



Define Your Safety Culture
for Maximum Commitment




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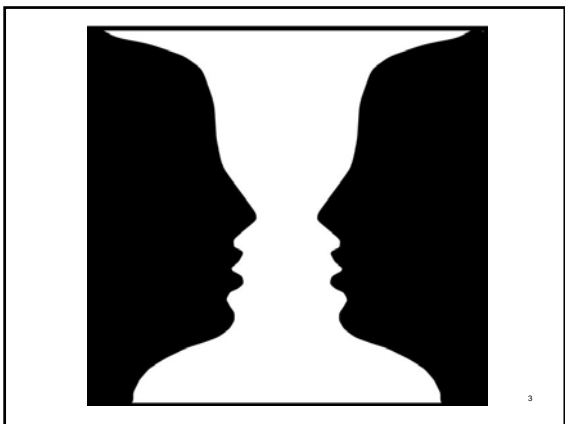
Polarities



- States that appear to be opposites, and in reality cannot exist without each other.
- “Caring versus Cost Effectiveness”
- “Universalism versus Particularism”
- “Rules versus experience”



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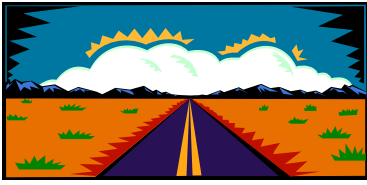
Some Questions to Consider

- Why is culture important in safety performance?
- What drives our behavior? Is it as simple as ABC?
- What is involved in "culture change?"
- What is the role of leadership?
- How can I leverage VPP to get better safety performance?

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Getting to Trust

**Mutual Purpose
Mutual Respect
Common Meaning**



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Four Quadrants of Change


	Internal	External
Individual	Personal Meaning: Beliefs Attitudes	Individual Behavior Interpersonal Skills Behavior ← Technical skills
Collective	Culture: Shared Values & Beliefs Stories Symbols	Business Systems & Processes: Structures ← Policies Procedures

Source: Integral Transformation Model, Ken Wilber

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Culture Iceberg

Visible:
Language
Stories
Symbols
Policies
Programs
Espoused values



Invisible:
Assumptions
Beliefs

Why Focus on Belief System?



Beliefs Actions

Results


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Know Your Culture

Identify

- Organizational culture consists of several subcultures
- One size does not fit all
- The leader's role is to help the subcultures communicate

Communicate



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Strategy for Change

- To begin, we must understand the basic assumptions of each subculture.
- Next, we identify which assumptions hinder or support the desired culture.
- Then we provide opportunities for members of the different subcultures to develop a mutual understanding that would serve a mutual purpose

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How Subcultures Form

- Any group or occupation will develop it's own language, values and rules.
- With time these will form basic assumptions that are different from those of other groups or occupations.

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What Are the Key Subcultures?

- Senior management/Middle management
- Line management
- Non-supervisor
- Engineering
- Administrative support
- Operators/Union
- First line

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**From Rosa Carrillo's Research:
"Operator or Union" Assumptions**

- Management presence on the floor indicates caring and commitment.
- Managers care about cost and production first.
- We know best how to work safely.
- Prompt responsiveness to safety concerns indicates safety is important.
- Blame fixing and personal attack may be necessary to get things done.
- No matter how well we prepare there will always be the unexpected—thus risks

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WHAT THE "UNION" WANTS AND EXPECTS

- JOB SECURITY
- A FAIR DAY'S WORK FOR A FAIR DAY'S PAY
- BEST POSSIBLE EQUIPMENT AND TRAINING
- MANAGEMENT SUPPORT AND RECOGNITION OF THEIR CRITICAL ROLE
- COMMITMENT TO EMPLOYEE SAFETY

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First Line/Operation Assumptions

- People and their performance are the critical resource
- We must constantly deal with both human and technical problems
- Our success depends on management support
- We have to make tradeoffs among different priorities

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First Line/Operation Needs and Wants

- Lots of relevant training
- Good incentives
- Middle management support
- Recognition of the difficulty of their role
- Help in making inevitable trade-offs, i.e., priorities

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Assumptions Of The Engineering Culture

- Human error is the source of most problems
- The best designs eliminate people or are people proof
- Designs should be elegant no matter what the cost
- Safety should be built in through back-up systems and design
- People should adapt to design rather than vice versa

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What Engineers Want

- Unlimited support for elegant designs
- Get the people out of the system
- Respect from the professional community

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Assumptions Of The Executive Culture

- It is our job to keep the org. Financially sound
- We are “alone”
- Neither the operators nor the engineers can be trusted to be financially responsible
- We are in a competitive “ war”

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What Executives Want

- Productivity
- Cost controls
- Safety for the public
- Good image, no scandals
- Acceptance by the financial community

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The Executive Dilemma

- How to align the sub-cultures without losing the strengths of each
- How to create mutual understanding and acceptance
- How to create learning processes to facilitate the understanding and alignment
- Using education, mentoring, and coaching.

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What Are the Applications?

- How do the different assumptions of each group affect working relationships?
- Between levels of management?
- Between hourly and supervisors?
- How might these different assumptions support or hinder a mutual understanding of safety as a priority?
- How can we use this information to improve the way we communicate about safety?

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About the Speaker

- Rosa Antonia Carrillo, MSOD is an author consultant and president of Carrillo & Associates, a company specializing in change management, cultural transformation and leadership development. She is a published author and frequent speaker at ASSE, VPPPA and corporate meetings.
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