Behaviour in a Wider Context - An Introduction to Cultural Safety

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Accidents, Behaviours and Causes

• 90% of all accidents are caused by Human Error (Heinrich)
Accidents, Behaviours and Causes

- 90% of all accidents are caused by Human Error (Heinrich)
  
  **True.... BUT**

- 99%* of Human Error is caused by the prevailing conditions
SAFETY CULTURE

It’s all about what *NORMALLY* goes on around here...
Beliefs

- **Belief** is the psychological state in which an individual holds a proposition or premise to be true
  
  - Beliefs form in a variety of ways:
    - We tend to internalise the beliefs of the people around us during childhood.
    - Through repetition of messages, shock, and association with images of sex, love, beauty, and other strong positive emotions.
    - People may adopt the beliefs of a charismatic leader, even if those beliefs fly in the face of all previous beliefs, and produce actions that are clearly not in their own self-interest.
    - Physical trauma, especially to the head, can radically alter a person's beliefs.
  
  - And apart from the last example change Slowly!

Language

- **Language** is the human capacity for acquiring and using complex systems of communication, and a **language** is any specific example of such a system.
  
  - When used as a general concept, "language" may refer to the cognitive ability to learn and use systems of complex communication, or to describe the set of rules that makes up these systems, or the set of utterances that can be produced from those rules.
  
  - All languages rely on the process of semiosis to relate signs with particular meanings.
Artefacts

- **Artefacts** are the objects or products designed and used by people to meet re-occurring needs or to solve problems.
  - The philosopher *Marx W. Wartofsky* distinguished several types of artefacts:
    - primary artefacts, which are used in production (e.g., a hammer, a fork, a lamp, a camera, etc.)
    - secondary artefacts, which are representations of primary artefacts (e.g., a user manual for a camera)
    - tertiary artefacts, which are representations of secondary artefacts

Rituals

- “A ritual is a stereotyped sequence of activities involving gestures, words, and objects, performed in a [particular] place, and designed to influence [particular] entities or forces on behalf of the actors' goals and interests...” *Victor Turner*
What is Cultural Safety?

- A System which looks at Safety from the People perspective based on
  - A Just Culture: An approach which is seen as fair and consistent
  - Human Factors: Designing Jobs and the workplace for ease of operation
  - Psychology: Why we do what we do – particularly WHY WE TAKE RISKS

In order to Strengthen the Safety Culture, which leads to a reduction in both hazards and risk taking, in turn lowering incident rates & injuries
History & The Safety Wave

Safety Culture Development Model

- **Generative**
  - Safety is how the company runs its business, possesses a healthy safety paranoia

- **Proactive**
  - Safety managed with workforce involvement and lead indicators

- **Calculative**
  - Safety is managed on the basis of procedures and documentation and uses trail indicators

- **Reactive**
  - Safety an issue once an accident has occurred

- **Pathological**
  - Safety, something that prevents the company doing business. Do not get caught!
Ryder Marsh Safety Culture Development Map

Safety best practice is embedded in everything that the organisation does to the extent that they are seen as an innovator and exemplar.

A proactive culture where co-operation and ownership of safety are an integral part of continual improvement & innovation.

This is the point at which a culture becomes fully compliant with the law by putting in place all of the relevant procedures and policies.

This is a culture that is highly reactive, where a bare minimum of safety is put in place, usually to please a customer or following an incident.

A culture of denial where safety is seen as getting in the way of achieving the task.

The Trap in the System

Danger: Compliance focus is on documents and quantity of data, which overrides quality and meaningful analysis.

Choosing the right focus is critical for effective safety management.
Mistakes

Routine
Situational
Exceptional
Optimising

Unsafe Act

Errors
Violations

Skills-based errors

Rule-based mistakes
Knowledge-based mistakes

Slips (Physical)
Lapses (Mental)

Fix
Ergonomics/Design
Ergonomics/Design & Reasoning
Training
Discuss, Agree, Change & Apply
Change Environment
Tolerate & Change Environment
Clear Leadership

HR / Line Management

INDIVIDUAL

Just Culture - HSG 48 Extended
Just Culture A Guide to Analysis

Behaviour That Meets or Exceeds Expectation

- Excellent Planning & Risk Management
- Structured planning, I managed risks proactively through appropriate strategies.
- Effective Sharing of Lessons Learnt
- Points from my experience contribute to organisational learning.
- Exemplary Behaviour
- Something exemplary that contributed to HSSE.
- Expected Behaviour
- Following all the rules, I contributed to safety performance.

ENCOURAGEMENT

RECOGNITION

REWARD

Behaviour That Falls Below Expectation

- Substitution Test, Yes = Systemic Problem, Behavioural RCA Required
- Violation
- Company responsibility to correct root causes of system issue
- Increasing Individual Culpability

Recognising Behaviours

Recognition

Reinforcement

Disciplinary Procedures

Punishment

Discretionary Effort

Minimal Compliance

“Want to Do it”

“Have to Do it”
Recognising Positive Behaviour

Behaviour That Meets or Exceeds Expectation

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<tr>
<th>ENcouragement</th>
<th>RECOgnition</th>
<th>REward</th>
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<tbody>
<tr>
<td>Expected Behaviour</td>
<td>Intervention</td>
<td>Creating a safer work environment</td>
</tr>
<tr>
<td>'I performed as expected following all the rules, guidance and good practice'</td>
<td>'I intervened to prevent an unsafe act or reported a hazardous condition'</td>
<td>'I contributed to creating the right culture in my team to improve our safety performance locally'</td>
</tr>
<tr>
<td>Excellent Planning &amp; Risk Management</td>
<td>Effective Sharing of Lessons Learnt</td>
<td>Exemplary Behaviour</td>
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<tr>
<td>Through effective, structured planning, I managed risks proactively through appropriate controls</td>
<td>'I ensured that the learning points from my experience were shared with others'</td>
<td>'I was involved in doing something exemplary that contributed to HSSE success'</td>
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Golden Rule of Effective Feedback

Tell them what you’ve seen them do well
Ask questions about everything else
The phenomenal power of the human mind

I cdnuolt blveiee taht I cluod aulaclty uesdnatnrd waht I was rdanieg. The phaomnneal pwoer of the hmuan mnid! Aocdcdrnig to a rseeecherar at Cmabrigde Uinervtisy, it deosn't mttae in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm. Tihs is bcuseae the huamn mnid does not raed ervey lteter by istlef, but the wrod as a whole. Amzanig huh? And yu awlyas thought spling was immorantt?!?

What do you see?

Research has shown that young children cannot identify the intimate couple because they do not have prior memory associated with such a scenario.

Children see nine dolphins.

This is a test to determine if you already have a corrupted mind. If it is hard for you to find the dolphins within six seconds, your mind is indeed corrupted.
You are the witness

Which way is the lady spinning?
Which leg is she standing on?
### The Payoffs of Behaviour

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<tr>
<th><strong>ILL HEALTH</strong></th>
<th><strong>RELAXATION</strong></th>
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<tr>
<td>DELAYED</td>
<td>SOON</td>
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<tr>
<td>UNCERTAIN</td>
<td>CERTAIN</td>
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<tr>
<td>NEGATIVE</td>
<td>POSITIVE</td>
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Modifying Unsafe Behaviour: Oscar Wilde

- “I can resist anything but temptation”
- SO...
  - Identify the temptation
  - Remove the root cause

Key Point: Look for the payoff – Money? Time? Effort? Pleasure?

Here’s an advert that hits all 4!

[Image of a meerkat-themed advert from comparethemarket.com]
Some Comparisons

**‘Narrow’ BBS**
- Focus on
  - Process
  - Data
  - Front Line Behaviour
- Control
- Compliance
- Threat (!!??) [Implied]

**Cultural Safety**
- Focus on
  - People
  - Analysis (Why)
  - Management Behaviour
- Influence
- Improvement
- Reward (!!) [Implied]

Conclusions

- Behavioural Safety can be good BUT
  - Needs to look much wider than Frontline staff
    - Environment
    - Management Behaviours
    - Style
  - Needs to avoid
    - Threat
    - Short term focus
- Cultural Safety
  - Adds in Human Factors & Soft Skills
  - Looks to embed sustainable change