

Who would you trust? Behavioural safety
Delivered by Sara Lodge, Director, Beehive Coaching and Leadership
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The presentation was focused on safety culture and culture change, with the presentation of some results from research conducted by Sara Lodge and Bangor University with Alstom Power Services between 2013 and 2015. Throughout the presentation, Sara used questions, discussion, small group work and examples from her own and audience members' experience to illustrate and demonstrate the theory and models introduced.

Sara first explored the concept of organisational culture in general, introducing both the Iceberg Model of culture and Beehive's own SYSTERMs model of culture to emphasise that organisational culture has both depth and breadth, encompassing everything that is said and unsaid, seen and unseen in the organisation. Safety culture is simply a special case of this, centred on the core belief that safety is not only vital but that safety pays.

From there Sara used another Beehive model to explain the process of changing culture or 'second order' behaviours in an organisation. This model describes culture change as a process, not an event, with a number of stages such as building awareness and planning that must take place before observable behaviour change can be seen. It also stresses that the change has to be consolidated for behaviours, culture etc not to revert back to the old patterns, requiring robust strategy and the investment of time, energy, and the full participation of senior management and leadership.

Finally, Sara used the Bradley Curve model of safety culture to describe the research undertaken with Bangor University and Alstom P.S., demonstrating the quantifiable changes that had taken place as a result of the D2iP, a behaviour change programme that Sara had designed and Beehive had delivered within Alstom, such as reduction in outage time and increase in the wearing of correct PPE. She also introduced the TIEs model which she currently has a development license for with Bangor University, which positions trust as the key attribute of safety culture, and described how to build trust in the workplace.