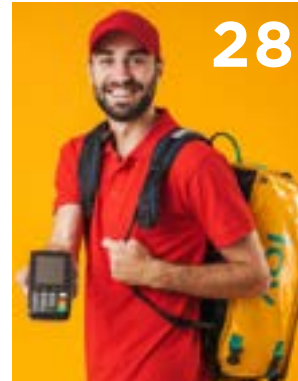
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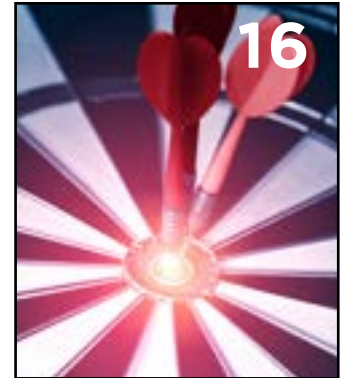
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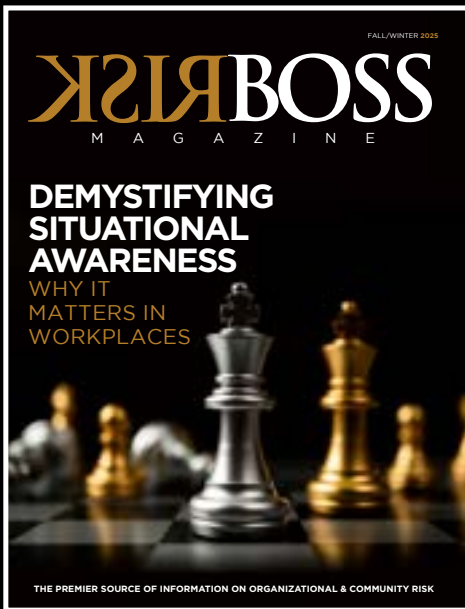
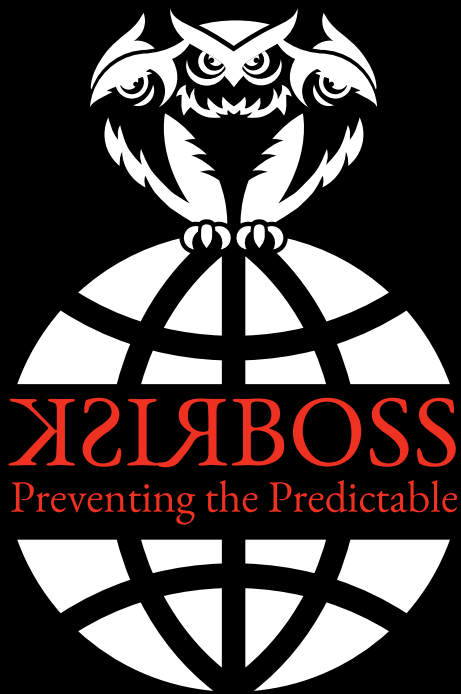
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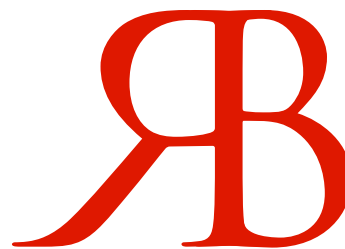
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By Quintin Johnstone  
CEO, Riskboss Inc.

# Demystifying Situational Awareness

## Why it Matters in Workplaces



Thanks to Reg H., for his email to ASK Riskboss about Situational Awareness. Yet another great question that prompted Riskboss to write this article. As indicated in his email, “..... I don’t get why people in my position need this.”

Most hear the term Situational Awareness and wonder what the fuss is all about. I mean, it simply means paying attention, right? Why do we need a training course for this?

Depending on the source, Situational Awareness has varying definitions. Simplified, Situational Awareness is an understanding of the components of environments and how it changes with respect to time and other impact factors. Situational Awareness assists in effective decision making both individually on the front line as well as organizationally.

The first references to the term Situational Awareness are found in the U.S. Air Force after the Korean War and refers to the understanding that a fighter pilot needs in aerial combat to overcome an enemy. The term is still widely used in aviation. It is the idea of understanding the entire environment of the aircraft, both inside and outside the airplane.

Fast forward, Situational Awareness is used in business as well as emergency management. Particularly important in construction work, emergency preparedness and response, policing, and the military, Situational Awareness is becoming a key ingredient in all front-line safety training. It is changing the landscape for front line safety.

Enhancing Situational Awareness prepares employees to be ready for different levels of awareness from calm to severe depending on circumstances. Moving up and down the scale of alertness may occur multiple times every day.

But the question begs for all organizations, “Do employees at all levels see the same thing and in the same way, and if not (which is likely) why is this important?”

## THE KEY PILLARS OF SITUATIONAL AWARENESS

Situational awareness is built upon three critical pillars: Perception, Comprehension, and Projection. Each pillar has a distinct purpose in helping to determine challenges and opportunities.

- Perception involves the observation of incidents or the landscape, where people routinely wade through information to identify issues. This stage is about clearly monitoring and gathering information from as wide a source as possible triaging what is important and what is not. It is about being aware of surroundings and less about things that may distract attention. A failure to perceive incidents clearly and accurately will always lead to bad outcomes.

- Comprehension goes beyond mere information collection. It involves an understanding of the information gathered and putting it into context through a process of fact-checking, recognition, interpretation, and evaluation. In layman’s terms, it’s about connecting the dots to form conclusions based on information gathered helping to provide clear understanding of what is actually happening. It differentiates perception versus reality. It is about comprehending what is normal versus what may be troublesome. Organizations will be better prepared when all employees know what to look for and be able to react properly.

- Projection requires people to look forward, using the information gathered to anticipate subsequent implications. It enables people to make informed decisions and be able to predict future outcomes. Projection relies heavily on accurate information, perception, and comprehension. Using Projection to teach all employees what likely outcomes to various scenarios assists in reducing organizational and personal risk.

## A GROWING TREND IN BUSINESS

The move towards Situational Awareness training into executive management is growing rapidly in all industries. It allows leaders to better assess organization risk, anticipate obstacles, and adapt strategies to improve performance.

Situational Awareness is fast becoming a fundamental skill in businesses that can have a significant impact the long term success of organizations while improving the safety of employees on a daily basis. The benefits of Situational Awareness can enhance employee decision-making, reduce risk, and promote employee collaboration.

### The following are positive impacts of Situational Awareness:

- Risk mitigation dramatically improved. When a workforce is trained in Situational Awareness heightened awareness of potential hazards becomes commonplace, or the 'new normal' allowing employees to proactively intervene to prevent injuries and accidents. Knowing and recognizing early warning indicators allows for quicker reaction times particularly when front line employees share the same knowledge as middle and senior management.
- Enhanced problem solving skills improves performance. Situational Awareness training provides for better decision making company wide. In risk management, being able to anticipate the unexpected can be a key ingredient in the success or failure of incidents. At Riskboss we commonly refer to this as, "Preventing the Predictable."
- Coordinating communication creates a unified approach. When a workforce is trained to keep a watchful eye on potential hazards, employees and the organization are better served. When a workforce has a common understanding of risks involved in a business communication is faster and easier between team members without organizational confusion and bureaucratic barriers. Knowing not just when to act, but also when to back off or, not to act at all but to seek assistance, are key components to a winning strategy. Uniformity in responses to issues throughout an organization creates a more seasoned workplace providing employees with greater direction and comfort.

In most businesses finding clarity in roles can be very difficult and frankly frustrating for managers and employees alike. When employees are faced with unexpected and difficult challenges, especially when split second decisions are required, most fill the lack of clarity and experiential gaps with their own personal view of the world. This often relates to bad outcomes not only for the individual but the organization. In short, Situational Awareness training forms a key ingredient to achieving better outcomes and a more unified approach.

### A SYSTEMS BASED APPROACH TO SITUATIONAL AWARENESS

Situation Awareness training helps employees by wading through a systems-based approach to identification, understanding, and resolution. It is not just a tool to be used in the workplace but can

become a life skill that may be used anywhere and at any time.

To implement Situational Awareness in organizations a basic common understanding companywide is required amongst all employees at all levels. The most prevalent framework used in the industry was created by the late Colonel Jeff Cooper USMC (ret.) who developed a system for managing organizational Situational Awareness, now known worldwide as "Cooper's Color Code." Cooper breaks down Situational Awareness into distinct levels, which are identified by the colors: white, yellow, orange, red, and black.

<p><b>UNAWARE</b> Unprepared. Not paying attention.</p>
<p><b>AWARE</b> Prepared. Ready to act if necessary.</p>
<p><b>ALERT</b> Sensing a problem. Ready to act.</p>
<p><b>ALARM</b> Responding to active issue.</p>
<p><b>PANIC</b> Overwhelmed. Unable to respond.</p>

1. White: Individuals are completely unaware, not paying attention to their surroundings, or distracted. This is a state where people are self-absorbed in thoughts, distracted, and as such, oblivious to potential threats.
2. Yellow: Individuals maintain awareness of their environment. There is no apparent threat, but they remain alert and would notice if a threat appeared.
3. Orange: Individuals in this state sense potential threats and consider their response(s). A state of increased alertness allows them to assess situations and prepare to act.
4. Red: Individuals actively responding to threats. There may be imminent danger, and immediate action is required to react to the situation.
5. Black: This level relates to a state of panic where individuals may be overwhelmed by fear or stress. This can render them unable to respond safely and effectively.

### **A Better Understanding of Situational Awareness:**

To harness the full potential of situational awareness, organizations should create strategic approaches and processes that lead employees to improve their capacity to perceive, comprehend, and act. Organizations that move their employees to a common understanding of Situational Awareness not only react better in situations but benefit from a better corporate culture.

**Knowing What Success Looks Like:** Clearly defining what is important to the success of a business is a starting point. Being able to answer the questions, "What does success look like to you and how do you know when you get there" is often overlooked in business circles.

**Measure What You Do:** Being able to measure success leads to better outcomes in business. Establishing indicators to measure and track the effectiveness of Situational Awareness efforts such as testing for knowledge exercises, allows for routine assessments to be conducted and analyzed allows for the refinement of organizational strategies.

**Knowing Your Roles:** The introduction of core responsibilities and actions in different situations can dramatically improve the ability of employees to react positively and with confidence. Employees should know when they can and should act and alternatively, when they should never act but contact supervisors for help and guidance.

**Staying in Your Lane:** When roles and responsibilities are clearly defined in organizations, this leads to better outcomes. Holding employees accountable through non-judgemental corrective feedback helps. Non-punitive counselling sessions when incidents occur lead to better understanding. Creating corporate cultures that support employees when they fall down, leads to better corporate cultures.

**Understanding That Stress is Okay:** Employees should understand that stress is inevitable in work environments and that their feelings are normal. The creation of support networks like Employee and Family Assistance Programs (EFAP) have positive individual and radiating effects on a workforce. Preparing employees for stressful circumstances in advance of situations occurring has positive outcomes.

**The Organizational Learning Curve:** People learn in different ways. Experiential learning is reactive and often comes at a high cost to both the individual and the organization and certainly something to

consider when developing training and learning outcomes. Organizations that understand that training is more than just teaching fair better when it comes to Situational Awareness. Supportive and collaborative educational techniques that incorporates testing for knowledge wins the day for Situational Awareness.

### **Top Down Versus Inclusive Management Styles:**

While top-down management styles are important in some organizations, this type of management style rarely encourages effective organizational Situational Awareness. Top-down management often leads to super dependence on direction. The promotion of best practices through inclusive and participatory models of management is much more effective. Leaders must demonstrate the necessity of Situational Awareness through their actions by setting examples. In doing so they create a culture of preparedness and awareness across the organization.

**Distractions Distract:** Organizations that require full time attention such as policing, security, and construction requires the workforce to have focused organizational skills. Allowing employees for example to engage in distracting behaviour can lead to very bad outcomes. For example, in security where full time attention requires guards to watch CCTV footage of a site to identify trespassing, allowing the use of personal cellular devices or studying on duty is counterproductive to the role. Prohibitions in organizational governance and quality assurance efforts make for a better prepared workforce.

**Keeping It Simple:** Organizational governance is the cornerstone of learning and understanding. This sets the tone for employees. Training on governance that is too complicated never leads to good outcomes. Setting organizational objectives through the creation of clearly understood governance assists greatly in Situational Awareness.

**Their Perception is Their Reality:** When employees are left to their own understanding of situations without clear organizational direction and training, this rarely leads to positive outcomes. Organizations cannot ever anticipate every possible situation; however, through a process driven approach to direction, training, and support, organizations can better prepare for eventualities that may occur. Developing key mandatory steps employees must take in situations assists in maintaining standards, safeguards, and best practices.

## BUILDING A CORPORATE CULTURE OF SITUATIONAL AWARENESS

When an organization decides to include Situational Awareness as a core principle and business fundamental, it may be first perceived as the latest flavour of the time initiative. This is a normal reaction. Integrating Situational Awareness into the corporate culture of an organization takes time and a lot of effort for it to take hold.

Organizational leaders should understand that changing the corporate mindset takes a measured approach often with setbacks due to organizational resistance to change, mostly due to the existing order of things. In short, corporate change can be painful if pressed too forcefully or quickly.

The introduction of Situational Awareness as a core element of personal safety is a great starting point. Many employees set in their ways can often have blind faith on the old ways that prevents them from seeing themselves as becoming victimized and that impacts of incidents would ever affect them.

The development of simple minimum standards that is supported by the Ontario Ministry of Labour is a great starting point:

- Riskboss conducts comprehensive risk assessments of organizations and communities and very often finds that very few have Occupational Health and Safety Committees mandated by the Employment Standards Act. So simple to create and execute, this should be the cornerstone of organizational efforts to minimize employee risk.
- Conducting Diagonal Slice Surveys of organizations focusing on Situational Awareness can be very telling as to the state of where an organization is and where it should be. Such surveys conducted annually can assist greatly to keep an organization on track by filling gaps found in the results of such analysis.
- During management meetings, running tabletop exercises can have invaluable outcomes organizationally. These exercises enhance decision-making skills by making managers feel more comfortable in their roles while managing the expectations of others in the organization.
- Consistent and controlled marketing and communication strategies that drive home Situational Awareness will assist in effectively changing corporate cultures to more positive outcomes.



## CONCLUSION

When implemented correctly, Situational Awareness can be an important strategy for ensuring success in every business environment. In order to fully benefit from Situational Awareness, it must be integrated into organizational cultures.

The challenge for business owners and leaders getting to peak optimization organizationally is how long it may take. Every organization is different depending on entrenched the workforce is on existing operational readiness and corporate culture norms. Simply put, it can take some time until steady state is achieved.

Being attentive is simply not enough in today's complex business environment. Comprehension and understanding at all levels of an organization, eliminating distractions, and implementing role based strategies provides for a winning solution.

Riskboss recommends never to take on this effort alone. Use experts in this area such as accredited trainers and policy designers to achieve the best results. And remember, what doesn't get measured often never gets done so implement benchmarks and measurements at key steps to ensure your organization is on the right path to success.



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# Benchmarking as a Lifestyle



By Quintin Johnstone  
CEO, Riskboss Inc.

## A Business Lifestyle Worth Perfecting



### What is benchmarking and why is it so important?

“Just the facts” as is often heard in court proceedings in movies and TV shows. Do these shows reflect reality and what has this got to do with business?

It is a fact that reports, notes, and emails (benchmarking) should be made right after events occur and made quickly because human memory fades over time. Such immediate note taking ensures accuracy and takes away any notion that notes made later have been distorted, doctored, or falsified to suit a particular narrative.

Lawyers, police officers, and most business professionals know full well that if it's not in writing, often it is presumed that it never occurred. How many times have we all felt and heard, “I wish I had written that down or taken a video.” When called upon there is less weight applied to testimony unless it is supported in writing or by some other means. They classic line when testifying and when memories fade, “I don't recall” never goes over well with judges and adjudicators.

Police organizations around the world go to great pains to teach recruits about accurate and timely note taking. Police call it contemporaneous reporting. Contemporaneous reporting refers to the practice of documenting or reporting events as they occur creating a record of information at the time events happen.

**“How do you know what is important?  
Well, you don’t so benchmarking should be an  
important life skill for everyone in business.”**

This is considered highly reliable due to the reduced chance of memory distortion or manipulation due to passage of time. Unlike wine, recollections of events never get better with time.

When lawyers make notes of meetings and telephone calls they call it, ‘Memo to File’. A “Memo to File” note refers to a brief written record or paper trail documenting important information of a conversation, decision, action, and other relevant information to maintain a complete and up-to-date record of what transpired to ensure all pertinent information is documented for future reference.

Lawyers email themselves a note thereby registering the date and time of the writing in real time that includes all the details of what occurred. For lawyers ‘Memo to File’ is a lifestyle. It’s in their DNA. This is like minute taking without the minute taker being present and is the best way to benchmark important information.

How do you know what is important? Well, you don’t so benchmarking should be an important life skill for everyone in business.

So how do you prove contemporaneous reporting? The easiest way is to copy what lawyers do. Simply send yourself emails immediately noting important things that have occurred and then store the emails in case the information is needed later. Emails timestamp the relevant material for future reference.

Immediacy of note taking also highlights something called The Decision Tree. When the courts analyse why things occurred this is critical when event reverse engineering occurs. Contemporaneous notes highlight who knew what and when, and who made the decisions that led to outcomes.



By keeping contemporaneous notes as a lifestyle and benchmarking those notes by sending yourself emails, property managers and those working in any industry will be better able to protect against loss of corporate and personal memory when it matters most.

When lawyers wade through their tried and trusted list of questions, you will be better able to respond with accurate and detailed information in a very professional manner by referring to your notes and emails.

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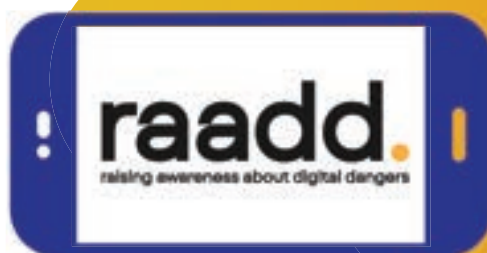
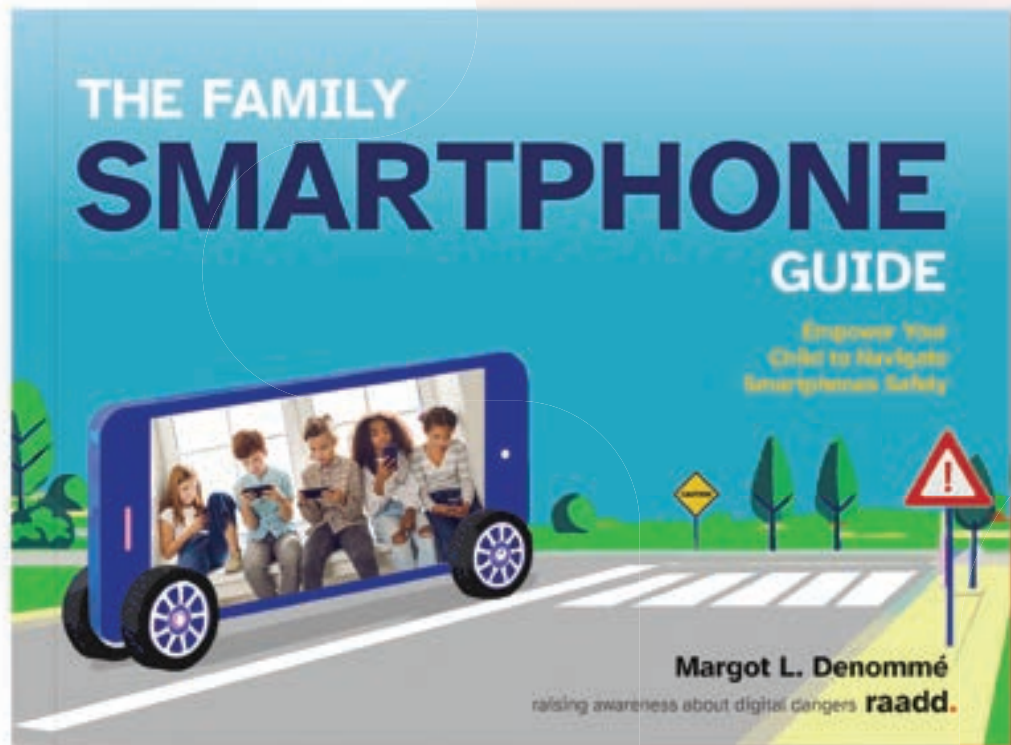
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# DID CHARLES DICKENS ACTUALLY VISIT TORONTO?

Photo courtesy Toronto Public Library

Yes, famed English writer, Charles Dickens author of the classic *A Christmas Carole* visited Toronto between May 4th to 6th, 1842 and stayed at the former American Hotel at Front Street and Yonge Street. .

Toronto back then had a population of about 30,000 people.

Here's what Charles Dickens wrote about that visit which started at Niagara-on-the-Lake.

“Our steamboat came up directly and soon bore us to the mouth of the Niagara; where the stars and stripes of America flutter on one side and the Union Jack of England on the other. Thence we emerged on Lake Ontario, an inland sea; and by half-past six o'clock were at Toronto. The streets are well paved, and lighted with gas; the houses are large and good; the shops excellent. There is a good stone prison here; and there are, besides, a handsome church, a court-house, public offices, and many spacious private residences.”

In 1842 the commercial center of Toronto was at King Street and Yonge Street and the grandest store at that time was Michie's opened a few years before by George Michie (pronounced Mickey) at 5 King Street West.



By Bruce Bell  
[brucebelltours.ca](http://brucebelltours.ca)

Michie offered his customers a varied list of products including silk stockings, original art, exotic bamboo furniture, rare oranges, French wines, imported liquor, and spirits from his native Scotland.

Just down the street from Michies were two immense shopping emporiums the Golden Lion and Golden Griffin, each topped off with a monumental lion and a griffin respectively on their roofs high above King Street.

These stores, founded in 1842 the year Charles Dickens arrived, would become a mainstay of smart Victorians wanting the latest European fashions and home wares. Both of these stores were demolished in 1902 to make way for the building of the King Edward Hotel.

Michies lasted until 1947 and by the 1970's the original Michie's store became home to the Nag's Head Pub and is now the site of One King Street West. Another store that was around during Dickens's visit was Victoria Row.

Parts of this block long women's emporium still stands today on the south side of King Street between Leader Lane and Church Street and its facade is now being incorporated into the new Google Headquarters.

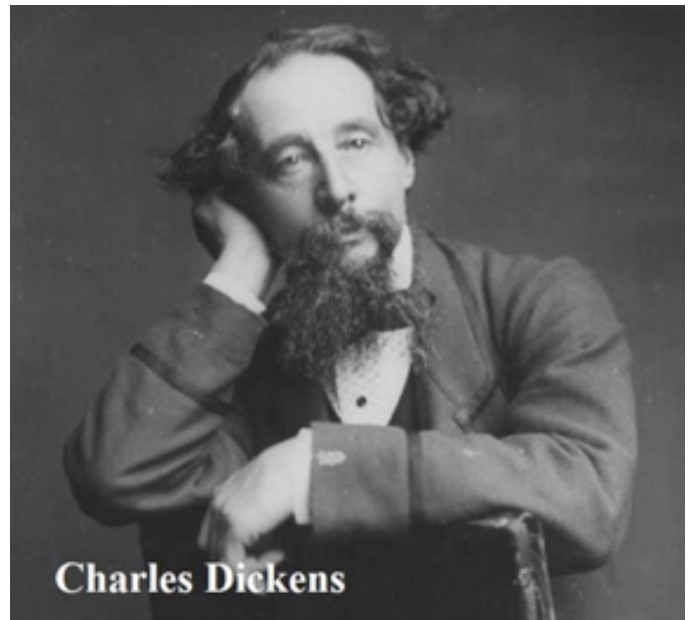
Did Dickens's himself ever ventured into these wondrous new stores?

Toronto in the 19th century for all its perceived pretensions of being an upstanding British Empire city, had a dark side that even our great author couldn't help seeing first hand. On that famous tour of Canada Dickens was appalled with our prison system and the way prisoners were kept.

It must have been bad as England at that time wasn't exactly a model of prison reform either.

A year after his Toronto visit Dickens publishes A Christmas Carol on December 19th, 1843 and would go on to becoming an holiday classic in books, on stage, as well as TV and movie adaptations.

A Christmas Carol also popularized the phrase Merry Christmas as well as Bah Humbug. I often wonder if Dickens was inspired by anything he saw while in Toronto that would make it's way into his most famous Christmas story?



Did Dickens while walking down King Street have a chance meeting with a rather nasty old man who would give him the inspiration for ol' Ebenezer Scrooge or did he bump into a good-natured man tipping his hat just like the mild mannered Bob Crachit would have done?

I think this everytime I find myself on a snowy December eve roaming down the same streets the great man himself would have strolled in 1842.

And so, as Tiny Tim observed, "God Bless Us, Everyone!"



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By Quintin Johnstone  
CEO, Riskboss Inc.

# DOORDASH FOR THE HOMELESS

Food delivery services such as DoorDash, Uber Eats, GrubHub, SkiptheDishes, etc. are experiencing record growth globally with projections revealing sustained expansion in the coming years. Condominium residents are opting more often to eat at home ordering takeout or delivery several times a week. It is the new normal.

It is no wonder why the food delivery services are doing so well. Ontario has 13,000+ condominium corporations that are homes to more than 1.7 million residents. Around 35% of all Torontonians are estimated to live in condominiums. Toronto has one of the highest number of condominium towers by volume worldwide.

The trend of increased food delivery is driven by convenience as consumers are willing to pay more for fast service. In some larger condominium

communities, food deliveries exceed one hundred each and every day, each delivery being a significant risk to the community unless managed properly with resilient processes, vigilant security, and sound operational preparedness.

## DIAMETRICALLY OPPOSING VIEWPOINTS

Not without controversy, food delivery in condominium settings is sparking wide ranging debate amongst residents on what is allow and not allowed.

On the one hand some angry residents voice their concerns to property management because of prohibitions being imposed on direct delivery to unit doors. These residents argue that they pay hefty maintenance fees and having to come down to pick up food at the site entrance in their pajamas is a major inconvenience.

On the other hand, other upset residents voice their concerns over strangers being allowed into private areas of the building unescorted and without proper vetting.

Boards and property managers find themselves caught in the middle of this issue torn between two diametrically opposing viewpoints. Analyzing risk versus convenience should never be a hard issue to decide upon if you keep local politics out of the equation.

Riskboss has analyzed this issue extensively through over seventy-five condominium sites that we have been hired to conduct comprehensive risk assessments over the past sixteen years. We have come to several conclusions based on best practices and risk mitigation. Let's analyze the risks involved so that Riskboss can provide some sage guidance and advice.

### THE RISK OF FOOD DELIVERIES TO CONDOMINIUM COMMUNITIES

Food delivery drivers are paid per delivery, hence the manic nature of such deliveries and the people involved. Everyone has witnessed rushed food delivery drivers wading in and out of traffic narrowly avoiding injury, using bicycle lanes, sidewalks, and running red lights.

When arriving at condominium communities food delivery drivers often illegally park in fire routes, rush in demanding the immediate attention of security regardless of whether security is already engaged, routinely dropping the food delivery on a table without registering with security, and taking off to their next destination. When floor access is allowed, drivers often knock on the wrong doors, leave food in the hallway floor at doors, in many instances the wrong doors, which is an Ontario Fire Code violation that prompts calls to security for remedy from angry residents.

Not only just an irritant, police services throughout North America warn that incidents of food delivery imposters who gain access to condominiums sites for example, carrying empty pizza boxes, being there only for the purpose of theft is on the rise.

With well over one hundred food deliveries to the average downtown Toronto condominium complex per day, this adds a significant burden to on duty security. Managing unknown and unvetted delivery drivers who routinely misbehave at sites distracts security from their primary duties, that being ensuring the quiet and safe enjoyment of residents and guests.

For those who live in condominiums in the GTA, we have all seen the piles of food packages in lobbies waiting to be picked up by hungry residents. What is not generally known is the frequency of homeless persons piggybacking in through the front entrance, selecting their favourite restaurant delivery, and running out often within 30 seconds. This trend is on the rise and poses a significant threat, let alone the irritation of reordering food that has been stolen.

Given our extensive experience in the condominium space, it is the opinion of Riskboss that while food delivery services offer convenience for condominium residents, it also creates significant and unacceptable security and safety risks and challenges for communities that has to be managed.

Allowing direct to door food deliveries to residential floors is an added burden to security personnel who must monitor delivery service activities amongst the many other critical duties they already have. The high volumes of food deliveries often overwhelm the capacity of security especially at single guard condominiums complexes. Given the high volumes, allowing direct to door delivery is simply unmanageable.

Given that many condominium sites are limited to one guard per shift, have no fob restricted elevators, and no CCTV surveillance at elevator landings at floors, Riskboss does not recommend food deliveries to suite doors, except of course for those with mobility issues.

**“With well over one hundred food deliveries to the average downtown Toronto condominium complex per day, this adds a significant burden to on duty security”.**

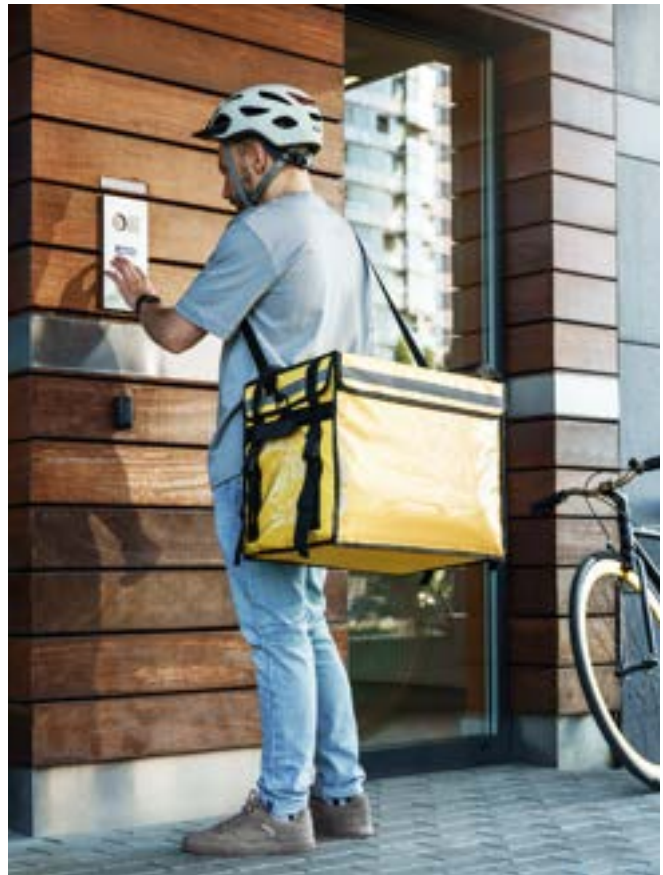
Further, delivered food being openly placed in condominium lobbies visible to the street has been found to be a strong attraction to the homeless who trespass into sites piggybacking residents to steal food, something that should be avoided at all costs. The use of cabinets is highly recommended.

On the other hand, other upset residents voice their concerns over strangers being allowed into private areas of the building unescorted and without proper vetting.

#### RISKBOSS RECOMMENDS THE FOLLOWING:

- Create a building Rule strictly prohibiting door delivery of any kind
- Exclusions should be made for residents who require assistance
- Designate a dedicated (hidden) food delivery area or an enclosed cabinet
- Refuse entry for food deliveries past the security desk into the interior of the condominium
- Ask residents to include instructions for all food delivery orders
- Optimize elevator restrictions with fob access technology

By managing this new normal, condominium communities will eliminate incidents of DoorDash for the Homeless and reduce risk to the community.



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by Danny King  
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# DRIVE FOR SHOW & PUTT FOR DOUGH

Are you struggling with your putting and determined to lower your handicap?

This program is designed to transform the way you practice and perform both on and off the course. We must change the way you practice and play by implementing 4 pillars of success including: mental preparation; swing mechanics; set up; and practice habits.

## 1. Mental Preparation

I often hear golfers after finishing a round lamenting all the putts they missed and how they “should have” recorded their best score of the year. To avoid that frustration, every golfer should ask themselves two simple questions before striking a putt: Can I make this putt today? and where is the ball going to enter the hole?

These questions shape both the intended line and the speed of the ball as it travels toward the cup. One helpful way to visualize this is by imagining the hole as a clock face: the top of the hole is 12 o'clock and the bottom is 6 o'clock. An uphill putt will typically enter between 5:30 and 6:30, a right-to-left putt between 3:00 and 5:30, and a left-to-right putt between 9:00 and 6:30

Practicing this simple visualization keeps a golfer present, focused, and connected to the task at hand. Too often, players sabotage their putting stroke by letting the memory of previous misses' creep in, attaching unnecessary emotion to the moment - an easy path to developing the dreaded "yips."

## 2. PROPER SETUP

The putting stroke must be the simplest motion in golf, but we make it so difficult because of the mental preparation and set up imbalances. Here's a couple key elements at address to allow you to hole more putts during your round.

### Posture

- Stand with feet shoulder width apart in a relaxed, athletic stance.
- Place the putter through your lifelines, keeping your elbows gently connected to your ribcage.
- Ensure the putter shaft and forearms form one continuous line.
- Tilt forward from the waist, letting the putter naturally fall into position.
- Position the ball slightly forward of center in your stance as this promotes consistent contact with the center of the putter face.

Creating this athletic position address will allow the putter to feel connected to the rib cage and allow the arms to swing naturally throughout the stroke.

### EYE LINE

- Address a ball as if ready to putt.
- Hold another ball between your eyes and drop it.
- The ball should land directly on or just inside the target ball. This confirms proper eye alignment.

As you improve on the set up, I really like visualizing a line to the hole with your favorite color and imagining the ball traveling along the line into the hole. It's very important to recognize where your eyes are in relationship with your target line, allowing the body to react to the target.

## FOREARM ALIGNMENT

At address, your forearms and shoulders should run parallel to your target line.

Use an alignment stick with two elastic bands across your elbows. This creates instant visual feedback on shoulder and forearm positioning. This will allow your putter to travel on the correct path feeling connected to you rib cage.

## 3. TRAINING AIDS

The two key elements while using training aids is understanding where your putter face is aimed at address in the path in which the putter is traveling in the stroke these for training aids will help you develop a stroke that consistently makes more putts, and you will remember your specific recipe for success using a journal to record your best putts playing and practicing.

### PUTTING MAT

- The Visio Golf Putting Mat (designed by Phil Kenyon: <https://visioputting.com/>) is an excellent tool for grooving the proper stroke arc and sharpening accuracy with gate drills.
- The putting matt is designed to assist the player with developing a proper putting stroke with a slight arc.
- Portable and very easy to set up.

### PUTTING MIRROR

- A mirror helps you check eye position and putter face alignment, common areas where golfers misalign at address.
- This will allow you to recognize where your eyes are at address forming a proper putting stroke that does not have too much variance.

### CHALK LINE

This will educate the eyes and square the putter at address.

- A chalk line provides visual feedback on face alignment and helps you learn how much putts break on different greens.
- Start by finding the fault line on a green (straight putt) and marking the ground with an 8 to 10 foot line.

## .TOUR READ APP

- Created by Tour coach Ralph Bauer (tourreadgolf.com), this app teaches precise green reading, where to aim, and how much the ball will break.
- Using it consistently builds confidence and leads to more holed putts.

## PRACTICE JOURNAL

- True learning doesn't come from, "muscle memory," but from awareness.
- After each session, record your best putt: how it rolled, where it entered the hole, and its speed.
- Over time, this creates a powerful library of successful patterns to reinforce confidence.

## 4. GAMES & DRILLS

- Over time, this creates a powerful library of successful patterns to reinforce confidence.

### PAR 18

- Play 9 "holes" that combine short chips and putts.
- Each hole is worth 2 strokes max.
- Track your weekly score with the goal of shooting 18 or under.
- This simulates real on course pressure while sharpening touch.



## TEE DRILL

- Confidence and speed control are crucial before stepping onto the course.
- Instead of putting 3 balls to a hole, place a tee in the ground as a smaller target.
- Start at 3 feet, putting from clock positions (12, 3, 6, 9).
- Move back to 6 feet, then 8 feet, all aiming for the tee.
- Training to a smaller target builds precision, consistency, and confidence under pressure

By changing the way you practice, in play you will start to develop awareness of what it feels like to be put under pressure and those factors will become routine. It's very important that you practice your putting stroke and set up positions weekly focusing on 50% games, 25% mechanics, and 25% mental awareness and preparation.



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## GENERATIONAL AWARENESS FOR BUSINESS

# The Risk of Not Knowing



By Dawit Kiflu,  
President,  
Samsonshield Inc.

### GENERATIONAL AWARENESS

Generational awareness and analysis have been a mainstream science in the academic and business world for some time. Each generation has unique to them, certain characteristics that differentiate them from other generations. All generations share certain traits, beliefs, customs, and behaviours unique to their age group. Age reveals two important things about a person: their position in their life cycle; and their membership in a group (cohort) of individuals were born at the same time and, who have similar experiences. Other factors obviously have impacts that differentiate people outside of generational norms such as place of birth, culture, and religion, etc.

Generational awareness is used in a variety of ways such as in advertising and political science as a tool to predict business and political trends and outcomes. Multigenerational workplaces could benefit from generational awareness. Understanding the generations can provide a distinct advantage in helping people with their needs and also, help people understand different perspectives, beliefs, and points of view.

Riskboss will be highlighting one generation in this, and each future edition. Generations already highlighted can be found in past editions of Riskboss Magazine. It is our goal to help readers understand the impact factors and traits of each generation. In analysing this information, it is important to be careful not to pigeonhole an individual in any age group with their generational characteristics as people can and do often break generational norms. We hope that this helps to bridge gaps between the generations, assist in dealing with people you interact with, and reduce the risk of misunderstanding points of view.

YEARS	GENERATION NAME
1901 - 1927	<b>The Greatest Generation (See Fall/Winter 2023 Edition for Details)</b>
1928 - 1945	<b>The Silent Generation (See Spring/Summer 2024 Edition for Details)</b>
1946 - 1964	<b>Baby Boom Generation</b>
1965 - 1980	<b>Generation X</b>
1981 - 1996	<b>Millennial Generation Generation Y</b>
1997 - 2012	<b>Generation Z / IGen</b>
2013 - 2025	<b>Generation Alpha</b>



## 1981 - 1996

Generation Y (Often associated as Millennials) is the demographic cohort group of people born between 1981 and 1996. They are the generation that comes after the Generation X and before Generation Z. Generation Y/Millennials are the children of Baby Boomers and Generation X.

Generation Y/Millennials range in age from 29 to 44 years of age. By the numbers, crammed in between the Generation X, who currently number about 1.4 billion around the world, and Generation Z who are about 2 billion, Generation Y/Millennials number at approximately 1.8 billion worldwide. In 2019 Generation Y/Millennials took over from Baby Boomers as the largest living adult generation in the United States.

Some famous Boomers are Mark Zuckerberg, Lady Gaga, Scarlett Johansson, Meghan Markle, Prince Harry, Roger Federer, Rihanna, Beyonce', Serena Williams, Gal Gadot, Michael Phelps, Jennifer Hudson, Margot Robbie, and the list goes on.

Generation Y/Millennials grew up in an age of rapidly advancing technology, particularly the internet and an overabundance of mobile devices.

Generation Y/Millennials were born at a time of declining global fertility rates having fewer children than their predecessors.

In the workplace, Generation Y/Millennials are well known as being tech savvy, educated and a diverse cohort who prioritize work-life balance, social responsibility, and collaborative environments. Work that contributes to something meaningful that allows for self-expression is more important to them than financial rewards. Compared to other generations, Generation Y/Millennials are likely to postpone life milestones such as formal marriage and home ownership.

According to Wikipedia, "Millennials, in the US, have been called the "Unluckiest Generation" as the average millennial has experienced slower economic growth and more recessions since entering the workforce than any other generation in history."

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# Q & A: STRAIGHT ANSWERS TO HARD ASKED QUESTIONS

Recommendations and Advice from Riskboss Experts



## Reg H., Condominium Industry Professional

I am in the property management business but not on the front line or a manager. Recently there has been a lot of effort on the part of our company to train on situation awareness. This seems like something for front line workers especially given the shooting up north a few years ago you have written about. Even after receiving the training, I don't get why people in my position need this.

### Riskboss Answer:

Thank you for your email. You are not alone. Situational Awareness while on the surface seems like a pretty simple topic and concept, it is actually more complex than most people realize. Situational Awareness assists in effective decision making both on the front line and organizationally.

We have decided to write an article on this topic in our next edition (Fall/Winter 2025) to further explain situational awareness. Thank you very much for leading us in this direction. Some of our best articles come from questions like this.

Remember, if it is important to you, it is likely important to many others, and to us at Riskboss Magazine.

## Leslie C., Condominium Board Member

Our condominium recently had a break-in on one of the main floor units at the back that overlooks our ravine. What can we do to prevent this from happening again? Thank you in advance for your answer.

### Riskboss Answer:

Thank you for your email. Break-ins into condominium units up until recently were almost never heard of. There has been a trend in higher end condominiums of two types of break-ins recently; those from the outside by smashing windows and doors gaining entry into units; and internally by way of insider information, sometimes by movers, and residents' tradespeople.

Riskboss conducts comprehensive risk assessments outlining this issue in condominium communities providing recommendations for prevention. Each condominium is different so the prevention techniques we recommend are tailored for the unique nature of each site.

Typically risk mitigating measures range from 3M glass anti-break film to more robust main floor patio door locks, and motion sensor lighting. This is augmented by in-suite motion sensor alarm systems that are monitored not by on site security, but external alarm monitoring companies.

Riskboss routinely puts out Riskboss Alerts to condominium communities recommending mitigation strategies for such matters. Please go to [www.riskboss.com](http://www.riskboss.com) for information on these types of incidents.

For information on getting a free thirty-minute tour of your condominium community by one of our Riskboss experts, please contact us at [www.riskboss.com](http://www.riskboss.com).

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