

*FROM PHILOSOPHY TO
PRACTICE*

Closing the Gap in Safety Culture



Ben Carnell
Head of Client Solutions | Sentis

ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.





BE A
GREAT
PLACE TO
WORK



SUPPORT
GREAT
WORK



DO
GREAT
WORK

Our Mission: To change the lives of individuals and organisations for the better, every day

sentis



Trusted to Deliver

South East Water | GLENCORE | genesis ENERGY | BHP | TITAN
PACIFIC ALUMINIUM | ERGON ENERGY | RioTinto | Viridis^{Ag} | contact
GrainCorp | AUSTRALIAN COUNTRY CHOICE | electranet | MMG | Downer

22
YEARS

500+
COMPANIES

200,000+
INDIVIDUALS

40+
COUNTRIES

Safety Philosophies Through the Years

- Domino Theory (Heinrich)
- Bird's Updated Domino Model
- Energy Damage Model (Gibson & Haddon)
- Multiple Causation Theory
- Behavior-Based Safety (BBS)
- Swiss Cheese Model (Reason)
- STAMP (Systems-Theoretic Accident Model and Processes)
- CAST (Causal Analysis based on STAMP)
- FRAM (Functional Resonance Analysis Method)
- Human Error Theory (Reason)
- Cognitive Reliability and Error Analysis Method (CREAM)
- Resilience Engineering
- Safety-I and Safety-II
- High Reliability Organization (HRO) Theory
- AcciMap (Rasmussen)
- Man-Made Disaster Theory (Turner)
- Drift Into Failure (Dekker)
- Bowtie Model
- ALARP Principle

What challenges can these philosophies present?

1

Oversimplifies
what can be
very complex

2

Individuals are
blamed or are
the focus for
cause

3

Doesn't fit the
organisation's
context

4

Requires
specialist
knowledge to
be able to
implement

What challenges can these philosophies present?



Focusses on failure or the negatives



Doesn't provide sufficient practical guidance



Provides a static view of safety



Doesn't align with the organisational culture

Research Sample



73

organisational sites
across 8 industries



Agriculture



Construction



Government



Healthcare



Mining



Manufacturing



Oil and Gas



Utilities



9

COUNTRIES

(AFRICA, AUSTRALIA, CANADA, GERMANY,
NEW ZEALAND, SAUDI ARABIA, UNITED STATES
OF AMERICA, UNITED KINGDOM AND VIETNAM).



562

focus groups



597

hours of interviews



5,011

people interviewed
(representative of 15% of the
population of organisations
included in the study)



21,711

surveys completed
to validate findings



155

observations made
(pre-starts, site tours,
inductions etc.)



819

**total cultural themes
analysed**

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)

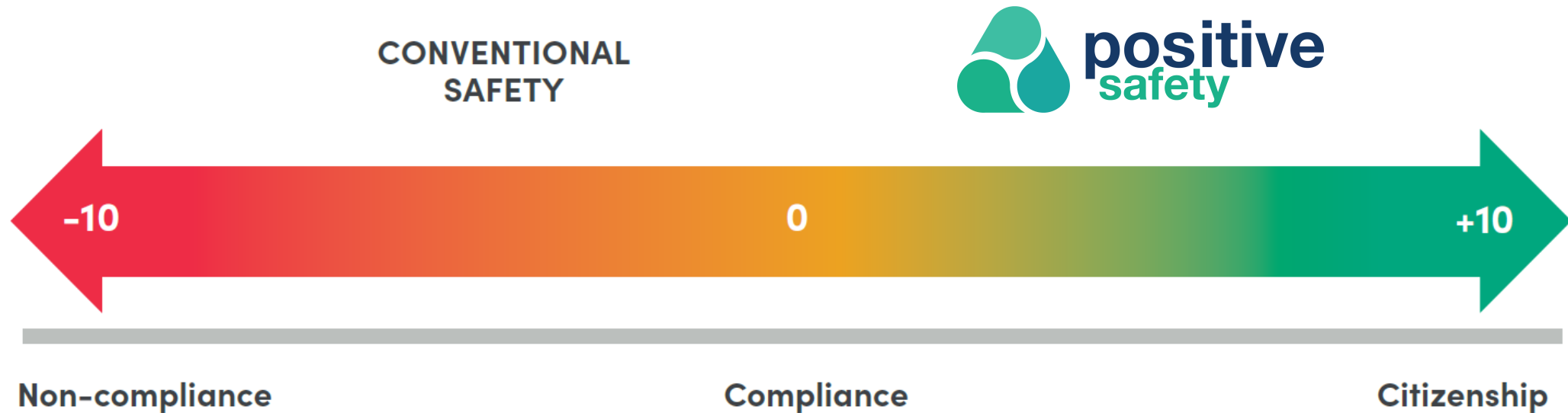
Lessons from sites doing well

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%

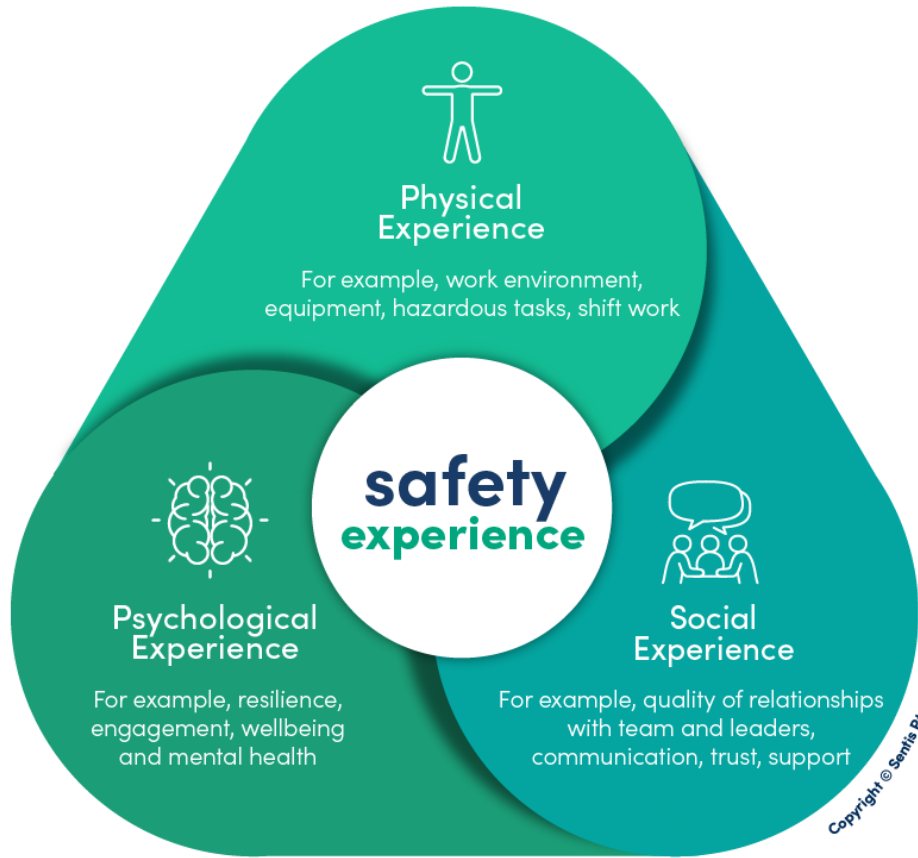
*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)

A Different Type of Safety Culture





“Positive Safety is having the courage and conviction to set the conditions for optimal safety where employees, teams, and organisations thrive.”



The 8 Positive Safety Principles



Lead with a
Vision



Make Data
Based Decisions



Build a Strong
Foundation



Actively Care



Be Curious



Keep it Simple



Hunt the good
stuff

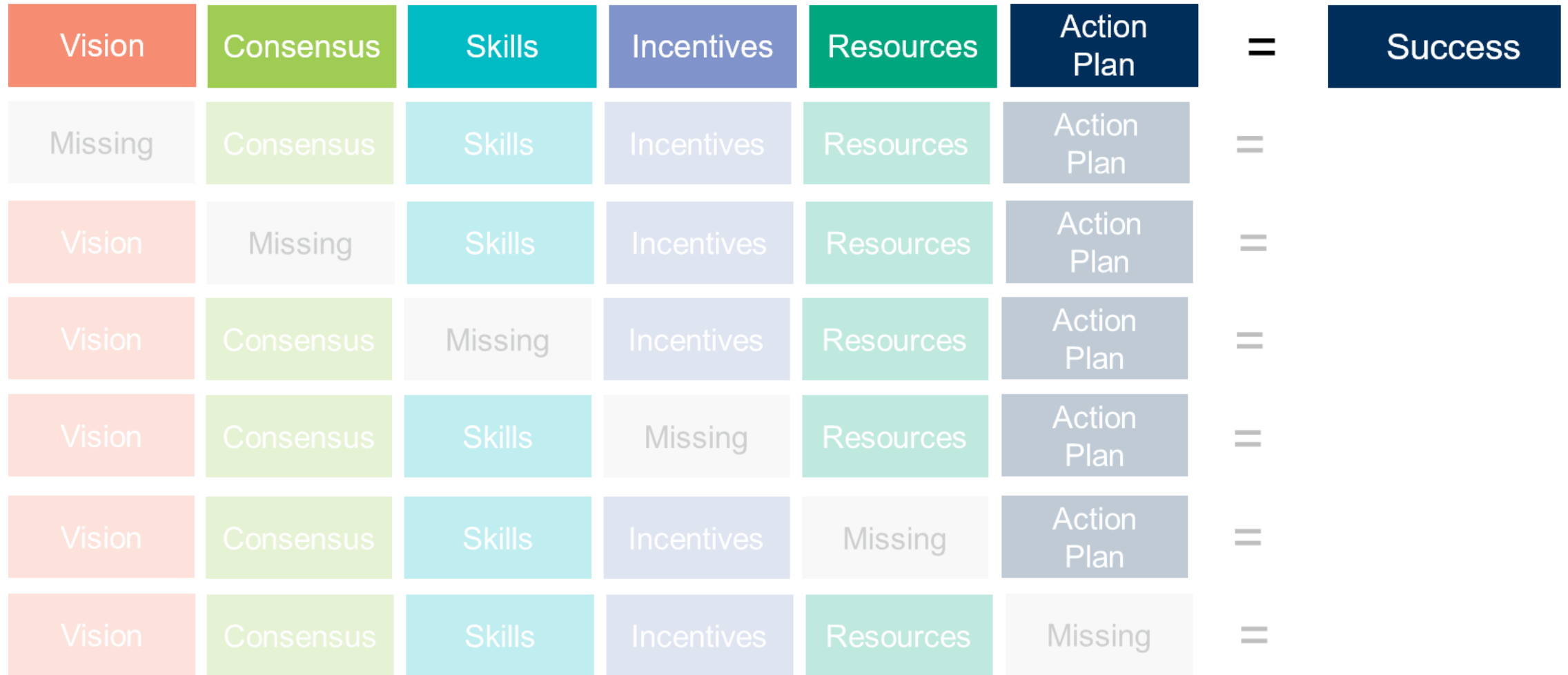


Make an Impact

**So, how do we make
theory work in
practice?**



Managing complex change model



Without a vision...

...people will be **directionless**, drift without motivation and engagement, and feel **confused** about what they are there to do and why.



Without consensus...

...people will **resist change**, dig their heels in, and overtly or indirectly work against the plan.



Without the necessary skills...

...people may be **onboard**, but feel fearful and inadequate, or fail to start the change due to anxiety and **second-guessing**.



Without incentives...

...people may **start on the journey**, then as they experience the difficulty of change, **fall off the wagon** if they don't feel their effort is valued, recognised and rewarded.



Without the needed resources...

...people could be **ready and willing** to start, but become **frustrated** that their effort is blocked by factors out of their control.



Without an adequate plan...

...people will come with you **along the journey**, but experience failure or a lack of forward movement that has them **feeling trapped** on a treadmill.





Common considerations



Why are our metrics heading in a particular direction, and we can't seem to shift them?

We've already collected lots of data?

We have survey fatigue.

Our safety metrics seem to be ok, but something just doesn't feel right about how we are doing things.

How do we compare to others in our industry or across teams?

Common considerations



Why are our metrics heading in a particular direction, and we can't seem to shift them?

We already have a strategy in place.

How can we show progress and improvement to executives, boards, or regulators?

We already understand the problem, why can't we skip to solution?

Common considerations



We've done this stuff before, we feels its just going to be the next fad.

We're different to other organisations, or our people won't get it.

We can't get access to people.

We need to tailor everything to our organisation.

Common considerations



How do we make this have impactful change, not just a marketing campaign?

Where do we go to next?

It'll be left up to the safety team to do all the work.

How do we sustain it long term?

So, what *does* this look like in practice?



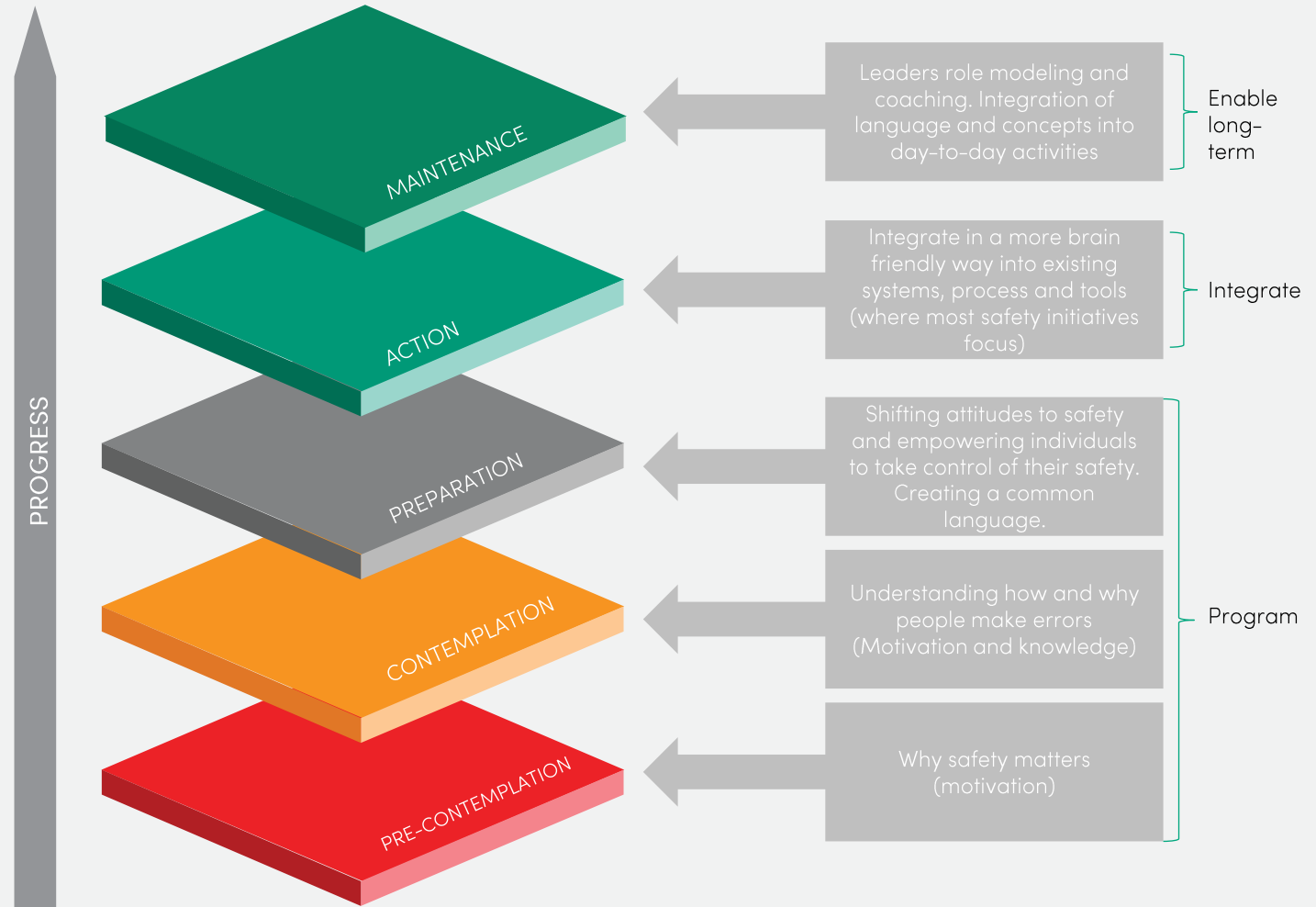
The Psychology of Change

Any attitudinal and behaviour change depends on having:

1. The right reason or motivation to put change into place
2. The knowledge of how to change or implement
3. An environment that supports change – that is, effective leadership

Organisations are more than just a sum of their individual employees.

For effective change, processes must take individual and organisational factors into account.



Understand

 Safety Climate Survey

 Onsite Scoping

 Review of existing data

Align

 Alignment & Strategy Workshop

 Pre-Deployment Comms

 Site Leaders Information Session

 Governance

Implement


 Modular Training Program for Leaders

 Modular Training Program for Teams

 Executive Session

 Board Session

Integrate


 Plan and deploy integration activities

 Integrate into Forums

 Targeted Training Modules

 Prevent Attrition

 Process Review and Integration

 Maintain Focus on Guiding Principles

 Internal Ownership

 Build Attention Density



A Different Type of Safety Culture

Safety behaviours and attitudes are not consistent

Safety is perceived as costing something – time, effort, money, etc.

Safety is policed, rather than lead

Strong focus on lag indicators, and a reactive approach to addressing these

Compliance focus on safety, without a compelling vision and reason for why

"You do you, I'll do me"
"I do it because I have to"



A Different Type of Safety Culture



Leaders walk the talk

Cultural maturity is reflective of leadership engagement and buy-in

There's a common language, vision and commitment to safety

Team members engage with safety because they want to

There is high discretionary effort, consultation, learning, and collaboration

"I do it because I want to"

"I do it because I care"

"We do it because we want to be better and safer"

**Safety is not about
protecting you from
something, but for
something.**



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Are you ready to harness the power of Positive Safety?

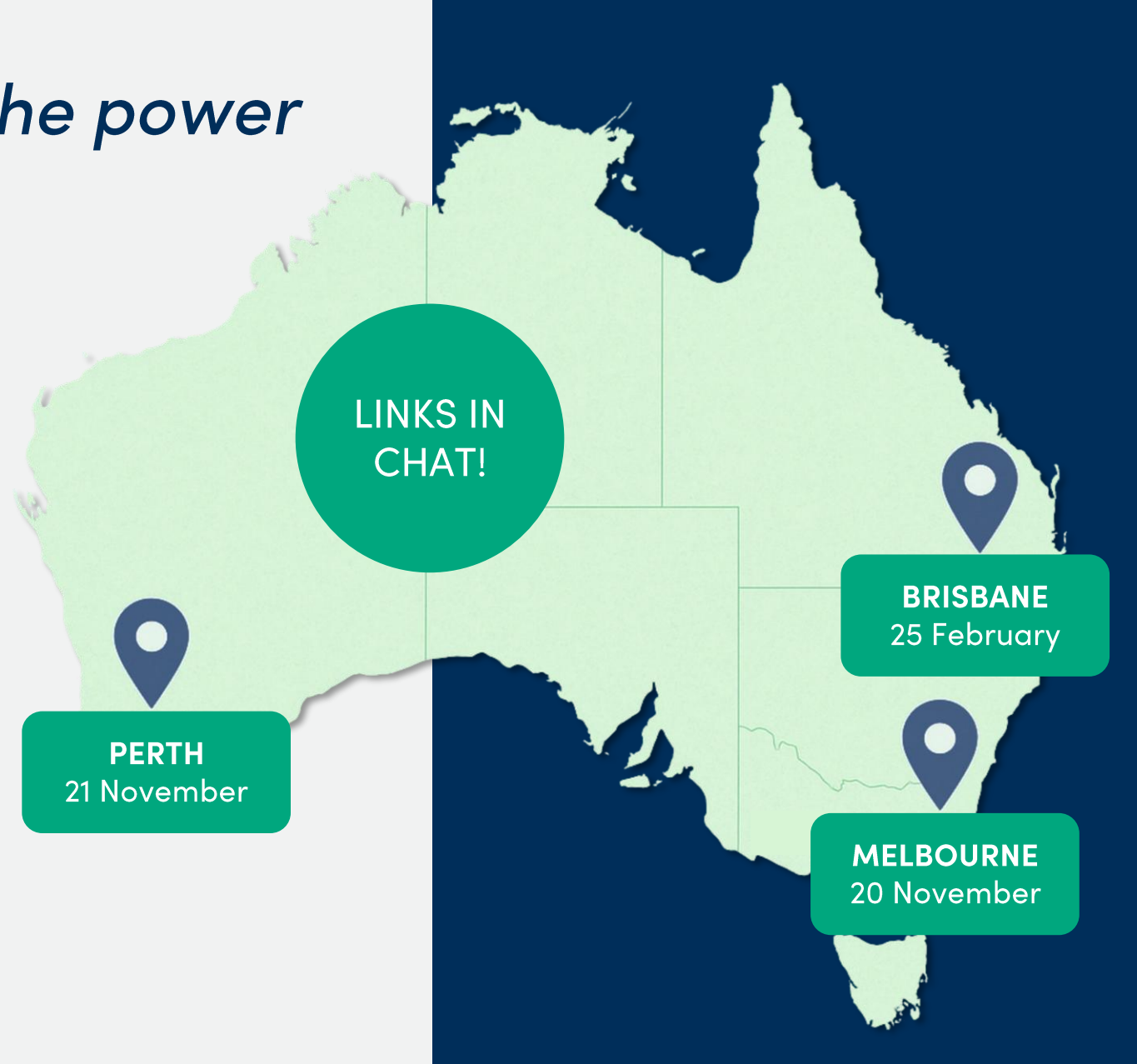
Positive Safety Open Programs

Your chance to see what our programs are all about!

Who it's for?

- Senior leaders driving lasting culture change
- Teams seeing safety performance plateau or decline
- Leaders tired of “policing” safety and wanting genuine buy-in
- Anyone wanting practical tools to positively influence safety

Find out more at sentis.com.au/upcoming-events



GET IN TOUCH

Ben Carnell

Psychologist

Head of Client Solutions

 ben.carnell@sentis.com.au

 +61 408 446 368

sentis.com.au 1300 653 042



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Q&A
OVER TO YOU



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