



**The Abdus Salam
International Centre for Theoretical Physics**



2257-67

Joint ICTP-IAEA School of Nuclear Energy Management

8 - 26 August 2011

Confidence and Trust

Jane LeClair
*Excelsior College, Albany
USA*

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*Dr. Jane LeClair, Dean
School of Business and Technology
Excelsior College*



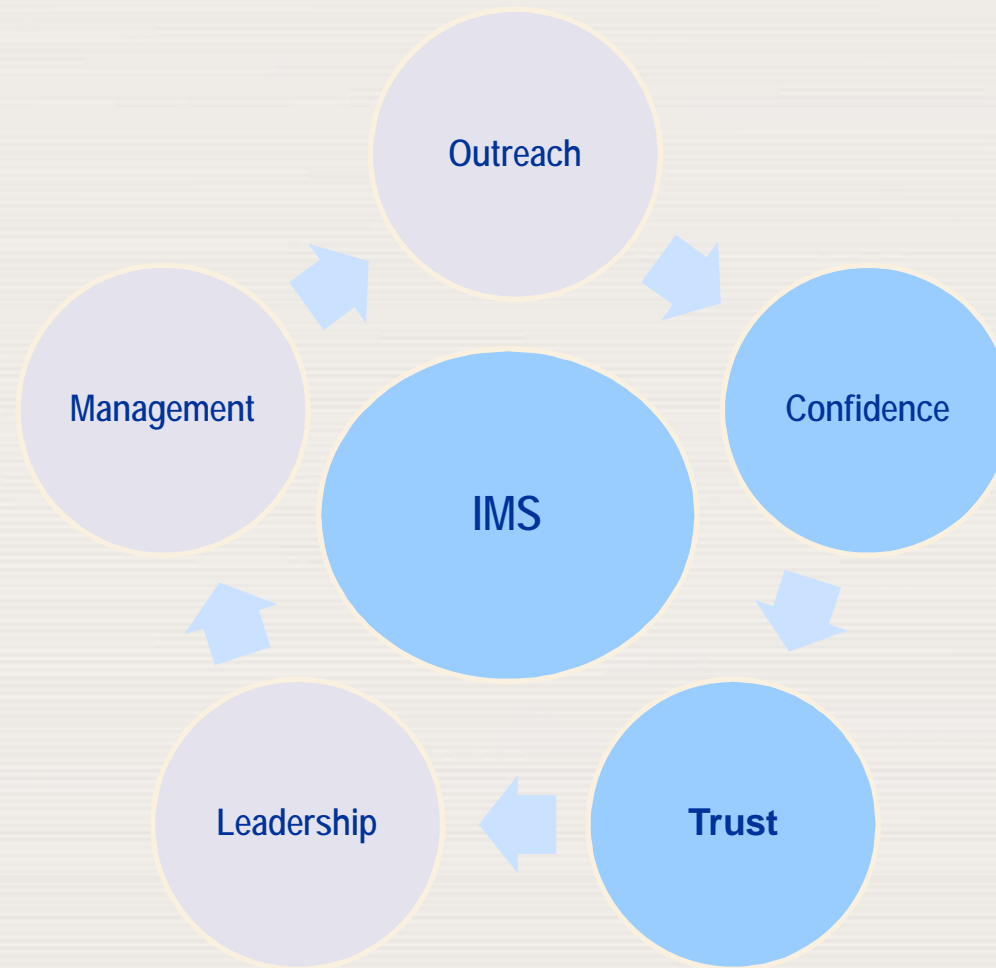
IAEA

International Atomic Energy Agency

Objectives of this Session

1. Identify the need for confidence and trust in regard to safety culture
 - a. Define the Integrated Management system (IMS)
 - b. Identify the difference between culture and safety culture
 - c. Describe the stages of development of safety culture
 - d. Recognize symptoms of a declining safety culture
 - e. Discuss steps to change the safety culture

Confidence and Trust in an IMS



Integrated Management System

- A single coherent management system in which all the components and parts of an organization are integrated to enable the organization's objectives to be achieved
 - All management areas: safety, quality, environment, health, security, financial, etc.
 - Objectives, goals, strategies
 - Personnel and resources (equipment, culture, policies)
 - One set of organizational processes that address the totality of the objectives of the organization

(A. Kosilov, IAEA)

Building Confidence and Trust

- High level of confidence and trust in management must be built and maintained in the organization
- Individuals must be confident their concerns will be considered and addressed
- Employees must be confident conflicts are resolved fairly and in a professional manner
- Open and honest communication must be maintained through regular communication that promotes transparency in operations

Definition of Culture

- “Culture is a pattern of basic assumptions—
invented, discovered or developed by a given
group as it learns to cope with its problem of
external adaptation (how to survive) and internal
integration (how to stay together)—which have
evolved over time and are handed down from one
generation to the next.” *(Edgar Schein)*

Understanding Culture

Artifacts and Behavior

- architecture, greetings, rituals, dress, forms of address
- ***Visible***

Espoused Values

- strategies, goals, philosophies
- ***Can be elicited***

Basic Assumptions

- Human nature, basis on which people are respected
- ***Unconsciously held and usually tacit***

Definition of Safety Culture

- “Safety culture is the product of individual and group values, attitudes, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of an organization’s health and safety programs.
- Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.”

(ACSNi Human Factors Study Group in the UK)



Understanding Safety Culture

Artifacts and Behavior

- Safety policy statement
- Zero lost time accidents
- Safety award presentations
- Use of safety equipment
- **Visible**

Espoused Values

- Safety is the top priority
- Zero tolerance for safety deficiencies
- Blame-free work environment
- Errors Are Learning Opportunities
- **Can Be Elicited**

Basic Assumptions

- Accidents are caused by carelessness
- Safety can always be improved
- Risks have to be taken to achieve targets
- Properly designed plant is inherently safe
- **Unconsciously Held And Usually Tacit**

Development of a Safety Culture

Safety is based on rules and regulations

- Safety is an External Requirement

Safety is considered an organizational goal

- Safety is an Important Organizational Goal

Safety can always be improved

- Continuous Improvement Concept Adopted and Applied to the Concept of Safety

Stage 1 – Safety Based on Rules/Regulations

- **Characteristics of Stage 1 Safety Culture**
 - Problems are not anticipated/organization reacts to each one as occurs
 - Communications between departments and functions is poor
 - Collaboration and shared decision-making is limited
 - People who make mistakes blamed for failure to comply with the rules
 - Role of management is seen as enforcing the rules.
 - Not much listening or learning inside or outside the organization, which generally adopts a defensive position when criticized
 - People viewed as components of the system—the mechanistic view
 - An adversarial relationship between managers and other employees
 - People rewarded for obedience and results, regardless of long term consequences



Stage 2 – Safety becomes Organizational Goal

- **Characteristics of Stage 2 Safety Culture**
 - Growing awareness of impact of cultural issues in the workplace though not understood
 - Management encourages interdepartmental and inter-functional communications.
 - Management's response to mistakes is to introduce more controls/procedures/retraining
 - Role of management to make sure goals are achieved and work objectives are clear
 - Organization willing to learn from external groups

Stage 2 – Safety becomes Organizational Goal

- **Characteristics of Stage 2 Safety Culture**
 - Relationship between employees and management is adversarial
 - People are rewarded for exceeding goals regardless of long term consequences
 - Interaction of people and technology is considered, but more towards increasing the efficiency of the technology
 - There is more teamwork
 - Organization remains reactive in relation to problems, although has more planning

Stage 3 – Safety can Always be Improved

- **Characteristics of Stage 3 Safety Culture**

- Problems are anticipated and dealt with before they occur
- Collaboration between departments and functions is good
- There is no goal conflict between safety and production
- Almost all mistakes are viewed in terms of process variability with the emphasis placed on understanding what has happened, rather than finding someone to blame
- Management's role is seen as coaching people to improve performance
- Learning from others, both inside and outside the organization, is valued

Stage 3 – Safety can Always be Improved

- Characteristics of Stage 3 Safety Culture
 - People are respected and valued for their contribution
 - Relationship between management and employees is mutually supportive
 - People are aware of the impact of cultural issues, and these are considered in decision making
 - People are rewarded for improving processes, as well as results
 - People are considered to be an important part of organizational systems with attention given to satisfying their needs, and not just to achieve technical efficiency

Assessing Stages of Safety Culture

- Based on how the organization views these five (5) areas:
 - Mistakes
 - Time
 - Role of managers
 - Handling of conflict
 - Nature of people

Activity

- During this activity, individuals will:
 - In groups, discuss in which stage of safety culture you currently view your organization

Five Stages of Organizational Decline

Overconfidence

- Good past performance leading to self-satisfaction

Complacency

- Occurrence of minor events that are subjected to minimum self-assessment and delay in improvement programs

Denial

- Number of minor events increases, with possibly a more significant event; treated as isolated events
- Findings from audits are considered invalid; root cause analysis not used

Five Stages of Organizational Decline

Danger

- Several potentially serious events occur but management /employees reject criticism from audits/regulator - consider views biased. Oversight function is afraid to confront management.

Collapse

- Regulator intervenes to implement special evaluations. Management is overwhelmed and may need to be replaced. Major and very costly improvement needs to be implemented.

Model for Changing the Safety Culture

Stage 1 Unfreezing

Creating the motivation
to change

- Disconfirmation
- Creation of survival anxiety or guilt
- Creation of psychological safety to overcome learning anxiety

Stage 2 Change

Learning new concepts
and new meanings for
old concepts

- Imitation of and identification with role models
- Scanning for solutions and trial and error learning

Stage 3 Refreeze

Internalizing new
concepts and meanings

- Incorporation into self concept and identity
- Incorporation into relationships

(Kurt Lewin)

Building Confidence and Trust into the Integrated Management System

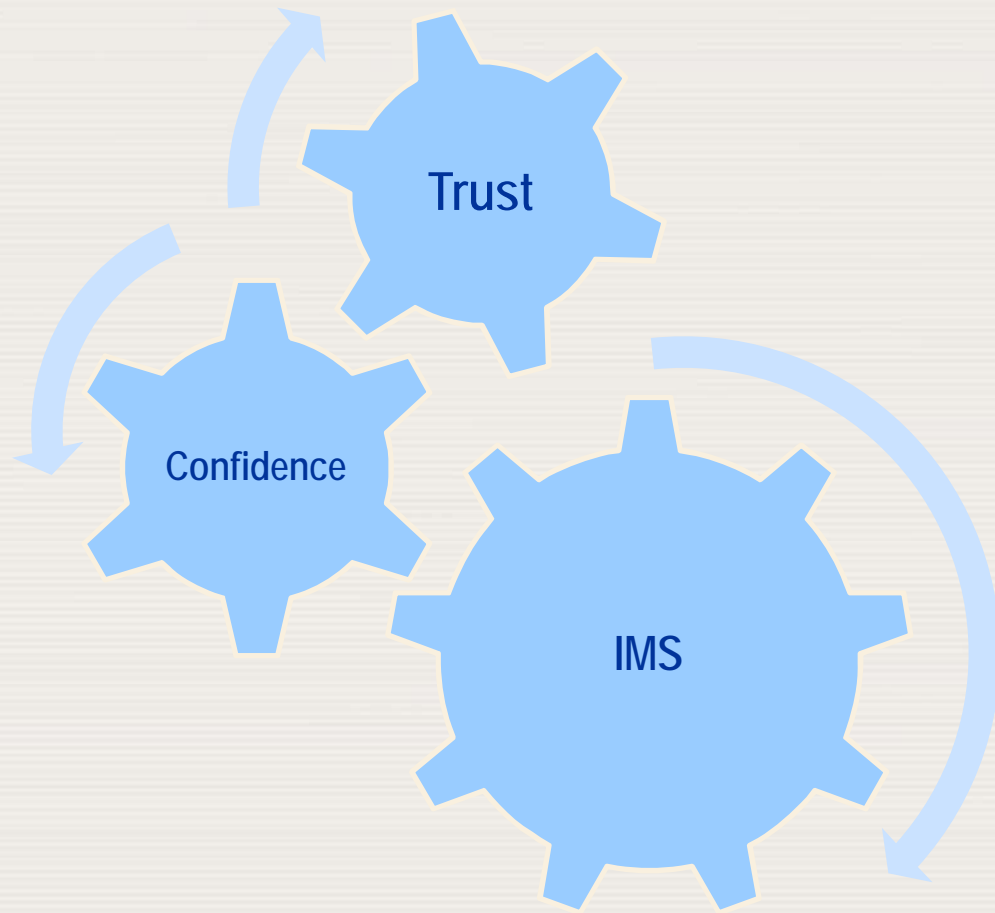


Confidence



Trust

Building Confidence and Trust into the Integrated Management System



Activity

- During this activity, individuals will:
 - In groups, discuss the Integrated Management System's effect on confidence and trust within an organization

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Questions

