

Safety Culture

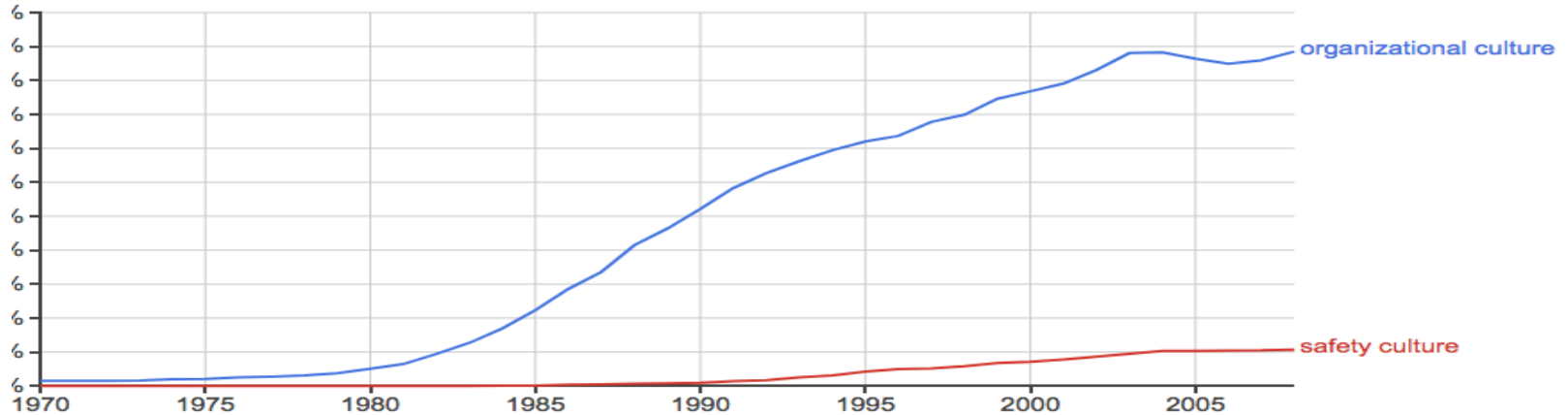
Safety Logics

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Evolution of the term 'culture'



“Few things are so sought after and yet so little understood.” (Reason, 1997)

Safety ideals vs organisational needs

Platonic Schizophrenia

A pattern about mistaking the idea for the real thing ...
and mistaking a thing for what you actually need.

- Klaus Marquardt

Popular assumptions about safety culture

- Culture can be categorised into types (e.g. Hudson Maturity Ladder)
- Culture is standardised across groups and organisations
- Culture can be assessed, measured and quantified
- Culture can be actively manipulated and changed
- Culture is directly linked to performance

Current status of safety culture

- There are more than 220 published safety culture assessment tools
- Key safety culture thought leaders are publically suggesting that we abandon the topic as it is so confused, corrupted and misunderstood
- Beyond 'safety climate' no viable alternative to safety culture has been suggested to understand collective sense-making about safety and patterns of behavior in organisations

From Safety Culture to Safety Logics

- Culture: a **causal** relationship between ‘belief’ and ‘behaviour’
 - We observe the behaviour and infer the collective safety beliefs
 - You change the beliefs to change the pattern of behaviour
- Logics: a **reciprocal** relationship between ‘sense-making’ and ‘behaviour’
 - We understand the collective sense-making to understand the behaviour
 - You change the context in which the pattern of behaviour is situated

How the safety logics approach helps

- Non-judgmental (Emic vs Etic approach)
- Observing and investigating what is there – asking ‘Why’ not ‘What’
- Targeting specific patterns of behaviour and sense-making
- Resolves the contradictions in the sense-making of different groups

Where to start ...

- Read the current literature on: Safety Culture and Institutional Logics
- Critically review your current activities relating to culture
- Identify the patterns of behaviour that you are most curious about and then take specific action to understand the sense-making that is driving the observable behaviour.

Questions



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