Creating a Generative Culture & Overcoming Barriers to Change
25 September 2013
OVERVIEW

• Why
• What
  – Generative culture
  – Resistance to change
• How
Session Plan

- Discussion
- Exercises
- Conclusions & Commitments
Technology and standards

HSE Management Systems

Improved culture

Incident rate

Time

IHST
International Helicopter Safety Team

Our Vision: An International Civil Helicopter Community With Zero Accidents
Culture: The Mother of all Root Causes
“Culture eats strategy for breakfast.”

Peter Drucker

“Culture is set by the guy who pays the bills.”

Lee Benson, Former Chief Pilot for the Air Operations Section of the Los Angeles County Fire Department
What is culture?

Consistent culture requires shared beliefs.
Beliefs drive behaviours.

Great leaders talk about what they believe and attract people who believe what they believe.
The Culture Ladder

- **CALCULATIVE**
  - We have systems in place to manage all hazards

- **PROACTIVE**
  - Safety leadership and values drive continuous improvement

- **REACTIVE**
  - Safety is important, we do a lot every time we have an accident

- **PATHOLOGICAL**
  - Who cares as long as we’re not caught

- **GENERATIVE** (High Reliability Orgs)
  - HSE is how we do business round here

Increasingly Informed → Increasing Trust and Accountability
The Journey to a Generative Culture

• Goal
  – Results
  – Type of Culture

• Structure
The Journey to a Generative Culture

• What is the 1st step?
• Remember to always start with **WHY**!
What Is Our Helicopter Safety Goal?

• 80% reduction?
• Zero?
• Something else?
The Goal for HEMS Safety

- Not this!  
- This

Save Lives
What Is Our Helicopter Safety Goal?


“The individual risk per period of flying exposure for an individual flying on OGP contracted business should be no greater than on the average global airline.”
Goal & Policy Statement

• The goal
  – Manage all significant risks to a level as low as reasonably practicable (ALARP)
  – No harm to people, property or the environment
  – “Goal Zero” or “Target Zero”

• Supporting policy statement
  – Sets out the company leaders’ commitment to the goal of the SMS
  – References a plan with
    • specific objectives,
    • organisational structure,
    • processes and accountabilities,
    • and specific targets.
  – Describes the desired safety culture and contains a “Just Culture” statement

Concise, high-level policy statement must fit on one page.
Generative Culture

- **Mindfulness**
  - Alert caution
  - Compliance

- **Learning**
  - Reporting
  - Just Culture

- **Continuous improvement**
  - Sharing internal & external information
  - Collaboration
Support Structure

- Proactive Hazard Identification & Management
- Supporting Policies, Procedures, Measures and Controls
  - Pre-flight risk assessment
  - Operating controls
- Competent resources – effectively organized
  - People
  - Equipment
- Open reporting in a Just Culture
- Root cause investigation and corrective actions
- Safety promotion and information sharing in a Learning Culture
- Audits and reviews for continuous improvement
Starting the Journey Toward a Generative Culture

- Goal and Policy Statement
- SMS
- Culture Assessment
- Barrier Assessment
- Focused Action Plan
- Review and Continuous Improvement
Assessing Your Culture

- Surveys
- Structured interviews
What Are The Key Gaps You Found?

- Rank
- Focus on the top 3
- Assess barriers to change
- Action plan
### Catalysts & Barriers to Change

**Catalysts**
- Risk awareness
- Policy, processes & procedures
- Leadership behavior

**Barriers**
- Ignorance
- Ad hoc, un-structured, reactive behavior
- Leadership behavior
Walking the Talk

Commitments – New Year’s Resolutions

Why is it so hard to follow through?
Competing Commitments

**New Behaviors**
- New commitments
- New assumptions
- New beliefs

**Old Behaviors**
- Old commitments
- Old assumptions
- Old beliefs
## Change Immunity Map

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Doing/not doing instead</th>
<th>Competing commitments or dreaded or desired images</th>
<th>Big assumptions</th>
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Reference: Robert Kegan & Lisa Laskow Lahey’s book *Immunity to Change*
Generative Culture

• Mindfulness
  – Alert caution
  – Compliance

• Learning
  – Reporting
  – Just Culture
  • Continuous improvement
    – Sharing internal & external information
    – Collaboration

Rule breaking?
Punitive action?
Not invented here?
Culture

Consistent culture requires shared beliefs.
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Great leaders talk about what they believe and attract people who believe what they believe.
What have we learned?

• Justification for a generative culture
• Required support structure
• How to assess culture
• How to assess barriers to change
• The need for relentless execution of action plans
Questions?
References

- EASA (http://easa.europa.eu/essi/ecast/main-page-2/sms/)
- SKYbrary (http://www.skybrary.aero/index.php/Safety_Culture)
- Hearts and Minds (http://www.eimicrosites.org/heartsandminds/)
Commitments

Will you use any of this material when you get back home?

• Culture assessment?
• Change immunity map?
• Dialogue about beliefs?
Thank You!
ICAO Safety Management Manual

Three distinct cultures

National

Organisational

Professional