

Menu

1. Background
2. Culture and behavior
3. Culture training
4. Working with culture

NB. culture = organizational culture, safety culture, prevention culture

The development of 'safety thinking'

1. Technical solutions (e.g. automation)
2. Human oriented solutions (e.g. competence, ergonomics)
- 3a. Management solutions (SMS, certification)
- 3b. Cultural solutions (team, group)
- 3c. Resilience, HRO, 'Safety II' (what goes well)

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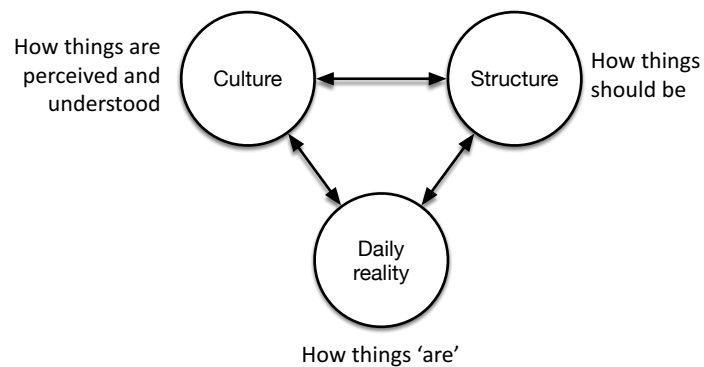
One definition of (organizational) culture

'Organizational culture is the set of common norms, values and world views that develop in an organization when its members interact with each other and its context'

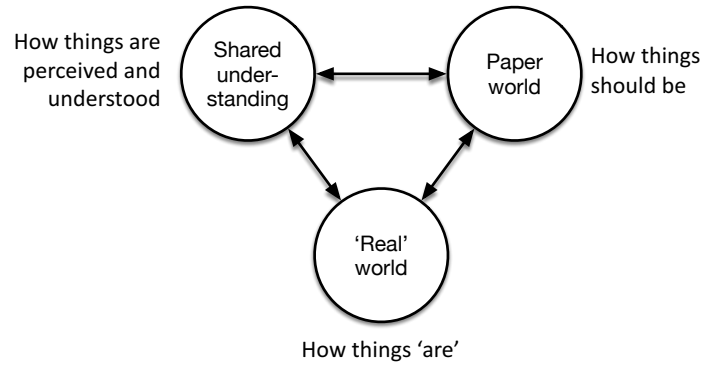


(Bang, 1999)

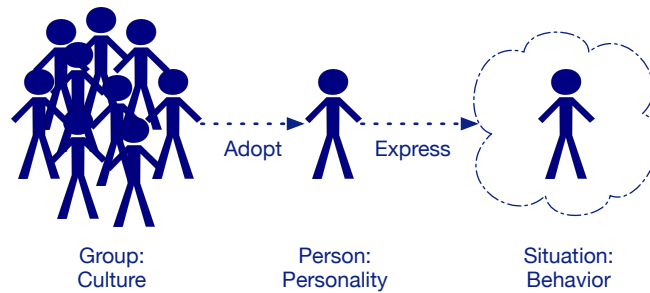
The organizational triangle

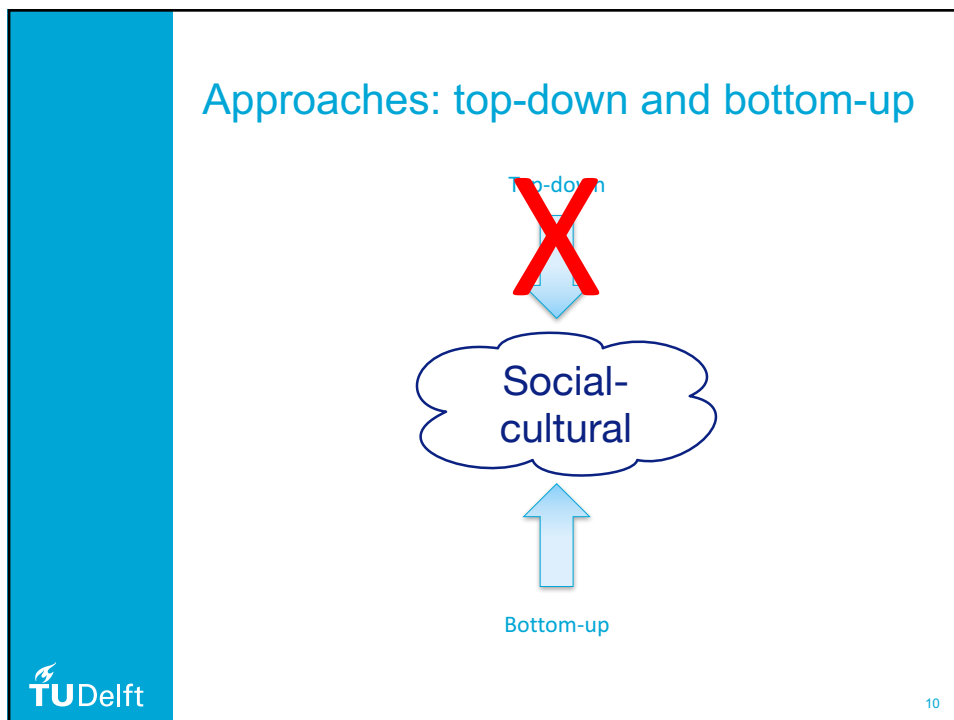
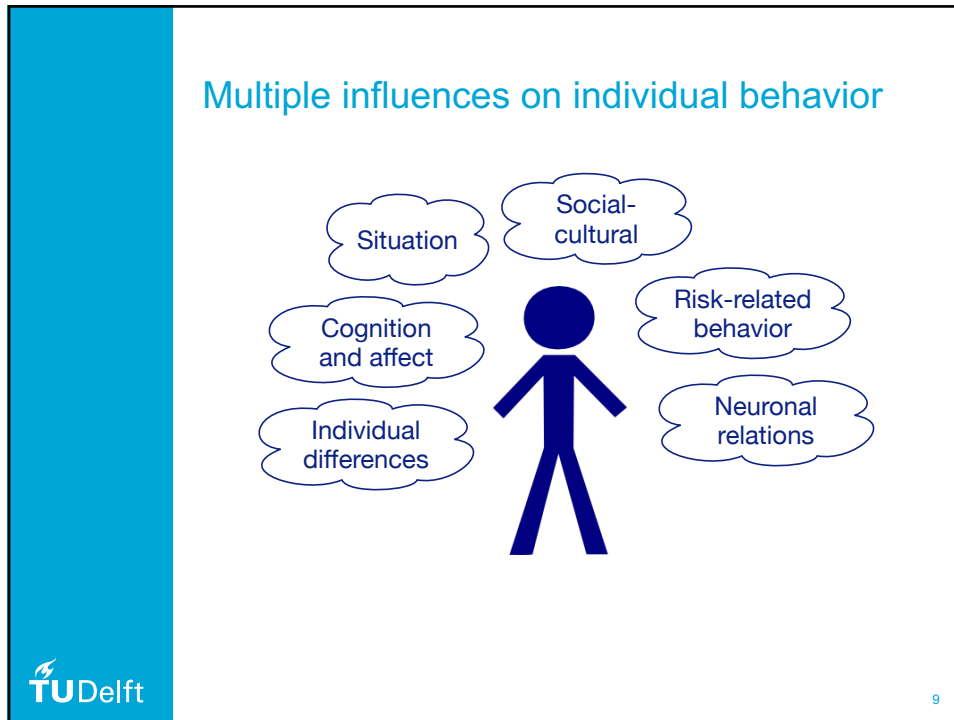


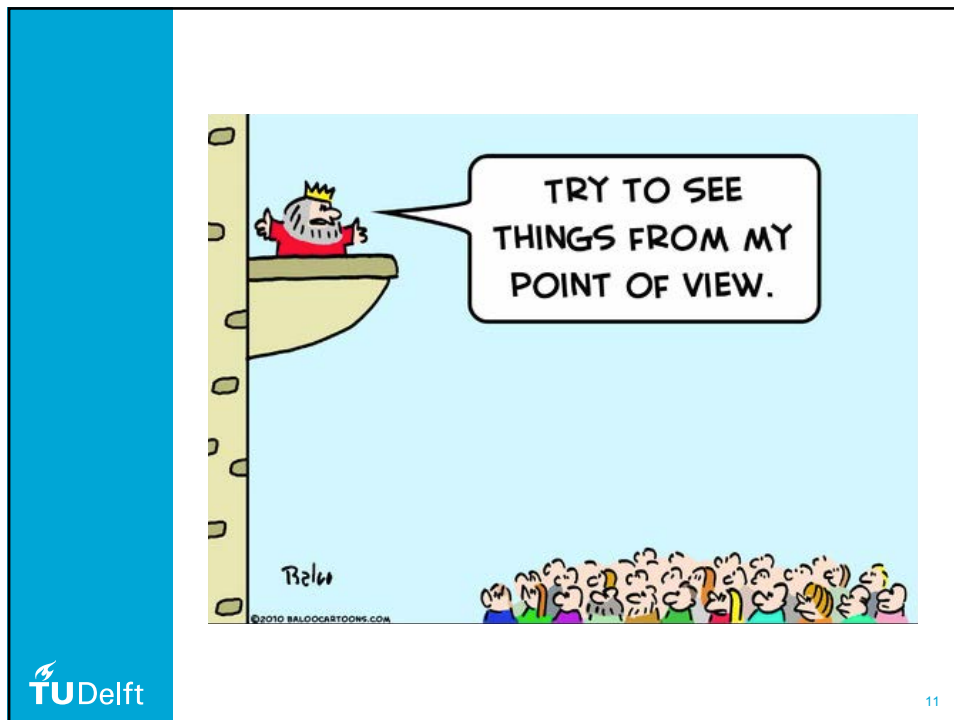
The organizational triangle



The 'force' of culture







So: do it yourself!

- Outsider does not really know/ understand the (organizational) culture
- Outsider help might make organization 'helpless' (= learned helplessness)
- Organization becomes passive bystander of its own culture instead of an active 'reformer'

Culture training: ingredients

1. Understanding and recognizing culture
2. Exploring or assessing culture
3. Working with culture

Culture training: the team

Team of 'culture ambassadors'

- Diverse, from different departments
- Motivated, sociable
- Sufficient time available
- Size depends on size organization



1. Understanding culture

- Understand what culture is
- Realize and recognize how culture works, what it does: look through 'cultural glasses'
- Know how culture develops

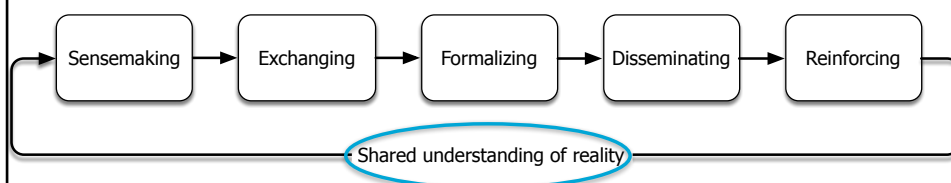
2. Exploring or assessing culture

Just forget it! (it is also not necessary for working with culture)

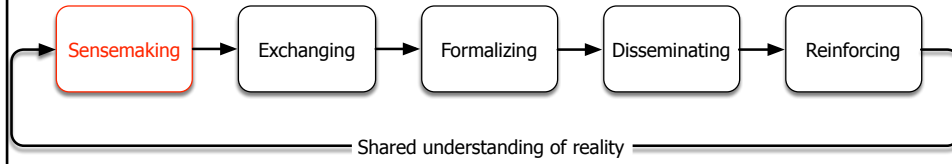
3. Working with culture

- Use the first steps of the culture development model (as these have most impact)
- Use safety dilemmas and conflicts (or incidents/ accidents)
- Create a deep and shared understanding of what safety 'is', what it means, how it works
- Establish safety as a value in the organization

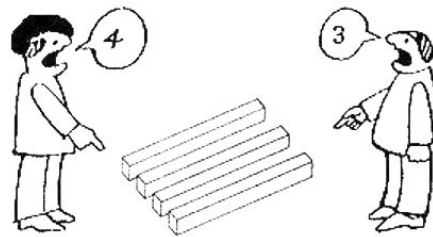
Key model: culture development model

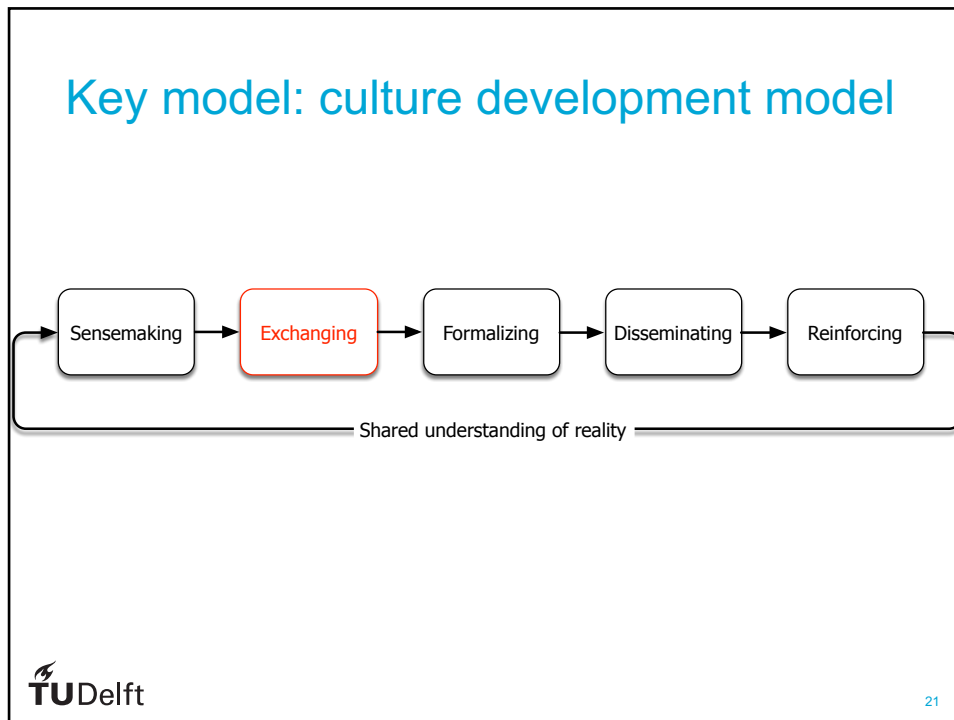


Key model: culture development model



Sensemaking





Exchanging

- Focus on 'exchanging skills': dialogue, non-aggressive communication
- Intervision: special, structured meetings w/ colleagues or peers with focus on personal effectiveness (behavior)
- Create 'shared space'; in intervision, in organization

TU Delft 22

'Shared space' is the key

Psychological safe environment where people can voice their:

- Concerns, issues > weak signals, blind spots
- Mistakes > learning
- ...



In summary

- Relationship culture <> behavior is not self-evident
- Do it yourself: organizations should learn to work with their culture
- Developing a 'shared space' is the key to influencing culture and safety (prevention, health, etc.)

