Achieving a positive safety culture through leadership

Concurrent Session 3

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Who Are We?

- Marisa Mills & Meghann Croome

- Industrial Psychology and Safety

- Culture Change

- Systems

- Human Factors

What is Safety Culture?

The way we do things around here.

- Schein, 1992

Characteristics of a Positive Safety Culture

Leadership
- Visible.
- Accountable.

Workforce
- Workers will stop work if conditions are unsafe.
- Everyone takes responsibility.

Reporting Culture*
- A culture where people are willing to report errors and near misses.

Just Culture*
- A culture of 'no blame' where there is an environment of trust and people are encouraged or rewarded for providing safety information, and there is a clear line between acceptable and unacceptable behaviour.

Flexible Culture*
- Shifting from a directive hierarchical model to a more flatter structure. Rewards innovation.

Learning Culture*
- Sharing information, learning from past mistakes, using safety performance data effectively, and implementing major reforms when required.

*Reason, 1997

Culture (Schein, 1992)

Artefacts	
What we see and have	Symbols of the organisation's identity

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Behaviours	
What we do	Observable actions of personnel

↓

Espoused Values	
What we say we value in safety	Our spoken safety values

↓

Beliefs
What we believe the organisation values around safety. Deep seated and stable.

Shaping Culture – Achieving Alignment

We shape culture through our active commitment

- The right beliefs
- The right words
- The right actions
- Supported by your artefacts

The Leader
"Walking the Talk"

Artefacts

What we see and have	What the leader uses

Behaviours

What we do	What the leader does

Espoused Values

What we say we value in safety	What the leader says

Beliefs

What the leader truly believes

Behaviours
Active vs Passive Commitment

Passive:

- All talk no action!
- Has anyone worked for a leader like this?

Active:

- Says they are committed
- Their actions reflect this

Key Active Behaviours

What is measured and controlled

Reactions to critical incidents and crises

How resources are allocated in tough times

What you mentor others on

How you engage and recognise others

The qualities we look for when we promote or recruit people

Key Active Behaviours

- One of the most effective and powerful ways that a leader has available for communicating what they believe in and demonstrating what they care about, is by what the systematically pay attention to. This ranges from anything that they:

Notice   **Pay attention to**   **Comment**
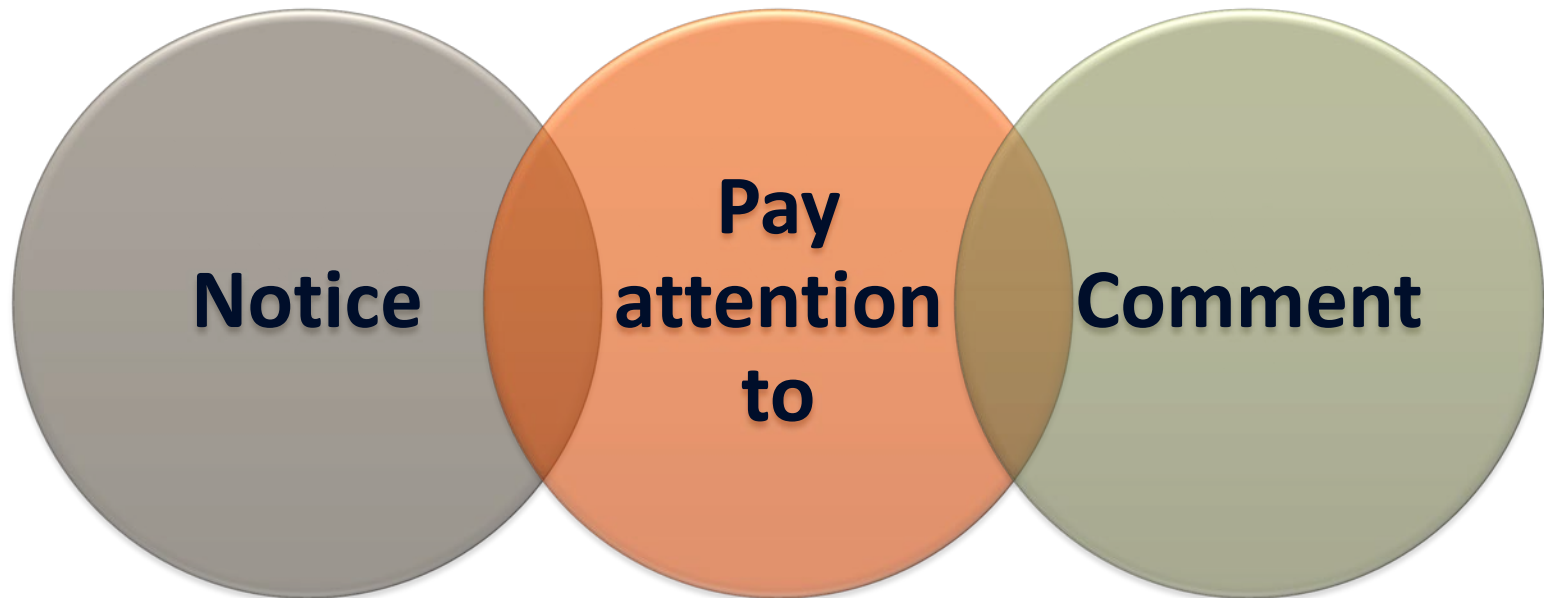
Key Beliefs

Beliefs required for event-free performance (HPI Literature):

1 • Absolutely safe environments do not exist

2 • Human beings are fallible

3 • People want to do a good job

4 • Human error is normal

5 • There is no such thing as a 'routine' task or activity

6 • Significant events are organisational failures

7 • Error presents an opportunity to learn and improve organisational effectiveness

Summary

- Alignment between values and behaviours shape beliefs in the organisation.

- The leader needs to understand Human Performance Improvement Principles to help guide their behaviours.

Thank You!

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