Attachment 2-3
IAEA Presentation, Working Practically and Proactively with Improving Leadership and Culture for Safety (September 2013) Workshop on Leadership and Safety Culture for Senior Managers.

# Working Practically and Proactively with Improving Leadership and Culture for Safety

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International Atomic Energy Agency

Paradoxes for Leaders in Nuclear Organizations

PARADOX
1) Routinized Work and Motivating Tasks
2) Abstract and Tangible
3) Administrative Tasks and Visible Leadership
4) Delegation and The Approval Chain
5) Error Free and Report Errors
6) Imitation and Innovation
7) Openness and Public Trust
8) Priorities and Distractions
9) Procedural Adherence and Questioning Attitude
10) Production & Safety
11) Short Term Business Results and Organizational Capacity Building
12) Reactive and Proactive

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Source: IAEA Nuclear Energy Series draft **Leadership in Nuclear Organizations**

The demands a leader needs to manage
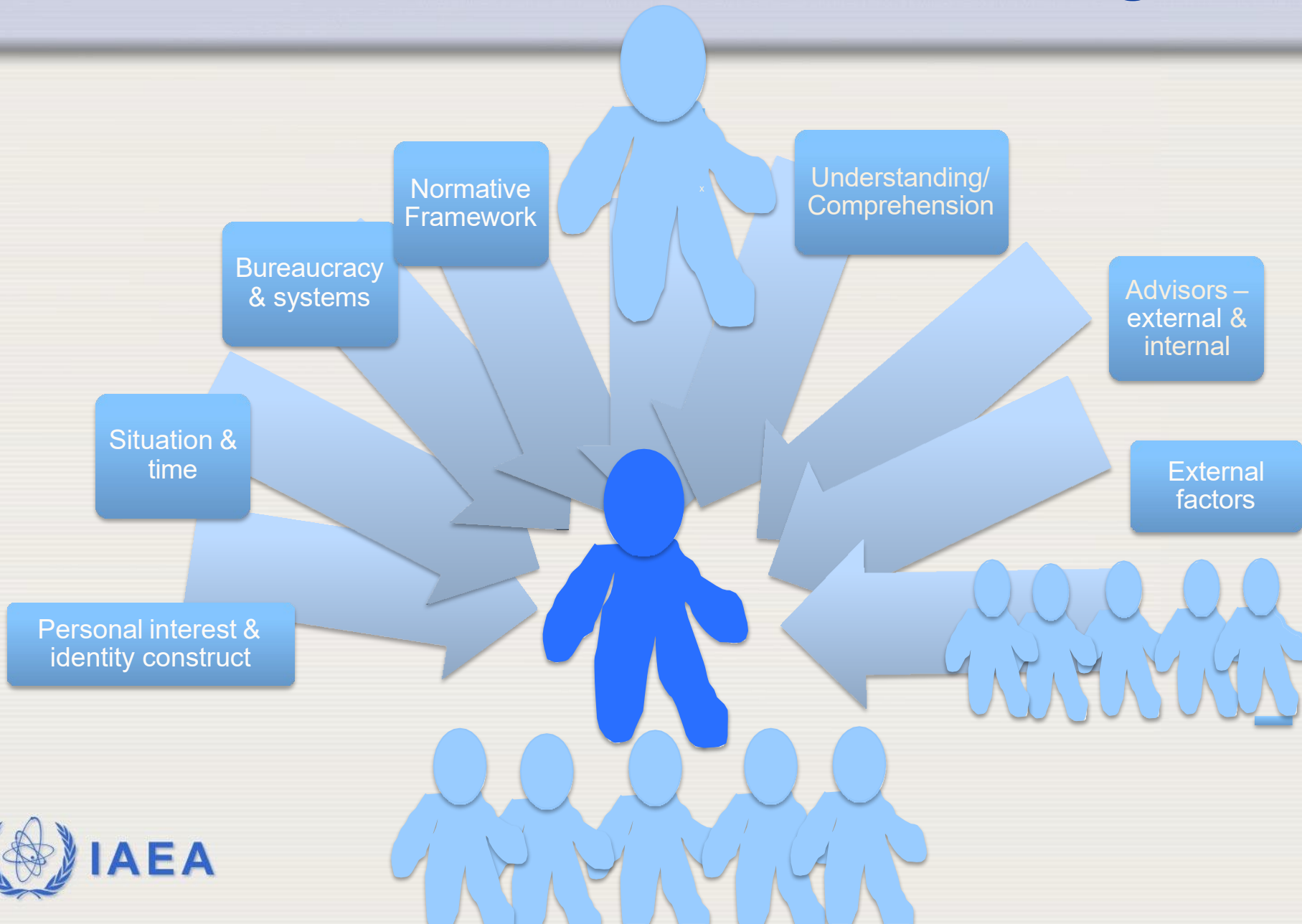
Definitions of Leadership

"Leadership is the process of creating clarity and consistency of direction and making that direction important, exciting, and worthy to others."

~ Lawrence M. Miller, USA

"Leadership is not simply a process of acting or behaving, or a process of manipulating rewards. It is a process of power-based reality construction and needs to be understood in these terms."

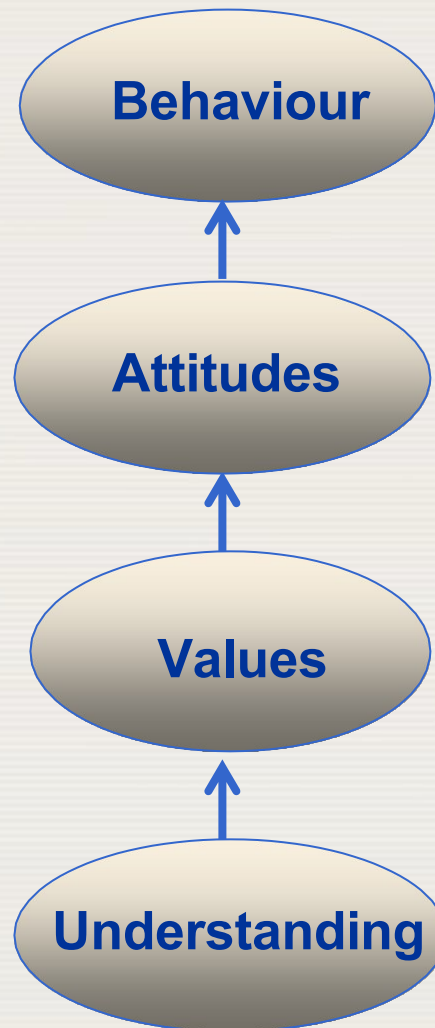*~ Mats Alvesson, Sweden*

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Leadership and Safety Culture
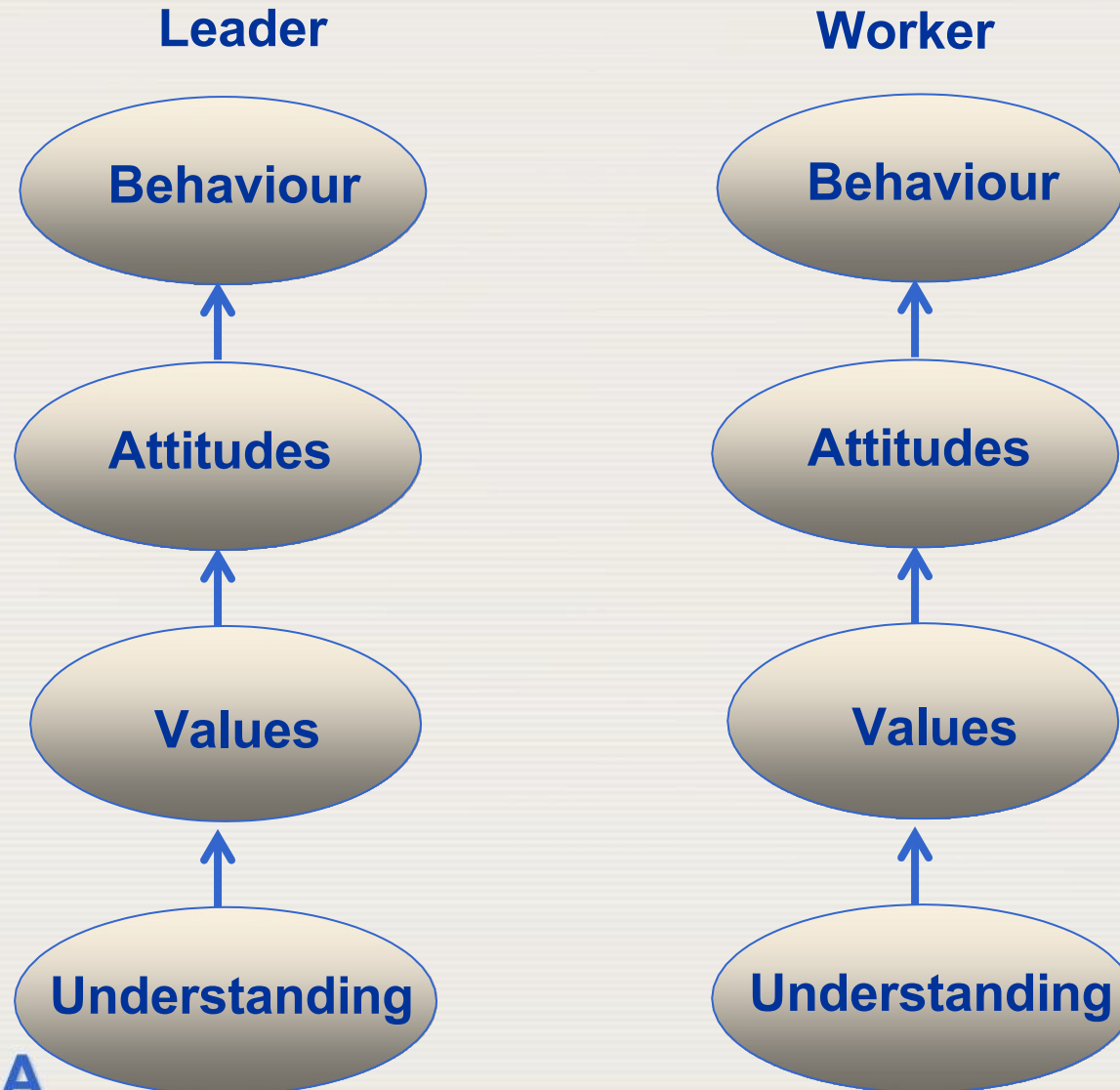
So how can leaders influence safety culture?

"Leadership is not simply a process of acting or behaving, or a process of manipulating rewards. It is a process of power-based reality construction *and needs to be understood in these terms."*

To answer we need to understand what drives human behaviour on a individual and collective level
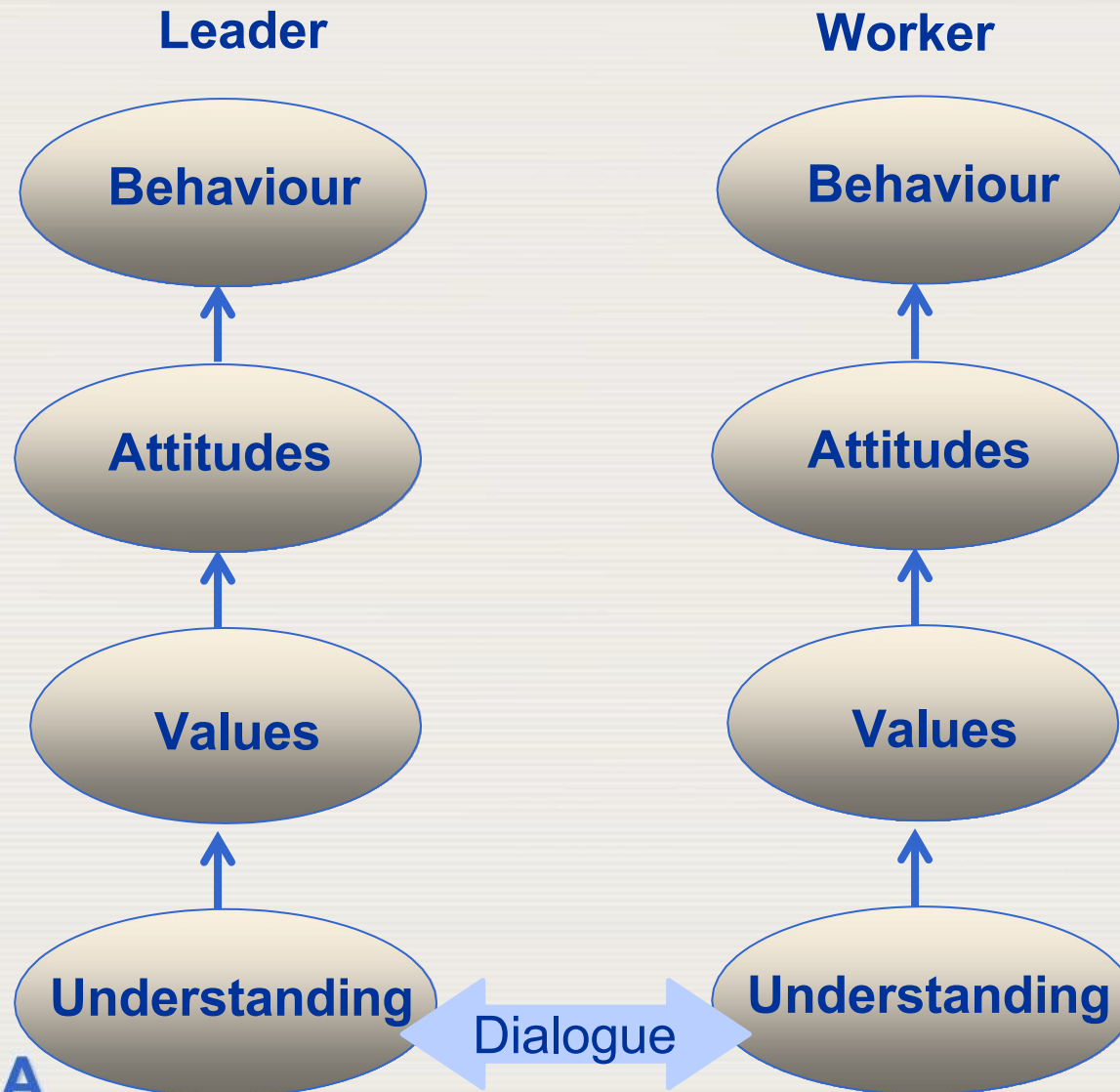
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The root of behaviour

Leadership and behaviour change

Leader

Worker

Behaviour

Behaviour

↑

↑

Attitudes

Attitudes

↑

↑

Values

Values

↑

↑

Understanding

Understanding

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Leadership and behaviour change

Leadership and Shared Space

Me

Shared space

External space

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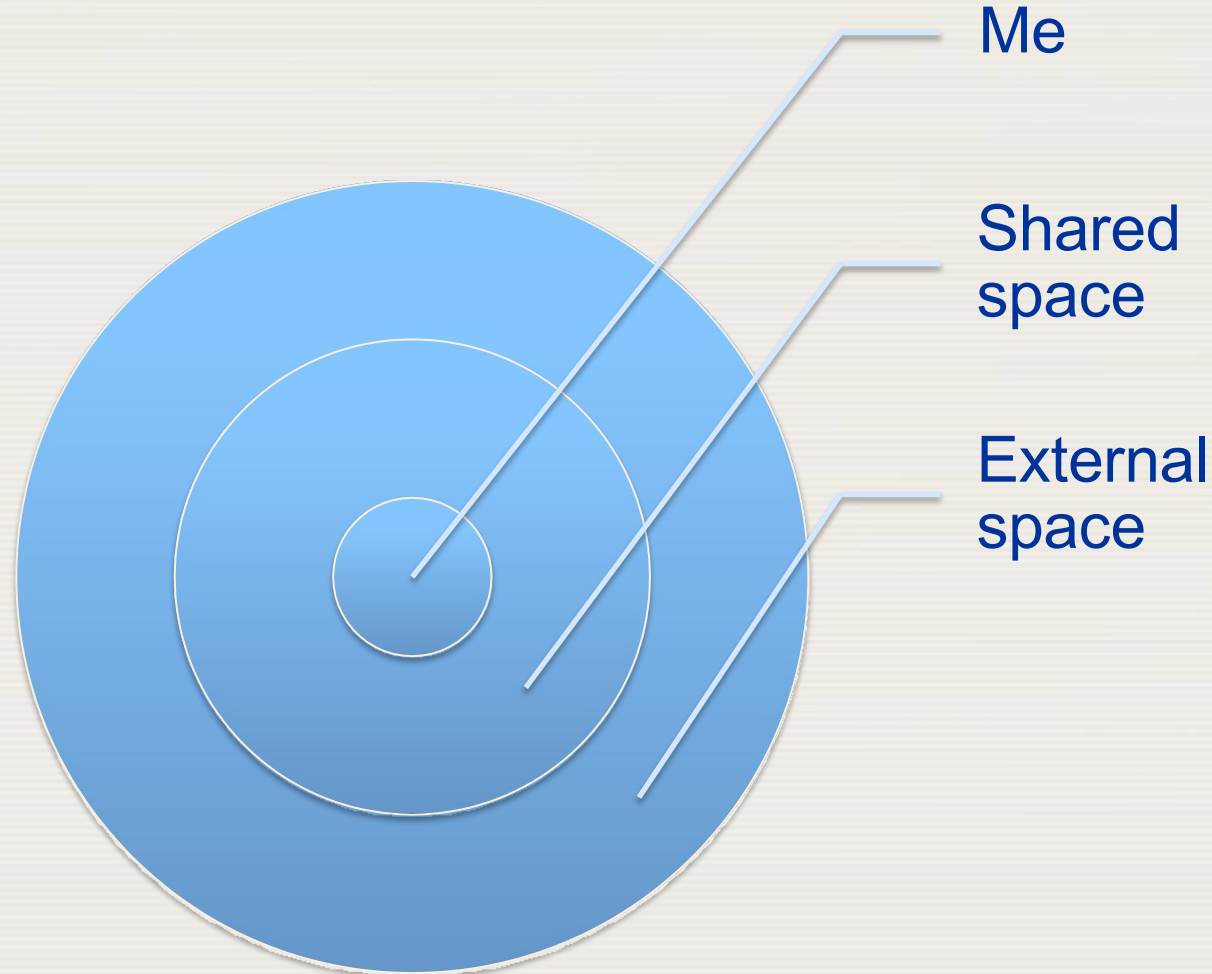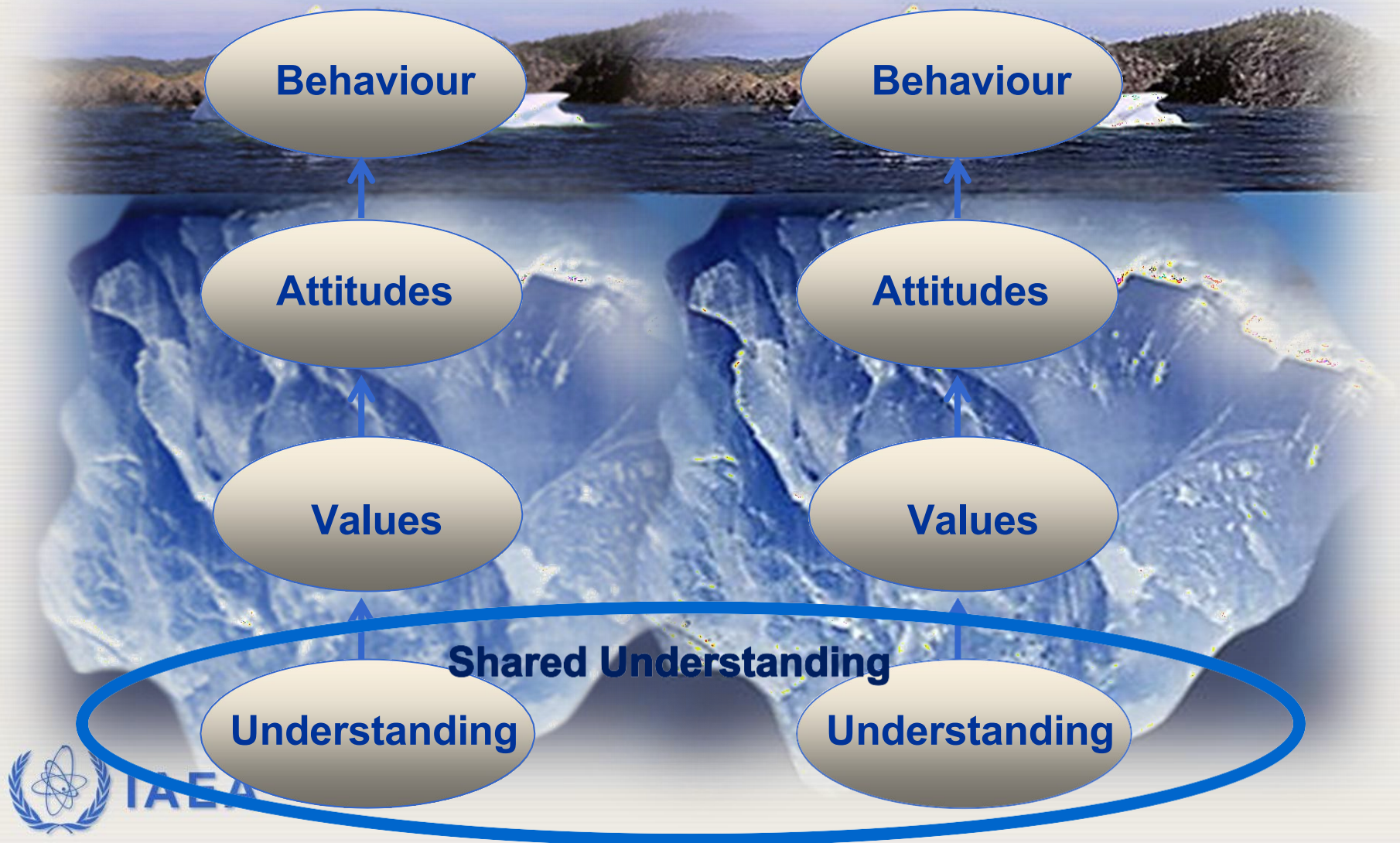
Leadership and behaviour change
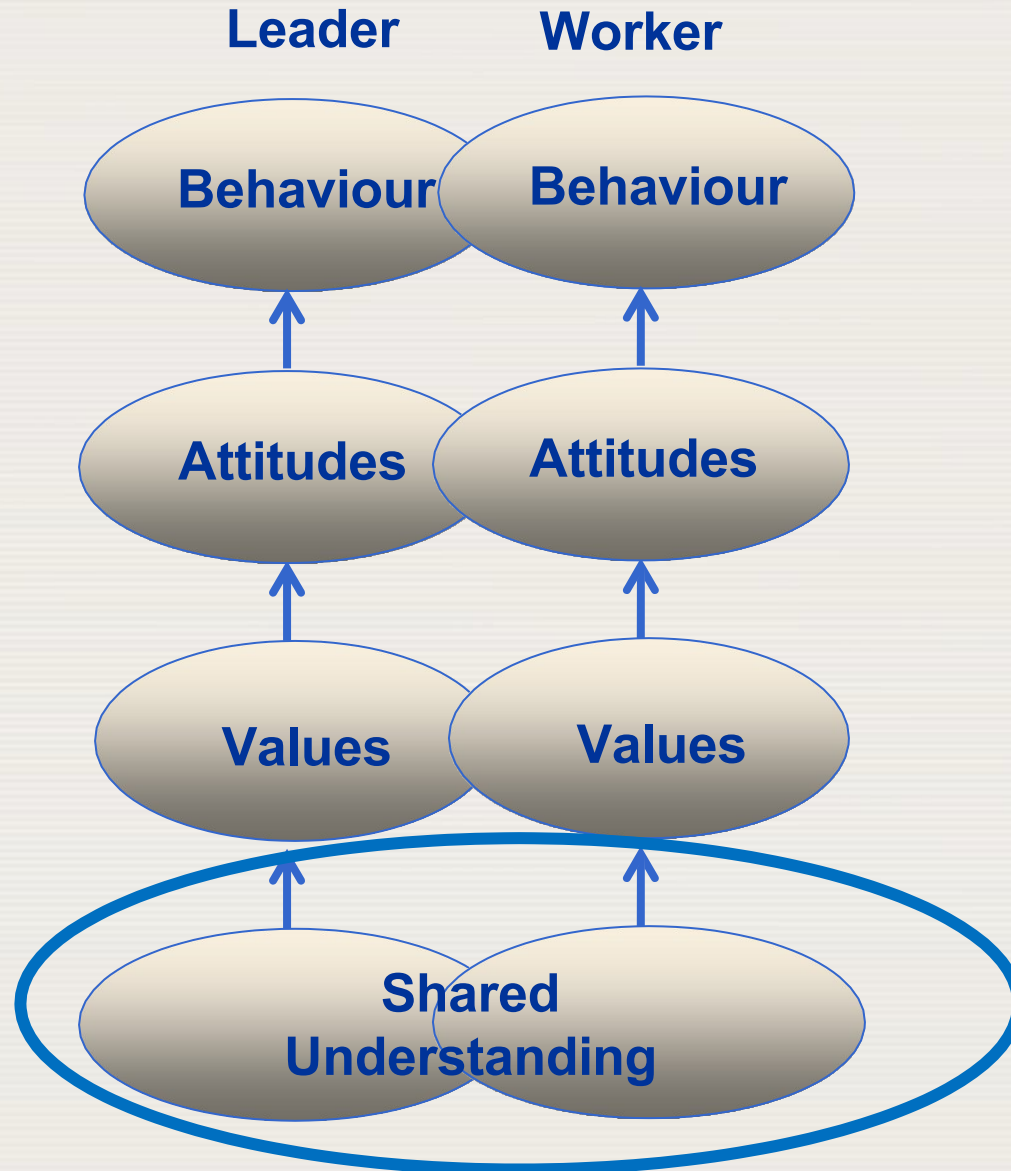
Behaviours and culture

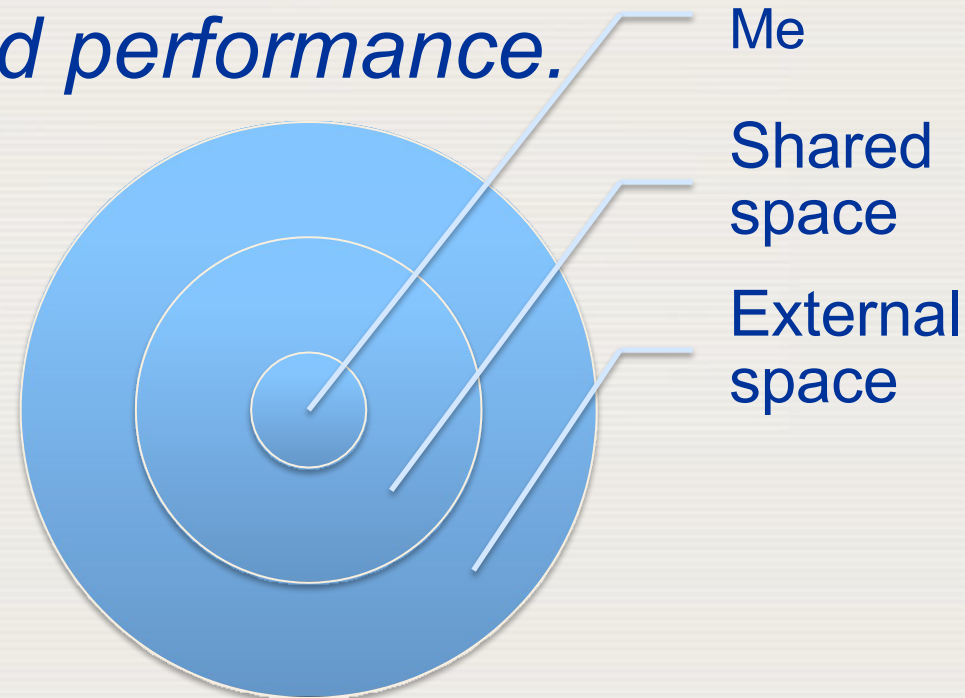# Dialogue as a Leadership tool for cultural change

To Invite the Organizations Intelligence into the Shared Space

*To tap into the **wealth of knowledge**, experience and insight in the organization, and to build shared understanding that supports safe behaviours and good performance.*

Me

Shared space

External space

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Effective cultural change work

Key considerations:

- Culture change is about self-transformation for all, not just 'we will change them'
- Work with realistic ambition – don't cover everything
- Endurance counts – no quick fixes
- Don't start what can't be followed-up
- Exercise power to keep culture on the agenda

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Source Prof. Mats Alvesson 2010

Making it happen

- Clarify the image of what it is all about
- Work with a strong sense of 'we' – reduce the gap between change agents and the rest
- Avoid hyper culture and focus on practices
- Pay careful attention to process and reception – combine pushing and dialogue
- Avoid n-steps thinking – football game rather than a relay race

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Source Prof. Mats Alvesson 2010

Common SC Improvement practices

- Policy
- Key performance indicators
- Safety management system
- Management in the field
- Safety Campaigns
- Reporting
- Trending
- Training

These alone will not bring about change at the level of basic assumptions, values and attitudes

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Working with Safety Culture

- Safety culture involves three aspects:
  - Management for safety – formal framework
  - Actions and practices – actual behaviours
  - Shared understanding – comprehension of safety

To be successful you need to work with all three aspects

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Addressing the Deeper Levels of SC

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Critical success factors
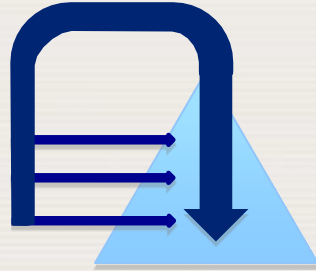
- Clear vision of the desired state

- Management commitment

- Use of behavioral/social science expertise

- Reinforcement by leaders (Words and actions go hand-in-hand)

- Engagement and involvement of employees

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Critical Success Factors (cont'd)

- Application of a systemic ITO* approach to safety as daily practice and embodied in the Integrated Management System

- Diversity of competence

- A continuous, long-term improvement focus

- Provision of adequate resources

- Ongoing effective communication

- Progress through a learning driven mindset

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*ITO – The interactions between the Individuals, Technology and the Organization

Systematic improvement activities

1. ## Ongoing/Generic improvement activities

   Addresses the whole organisation with certain periodicity

   - Training
   - Seminars/workshops
   - Safety culture assessment – communication of results

2. ## Integrated improvement activities

   Built into day-to-day activities

   - Reflection
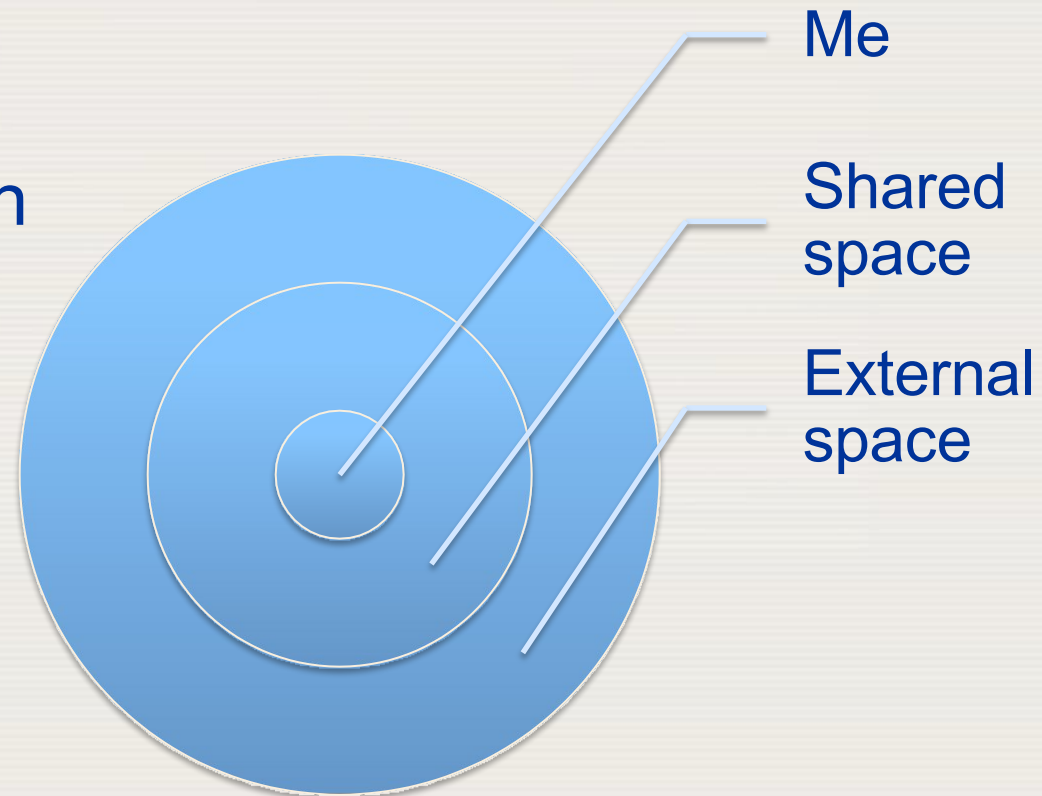   - Dialogue

3. ## Specific improvement activities

   Response to assessments, experience feedback, observations, events, or trends

   - Coaching

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Performance

- Depends on the ability and willingness of individuals to continuously think, engage, and demonstrate safe behaviours

- Shaped by:
  - Personal motivation
  - Shared space

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Shared space

External space

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Safety Performance

- Safety understanding and safety conscious actions and practices drive safety performance moment-to-moment

- Depends on the **ability** and **willingness** of individuals to continually think, engage, and collaborate

- Shared space is an important determinant of achieving shared understanding and collaboration

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Respect, Recognition and Inclusion

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Examples of
Safety Improvement Practices

Policy

- A clear policy defining behavioural expectations (not values)
  - Expectations are communicated and followed up by management
  - Expectations are integrated into all training programmes
  - The expectations are realistic (limited in numbers) and applicable to everybody (make sense)

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Integrated Management System

- Continual improvement of the integrated management system
  - Include and create ownership
  - Cooperation between operational and administrative personnel
  - Standardization of procedures
  - Categorization of procedures
  - Development of checklists
  - Keep it simple & alive

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Key Performance Indicators

- Lagging indicators
- Leading indicators
- Linked to organizational goals
- Safety KPI linked to bonus programme

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Visibility

- Making safety visible
  - Frequent communication of safety priorities by management
  - Training to develop understanding of safety issues
  - Refresher training
  - Make sense and use the safety policy

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Leadership

- Shared Space
- Active follow-up of activities by management
  - Task observation
  - Risk analysis
- Safety coaching
- Leading by example

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Learning from Events

- Simple and accessible report system
- Honour reporting
- Systematic registration and follow-up of accidents, incidents and near misses
- Trend analysis
- ITO analysis
- Corrective Actions shall address the root causes
- Share lessons learned openly as part of the organizational learning

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Just Culture

- Clear expectation on behaviours
- Create a fair system for handling violations and deviations from requested behaviours
- Clearly communicate the process, confirm understanding, and apply it consistently
- Position compliance as both an individual and organizational responsibility

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Means of Engagement

- Language as a tool for cultural change
- Appreciative inquiry
- Dialogue and cross-group meetings
- Meeting tune-ins and tune-outs
- Dialogue, reflection, and reflecting teams
- Guided inquiry
- World café or open space large group techniques
- Storytelling and safety culture role plays

Committing to this approach means
letting go of control and working with what is

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Good Practices: Shared space

- Manage power dynamics
- Bridge groups, departments, and issues
- Model and invite openness and willingness to listen and learn
- Demonstrate and encourage respect, recognition and inclusion
- Facilitate dialogue
- Visibly value diversity

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Good Practices: Mindful communication

- Dialogue not discussion or debate
- Avoid jargon and propaganda
- Build public speaking and conversation skills
- Tailor messages to the audience
- Be concise and precise
- Use active reflection and active listening skills

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Good Practices: Involvement

- Actively involve personnel in all activities, including generating ideas for improvement

- Delegate ownership of processes and procedures

- Initiate two-way feedback

- Encourage inquiring attitude

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Good Practices: Just culture

- Clear expectation on behaviours
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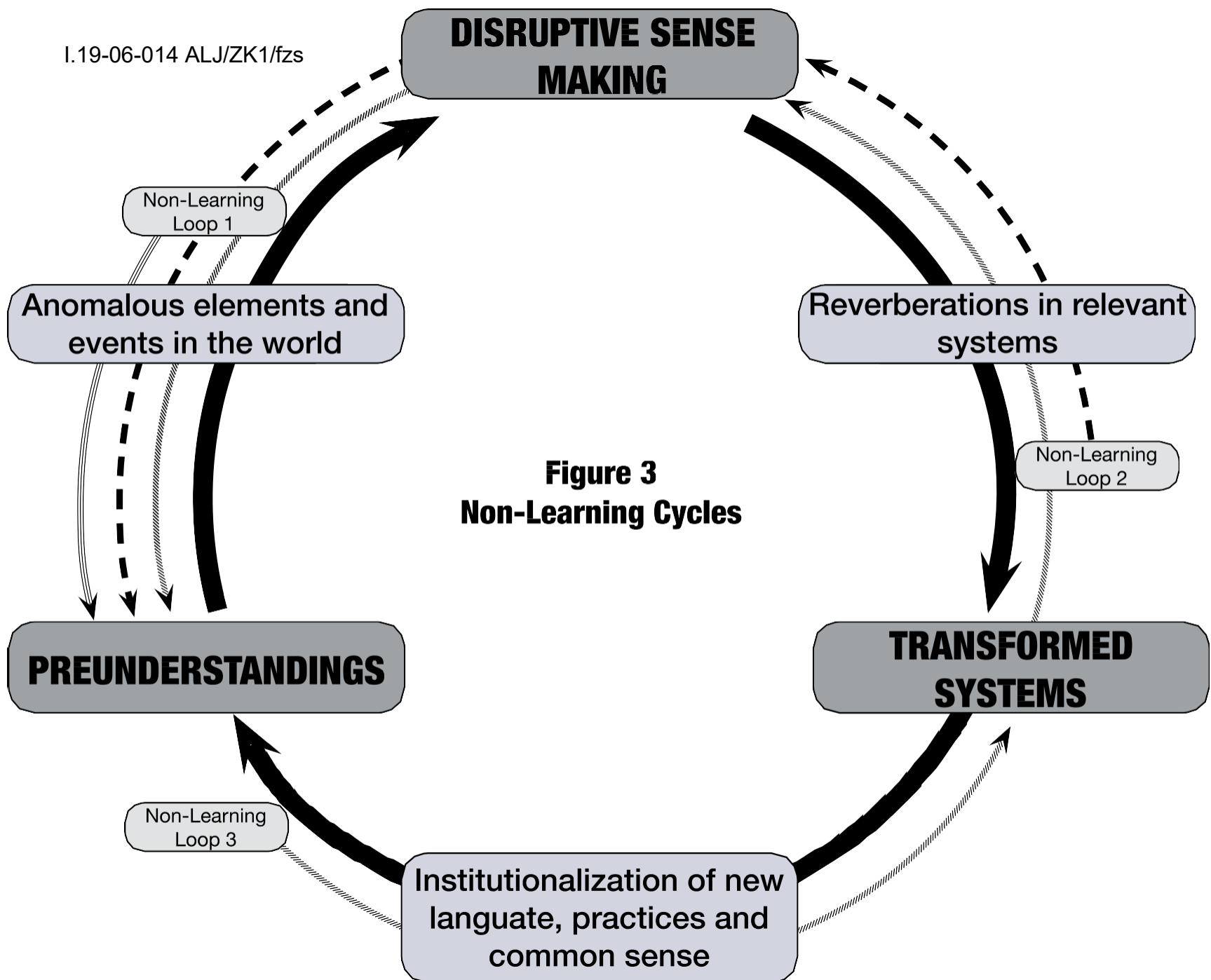- Clearly communicate the process, confirm understanding, and apply it consistently

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DISRUPTIVE SENSE MAKING

Non-Learning Loop 1

Anomalous elements and events in the world

Reverberations in relevant systems

Non-Learning Loop 2

Figure 3
Non-Learning Cycles

PREUNDERSTANDINGS

TRANSFORMED SYSTEMS

Non-Learning Loop 3

Institutionalization of new language, practices and common sense

Summary

- Culture change requires systematic and continuous effort to shape understanding

- Conventional approaches such as a safety policy, indicators, and field observations will not bring about changes in basic assumptions, values and attitudes

- Leadership, mindful communication, engagement and attention on creating a conducive working environment are important to achieving receptivity and learning

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…Thank you for your attention

(End of Attachment)