

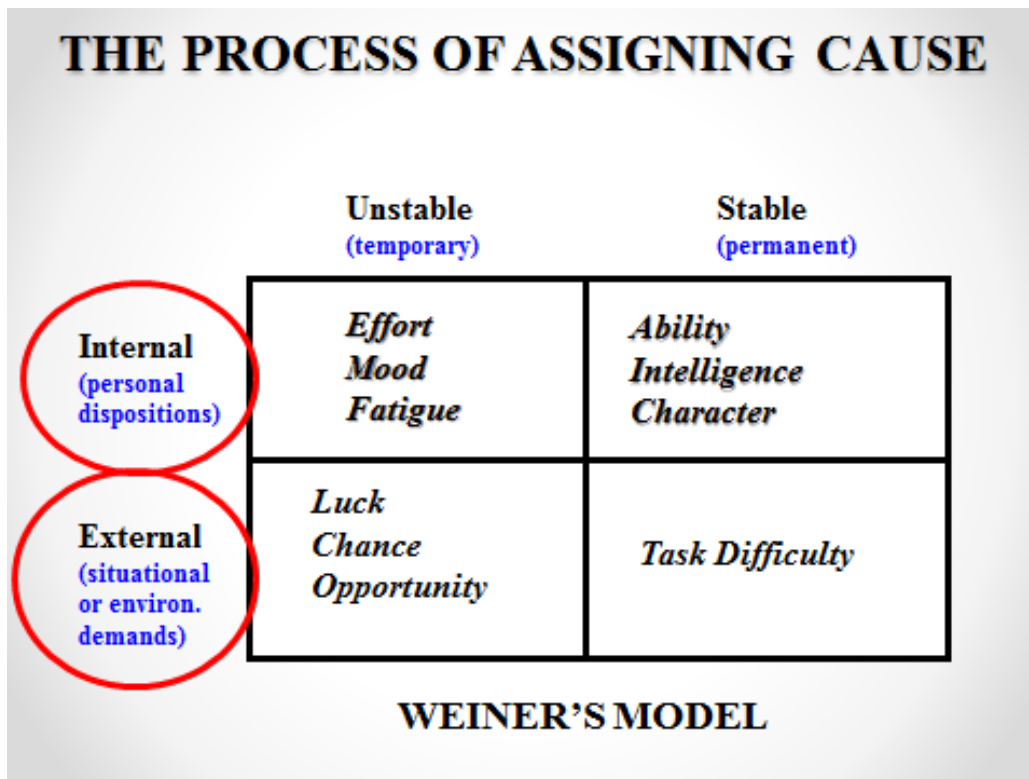
SHAPING A “JUST CULTURE” WORKBOOK



**North American Electric Reliability Corporation
Human Performance Training
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PSYCHOLOGY AND A JUST CULTURE



Biases in Attributing Cause

1. **Fundamental Attribution Error (FAE):**

2. **Actor-Observer Bias:**

3. **Confirmation Bias:**

4. **Hindsight Bias:**

CULTURE

Definition of Culture:

Levels of Culture

Artifacts:

Espoused Values & Beliefs:

Underlying Assumptions:

Process to Codify Organization's Culture

Core Values:

Core Purpose:

Envision Future State:

Vivid Description:

Characteristics of a "Just Culture"

a.

b.

c.

d.

Characteristics of a Just Culture (cont.)

e.

f.

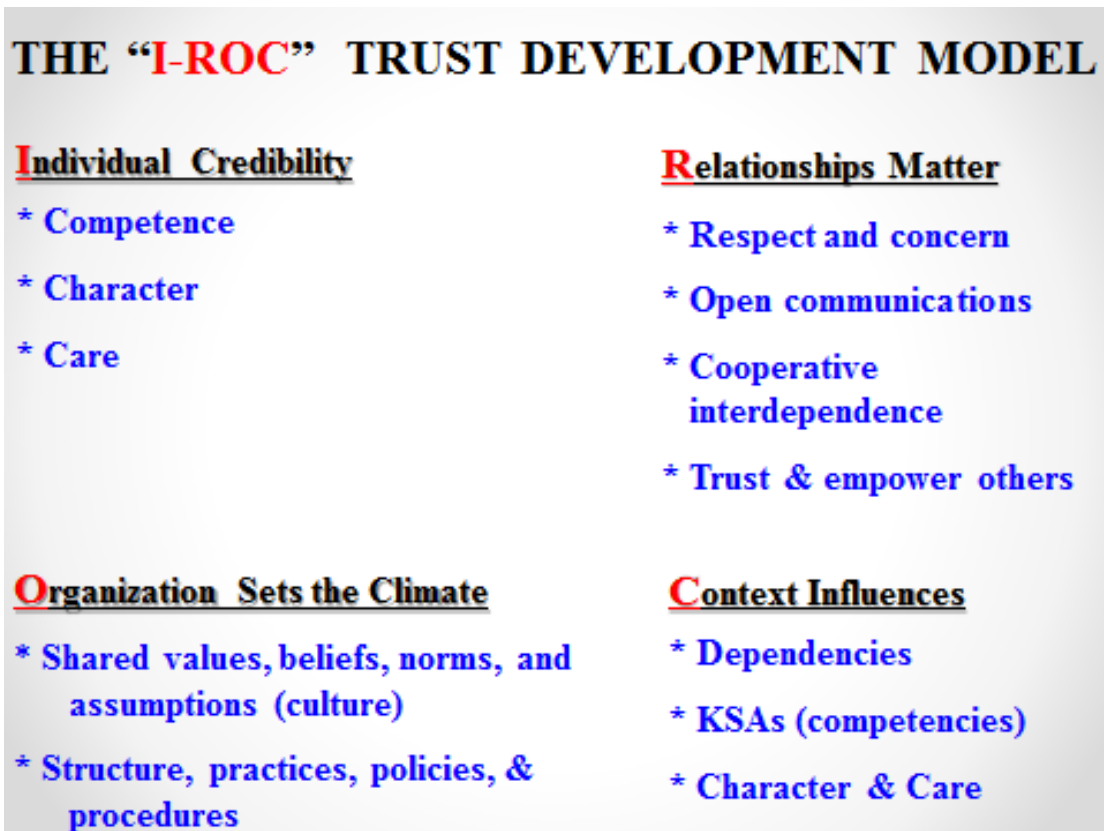
g.

h.

TRUST THE FOUNDATION OF A JUST CULTURE

Definition of Trust:

Why is it Important:



SHAPING A “JUST CULTURE”

Phase I: Pre-Launch (Preparing the Organization)

A. Establish the Need:

B. CEO Commitment:

C. Create the Compelling Vision:

D. Identity and Building the Guiding Coalition: is identity what you want to say or identify?

E. Develop Initial Change Plan:

Embedding Mechanisms

- 1. What leaders pay attention to, measure, and control?**
- 2. How do leaders allocate resources?**

Embedding Mechanism (cont.)

- 1. Are leaders modeling desired behavior, coaching, and teaching?**
- 2. How does the organization recruit, select, and promote?**
- 3. How do leaders react to critical incidents?**

Reinforcing Mechanisms

- 1. Organization's design and structure:**
- 2. Organization's systems and procedures:**
- 3. Formal statements of philosophies and creed:**
- 4. Rites, rituals, and stories:**
- 5. Design of physical space, facades, and buildings**

F. Draft Initial Strategic Communications Plan

Phase II: Launch (Creating Disequilibrium)

- 1. Launch event impacts entire organization:**
- 2. CEO delivers message regarding need and the vision for change:**
- 3. Execute initial change activities:**

Phase III: Execution and Implementation

- 1. Representative team implements and assesses change effort**
- 2. Encourage broad base participation:**
- 3. Start to use Embedding and Reinforcing Mechanisms:**
- 4. Affirm commitment and hold all accountable:**
- 5. Take a systems approach:**
- 6. Leaders continue to repeat change message:**
- 7. Leaders manage anxiety and deal with push-back:**
- 8. Celebrate short-term wins:**

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

- 1. Deal with unanticipated consequences:**
- 2. Maintain the momentum of change:**
- 3. Implementation team:**
- 4. Succession planning:**
- 5. Launch new initiatives:**
- 6. Continue to embed change using embedding and reinforcing mechanisms:**

TAKE-AWAYS