Capacity Building Challenges for Safety Culture Improvements

Strategies for training and practices

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Culture assumptions and beliefs

1. Just follow seniors
2. If you challenged or argued too much with the boss you will be sidelined

Safety culture actions and behaviors

1. Lack of questioning attitude and behaviors
2. Conformist behavior
3. No debate and shared space for dialogue between seniors and lower level managers

Expected consequences on performance

1. No new ideas and innovation
2. Low system improvements
3. Complacency

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Link between assumptions, behaviors and consequences

Safety culture assumptions and beliefs
1. Seniors appreciate when we disagree and challenge his/her assumptions and views
2. There are no negative consequences of showing disagreements

Safety culture actions and behaviors
1. Debate and disagreements are common behaviors
2. Nonconformist behaviors

Expected consequences on performance
1. Mistakes are exposed early
2. Sharing ideas and open space
3. More opportunities for system improvements

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How Leaders Influence Basic Assumptions?

Old Assumptions & Believes

Change of heart and mind

New Assumptions & Believes

ASSUMPTIONS

BEHAVIOURS

CONSEQUENCES

- ASSUMPTIONS
- ROLES
- DATA/FACE
- STRUCTURE/PROCESS
- ASSERTIVENESS
- TRAINING/REWARD
- BRIDGING
- PERSUASION

ASSUMPTIONS

BEHAVIOURS

CONSEQUENCES

- ASSUMPTIONS
- EMOTIONAL
- ATTRATIVENESS
- DIS-ENGAGING
- ATTRACTING
- PUNISHMENT

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Systemic View of Safety Culture

Feel

Assessment

Managing: Individual Factors

Leading: Organizational Factors

Engineering Technology Factors

Care

Act

Think

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