

SHAPING A JUST CULTURE

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**Improving Human Performance on the Grid
Workshop**

GOALS FOR SESSION

Enhance your understanding of the concept of organization culture and its ability to influence members' attention, perceptions, and behavior.

Enhance your understanding how trust develops and its role in creating a “Just Culture.”

Create an initial change plan to shape a “Just Culture” in your organization.

AGENDA

I. Introduction

II. Psychology and “Just Culture”

III. What is Culture?

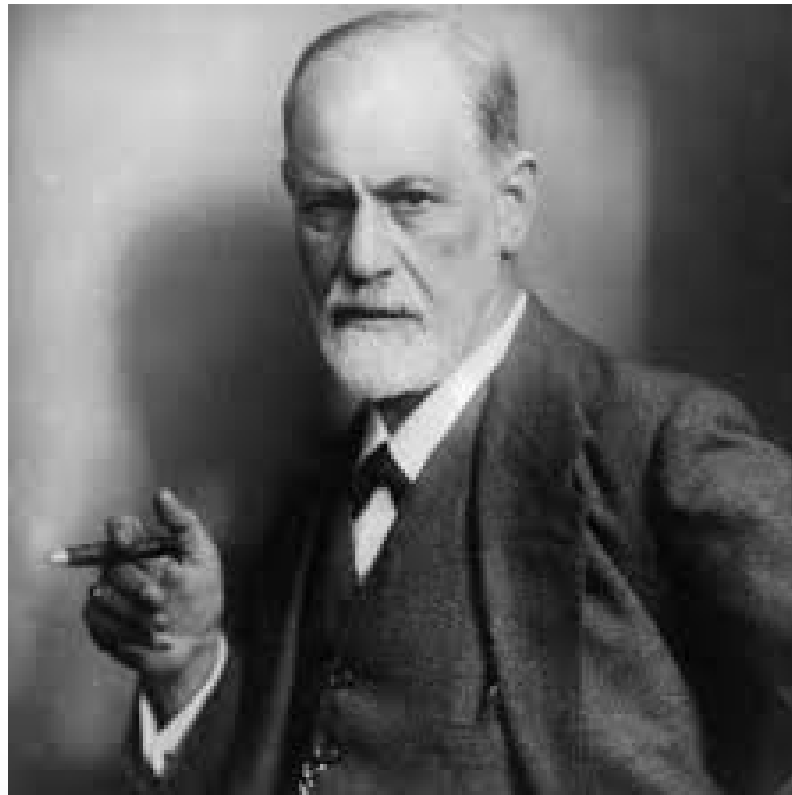
IV. Characteristics of a “Just Culture”

V. How to Shape a “Just Culture”?

VI. Trust the Foundation of a “Just Culture”



PSYCHOLOGY AND A “JUST CULTURE”



WHY DO PEOPLE SEEK CAUSE?

- **Predictability**
- **Sense of Control**



THE PROCESS OF ASSIGNING CAUSE

	Unstable (temporary)	Stable (permanent)
Internal (personal dispositions)	<i>Effort</i> <i>Mood</i> <i>Fatigue</i>	<i>Ability</i> <i>Intelligence</i> <i>Character</i>
External (situational or environ. demands)	<i>Luck</i> <i>Chance</i> <i>Opportunity</i> <i>Context</i>	<i>Task Difficulty</i>

WEINER'S MODEL

BIASES IN ASSIGNING CAUSE

Fundamental Attribution Error:

The tendency of people to over estimate dispositional (internal) causes of behavior and underestimate the environment (external).

Actor/Observer Bias:

People who are observing an action are must much more likely to make the fundamental attribution error.

BIASES IN ASSIGNING CAUSE

Confirmation Bias:

The seeking or interpreting of evidence in ways that are partial to existing beliefs, expectations, or a hypothesis (mental model) in hand.

Hindsight Bias:

When individuals start at the outcome, they use their experiences and biases to create a causal narrative. They make assumptions about others intentions, consciousness, and choices. Furthermore, they assume an observer's perspective.

FRAMING THE SEARCH FOR CAUSE

What is the cause?

- **Broad focus to the search**
- **Consider many variables in the systems & environment**

VS.

Who is the cause?

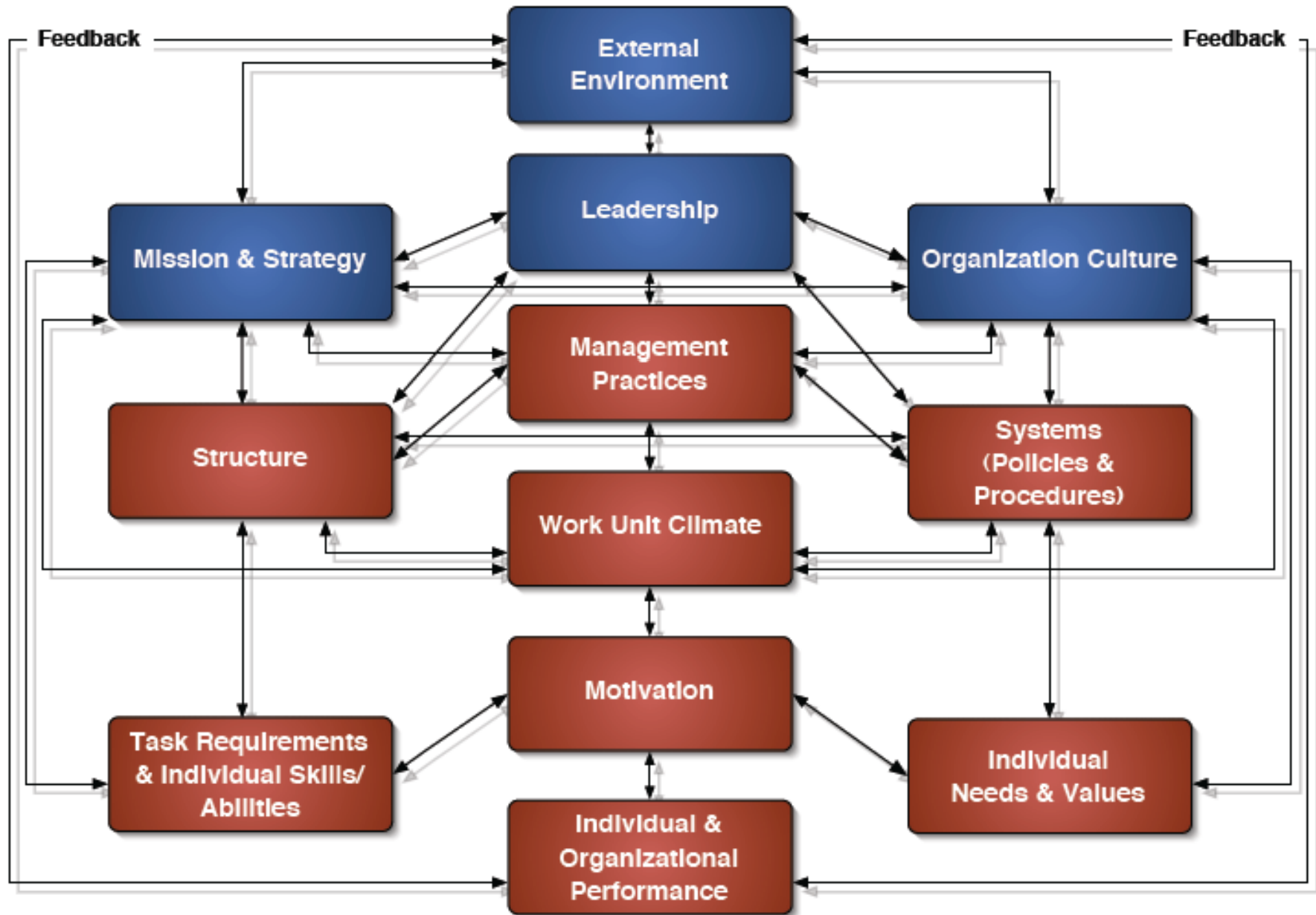
- **Narrow focus to the search**
- **Looking at the human element & not systems**
- **Introduce bias--FAE**



THE ORGANIZATION AS A LIVING SYSTEM AND TYPE OF CHANGE



THE BURKE-LITWIN MODEL - ORGANIZATIONAL PERFORMANCE & CHANGE



WHAT IS CULTURE?

“Pattern of shared basic assumptions, values, and beliefs that were learned by a group as it solved its problems of external adaptation and internal integration, that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”—Edgar Schein (2004; p. 17)

LEVELS OF CULTURE

An iceberg floating in the ocean, used as a metaphor for the levels of culture. The visible tip above the water represents artifacts, while the much larger submerged part represents espoused beliefs and values, and the deepest part represents underlying assumptions. Two horizontal dashed lines separate the three levels.

Artifacts- visible
organizational
structures, processes,
& behavior

Espoused Beliefs & Values- strategies,
goals, and
philosophies

Underlying
Assumptions- unconscious
beliefs, perceptions,
thoughts, and feelings.

PROCESS TO CODIFY CULTURE

Discovering the Organization's Identity and Culture

Core Ideology

Core Values— Who are we in terms of values and beliefs?

Purpose— Why do we exist? What function do we serve?

Creating the Organization's Direction

Envisioned Future State (vision)—expressed in one sentence

Vivid Description —describe in detail what the organization will look like, what it will be able to do, and, most importantly how the people act, think, and feel.

CHARACTERISTICS OF A “JUST CULTURE”

- **Balance between accountability and learning**
- **Take a systems approach to determine cause of accidents/incidents— “What caused this vs. who”**
 - Use honest mistakes and reports as learning opportunities to improve
 - Conduct After Action Reviews and make changes
- **Open and trusting environment**
- **Leadership is involved in and invests resources in safety programs**



CHARACTERISTICS OF A “JUST CULTURE”

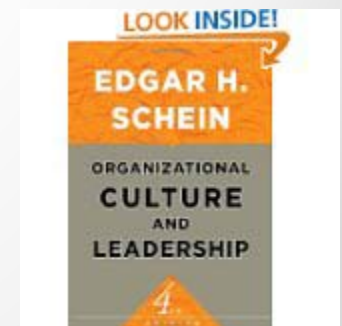
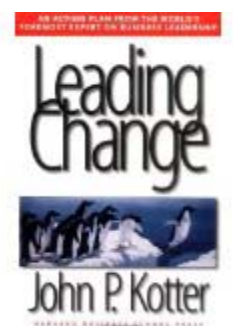
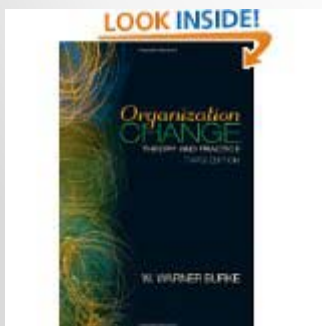
- **Leaders and professionals with domain expertise determine acceptable and unacceptable behavior**
- **Acceptable and unacceptable behavior clearly outlined**
- **The organization takes care of the professionals involved in an accident**
- **Robust training and certification programs**
- **Reporting data is protected from external sources**



SHAPING A “JUST CULTURE”



W. Warner Burke



A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

A. Establish Need

What is the compelling reason or “Burning Platform?”

What data communicates the platform is burning?

B. CEO Commitment

Will the CEO commit his/her time and efforts to the change?

C. Create the Vision

How will the organization improve with the change?

D. Build the Guiding Coalition

Who needs to champion this effort in order for it to succeed?

A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Development of Initial Change Plan

- Ensure planning team has representation throughout the organization and key leaders**
- Place the second in charge of the organization to lead the planning and execution teams**
- Use embedding and reinforcing mechanisms**
- Develop the assessment and reporting plans**



A STRATEGY FOR CHANGE

E. Development of Initial Change Plan

Embedding Mechanisms

1. What leaders measure, pay attention to, & control?

- **Leaders require incidents to be investigated from a systems perspective**
- **Number of reports on incidents and recommendations for improvement are tracked**

2. How do leaders allocate resources?

- **Leaders allocate time for personnel to attend safety training**
- **Leaders allocate appropriate funding for the safety program**



A STRATEGY FOR CHANGE

E. Development of Initial Change Plan

Embedding Mechanisms (cont.)

3. Are leaders role modeling, coaching, and teaching?

- **Leaders use honest mistakes and incidents as coaching opportunities to improve the organization**
- **Leaders participate in the safety program**
- **Leaders talk to employees about the importance of creating a just and safe culture**
- **Leaders care about employee's safety**
- **Leaders engage employees in dialogue on safety, accountability, and learning**

A STRATEGY FOR CHANGE

E. Development of Initial Change Plan

Embedding Mechanisms (cont.)

4. How leaders allocate reward and status?

- **Require comments on just and safe culture in performance reviews**
- **Recognize people who submit reports or provide suggestions to improve the organization**
- **Assign people committed to establishing a just and safe culture to key influence positions**



A STRATEGY FOR CHANGE

E. Develop of the Initial Change Plan

Embedding Mechanisms (cont.)

5. How does the organization recruit, select, and promote?

- **Commitment to safety, systems thinking, organization learning, and the ability to build trust are part of the criteria to recruit, select, and promote leaders**

6. How do leaders react to critical incidents?

- **Leaders lead by the organization's values during a critical incident**
- **They investigate the entire system to determine cause**
- **They take care of the people involved in the incident**
- **They protect reports from external sources**
- **They take action to improve the organization**

A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Develop of the Initial Change Plan

Reinforcing Mechanisms—support embedding mechanisms

1. Organization's design and structure

- Appoint the second in charge as “Chief Safety and Organization Learning Officer”
- Ensure organization has well staffed Safety Team



A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Develop of the Initial Change Plan

Reinforcing Mechanisms—support embedding mechanisms

2. Organization's systems and procedures

- **HR develops a systems thinking and organizational learning education program for all leaders**
- **Just culture, systems thinking, and organizational learning are part of on-boarding process—senior leaders discuss**
- **Subject matter experts determine acceptable and unacceptable behavior**
- **Leverage reward system to reinforce change**

A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Develop of the Initial Change Plan

Reinforcing Mechanisms—support embedding mechanisms

3. Formal statements of philosophy & creeds

- Review organization's core values and/or guiding principles to potentially add continuous learning and trust
- Leaders are required to address establishing a trusting climate, just culture, and effective safety program in their leadership philosophies



A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Develop of the Initial Change Plan

Reinforcing Mechanisms—support embedding mechanisms

4. Rites, rituals, and stories

- **CEO, President, and Division Leaders host an annual organizational safety and learning celebration**
- **Leaders use stories on how reporting, employee feedback, and honest mistakes have improved the organization**



A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

E. Develop of the Initial Change Plan

Reinforcing Mechanisms—support embedding mechanisms

5. Design of physical space, facades, and buildings

- Intentional use of artifacts to communicate aspects of the Just Culture (importance of safety, loyalty, honesty, systems thinking, organizational learning, value of people, etc.)
- Arrange physical space so leaders and employees have greater opportunities to interact (e.g., company dinning room, coffee shop in lobby, etc.)
- Human Factors personnel influence how work spaces are designed



A STRATEGY FOR CHANGE

Phase I: Pre-Launch (Preparing the Organization)

F. Draft Initial Strategic Communication Plan

1. Identify Mission Essential Stakeholders

(e.g., how to engage, what effect, and how to assess)

2. Leverage all communication venues

(e.g., webpage, social-media, safety music videos, electronic bulletin boards, etc.)

3. Integrate and synchronize with the change plan

A STRATEGY FOR CHANGE

Phase II: Launch

A. Purpose-communicate old way of doing business no longer acceptable or functional

B. Launch event must impact entire organization

1. Company's Annual State of Company Address (e.g., Steve Jobs)

2. Followed by company-wide education program and engagement by leaders



A STRATEGY FOR CHANGE

Phase II: Launch (cont.)

C. CEO communicates need & vision for change

- 1. Identifies the “Burning Platform”**
- 2. How is the company going to be better after change**

D. Execute initial change activities

- 1. Leaders engage employees to address concerns and seek feedback**
- 2. Education activities start**
- 3. Leaders model and champion change**
- 4. STRATCOM Plan is fully executed**

A STRATEGY FOR CHANGE

Phase III: Execution and Implementation

- A. Purpose is to sustain disequilibrium and create momentum**
- B. Representative team implements and assesses change**
- C. Encourage broad-based participation**
- D. Start using embedding and reinforcing mechanism**



A STRATEGY FOR CHANGE

Phase III: Execution and Implementation (cont.)

E. Affirm commitment and hold ALL accountable

F. Take a systems approach—expect the unexpected

G. Assess and adjust as needed

H. Leaders continue to repeat change message in person

I. Leaders manage anxiety and deal with push-back

J. Celebrate short-term wins



A STRATEGY FOR CHANGE

Phase IV: Sustaining the Change and Embedding it in the Culture

A. Deal with Unanticipated Consequences

- 1. Change in living system is non-linear**
- 2. Flexibility to exploit opportunities and to adjust**
- 3. Leaders need patience to let change evolve**



A STRATEGY FOR CHANGE

Phase IV: Sustaining the Change and Embedding in the Culture

B. Maintain the Momentum of the Change

- 1. Continue to communicate need and vision for change**
- 2. Relate how daily efforts are contributing to change**
- 3. Celebrate Progress**
- 4. Refine reward system**
- 5. Hold-off on declaring victory—5 to 7 year process**

A STRATEGY FOR CHANGE

Phase IV: Sustaining the Change and Embedding in the Culture

C. Implementation Team

- 1. Senior leaders continue engagement**
- 2. Assess outcomes and adjust**
- 3. Promote learning orientation by sharing best practices**
- 4. Regular meetings and reports**

D. Succession Planning

- 1. Follow-on senior leaders are part of change team**
- 2. Recruit and promote leaders who believe in change**



A STRATEGY FOR CHANGE

Phase IV: Sustaining the Change and Embedding in the Culture

E. Launch New Initiatives

- 1. Update education programs**
- 2. Change reward systems**
- 3. Update communications**

F. Continue to Embed Change with Embedding and Reinforcing Mechanisms

- 1. Change policies, procedures, practices, and systems**
- 2. Senior leaders focus on and engage in the socialization process**



TAKE-AWAYS

- **Trust forms the foundation of a Just Culture**
- **A Just Culture promotes learning in the organization, thus safety**
- **A systems approach to finding cause is more likely to identify most contributing factors**
- **Biases in the cause finding process can lead to an unjust assignment of responsibility of an incident to an individual(s)**



QUESTIONS

