

HOW TO BEAT THE BLAME CULTURE

Strategies to create a culture of accountability and personal responsibility for safety, even through a changing economic climate



Your Presenter

Anthony Gibbs, CEO



**To change the lives
of individuals and
organisations for the
better, every day.**

Webinar Panel: How to use

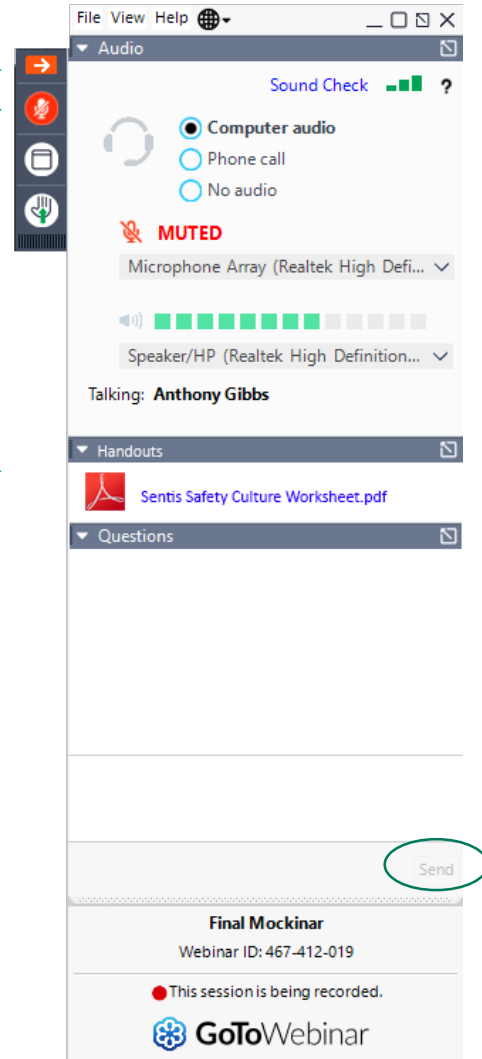
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01

Identifying a blame culture

02

How are leaders contributing?

03

Building a culture of accountability and ownership

04

What does good look like?

Identifying a Blame Culture





SHARE YOUR THOUGHTS

What would you see or hear in a culture of blame?





**HOW CAN YOU
IDENTIFY A
CULTURE OF
BLAME?**



Systemic blame culture

(long standing)



Fair weather friends

(blame emerges when the going gets tough)



Battle fatigued

(high levels of accountability eroded over time, blame creeps in)



Culture of accountability

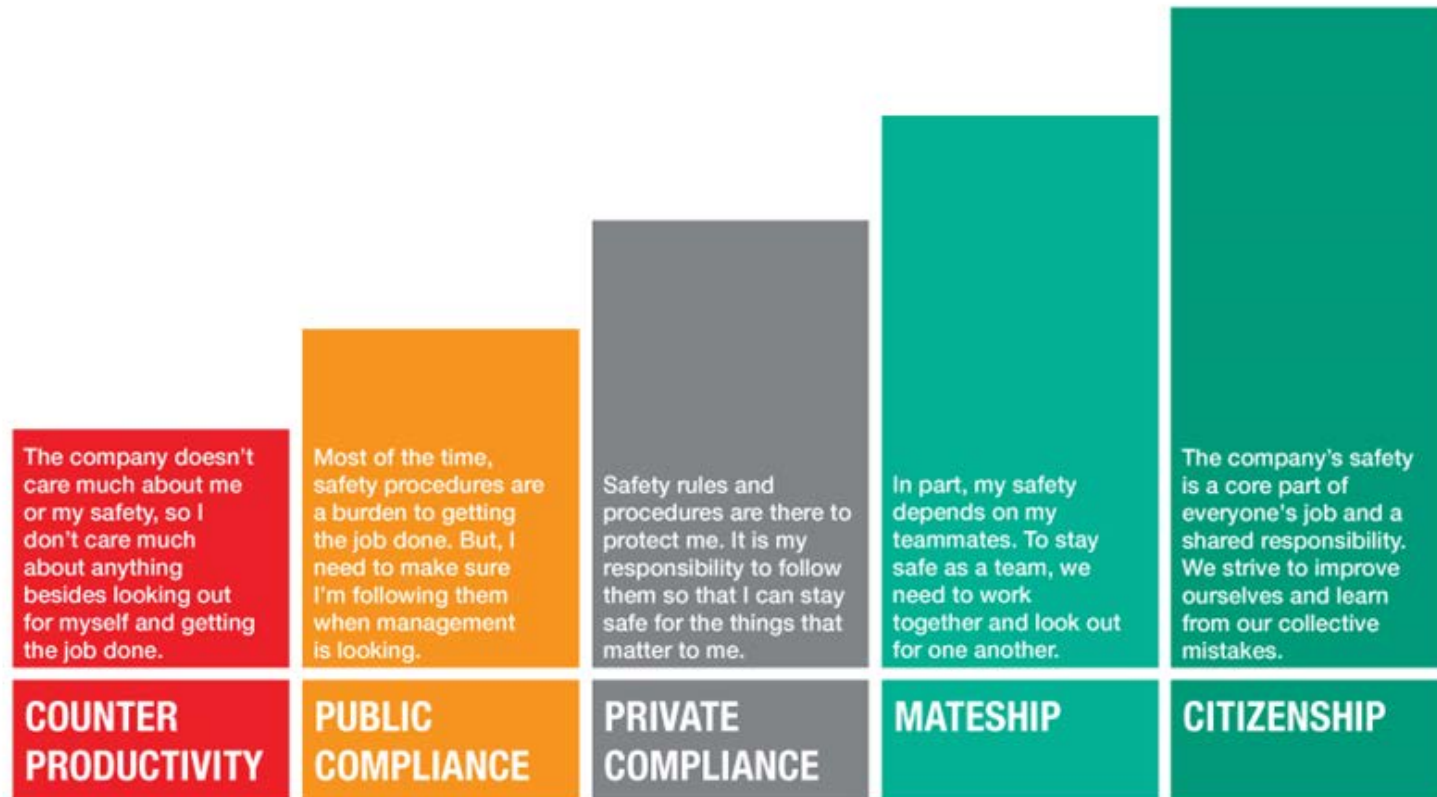
(for things that are good and bad)



BLAME

ACCOUNTABILITY

SAFETY CULTURE MATURITY MODEL



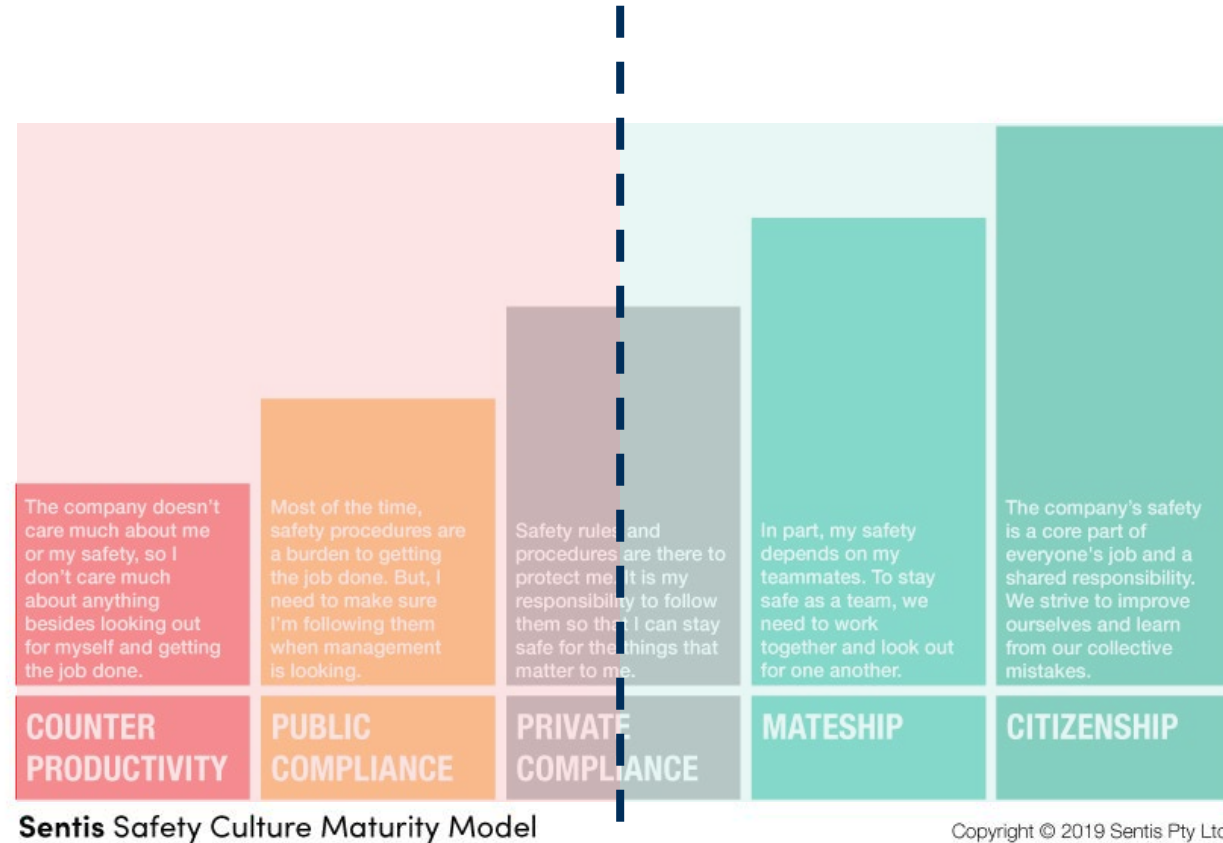
Sentis Safety Culture Maturity Model

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WHAT DOES A BLAME CULTURE LOOK LIKE?

Blame
 Avoidance
 Irresponsible
 Complaining
 Problem-focused

External Locus of Control (ELOC)



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**WHAT ARE THE
IMPACTS OF A
BLAME
CULTURE?**

THE BIGGEST OPPORTUNITIES

Top five opportunity areas identified across sites operating at *Counterproductive* and *Public Compliance* levels of safety culture maturity.

Safety Culture Dimension	Opportunity Frequency (% of Sites)
Quality of safety procedures*	56%
Management safety commitment*	51%
Internal context*	48%
Willingness to report incidents and errors	40%
Employee safety performance*	37%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)


LESSONS FROM SITES DOING WELL

Top five strength areas identified across sites operating at *Private Compliance* and *Mateship* levels of safety culture maturity.

Safety Culture Dimension	Strength Frequency (% of Sites)
Safety mission and vision*	60%
Management safety commitment*	60%
Within-team safety communication	50%
Safety responsibility*	50%
Team support for safety	40%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)

How are leaders contributing?

A hand holding a pen is visible in the foreground, pointing towards the text. In the background, a blurred office scene shows a person standing and another person sitting. A hand is also visible in the foreground on the right side, pointing towards the center. The text is overlaid on a dark blue circular shape with a dotted border.

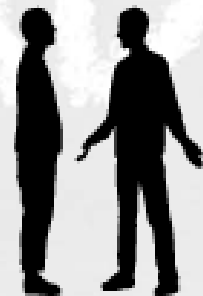
LEADERS DON'T
ACTIVELY TRY TO
CREATE A CULTURE
OF BLAME.

***SO WHERE DO WE
GO WRONG?***

**PARENT
FRAME**



**CHILD
FRAME**



**ADULT
FRAME**



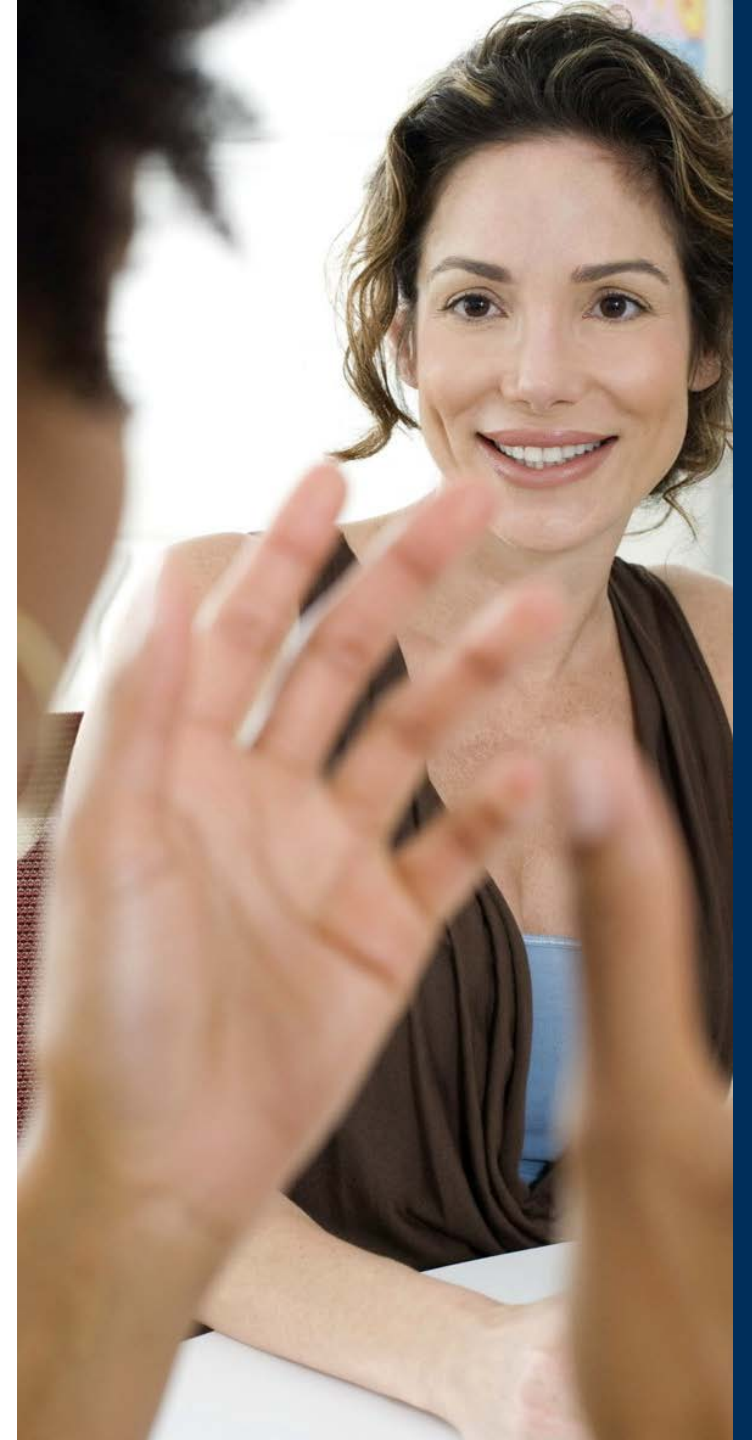
SUBCONSCIOUS LEADERSHIP

- What behaviours do you reward?
- How do you respond when things aren't going well?



ORGANISATIONAL COMMUNICATION

- Consider the messages your people consistently hear from your organisation.
- Are they contributing to a culture of blame or ownership?



The background of the slide features silhouettes of several people in a professional setting, likely a meeting or conference. They are positioned in front of a large window with a grid pattern, which is brightly lit, creating a strong backlight effect. The silhouettes are dark against the lighter background. A decorative blue arc with a dotted border is overlaid on the scene, curving from the top left towards the center. The text is overlaid on the left side of this arc.

Stories have a way of sticking around and influencing culture long after the fact.

What stories of blame exist in your culture?

Building a culture of accountability & Ownership

How do we turn the ship
around?

SHARE A STRONG SAFETY VISION

- ✓ Create a clear vision at the executive with a clear “why”
- ✓ Share the vision
- ✓ Ensure all communications and leadership behaviours are consistent with the culture you are trying to achieve



ALIGN YOUR VALUES

- ✓ Clearly define your organisational values and translate them into practical behaviours
- ✓ Hold leaders and workers to account based on alignment with the values
- ✓ Provide consistent messaging to workers regarding taking ownership of safety



THE FIRST XV 15 ALL BLACK PRINCIPLES

1. SWEEP THE SHEDS

Never be too big to do the small things that need to be done.

Rugby is a team sport and everyone needs to contribute on and off the field. Richie McCaw might be considered a legend of the game but he and other well-known names are just 'one of the boys who clean the sheds' (changing rooms) after every game. Stay grounded.

2. GO FOR THE GAP

When you're on top of your game, change your game.

Or to put it another way, if you stand still everyone will pass you by. The All Blacks are always looking at ways to test themselves, even Dan Carter admitted he still had a point to prove when he said he took the last conversion of his international career with his right foot because he had never scored with his weaker foot. Constantly strive to improve.

3. PLAY WITH PURPOSE

Ask 'Why?'

Mastering how to play rugby is just part of the equation for success, but good skills can be ineffective if you don't know what you are trying to achieve. It is clear that the All Blacks are all on the same page and this helps to form a team from a group of individuals. Understand the shared goals.

4. PASS THE BALL

Leaders Create Leaders.

In rugby the captain is just one leader on the field but successful teams like the All Blacks have leaders throughout their ranks. Take responsibility.

5. CREATE A LEARNING ENVIRONMENT

Leaders are Teachers.

Coaches want hungry players. Players who want to learn and develop their game, who constantly strive to improve. However it does not mean it is solely the coach's responsibility to teach. The All Blacks actively encourage players to challenge and mentor each other while maintaining a competitive environment. Help others improve.

6. NO DICKHEADS

Follow the whanau.

Excuse the language but it conveys the point. You want to enhance your team by adding talented players but that doesn't mean that any talented player will do. The All Blacks are very much a team first and look to find individuals who have the right character. You can develop talent, you cannot change character.

7. EMBRACE EXPECTATIONS

Aim for the highest cloud.

When targeting back to back RWC titles the All Blacks certainly didn't limit their horizons when it came to deciding what they set out to achieve. Setting personal goals and team targets is part of what drives improvement. Dream big.

8. TRAIN TO WIN

Practice under pressure.

Commentators say the difference between the All Blacks and other teams is their ability to perform under pressure. Training lays the foundations of success but there is always a balance to be struck in training between skill development and pressurised game scenarios. Do the extra work to make the difference.

9. KEEP A BLUE HEAD

Control your attention.

In games where opponents have run them close the All Blacks have been able to make the decisions under pressure that have won them the match. Decision making is a tough skill to learn and only develops over time but staying calm when the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

10. KNOW THYSELF

Keep it real.

The All Blacks know that the real competition is with yourself when it comes to developing as a player. Be honest about your progress, performance and effort levels if you want to become a better player. Ask yourself, could I do more?

11. INVENT YOUR OWN LANGUAGE

Sing your world into existence.

Rugby is known for its sense of community both on and off the field. To succeed as a team you must work together and from these shared experiences will come a vocabulary and perfect banter. Find your common bonds.

12. SACRIFICE

Find something you would die for and give your life to it.

After every game Richie McCaw writes 'start again' in his training journal. As a group the All Blacks do not tolerate poor performance and as individuals they strive to maintain the highest standards in all aspects of the sport. Good isn't good enough. When the heat is on is a big step in the right direction. Know your options and back yourself and pressurised game scenarios. Do the extra work to make the difference.

13. RITUALISE TO ACTUALISE

Create a culture.

Teams could copy the All Blacks approach to the game wholesale but that isn't what makes the New Zealand team winners. Their team culture is based on their heritage as a nation and rugby team, which is unique to them. It represents who they are, which is why it works for them. Build a culture based on your collective values.

14. BE A GOOD ANCESTOR

Plant trees you'll never see.

The All Blacks often speak of their responsibility to protect and enhance the reputation of the team for as long as they are chosen to wear the shirt and to leave it in a better place for the player who follows them. It is not about personal glory, it is about the team. Play for the name on the front of the shirt, not the back.

15. WRITE YOUR LEGACY

THIS IS YOUR TIME

The All Blacks gift of a book featuring shirts from legendary teams which is given to each new player includes blank pages for them to fill. It sends a powerful message that regardless of what has gone before there is still history to be made. Build your legacy.

ALIGN YOUR VALUES



BRING OUR
PASSION



OWN IT



SEEK MASTERY



SHOW WE CARE

ALIGN YOUR VALUES



BRING OUR PASSION

We embrace each day with energy and a sense of adventure. Changing lives means creating experiences that matter, every day. We are true to who we are, present in the moment and bring a sense of fun. We love what we do and make every instance count.



OWN IT

We are responsible for making things happen. We choose our attitude, accept our fears and face the hurdles. We test ourselves to find new solutions. We start important conversations, use our strengths and always back ourselves.



SEEK MASTERY

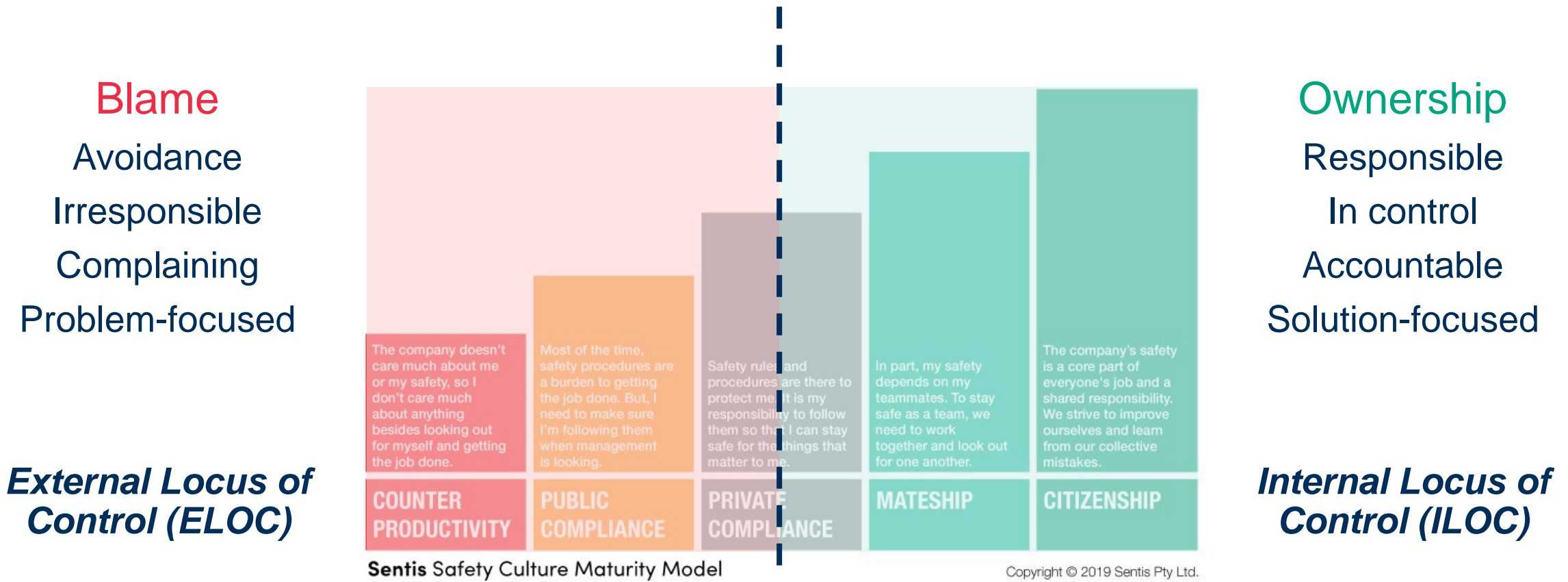
We are better than yesterday and search for the highest version of ourselves. We push our boundaries, drive forward and continually evolve. We are curious to learn and ready for challenge. We celebrate success and learn from failure, explore the unknown and embrace the climb.



SHOW WE CARE

We trust others, expect the best and support everyone for the win. We discover opportunities to roll up our sleeves and pitch in. We put our hands up if we need help. We have each other's back and believe in our team.

CREATE A STRONG VISION OF THE CULTURE YOU WANT TO ACHIEVE



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EXECUTE THE VISION

- Ensure executive alignment around communications focusing on communications and behaviours that emphasise personal ownership and accountability
- Monitor organizational communications to ensure they emphasise personal ownership and accountability
- Hold leaders to account as accountability role models when things go well, and also when things don't go so well



BUILD A LEARNING CULTURE

- ✓ Focus on learning from errors and incidents and avoid placing blame
- ✓ Apply this learning mindset to your systems and processes
- ✓ Encourage your team to adopt a learning mindset



BUILD TRUST AND PSYCHOLOGICAL SAFETY

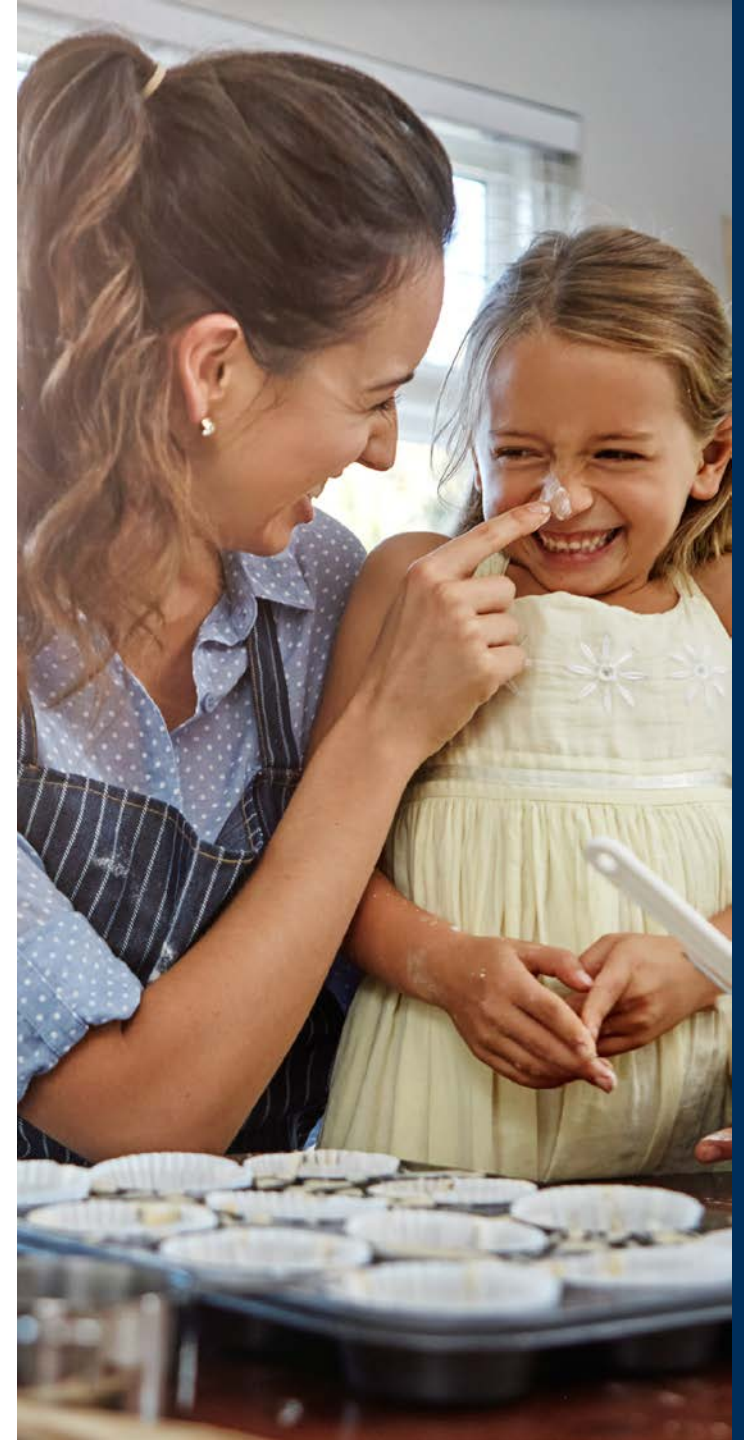
- ✓ Show active care
- ✓ Seek to understand
- ✓ Give permission to play
- ✓ Develop helpful frames
- ✓ Early.Often. Ugly

SHOW ACTIVE CARE



Put the situation in the context of what you know about your people

“This seems out of character for you, can we talk about what’s going on?”

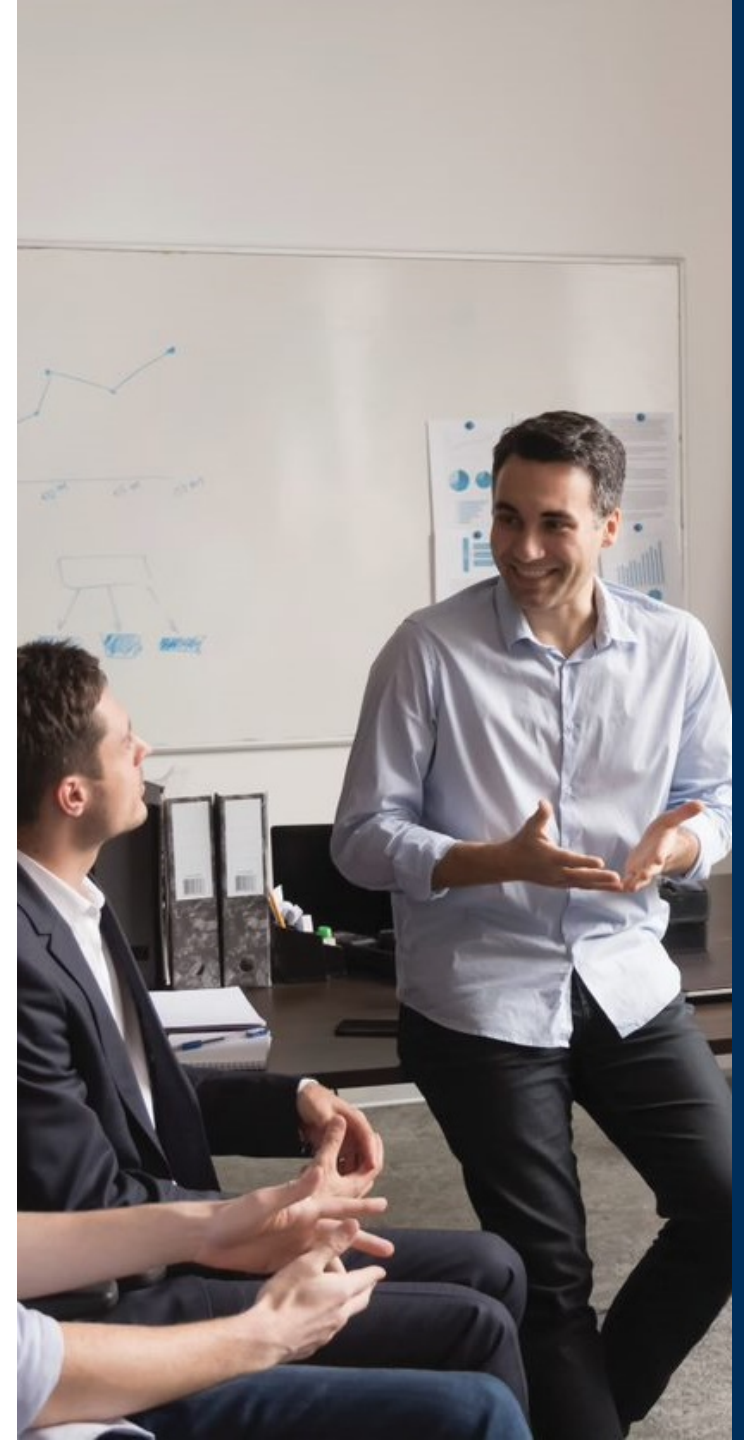


SEEK TO UNDERSTAND



Maintain a learning mindset, which blends humility and curiosity

“Can you help me understand how we ended up here?”

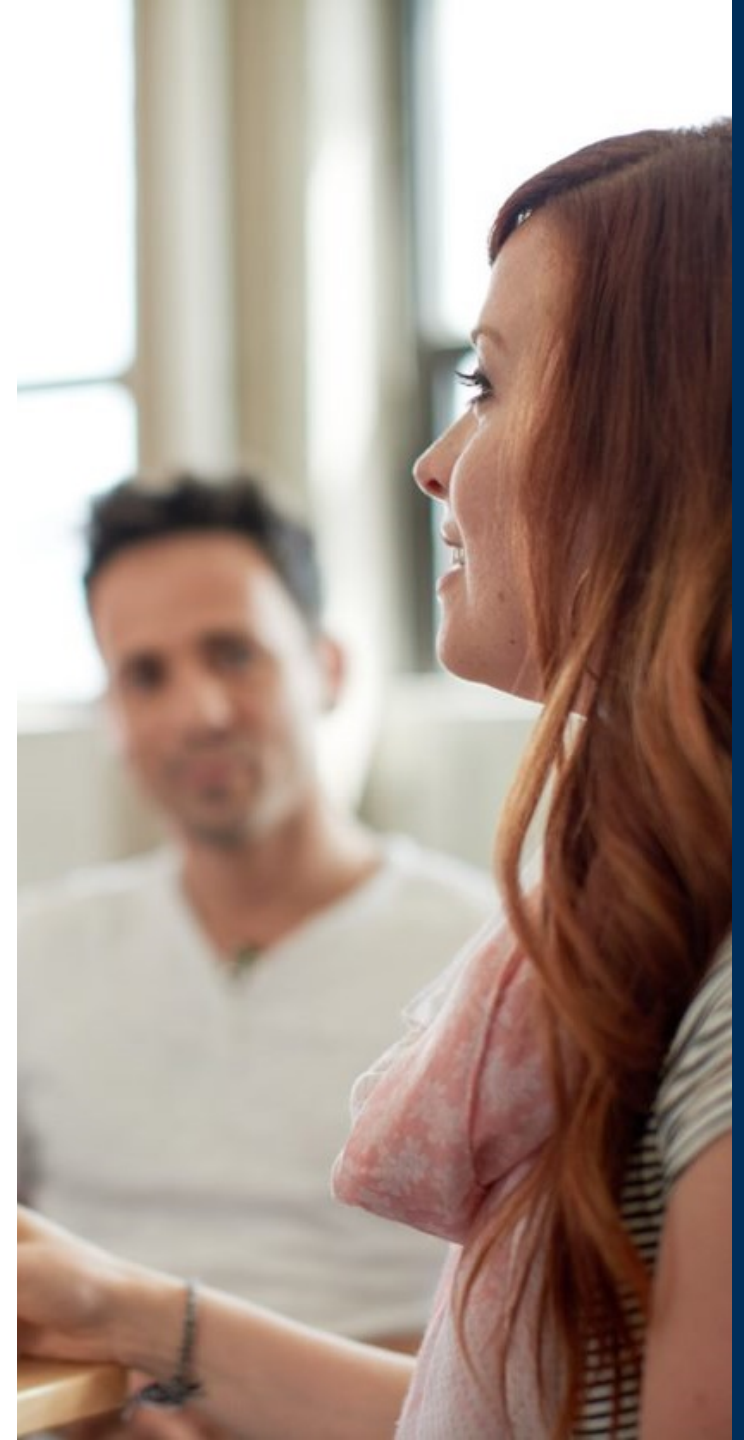


GIVE PERMISSION TO PLAY



Where appropriate, include the team in discussions involving decisions that impact them and remain open to feedback.

“This impacts us all and it’s new to all of us. Have anyone got any ideas to help us move forward?”



DEVELOP HELPFUL FRAMES



Promote helpful frames for taking responsibility.

“I’m really proud of the way the team has responded to a challenging situation. It would have been easier for us to blame others, but we’ve all accepted our portion of responsibility and moved forward”

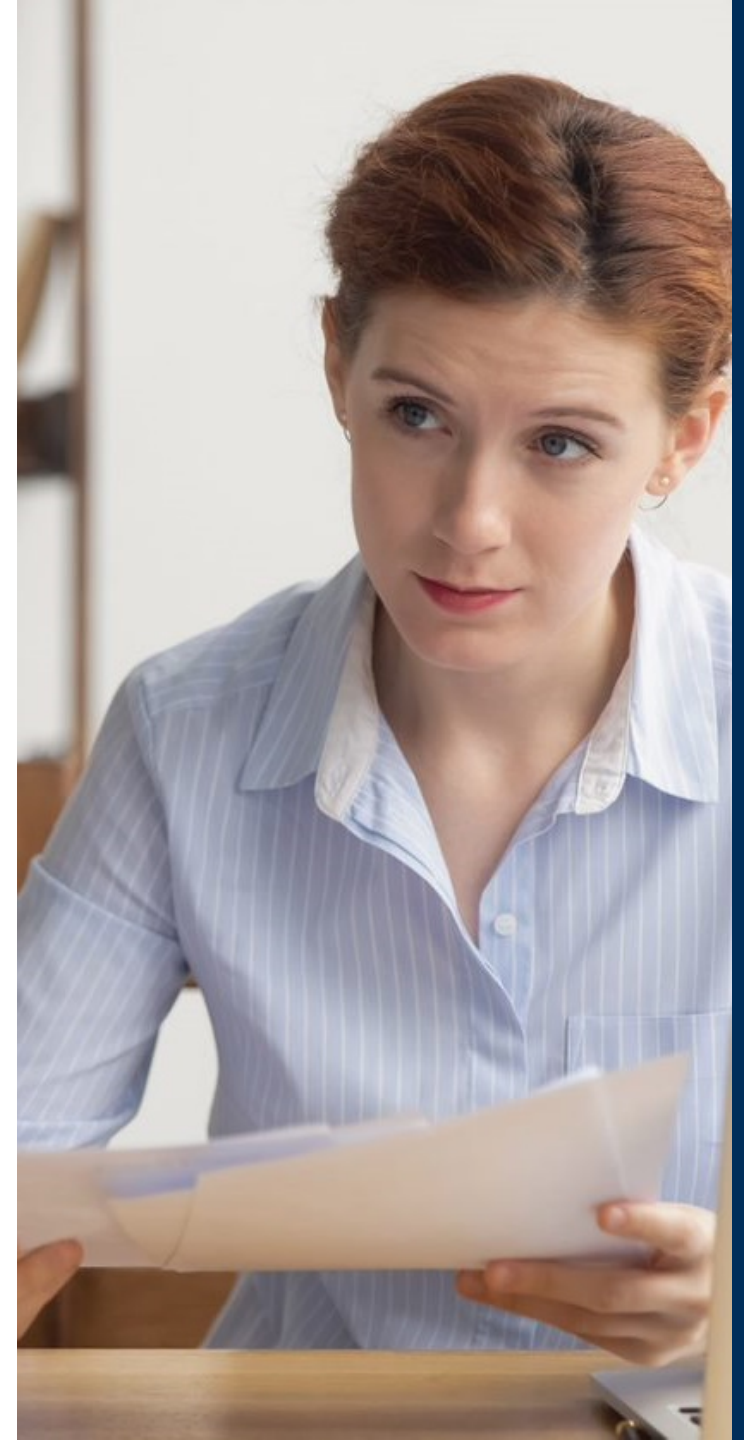


EARLY. OFTEN. UGLY.



Where practical, people need to see that owning a mistake is OK (particularly if its captured before it leads to a bigger issue).

“The good thing about this situation is we know about this now, and the outcome wasn’t work. We can manage this”



USE REWARD AND RECOGNITION

- ✓ Conscious acknowledgement of positive behaviours
- ✓ Effective recognition

SENTIS BOSS AWARDS



BUILD PERSONAL RESPONSIBILITY

- ✓ Help workers see 'what's in it for them'

MY PERSONAL BIG5™



CHALLENGE PEOPLE TO THINK DIFFERENTLY

To Reduce Blame

- ✓ Encourage self-reflection (What's my 50%?)
- ✓ Encourage people to empathise or “walk in the shoes” of others (Have we stopped to think what it means for them?)

To Encourage Accountability

- ✓ Focus on what we can control. (What's my 50% to turn things around?)
- ✓ What has worked in the past (When have we got ourselves out of this before?)

Q&A

Over to you



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