

Culture in factories and organisations

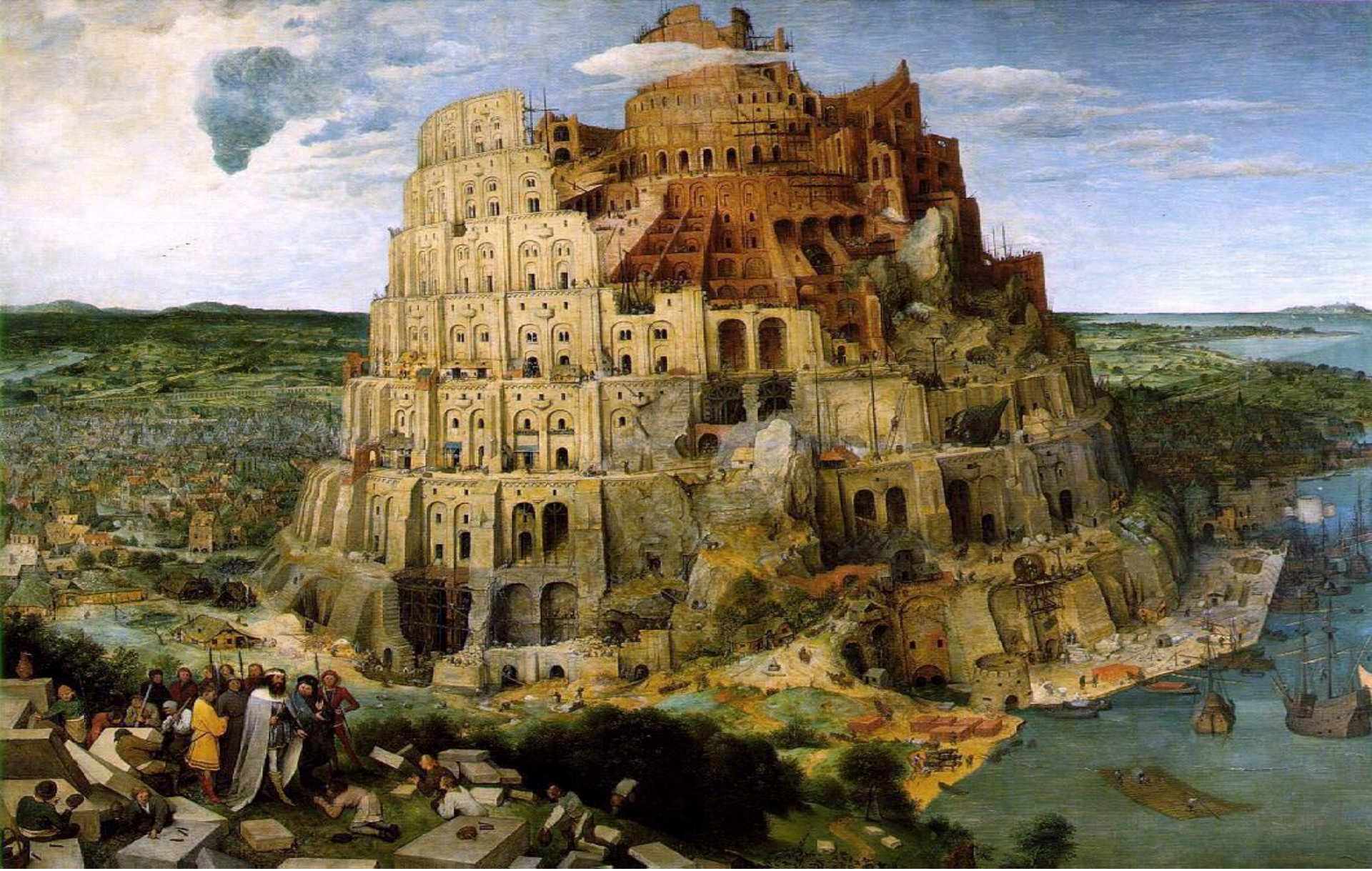
Paul Swuste, Safety Science Group, TU Delft

Objectives

- Culture as black box
- Managing versus understanding cultural influences
- Cultural diversity versus organisational influence
- Example: safety culture at a steel plant

A few quotes...

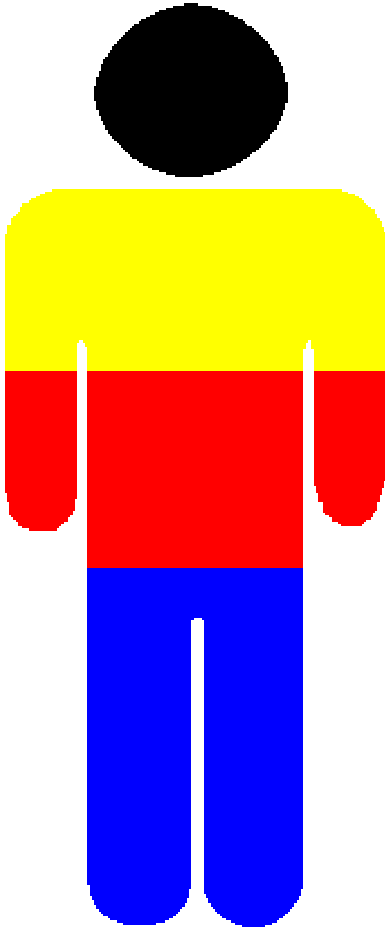
- Culture is hard to define, hard to analyze and measure, and hard to manage (Schein)
- Culture is more often a source of conflict than of synergy (Hofstede)
- Cultural differences are a nuisance at best and often a disaster (Hofstede)



Definition of culture

The collective programming of the mind, which distinguishes the members of one group or category of people from another (Hofstede, 1992)

Levels of mental programming

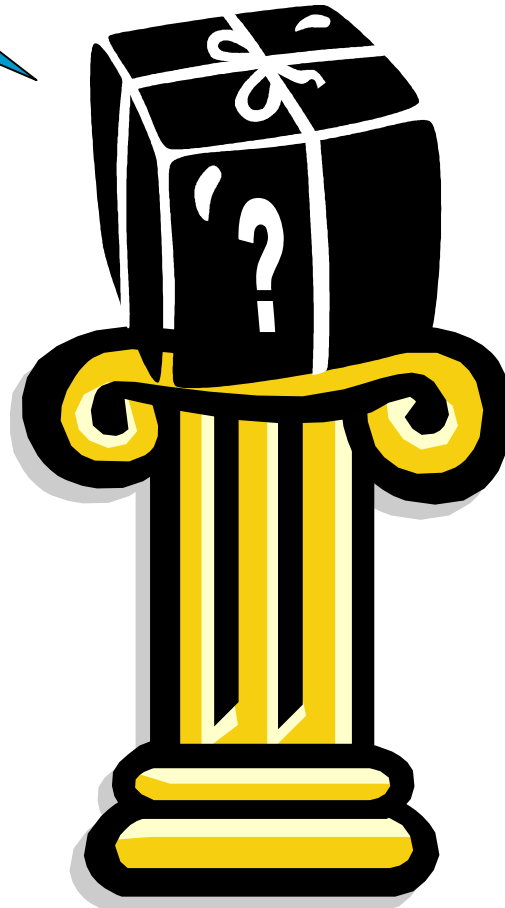


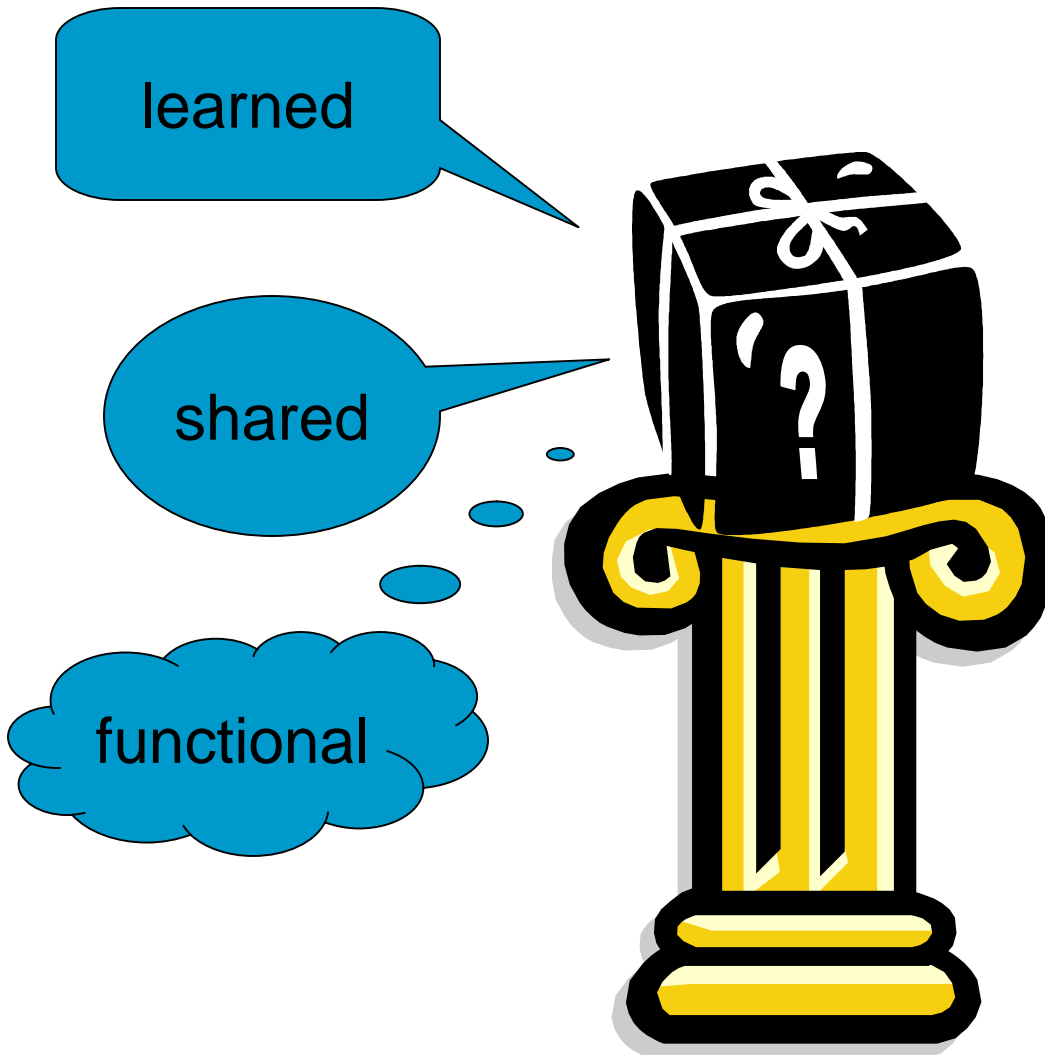
Personality: unique

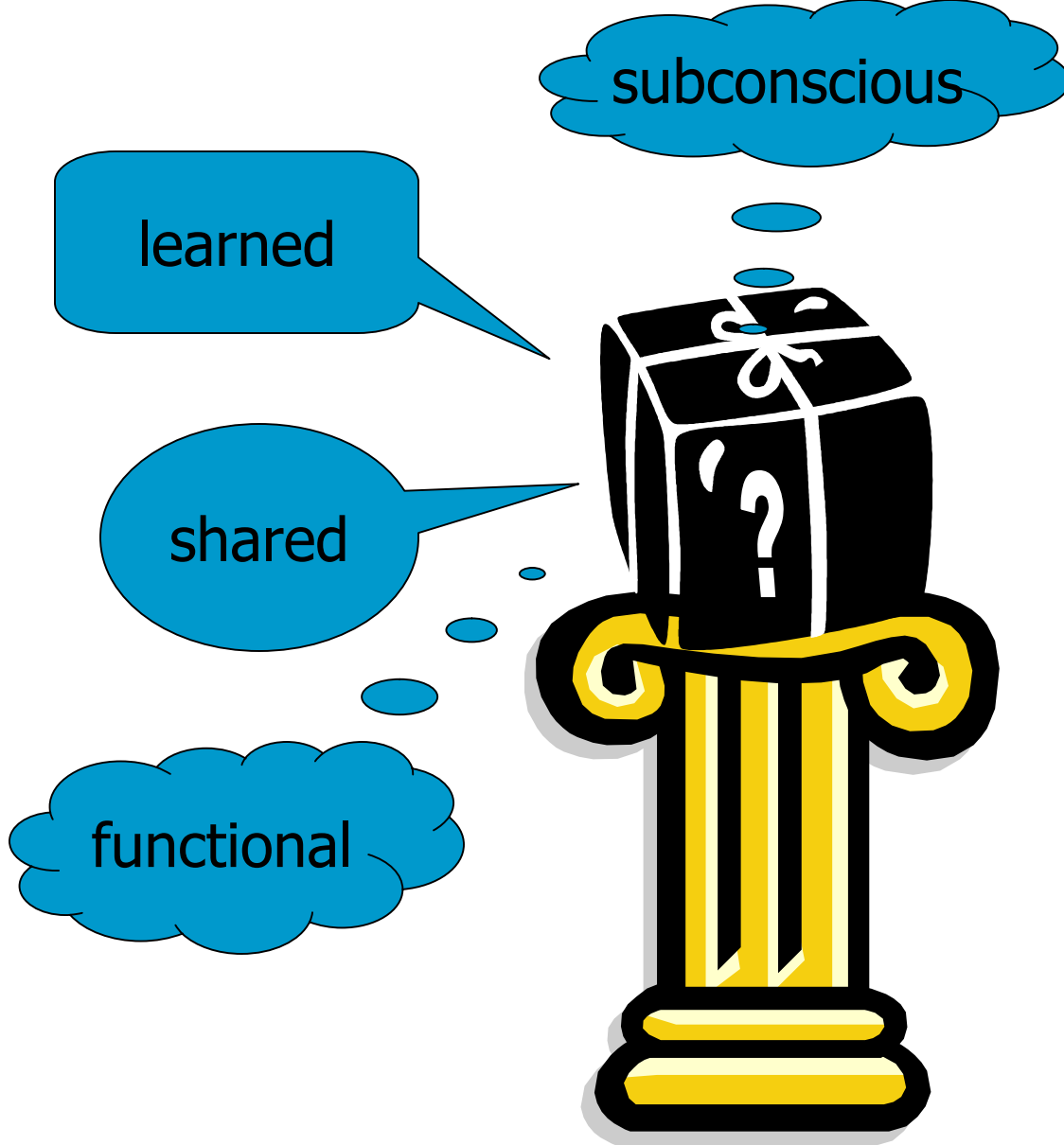
Culture: shared with group

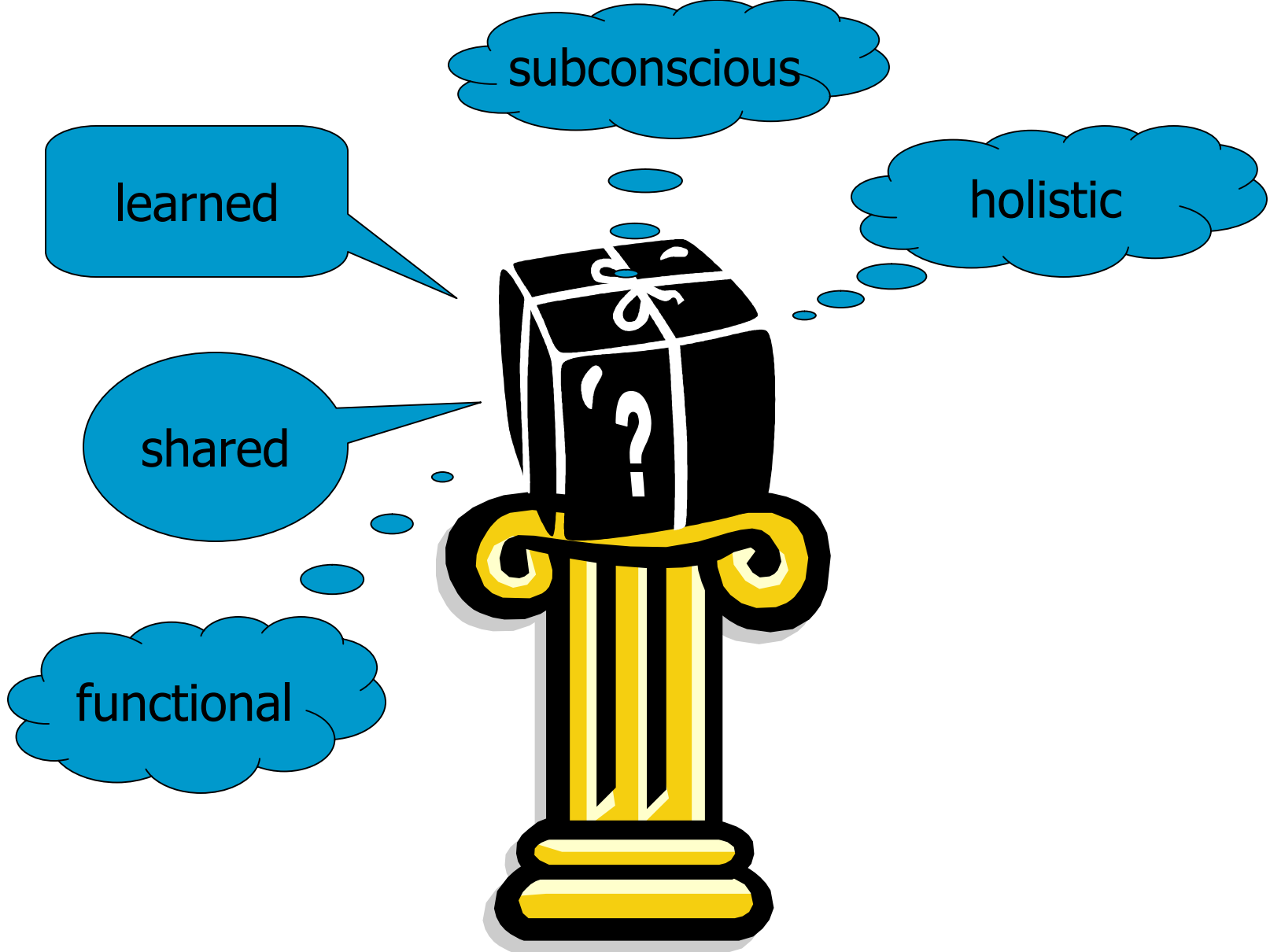
Nature: shared with everybody

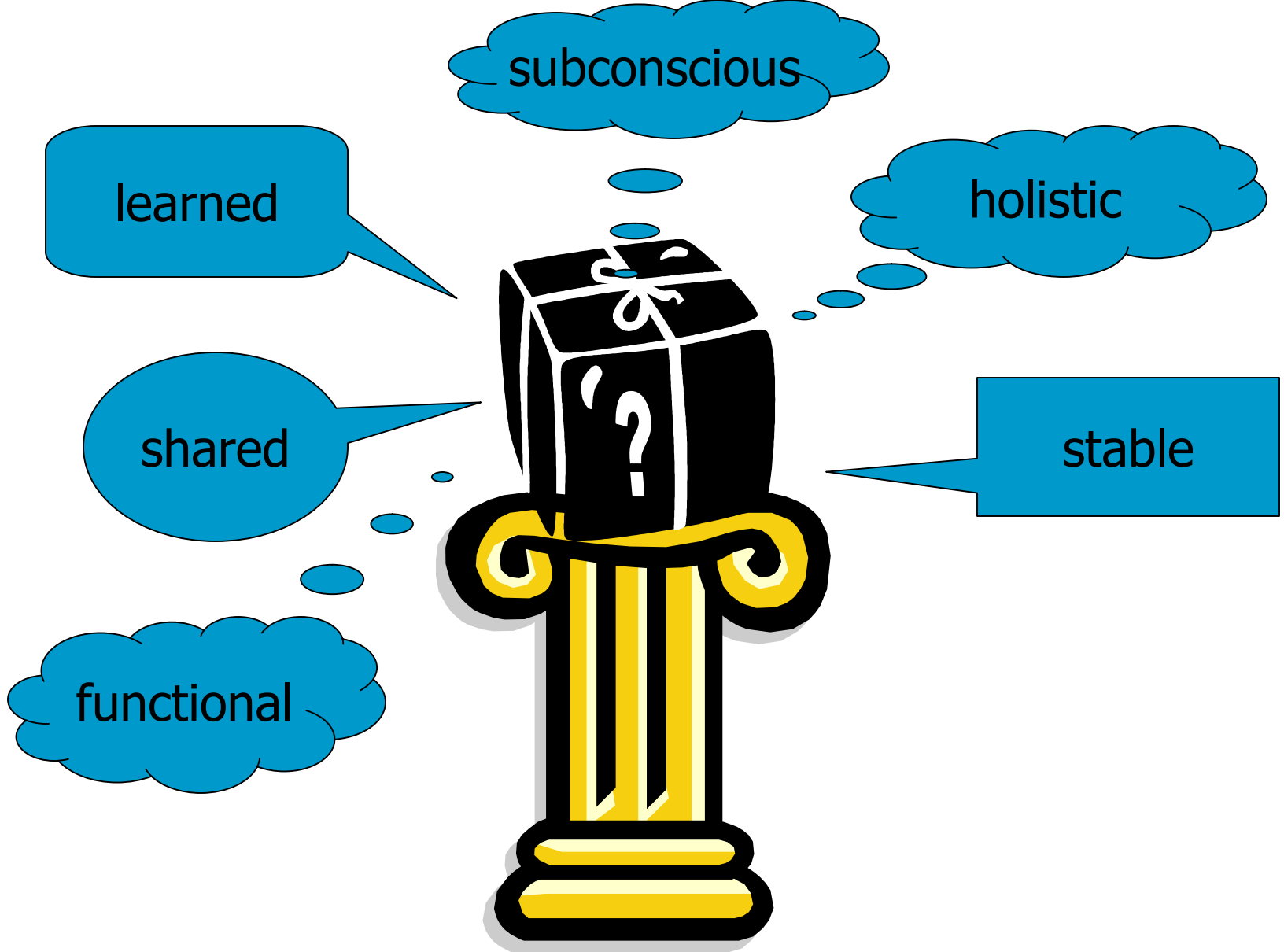
learned

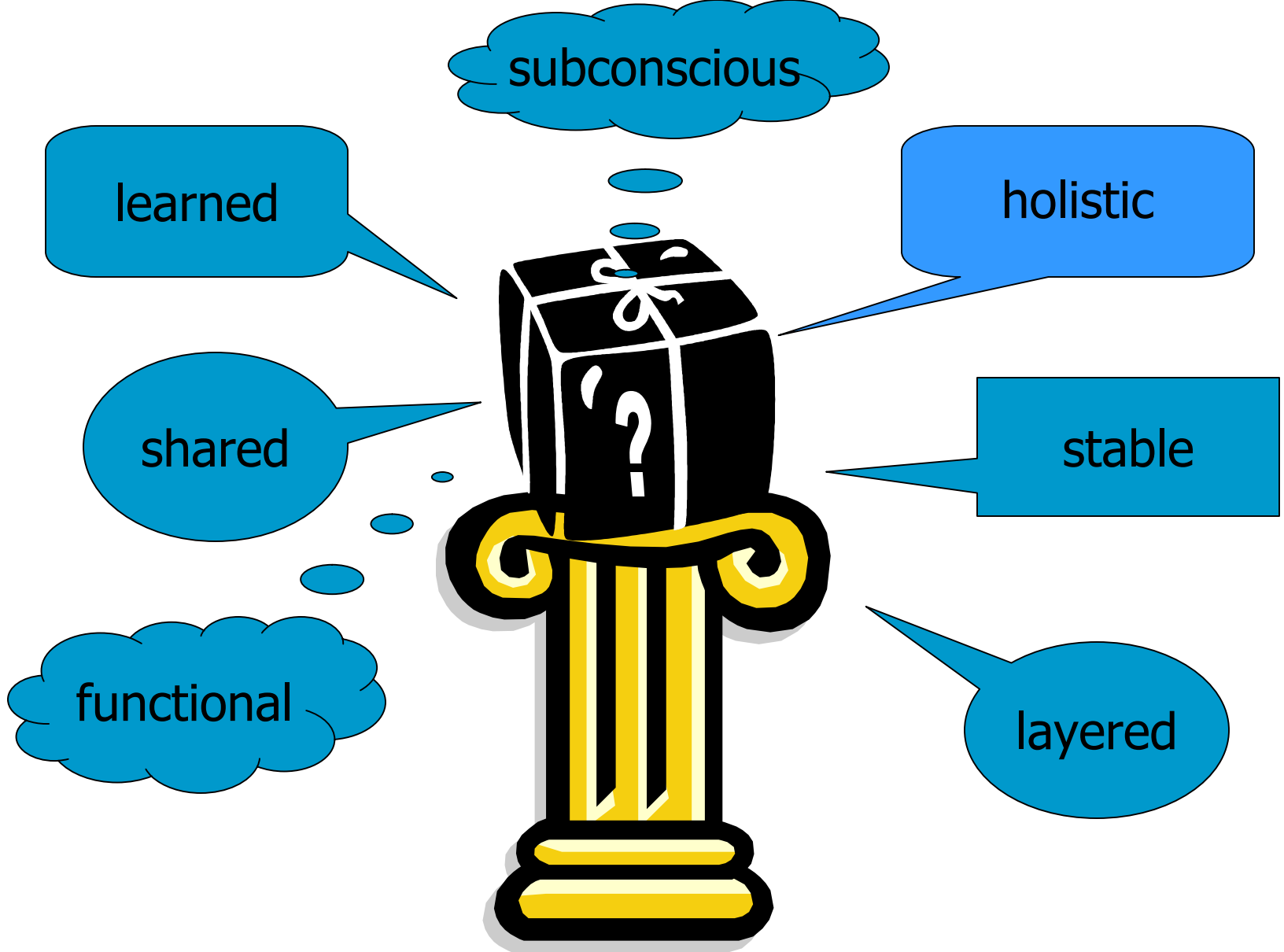


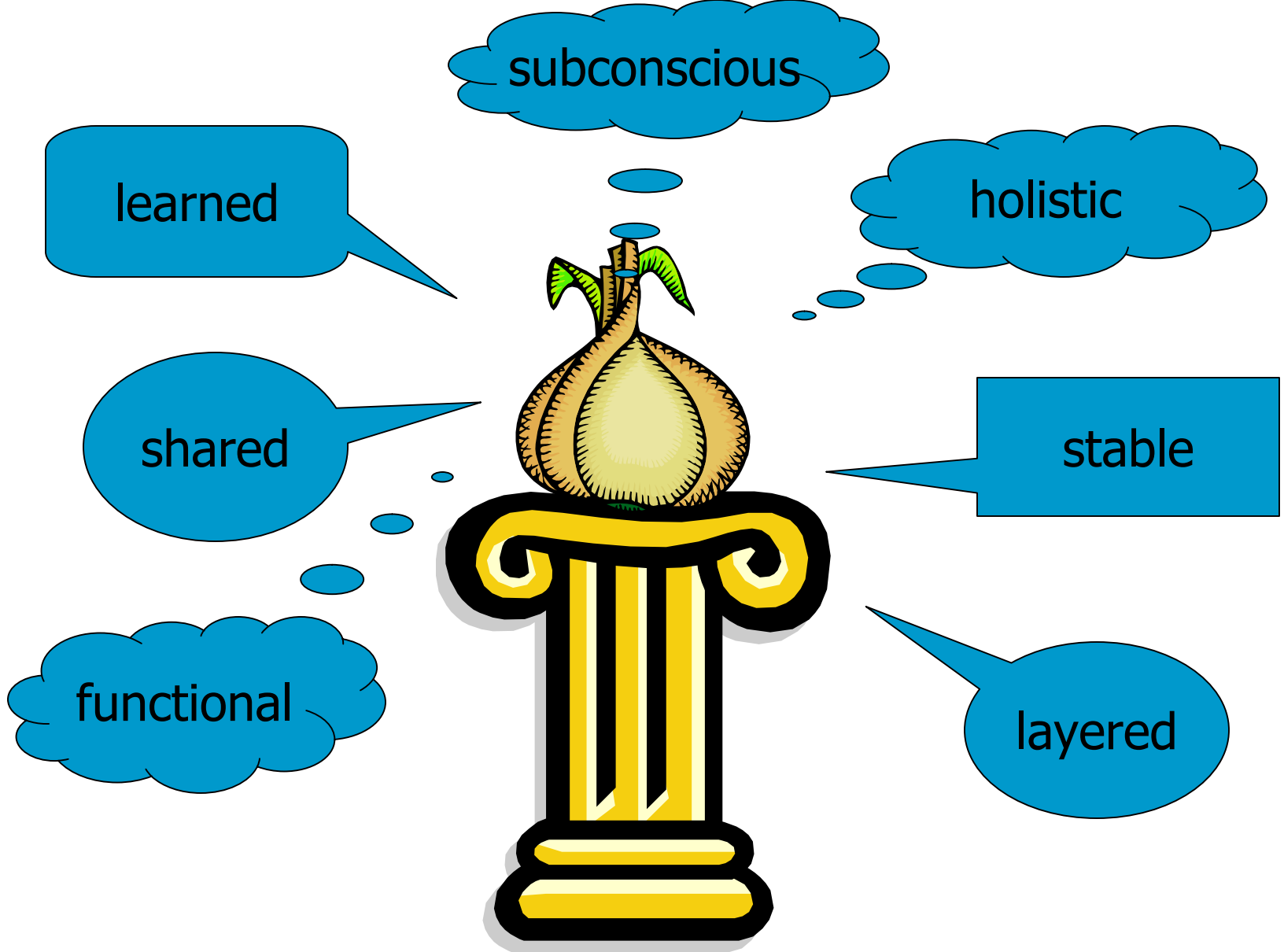












Hofstede's Dimensions

- Power Distance (PD)
- Uncertainty Avoidance (UA)
- Individualism - Collectivism (I)
- Masculinity - Femininity (M)

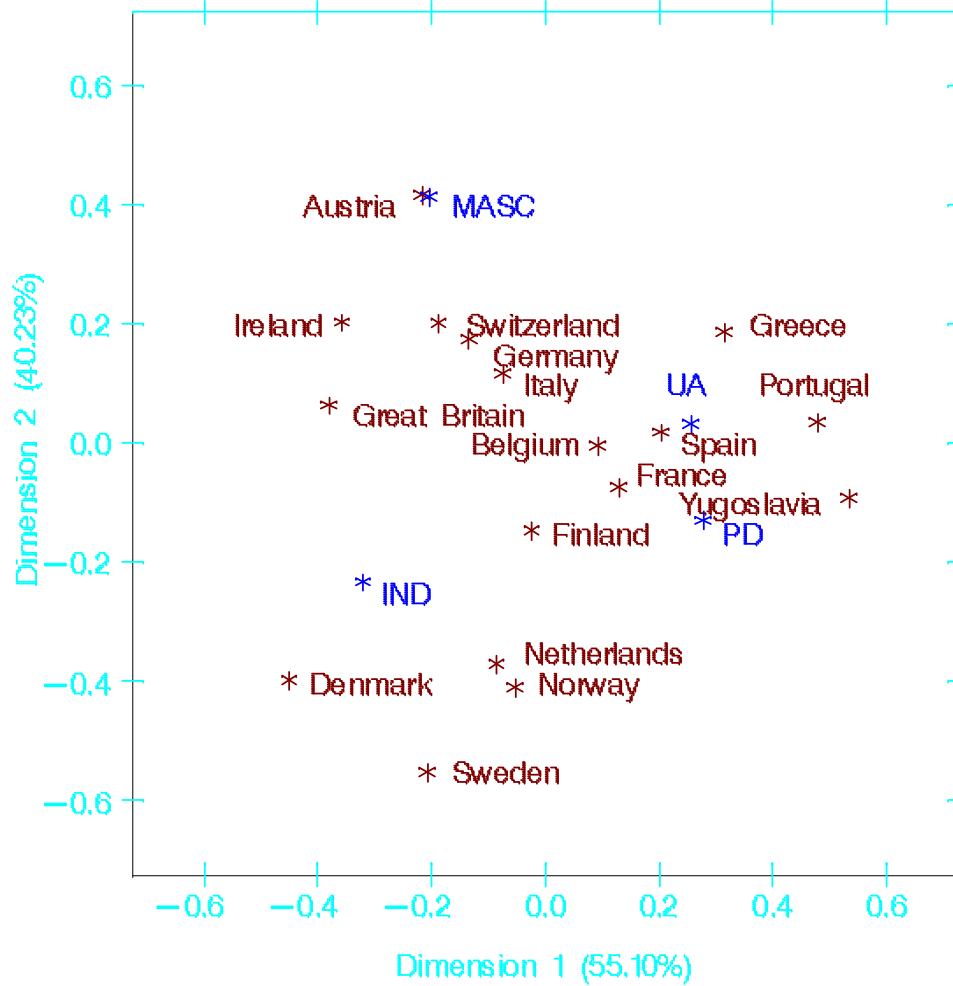
and a fifth, that was found only in the Far East:

- Long Term Orientation - Short Term Orientation

Definitions dimensions

- **Power Distance**: The extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally
- **Uncertainty Avoidance**: The extent to which members of a culture feel threatened by uncertain or unknown situations
- **Masculinity**: Pertains to societies in which social gender roles are clearly distinct, i.e. do not overlap
- **Individualism**: Pertains to societies in which the ties between people are loose: everyone is expected to look after him/herself and his/her immediate family

verhoudingen tussen landen op Hofstede's dimensies



Quote on safety culture

The accident can be said to have flowed from deficient safety culture, not only at the Chernobyl plant, but throughout the Soviet design, operating and regulatory organizations for nuclear power that existed at the time – INSAG-7 (1992).



PIPER ALPHA, 06.06.1988



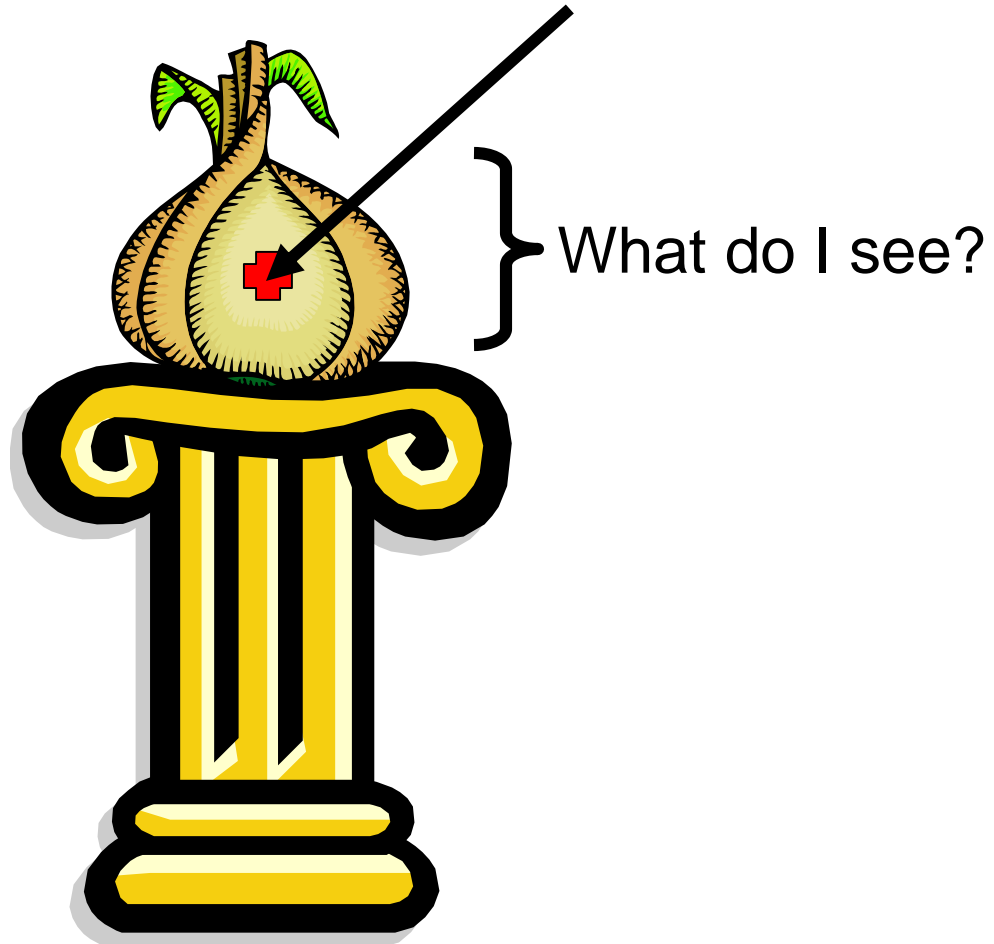


Definition of safety culture

Those aspects of the organisational culture which will impact on attitudes and behaviour related to increasing or decreasing risk (Guldenmund, 2000)

The way we do things around here

Assessment of safety culture: how deep?



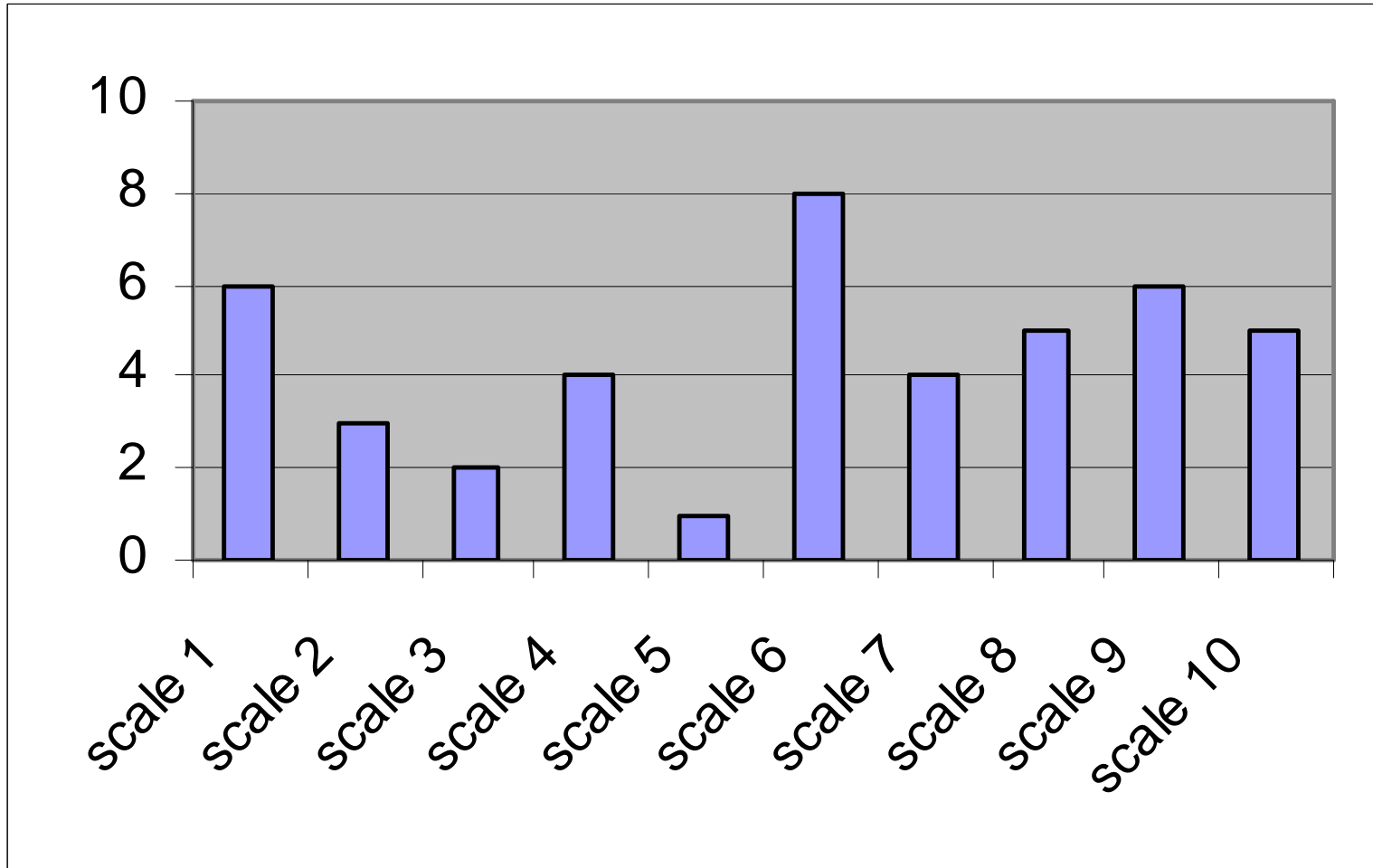
Three approaches towards safety culture assessment

- Analytical approach – empirically driven
- Academic approach – concept driven
- Pragmatic approach – expert opinion driven

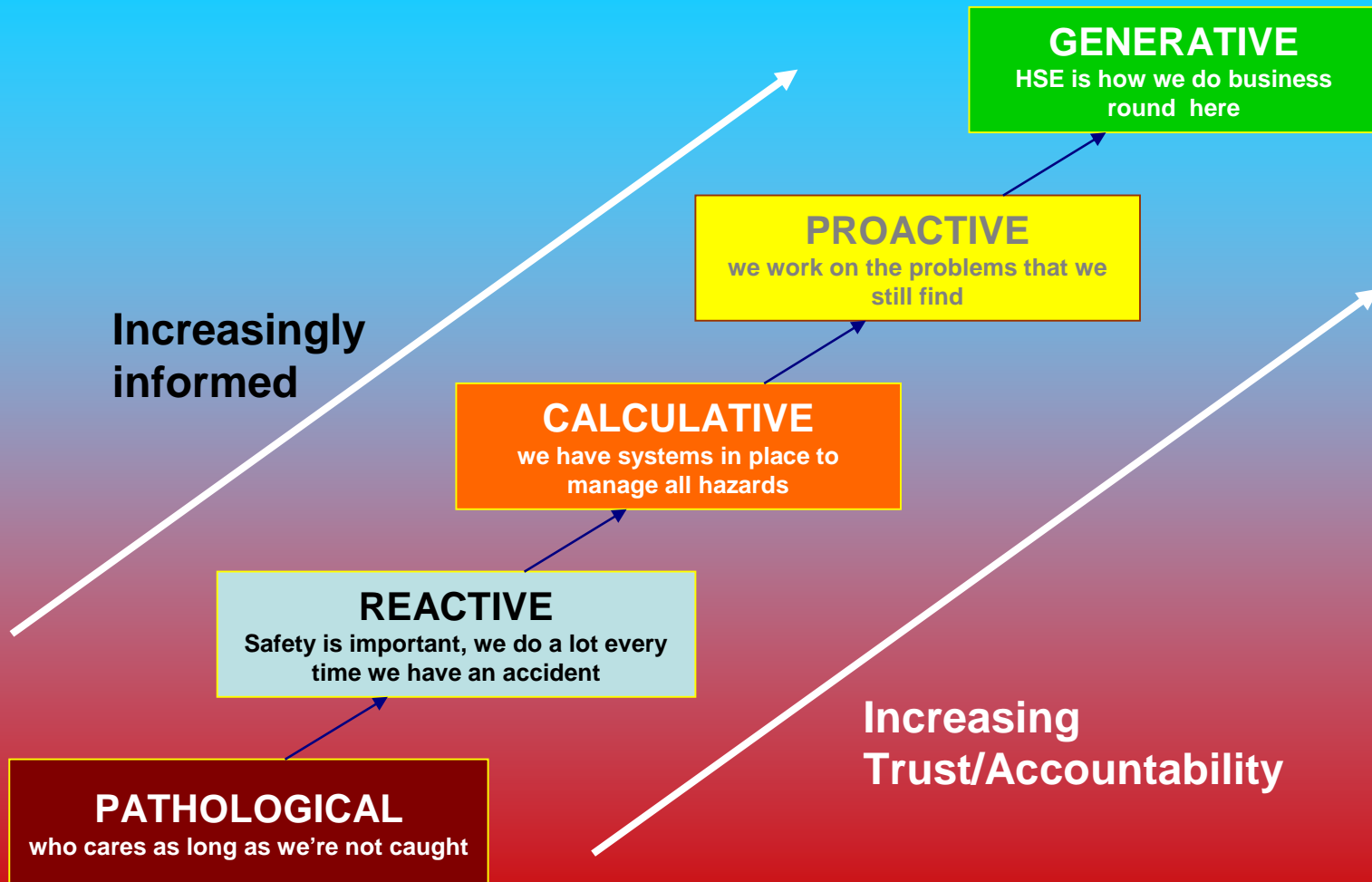
Analytical approach



attitude profiles



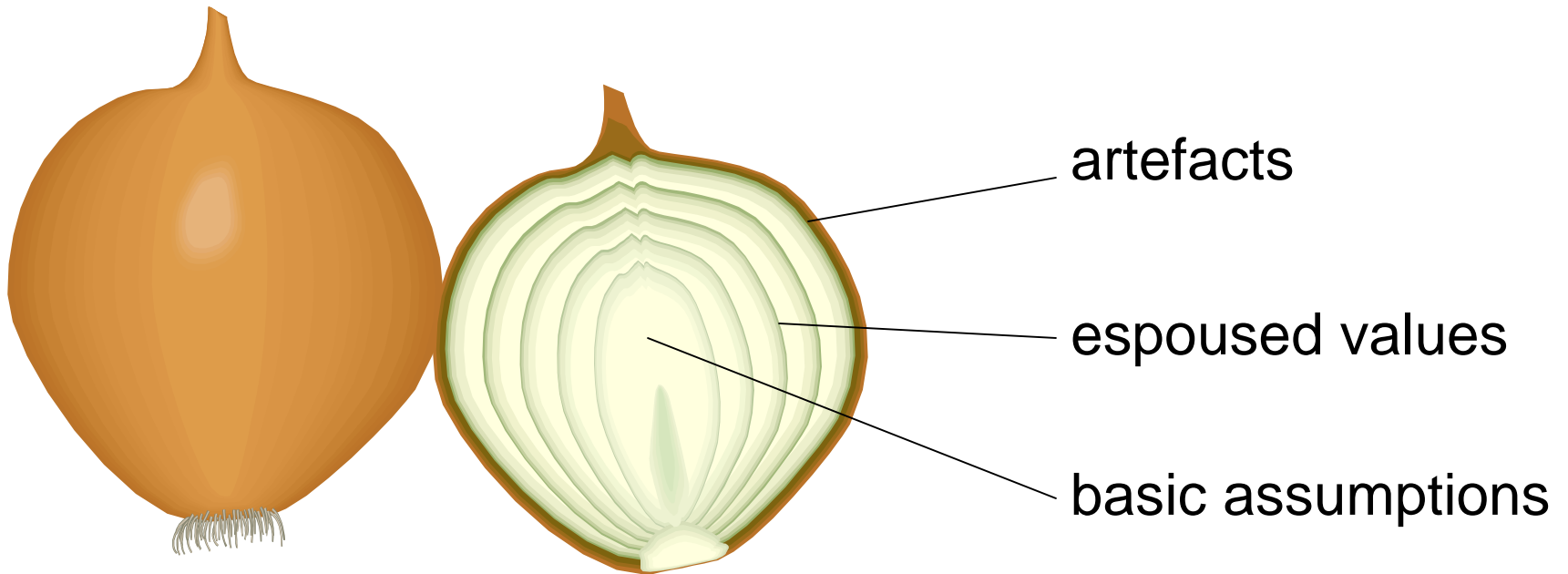
Pragmatic approach, culture ladder



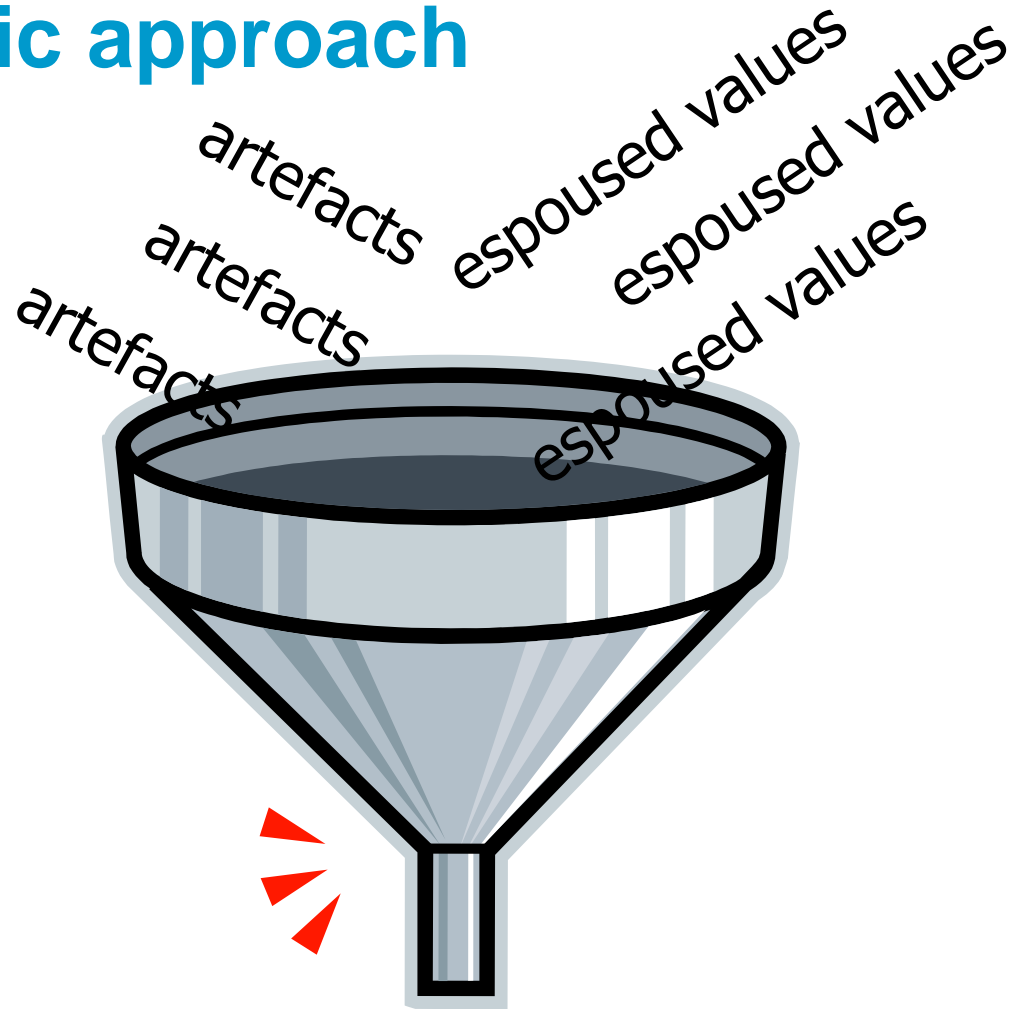
Culture Ladder – Short exercise



Academic approach: Schein



Academic approach



(patterns of) basic assumptions

Hazard, document, and accident analysis

- Which hazards and risks are present?
- Which hazards and risks does management see?
- Which hazards and risks are taken seriously?
- How effectively does management control hazards and risks?

