

UNDERSTANDING CULTURE, CLIMATE AND ENGAGEMENT

Choosing the right survey for your business



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A photograph of a man in a plaid shirt and jeans holding a young girl in a yellow dress and a young boy in a blue shirt and jeans in a doorway. A dotted line graphic starts from the left, arches over the man and children, and then curves down towards the text on the left. The background shows a bright, sunny outdoor scene with green foliage.

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

AGENDA

- 1 The components of engagement and the difference between engagement, climate and culture
- 2 Recent research across these areas
- 3 When and why to assess engagement or culture
- 4 Tips for selecting quality assessments

POLL

How confident are you in explaining the difference between culture, climate and engagement?

- Not at all confident
- Somewhat confident
- Very confident

WHY IS THIS WORTH TALKING ABOUT?

In the last 5 years

- >16,000 research papers on safety climate
- >23,000 research papers on safety culture
- >26,000 research papers on work engagement
- Countless surveys advertised online for engagement and culture assessments
- Some general confusion around when and why to use these assessments
- Return on Investment

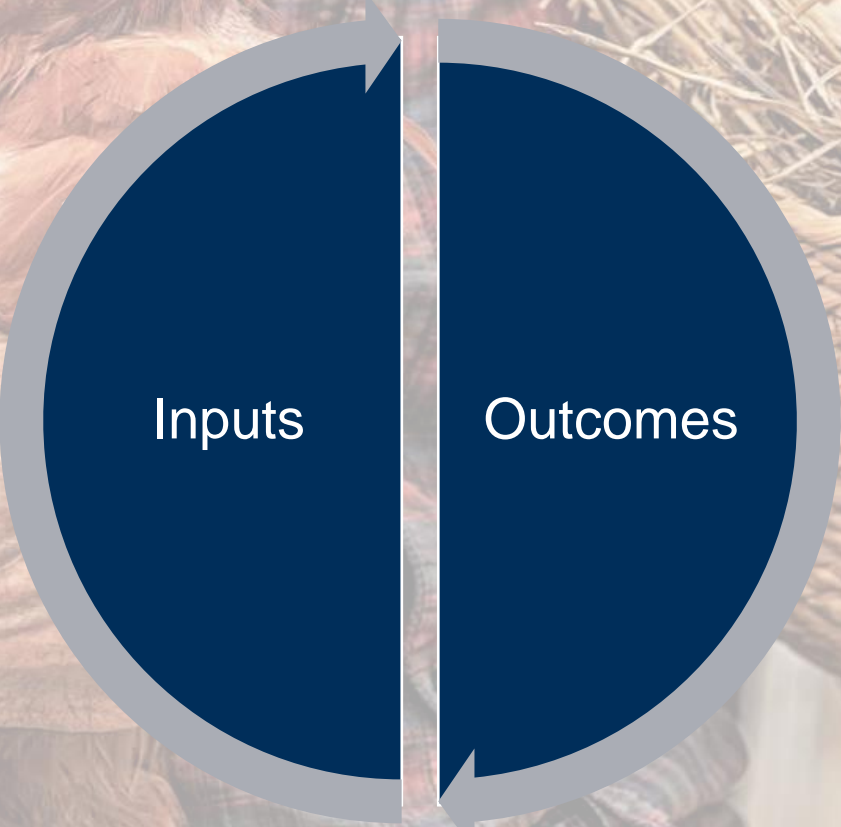
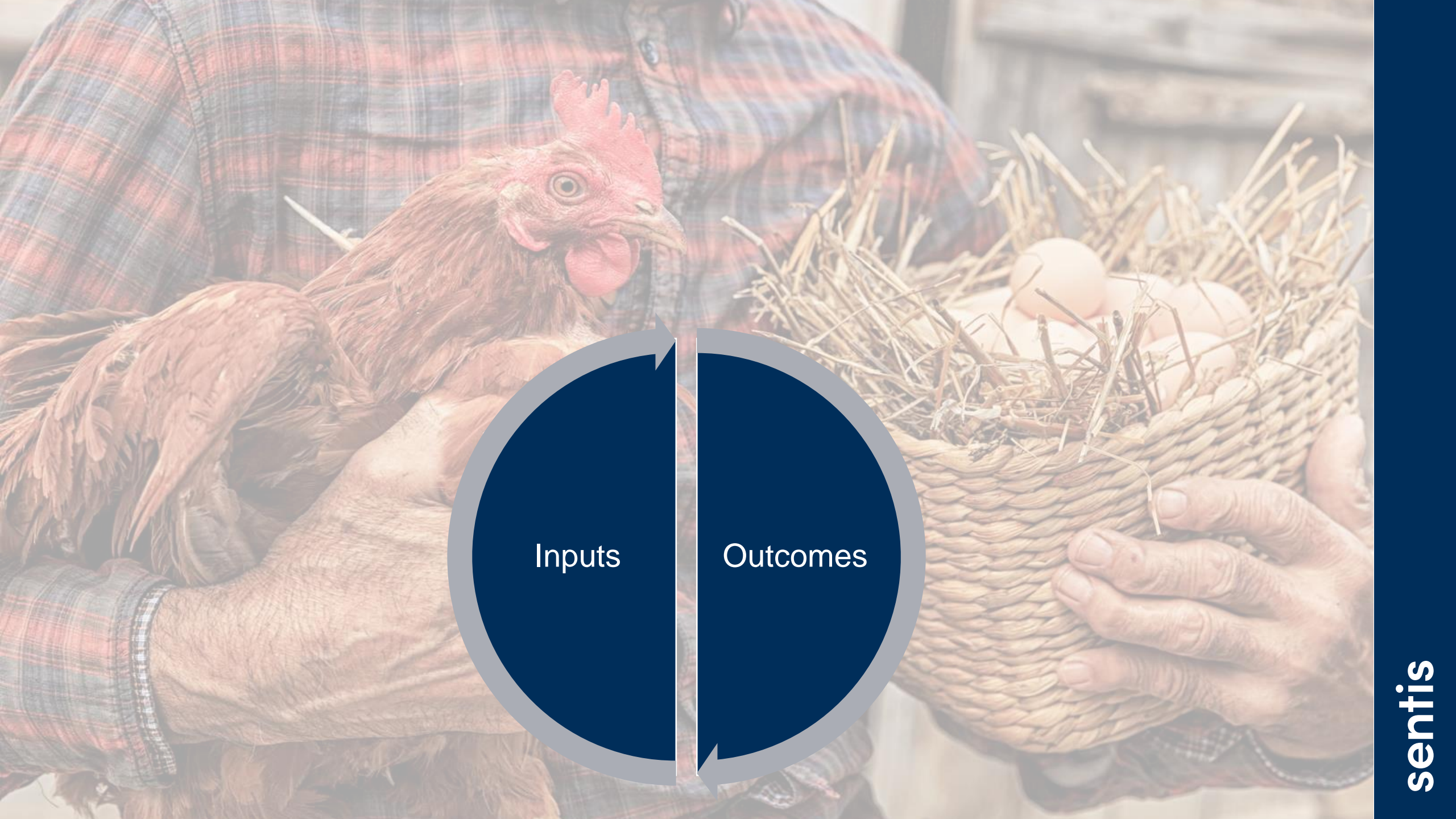
UNDERSTANDING THE SYSTEM WE WORK IN



Inputs



Outcomes

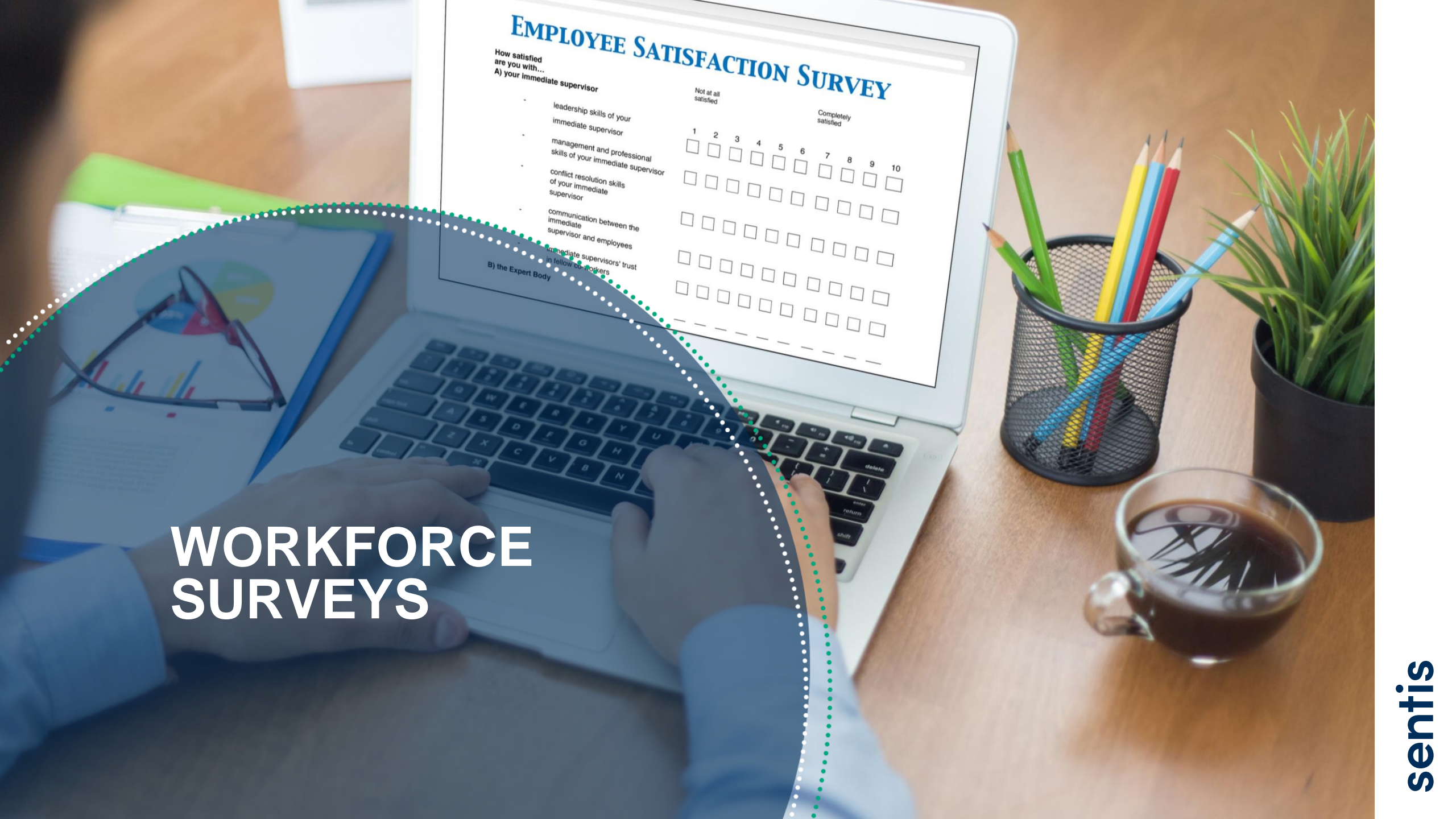


POLL

Does your workplace conduct workforce surveys?

- Never
- Occasionally
- Every 6 months
- Annually

In the chat, let us know what types of surveys are conducted (i.e. satisfaction, leadership, climate)



EMPLOYEE SATISFACTION SURVEY

How satisfied are you with...

A) your immediate supervisor

	Not at all satisfied					Completely satisfied				
	1	2	3	4	5	6	7	8	9	10
- leadership skills of your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- management and professional skills of your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- conflict resolution skills of your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- communication between the immediate supervisor and employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- immediate supervisors' trust in fellow co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B) the Expert Body

WORKFORCE SURVEYS

INTRODUCING CULTURE

**Low
Absence**

**High
Presence**

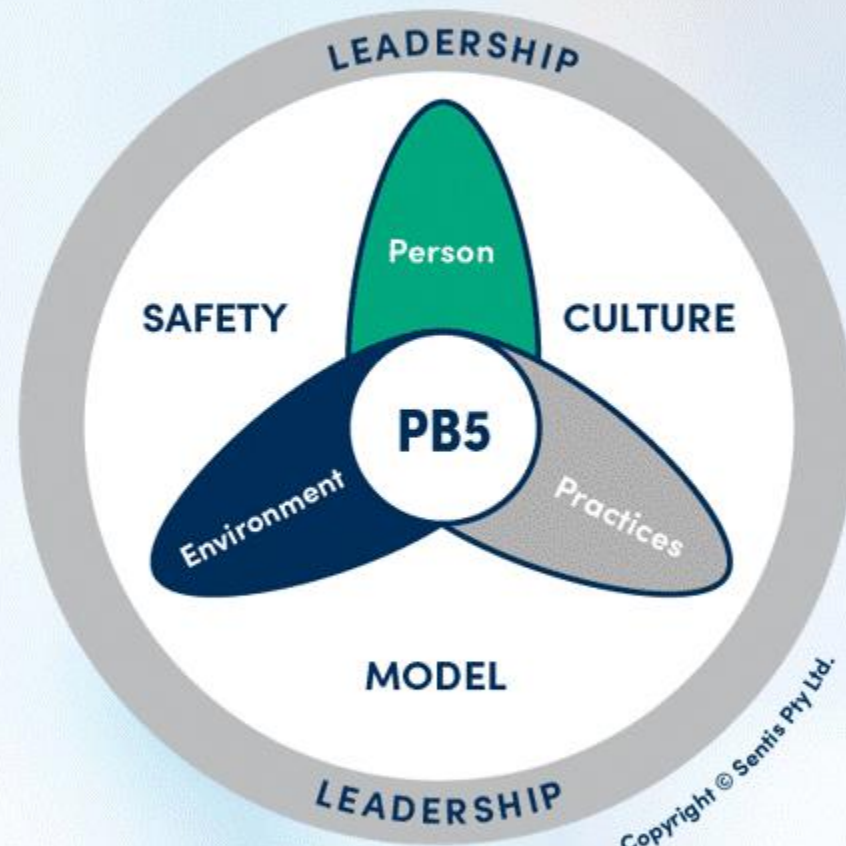
Artifacts

Espoused
values

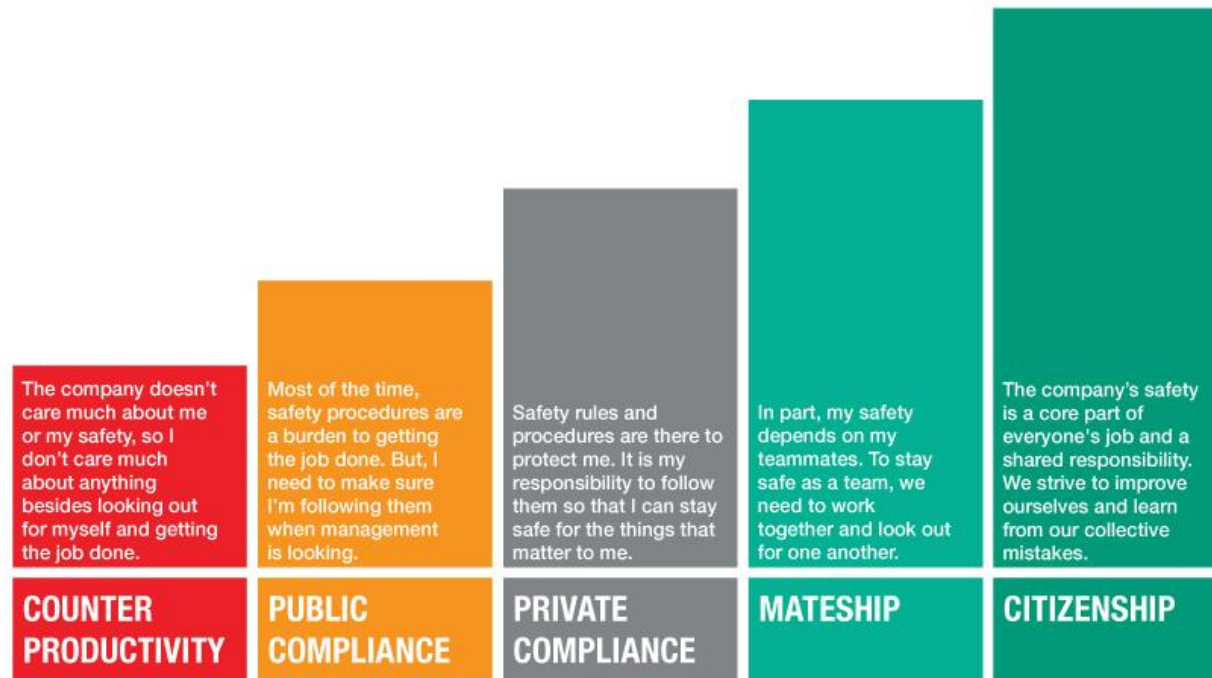
Basic
underlying
assumptions

Hofstede, 1980, 2001, Schein, 1983, 1991

Safety culture is an organisation's shared beliefs and values about safety - essentially, 'the way things are done around here'.



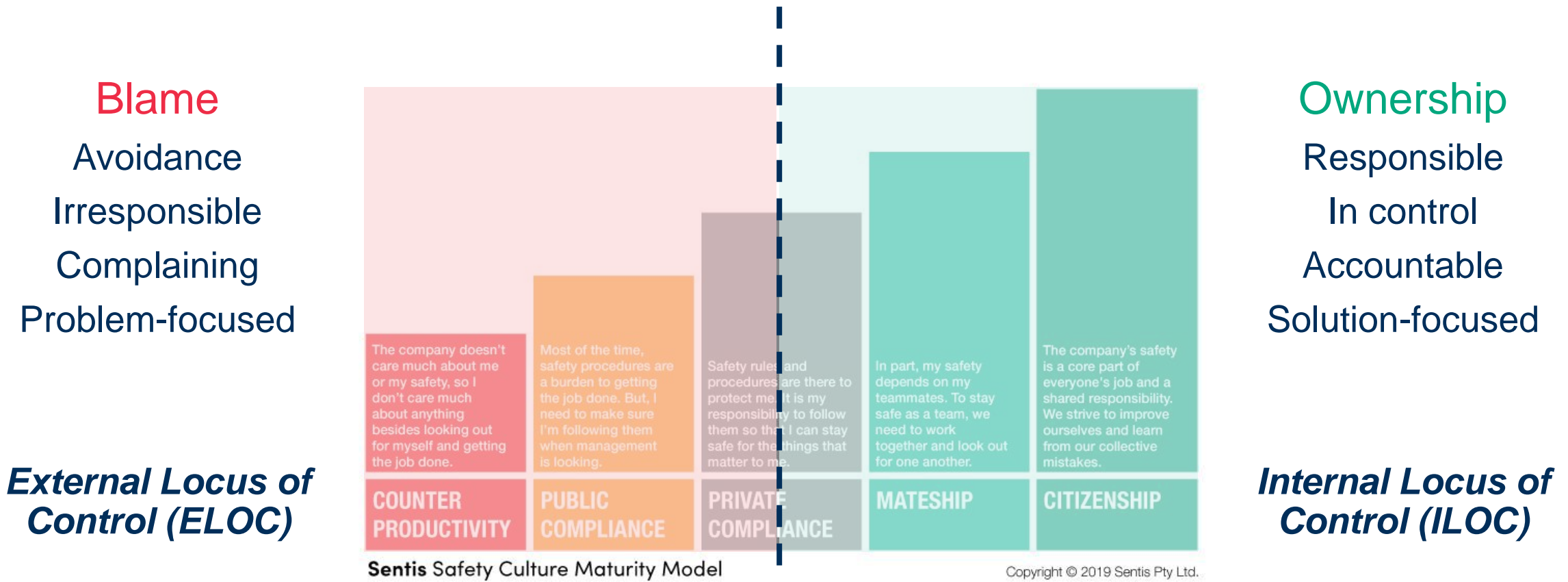
SENTIS SAFETY CULTURE MATURITY MODEL



Sentis Safety Culture Maturity Model

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WHAT DO DIFFERENT SAFETY CULTURES LOOK LIKE?



Sentis Safety Culture Maturity Model

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INTRODUCING CLIMATE



Safety climate is demonstrated through individual's shared perceptions and observations of the organisations approach to safety - a snapshot or surface display of deeper safety culture.

CULTURE VS CLIMATE

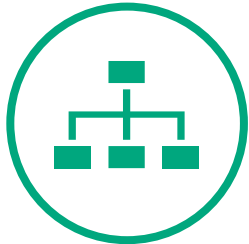
Safety Culture	Safety Climate
Organisational level issue	Aggregated individual level issue
Shared meaning about safety and collective commitment	Psychological characteristics of employees (feelings, values, attitudes and perceptions of individual regards to safety matters within the organisation)
Concerned with creation of viable safety management systems for effectively controlling hazards	Concerned with employees' perceptions of management safety values and commitment to safety
Widely shared awareness of risks and hazards	Individual awareness of risks and hazards
Post major incident, working practices, rules, competencies, compliance reporting, and learning cultures will be systematically examined and under go long term modification.	Post major incident individual values, attitudes, perceptions and patterns of behaviour will undergo scrutiny and modification.
Widely shared behavioural norms and deep seeded values that do not allow for quick change	Can change more rapidly as changes are superficial, transient and more permissible than culture
Supportive environment	Individual feeling of membership
Overriding management commitment to safety.	Relies on personal commitment to safety
Leading indicator of organisation climate	Leading indicator of safety culture

(Guldenmund, 2000; Kalteh et al., 2021).

OUTCOMES OF MATURE SAFETY CULTURE



REFLECTION



What is the safety culture and safety climate like in your organisation?



How does the culture and climate influence choices you and others make at work?



How do you see this impacting your experiences?
Your team?



ENGAGEMENT

ENGAGEMENT

- **Vigour:** high energy and resilience
- **Dedication:** being highly involved and experiencing significance, enthusiasm and challenge
- **Absorption:** focusing and being engrossed in tasks

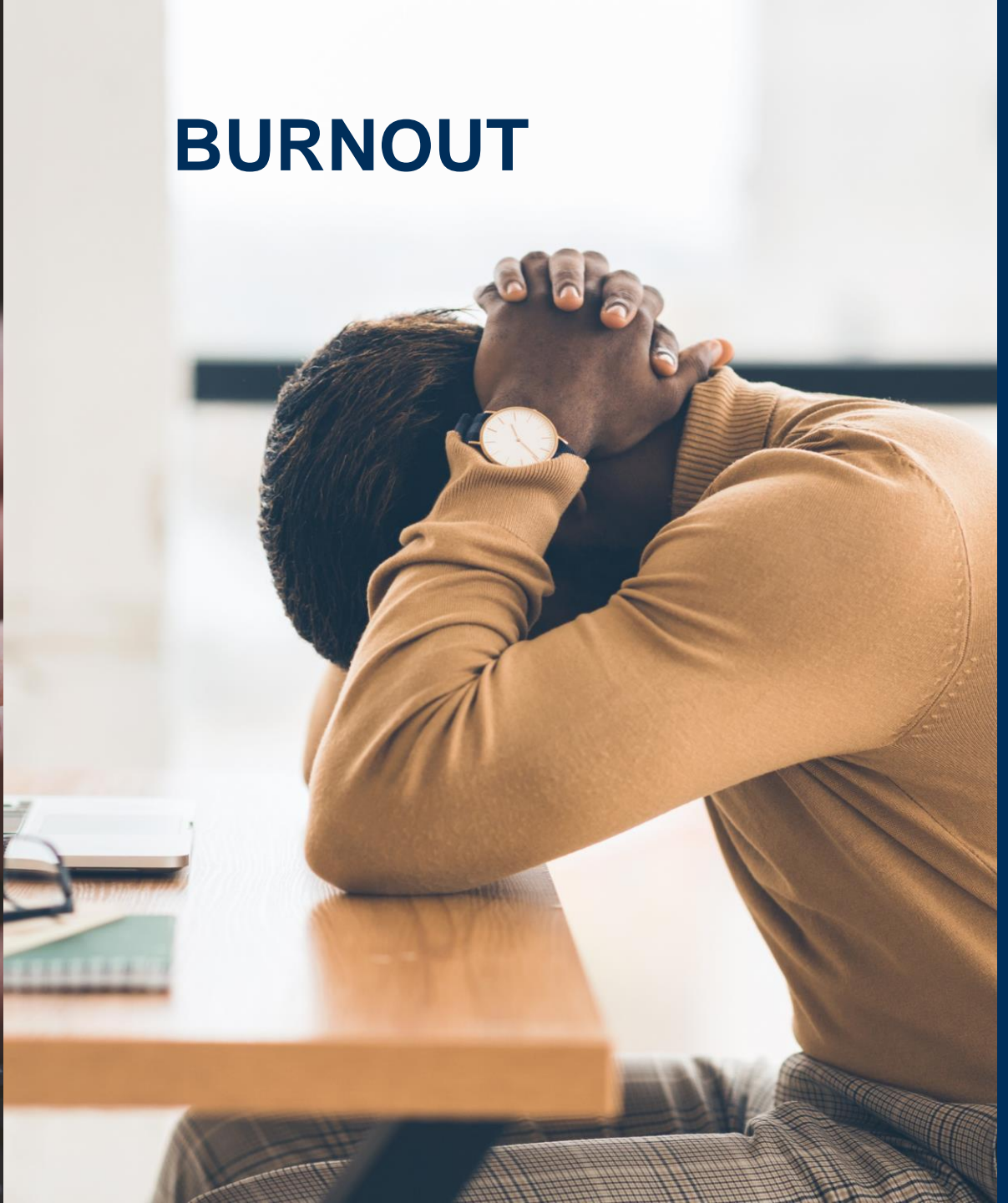
(Bakker & Schaufeli)



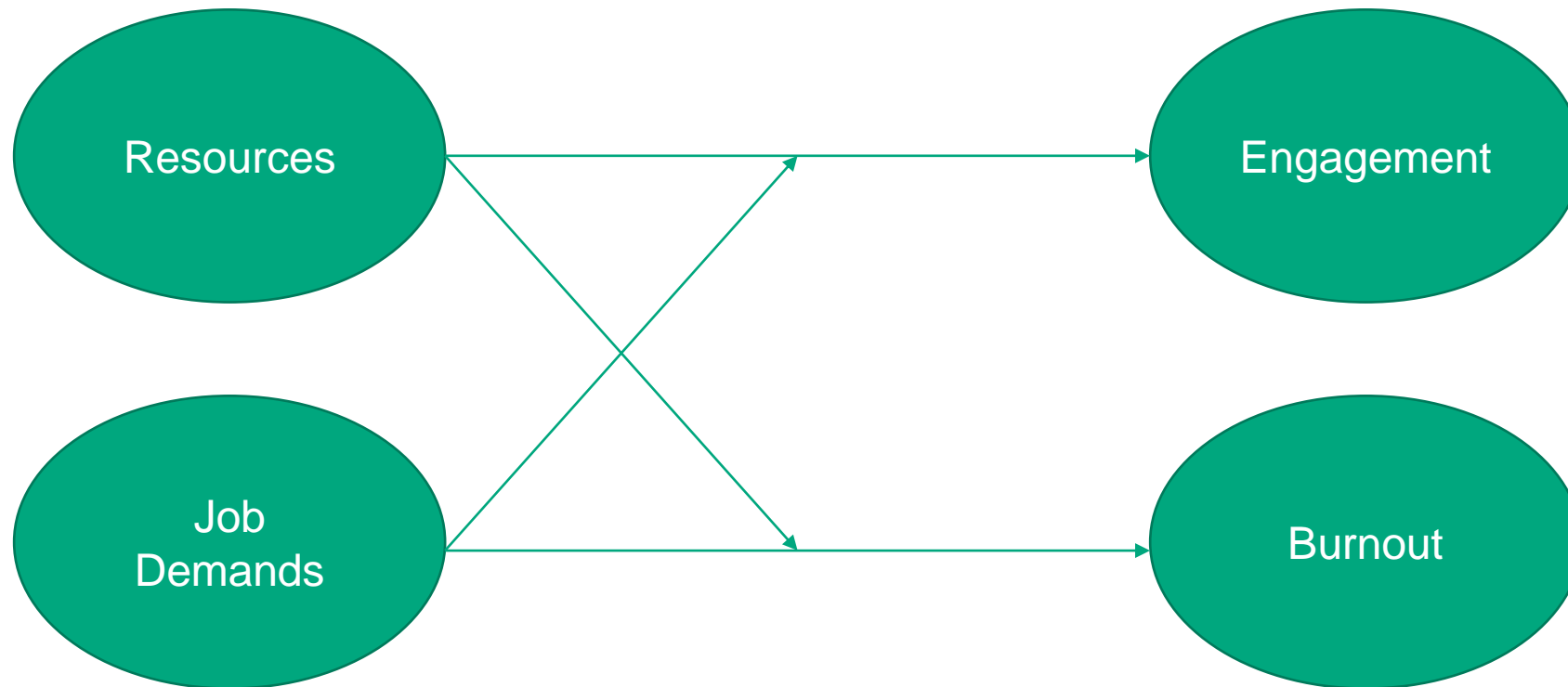
SATISFACTION



BURNOUT



JOB DEMANDS RESOURCES MODEL



(Demerouti, Bakker, Nachreiner, Schaufeli, 2001)

WHAT RESOURCES BUILD ENGAGEMENT?



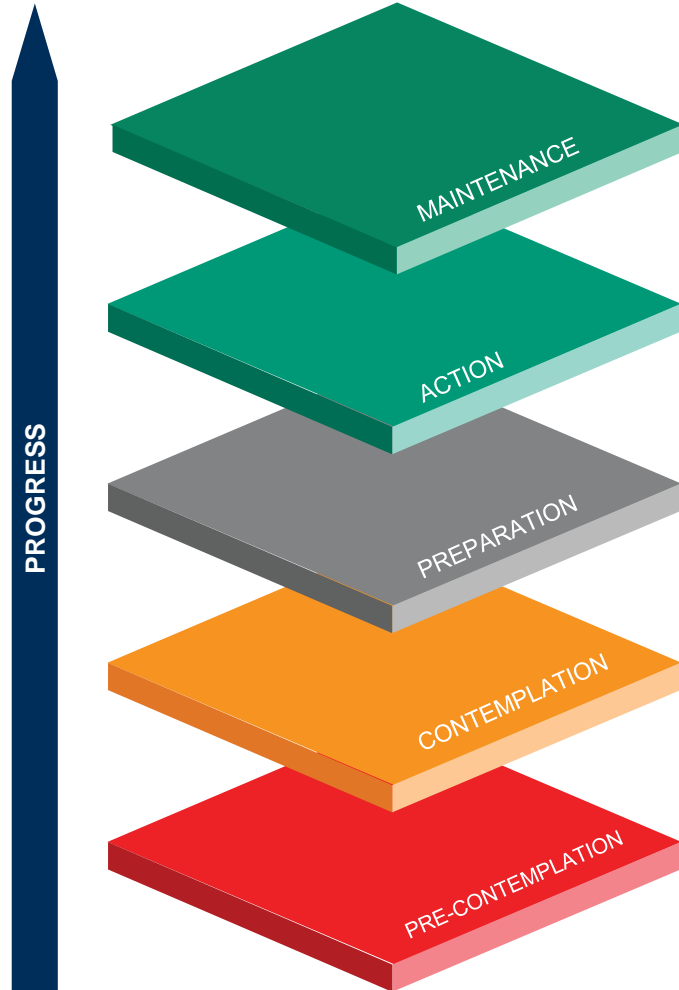
(Bakker et al., 2003, 2007; Biggs et al., 2013, 2014, Christian et al., 2011, Xanthopoulou et al., 2007)

POLL

In your experience, how much change has been achieved following a workplace survey?

- None
- Some small changes
- Moderate changes
- Heaps – it made everything better!

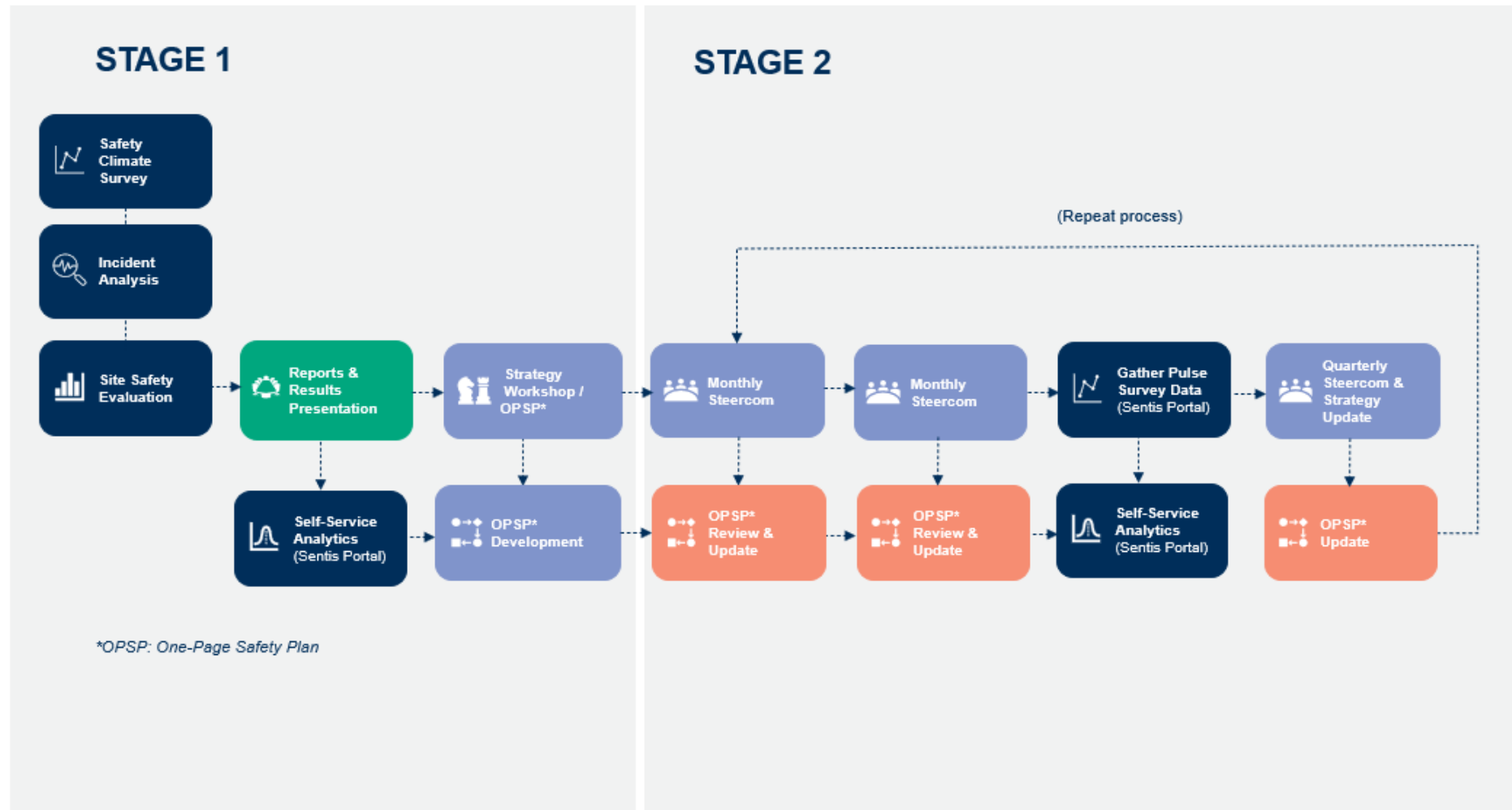
STAGES OF CHANGE



There are three things needed to facilitate this safety culture change at an individual, and at an organisational level:

1. A **motivation** to change
2. **Knowledge** of how to change
3. An **environment** that supports change

HOW TO GET THE MOST OUT OF YOUR DIAGNOSTIC RESULTS



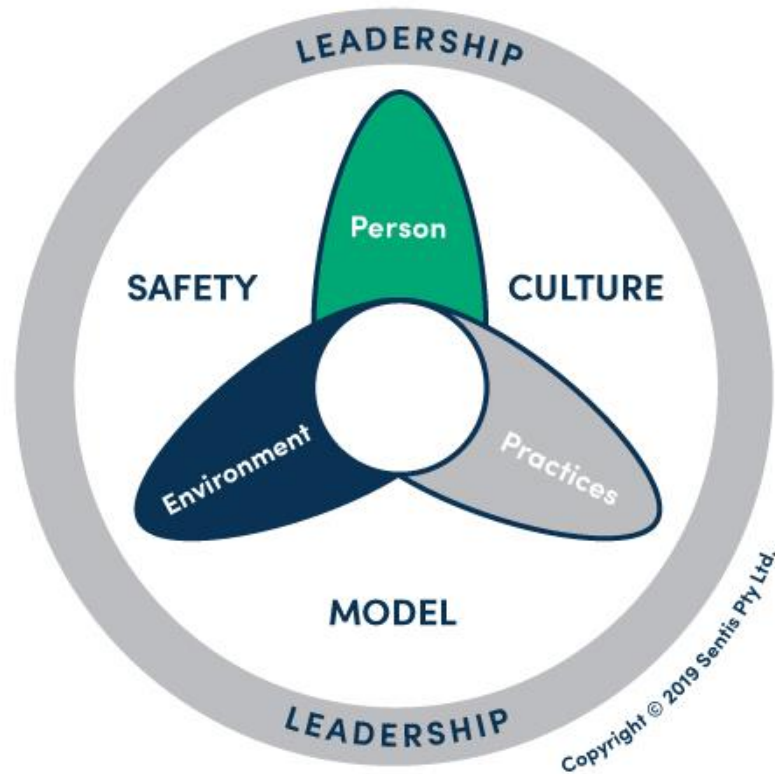
CHARACTERISTICS OF A HIGH QUALITY WORKPLACE DIAGNOSTIC



KEY TAKE HOME MESSAGES

- **Engagement, culture and climate are different but related constructs**
 - All are important for an organisations functioning
 - Make sure you are measuring what you expect
 - Culture and climate get to the why of engagement
- **Take care when selecting a survey or running a survey yourself**
 - Use evidence based surveys that are checked regularly for validity and reliability
 - Provide good comms to support the survey
 - Have a plan for actioning the results and follow through

SAFETY CULTURE DIAGNOSTIC



23 dimensions of safety culture

Site Safety Evaluation



+

Safety Climate Survey



Recognition for Sentis' Approach

The Sentis approach to safety culture diagnosis and measurement was endorsed at the 31st Annual Conference of the Society for Industrial and Organisational Psychology (SIOP) in April 2016, winning recognition over 1,400 other submissions.

DISCOVER MORE

Safety Culture Diagnostics

Turning insight into action



Would you like more information on Sentis' Safety Culture Diagnostic and insights-to-action process?



Express your interest

Q&A

Over to you



Get in touch



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