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Domenic Cooper defines an organisation's safety culture as *"The way we do things around here"*.

Your safety culture will involve the attitudes, beliefs, perceptions and values that employees share in relation to safety.

Some organisations enjoy safer workplaces because safety aspirations are not simply captured in policies, procedures or vision statements, but lived-out in a process of continuous improvement. Culture is developed. It requires leadership, commitment, modelling, resourcing and monitoring. It is intimately connected to the social and environmental conditions in which it operates.

James Reason points to the challenges of developing safety culture. When considering historical accidents with hindsight, it is easy to see how things used to be. However, it is nearly impossible to look forward and imagine what specific actions will prevent tomorrow's incident.

Preparing for an incident that is outside of your personal lived experience is very difficult. It requires a shift in behaviour. It requires change.

A psychologist friend of mine Peter O'Connor put it succinctly. *"People don't like change. They resist change. They only change because they choose to."*

Hugh Mackay warns that because of Confirmation Bias, we will all seek out, and accept messages that reinforce currently held beliefs and attitudes. Conversely, we will reject messages that conflict with our current world-view, even if our view is faulty.

Advancing the safety culture of your organisation will be an *"inch-by-inch"* process, over time. You will need to continuously lead change in small steps that are close enough to existing beliefs to be accepted, but not so lofty as to be rejected out of hand.

Leonard Evans suggests two principles, first; *"The primary goal must be to prevent crashes, not to make it safer to crash. Second, drivers must follow rules based on inputs from many professional disciplines, rather than relying mainly on what they have learned from their personal experience"*.

The 4-Ways Driver Training Model © incorporates practical learning aimed at preventing crashes proactively (Behavior), positively influencing explanatory style (Cognition), developing emotional intelligence (Emotional) and clarifying the learners' personal sense of purpose (Spirit). The language, style and activities are weighted to closely match your organization's safety culture.

