



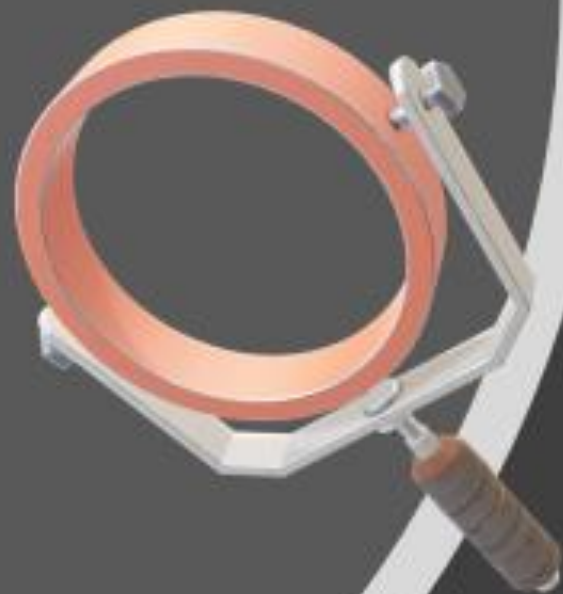
Discussing our Culture- Intersection of Physical and Psychological Safety

Andy Rohner, CSP

Toni King-Byous, CDP

“...One's own culture provides the "*lens*" through which we view the world; the "*logic*" ... by which we order it; the "*grammar*" ... by which it makes sense.’ ’

- Kevin Avruch and Peter W. Black, Anthropologists



Agenda

Lens-

**Definitions
Dimensions of Diversity**

Logic-

**Psychological Safety
Ansbro Safety Culture Spectrum**

Grammar-

Human and Organizational Performance

Key definitions

Culture

the customary beliefs, social norms, and material traits of a racial, religious, or social group

Generation

typically refers to a group of people born within a certain period of time whose shared age range and experiences shape a distinct worldview

Diversity

refers to the qualities, beliefs, backgrounds, perspectives, and experiences (the list could go on) that make each one of us amazingly unique

Equity

(which you may hear us refer to as a “lens”)
ensures everyone has the right tools to perform well in their roles

Inclusion

encompasses the actions WE take to create a sense of belonging for everyone

The simple definition

Culture is... the way we do things around here.

Culture is the invisible force that shapes our behavior. Safety culture is the way safety **is managed** in the workplace and often reflects the attitudes, beliefs, and values that employees share in relation to safety.

Simple formula for Culture



Formula
(AC*RC=IC)

Cultural architecture

Action culture is...

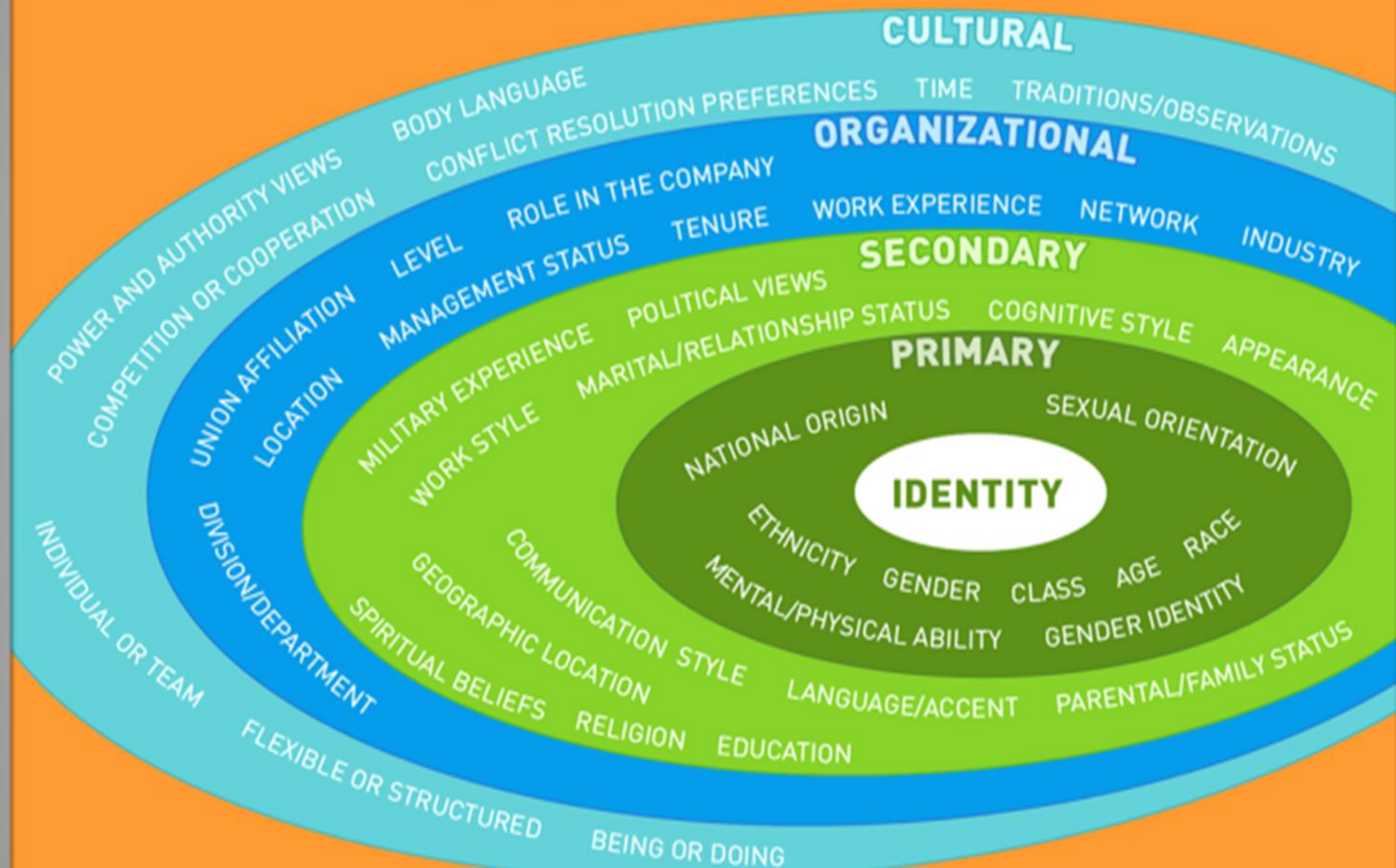
- Driving forces: mission statement, values
- Executive leadership
- Accountability systems
- Hiring and advancement practices
- Programs, policies, and procedures

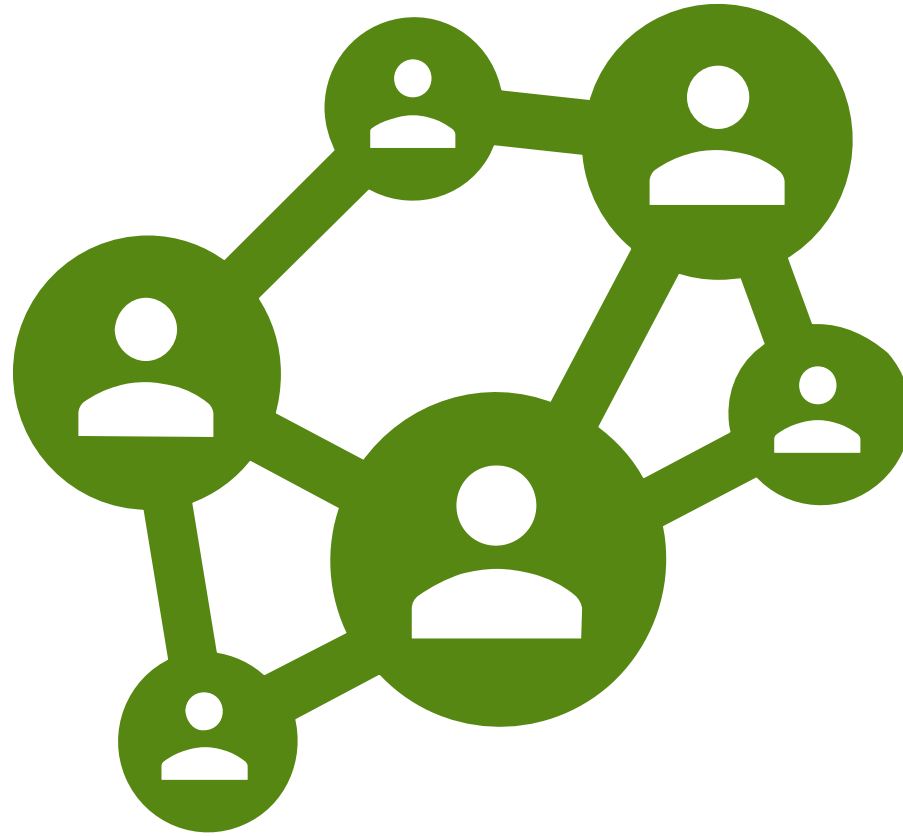
Response culture are the influencers...

- Supervisors, social leaders
- Training
- Peers
- Engagement, morale
- “The Boy who Cried Wolf”

Dimensions of diversity

Source: Adapted from *Workforce America* by Marilyn Loden and Judy Rosener, 1991; *Diverse Teams at Work* by Lee Gardenswartz and Anita Rowe, 2003; and *Global Diversity Puts New Spin on Loden's Diversity Wheel* by Kimberly Lou and Barbara Dean, 2010.





Creating a sense of belonging

Small acts go a long way...

Reflection

- What are your organizational myths?
- What are your individual myths?
- How impactful are these on your culture?

Agenda

Lens-

**Definitions
Dimensions of Diversity**

Logic-

**Psychological Safety
Ansbro Safety Culture Spectrum**

Grammar-

Human and Organizational Performance

The four stages of psychological safety

Inclusion safety

Learner safety

Contributor safety

Challenge safety

Psychological safety

Stage	Definition of respect	Definition of permission	Social exchange
Inclusion Safety	Humanity	To interact with you as a human being	Inclusion in exchange for human status and the absence of harm

Psychological safety

Stage	Definition of respect	Definition of permission	Social exchange
Inclusion Safety	Humanity	To interact with you as a human being	Inclusion in exchange for human status and the absence of harm
Learner Safety	Innate need to learn and grow	To engage in all aspects of the learning process	Encouragement in exchange for engagement

Lacking cultural architecture

Common sense

Common: Lacking refinement

Sense: Vague awareness

When making crucial decisions, I expect my employees to act on a vague awareness that lacks refinement.

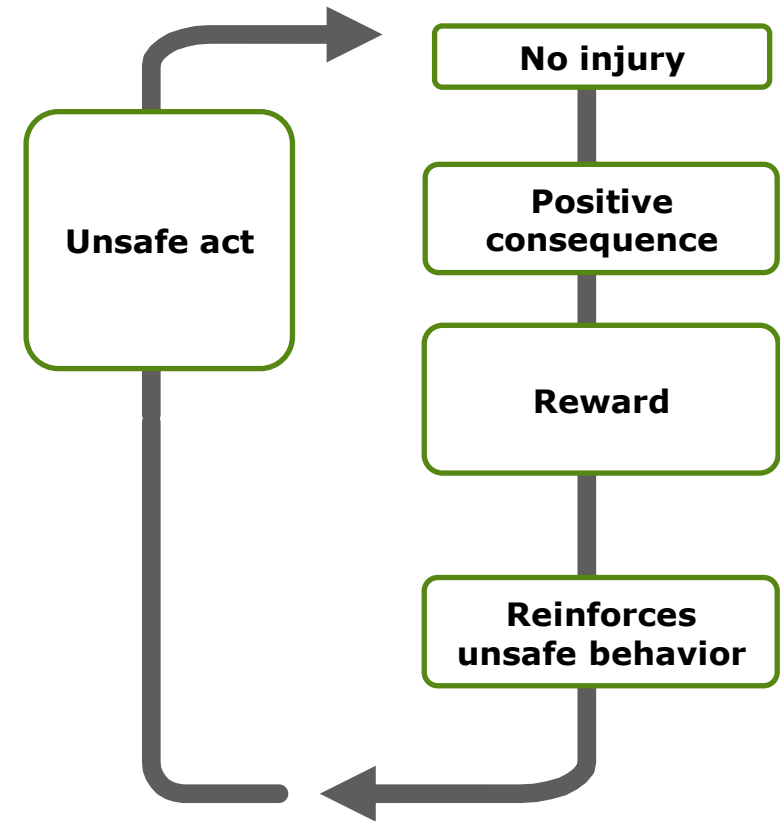
Psychological safety

Stage	Definition of respect	Definition of permission	Social exchange
Inclusion Safety	Humanity	To interact with you as a human being	Inclusion in exchange for human status and the absence of harm
Learner Safety	Innate need to learn and grow	To engage in all aspects of the learning process	Encouragement in exchange for engagement
Contributor safety	Ability to create value	To work with independence and their own judgement	Autonomy with guidance in exchange for results

Lacking input from response culture

Risk-taking cycle

- Something prompts a certain behavior.
 - Time limit
- Behavior/observable act
 - Uses a chair instead of step ladder
- Consequence/outcome
 - Doesn't get hurt = (+) outcome reinforces unsafe behavior



BP Deepwater Horizon



BP Deepwater Horizon

- Gulf of Mexico-Macondo Prospect - 20,000 ft
- 50 million barrels
- 126-person crew
- Explosion occurred on April 20, 2010.
- 11 people lost their lives.

BP Deepwater Horizon

- Five weeks behind schedule
- \$53 million over budget
- History of safety and engineering concerns
- Employees felt BP only concerned about safety when convenient

BP Deepwater Horizon



On the heels of 2005, BP's Texas City Refinery explosion

- 15 employees killed
- 170 injured
- \$86 million OSHA fines
- 709 citations – 439 of those classified “willful”

Priority driven culture

... our #1 priority

- Expectations are flexible, they move in and out of focus
- We rank priorities and focus more effort
- They can often conflict with each other
- Can lead to silo cultures



BP Macondo vs. Exxon Blackbeard

BP Macondo Well

- Gulf of Mexico: Macondo Well
- Depth: 20,000 ft
- 50 million barrels

Exxon Blackbeard West

- Gulf of Mexico: Blackbeard West Well
- Depth: 32,000 ft
- 500 million to billions of barrels

Exxon Mobil Blackbeard West

- \$180 million invested
- Employees (engineers/drillers) warned pressure levels were getting very high.
- Work suspended until CEO could be contacted.
- CEO shut down drilling because he was unwilling to sacrifice the safety of his employees.

Exxon Mobil Blackbeard West

1989 Valdez, AK

- Largest crude oil spill in U.S. waters until the 2010 Deepwater Horizon event
- Led to a profound rethinking of safety management at the company



Value driven culture

We value ...

- Guiding principles
- Voice in our heads
- When values conflict it leads to discussion about better ways to do things
- When employees make value driven decisions they are backed by leadership



Psychological safety

Stage	Definition of respect	Definition of permission	Social exchange
Inclusion Safety	Humanity	To interact with you as a human being	Inclusion in exchange for human status and the absence of harm
Learner Safety	Innate need to learn and grow	To engage in all aspects of the learning process	Encouragement in exchange for engagement
Contributor safety	Ability to create value	To work with independence and their own judgement	Autonomy with guidance in exchange for results
Challenger safety	Ability to innovate	To challenge the status quo in good faith	Cover in exchange for candor

Ansbro Safety Culture Spectrum

Let's look at six major aspects of any company's safety culture:

- Safety leadership
- Accountability
- Employee involvement
- Risk and systems assessment
- Programs, procedures, policies, and training
- Equipment, budget, and environment

Ansbro Safety Culture Spectrum

Four levels of safety culture:

- **Reactive:** Informal program
- **Compliant:** Focus on OSHA rules
- **Managed:** Leadership driven
- **Comprehensive:** Ownership at every level

Ansbro Safety Culture Spectrum

Where are you now? Where would you like to go? We'll help you get there.

	Reactive	Compliant	Managed	Comprehensive
	Informal, no action or minimal effort	Focuses on OSHA compliance	Efforts driven by management	Efforts supported by everyone
Leadership and competing demands	Desires to stay out of trouble Lacks a formal approach to safety Thinks <i>common sense</i> is a safety principle Focuses on production at the expense of safety Accepts some injuries as normal and expected	Expects safety role modeling only from those responsible for safety Follows OSHA rules as foundation for safety program Defines success as avoiding OSHA fines and keeping insurance costs down Uses injury count or lost time days for incentives Maintains compliant safety practices when there are high production demands to satisfy customers needs	Expects safe and healthy behaviors, starting with management role modeling Promotes safety and health improvement through management systems to exceed OSHA standards Includes safety as a measurement in performance reviews Believes learning and improving is vital Identifies trends using historical information Considers employee safety and well-being for scheduling, designing workflow, and the physical working environment	Upholds mutual respect, trust, and open communication Leads a self-sufficient and sustainable organization Measures activities that support safety and health Supports health improvements for injury prevention Considers employee impact and contributions when making operational decisions Promotes learning teams to engage employees Values safety and well-being as a deeply ingrained habit at all levels above competing demands
Accountability	Holds employees accountable for not using <i>common sense</i> instead of teaching best practices Blames employees most often after an incident or accident Considers hazards, injuries, and unsafe processes as the cost of doing business Omits safety in performance reviews	Sees OSHA and workers' compensation as negative Disciplines by policing and as a way to ensure compliance Designs incentives in a way that might discourage injury reporting Believes employees know what to do without reminders or clear instruction	Gives supervisors clear understanding and responsibility for their team's safety Holds employees accountable to defined responsibilities and procedures Incorporates safety expectations into performance reviews Bases incentives on leading indicators, safety committees, required OSHA training and compliance	Rewards and recognizes employee ideas Establishes accountability at all levels Values coaching for learning and improvement Promotes peer-to-peer coaching and observation in individuals and teams Bases incentives on successful trainings, injury prevention, and positive safety behaviors
Employee involvement and communication	Sets little to no (minimal) expectations for employee behavior Uses one-way communication with employees Lacks a safety committee	Expects employees to follow OSHA regulations Accepts minimal communication, participation, and engagement in the safety committee Minimal engagement in the safety committee	Believes safety and health improvements are important to the company and should be valued by all employees Responds to employee concerns and ideas consistently Seeks employee input and involvement frequently Uses safety observations as a learning tool Fosters quality communication systems between managers and employees at all levels	Engages in open communication; demonstrates mutual trust and respect at all levels Empowers all employees to communicate concerns Participates in learning teams for continual improvement Measures employee perceptions to make improvements Leverages employee strengths to solve problems and improve safety and health systems
Risk assessment	Believes accidents just happen Assesses hazards only after a serious accident or incident Disregards safety and/or industrial hygiene exposures Lacks knowledge of responsive or preventative actions to improve known safety hazards	Investigates accidents superficially and with minimal follow through Assesses hazards and accidents inconsistently Uses OSHA limits to protect employees from industrial hygiene exposures Complies with minimum OSHA requirements for updating safety analysis, assessment, and evaluation systems	Analyzes root cause of incidents/accidents effectively Assesses hazards and controls during preplanning and on a regular basis Uses health-based limits, versus OSHA compliance to protect employees from industrial hygiene exposures Updates and improves hazard assessments regularly	Improves hazard and risk assessment systems continually Identifies emerging or unrecognized hazards and takes action consistently Evaluates ergonomics on a systemic level Performs risk analysis on all projects and communicates results to everyone
Programs, procedures, policies, and training	Relies on worker experience without verification of skills and knowledge Emphasizes informal on-the-job training and often doesn't track progress or completion Focuses on production at the expense of safety Reacts to serious incidents with minimal safety improvements	Considers implementation of OSHA-mandated programs adequate Trains as required by OSHA, often through videos with limited follow-up, hands-on learning, or quizzes Uses OSHA-required template as generic written program Relies on one person or a safety committee to be responsible for safety	Integrates safety and well-being into the workplace and exceeds OSHA standards Emphasizes updated, timely, and effective employee training, ongoing coaching, and associated record keeping Applies written policies and maintains programs that effectively address system improvements at all levels Develops training based on job hazards	Fosters open communication and innovation in problem-solving Promotes opportunities for learning at all levels with a focus on high quality training and personal development Shares responsibility and collaborates at all levels Embraces continuous improvement processes
Equipment, environment, and budget	Lacks safety knowledge; relies on posters to deliver safety messages Uses outdated equipment and minimal personal protective equipment (PPE) as key safety protection Aims to improve safety of physical environment only after an incident has occurred Uses outdated equipment and materials Neglects safety and health in budget	Uses PPE as the key safety measure Provides safeguards based on OSHA-compliance Implements minimal OSHA requirements rather than thinking proactively Funds industrial hygiene and safety programs to meet compliance requirements Applies required maintenance and updates to equipment and material	Manages hazards by performing regular risk assessments and maintaining equipment Builds a proactive and safe environment into almost every process that exceeds OSHA requirements Includes line items for safety and health, development of programs, procedures, policies, and training, and equipment maintenance and updates in budget	Emphasizes and plans employee safety, health and well-being into every process; budget, purchasing, ergonomics, and the physical environment. Continually updates and invests in equipment, environment, and materials to the most current technology Values superior and inclusive training, and program development

Agenda

Lens-

**Definitions
Dimensions of Diversity**

Logic-

**Psychological Safety
Ansbro Safety Culture Spectrum**

Grammar-

Human and Organizational Performance

HOP Introduction

“Organizations cannot make their workplaces safe and get to zero injuries and fatalities simply by fixing the worker.”

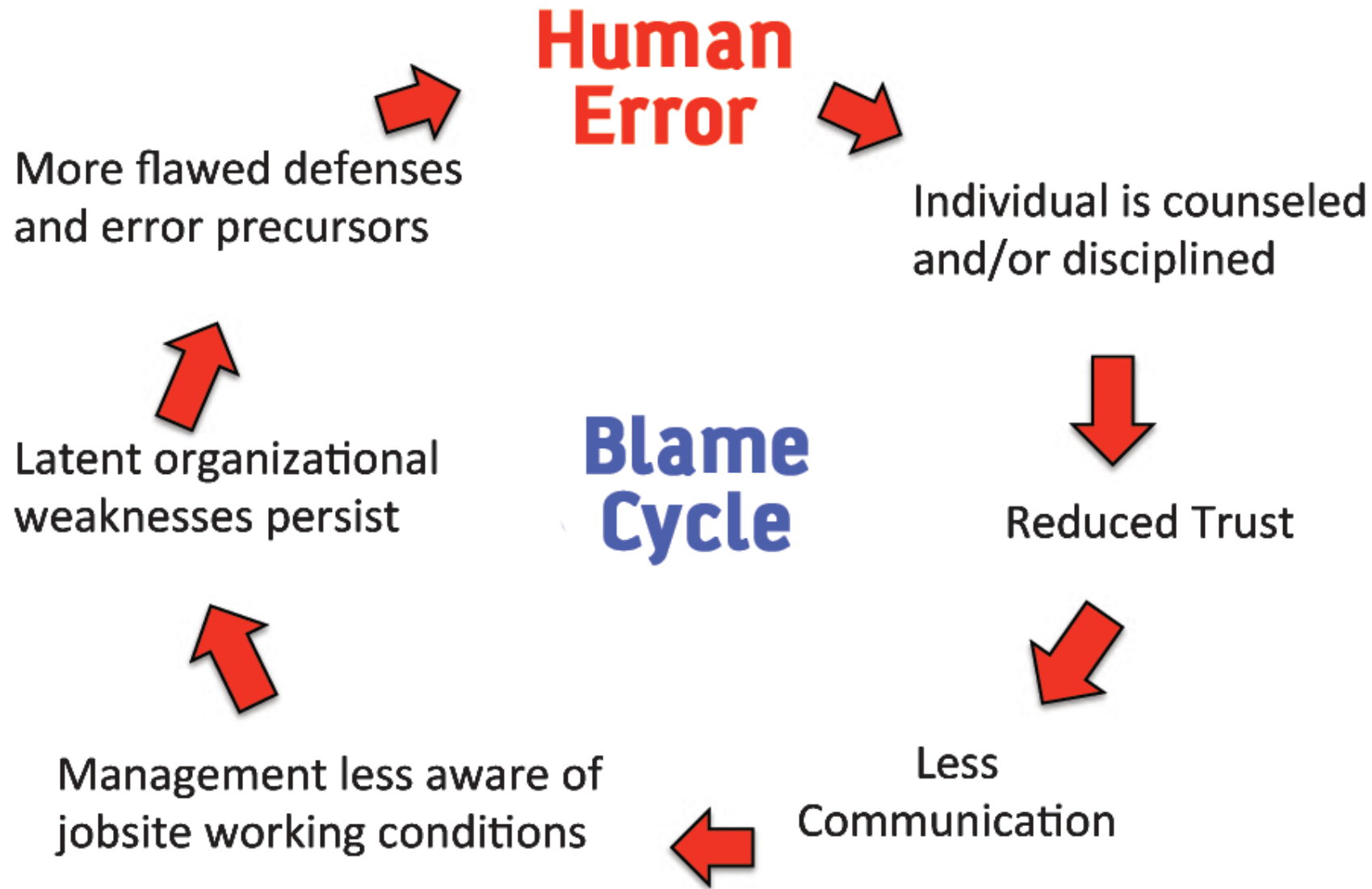
- Todd Conklin



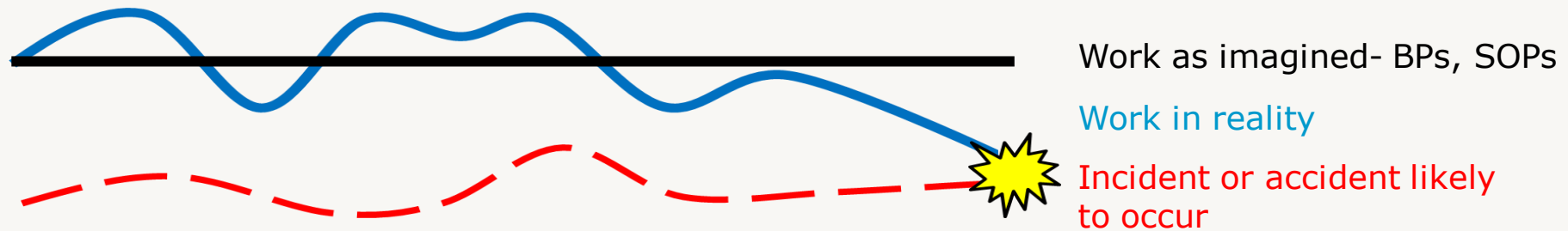
Human and Organizational Performance

Principles of HOP:

1. People make mistakes
2. Blame fixes nothing
3. Context drives behavior
4. Learning and improving are vital
5. How leaders respond to failure matters



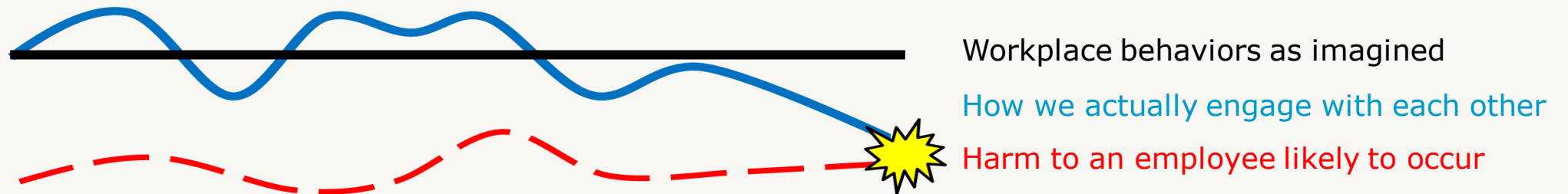
How work gets done



“Safety is not the absence of accidents but the presence of capacity.”

- Conklin/Edwards

Workplace as planned vs. workplace in practice



“Once I am aware of the cultural context that shapes a situation, what steps can I take to be more effective in dealing with it?”

- Erin Meyer

Learning must be deliberate

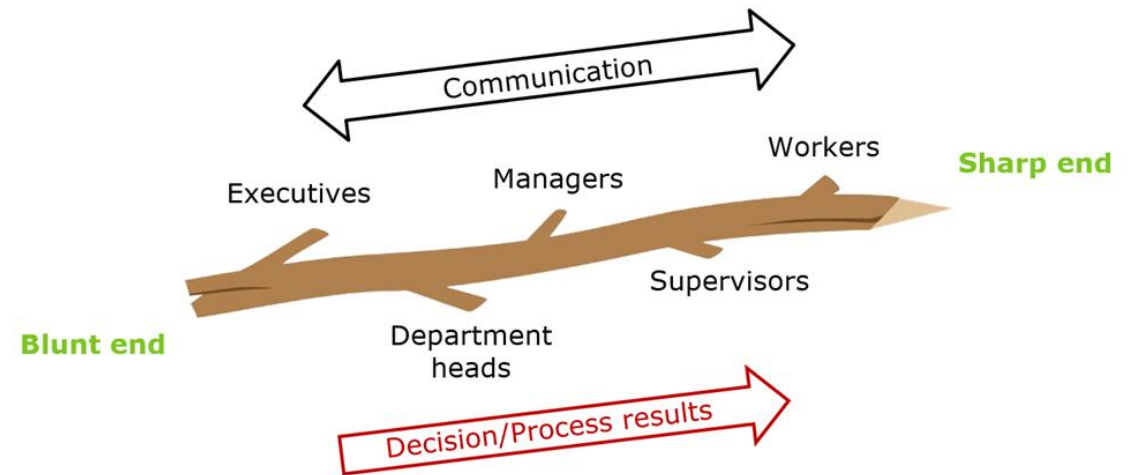
We are responsible for our feedback and communication systems

Two truths:

All reporting is voluntary.

Challenging news must be welcome. We must build the culture that fosters this idea.

We achieve this by mitigating Psychosocial Hazards in the workplace.



(Conklin)

Work design and organization

Lack of clarity of roles and expectations

Frequent organizational change

Job control or work autonomy

Remote and isolated work

Hybrid remote and in-person work

Unreasonable work demands

Working hours and work schedule

Job security

Social factors

Lack of clear leadership and effective supervision

Interpersonal relationships at work

Organizational culture

Civility, harassment, workplace violence

Recognition and reward, and career development paths

Support (internal and external), and training

Work-life balance

Work environment

Inadequate or lack of necessary equipment and maintenance

Working in extreme or hazardous conditions

Excessive noise

Extremes of temperature

Lack of space

Poor lighting

Poor air quality

Systems that impact our culture

Culture is impacted by many different aspects of business. Here are some items which might need to be considered:

- Hiring procedures and new-hire orientations
- Employee training, development, and retention
- Safety and health programs
- Incident analysis, Return to work
- Performance management

Ways to develop our culture

Check in with your team in your cultural norm

Validate the small success

Work to learn – be curious

Demonstrate situational humility

Acknowledge your own fallibility

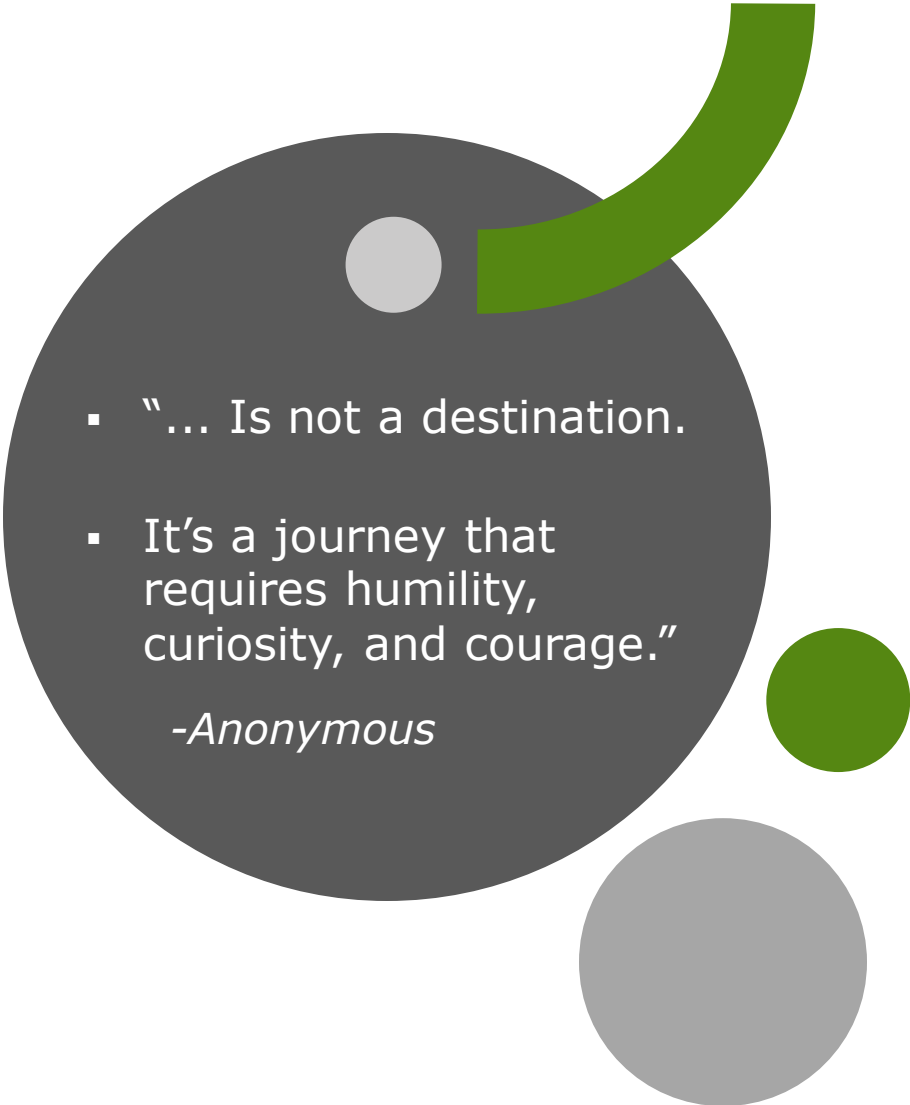
Limit a culture of silence

Realistic expectations

Organizational change is a marathon, not a sprint!

- Physical and Psychological Safety are continual improvement processes.
- Change will take time and effort.
- Be flexible and adjust when you need to.
- Communicate frequently.
- Ask for help.

Inclusive leadership

- 
- "... Is not a destination.
 - It's a journey that requires humility, curiosity, and courage."

-Anonymous

saif Work.
Life.
Oregon.