

4

Safety Management and Culture

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4.1

What Is Organizational Culture?

The word *culture* is often used in many contexts. Some may believe that an absolute definition is essential to be able to understand and use knowledge of corporate culture to make improvements. We should mention at this point that we do not believe that there is a Safety Culture that exists on its own in a company. How the safety component of an organization behaves is based on an output of the corporate culture that exists within a company. Safety must be integrated into all aspects of the corporation for safety performance to be successful and improve. To that end, some of the definitions that have been used to define culture will be discussed before moving into how this affects a company.

The following definitions from various sources have been assembled. It is interesting that many definitions of culture may be seen as urban legend-type material, but nonetheless, in the authors' opinion, they help us to see what we are dealing with when the culture word is used.

Definition: "The customs, rites, stories, ceremonies, heroes, and other patterns that may be observed within an organization" (WebFinance, Inc., 2011).

The above definition shows the development of culture within an organization where staff will tend to copy performance or tendencies based on individual or company history. This is a very powerful form of cultural development which is often underestimated by an organization. This can lead to very positive, or negative, results. Employees tend to continue to perform the way the company always has, whether that is a good thing to do or not. As a result of this continued performance, a company can be very productive and safe, or otherwise, depending on the nature of the copied behavior.

Definition: "The unobservable values, assumptions, beliefs, and ideas shared by members of a particular organization either consciously or pre-consciously" (Szumal, 1998).

This definition introduces the notion that culture is unobservable and simply found in the mind of the people involved. However, this may lead us to thinking that there is nothing that can be done or leading us down the wrong path

when improvements are set out. We need to be careful and understand that even if something is unobservable it can still have an impact on the people involved.

Definition: “A middle ground definition emphasizes the consciously held notions shared by members that most directly influence their attitudes and behavior. These notions (or behavioral norms) describe behaviors that all members understand are expected of them if they are to ‘fit-in’ and ‘survive’ within their organization” (Locker, 2009).

This definition hits strongly on *between the lines performance*. *Between the lines performance* is how employees are expected to behave by other members of a corporation. This expectation may, or may not, be how the corporation officially states their employees are expected to behave.

Definition: “What a summer student sees” (Tink, 2009).

Although very simple in nature, it demonstrates that just because a culture may be unobservable to the people involved it does not mean that outside people are unable to witness a corporation’s culture. Temporary employees are a great source of cultural information because they have not been exposed to the corporation’s culture for long. This reduced exposure should allow temporary employees to notice actions, which are related to a corporation’s culture, that full-time employees may assume is just normal behavior.

Definition: “Refers to the basic values, norms, beliefs, and practices that characterize the functioning of an institution. At a basic level, organizational culture defines the assumptions that employees make as they carry out their work; it defines ‘the way we do things here.’ An organization’s culture is a powerful force that persists through reorganizations and departure of key personnel” (Columbia Accident Review Board, 2003).

This definition refers to the very powerful and lasting effect that organizational culture has on an organization. This begins to shine light on why an organization must understand its culture in order to begin to make improvements to performance.

Definition: “The necessary full attention to safety matters and the personal dedication and accountability of all individuals engaged in any activity which has a bearing on the safety of nuclear power plants. A strong safety culture is one that has a strong safety-first focus” (Nuclear Regulatory Commission, 1989).

Definition: “The product of the 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” (UK Health and Safety Executive, 1997).

Definition: “Is that assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance” (International Atomic Energy Agency, 1986).

These definitions address the Safety Culture component of a corporation’s culture. Many of the words are similar, and having the cultural component of safety performance being considered is a leap ahead of traditional thinking. However, it is

the authors' opinion that all aspects of a nuclear plant play a role in determining the level of safety of the plant. It is the authors' belief that there is only one culture in a corporation and that culture impacts all forms of performance, including safety. This statement is not meant to take away from dealing with and improving culture in order to improve safety or loss prevention performance. The statement is only meant to say that if we can understand our culture, and make necessary changes to culture, the corporation will enjoy improved performance in all aspects of the company.

Definition: "Safety culture is a lot like a root cause, we know it when we see it, but we can't agree on a definition" (Locker, 2009).

This is an interesting definition because it combines two areas that people struggle to understand. Both are very essential, and probably equally important, when it comes to developing corrective actions. Understanding root cause and culture allows corporations to develop more effective corrective actions that will deliver their intended improvement results. It would be difficult to try to fix anything with directions like "I am not sure what we need, but I will know it when I see it."

Definition: "Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. Strong cultures help companies operate like well-oiled machines, cruising along with outstanding execution, and achieving excellent results. Weak culture, on the other hand, is where there is little alignment with organizational values and control must be exercised through extensive policies and procedures, close supervision, and bureaucracy" (Wikipedia, 2010).

This definition reflects the outcomes and symptoms that might be expected of companies that have a strong or weak culture. Observations will go a long way in determining what type of culture is present. Other indicators that can be used when using observation as a method of analyzing culture include reviewing past incidents and looking for root causes in the management system within the organization. Generally, the types of root causes that point to a company with a weak culture are if there are incidents that involve the lack of documented policies or procedures, inconsistent enforcement of rules, ineffective or no auditing, no effective method of gathering employee feedback or concerns, or a poor history of developing or implementing corrective actions. Some caution is required based on the level of regulations put in place which can be found in the amount of paper documentation and bureaucracy in an organization. This needs to be taken into account when using only observation to try to determine a corporation's culture (Tink, 2011).

In closing this section, it is necessary to deal with the vast amount of definitions, symptoms, and typical observations that exist for the words "Corporate Culture." The information listed and discussed here only touches the surface of the attempts at defining culture. It is important to try to define, but it is more important to quantify and measure, your culture to know how, and where, to make changes. It is also important for a corporation to determine how they will measure the effect of any changes made. When a corporation attempts to understand or change their culture, with subjective definitions and symptoms, a lot of effort is often spent

with little result. This generally leads to an abandonment of the effort lending itself to another flavor of the month plan in the eyes of employees. In these times of competition and cost saving, spending money and effort on best guesses with little measure of progress is not likely to be looked on favorably.

The next section helps to explain how culture forms will lead into methods of quantifying and measuring your organizational culture in preparation for improving performance.

4.2

How Does Culture Form?

Why is it important to understand how corporate culture forms? Would it not be more efficient just to understand how to identify and develop the current culture of a corporation? At first glance, it may seem to be an extra step in understanding what factors help culture form. However, if you do not understand how culture forms, creating corrective actions to develop or improve your culture will be impossible. This section outlines a few examples, which the authors have seen in business, of how culture can be formed in an organization.

The peer-to-peer interaction of fellow workers is a major source for culture formation. Workers tend to spend the most time interacting with each other, so peer-to-peer interaction needs to be understood. In an organization with poor corporate culture, peer-to-peer interactions may be clearly negative, like workers arguing with each other about workplace issues. This type of peer-to-peer interaction is easy to see and the solution may be straightforward. The more difficult peer-to-peer interactions are those which are not so obvious. In some of the businesses assessed by the authors, there is a tendency for workers to tease each other. This behavior is seen as normal, and is typically done in a joking fun way; however, this interaction can have some unseen and undesirable consequences. If a worker is constantly teased for being unable to do their job without following the written procedure, that worker is likely to stop using the written procedure. This “harmless” fun may actually be making the workplace more hazardous, along with making the overall corporate culture more negative. Not all peer-to-peer interaction is negative and in many cases some of the strongest corporate cultures are formed within work groups. It is the responsibility of everyone in the workplace to be aware of when peer-to-peer interactions are doing more harm than good.

Supervisor–worker interaction is one of the key sources for the formation of corporate culture. Every time a supervisor interacts with a worker, there is an opportunity for culture to be impacted. Ultimately, the supervisor is in charge, and the worker typically has to do whatever the supervisor has told them to do. In a positive corporate culture, the supervisor will direct workers as needed, but workers are still able to question what is being asked of them. In a positive culture, this questioning tends to help foster a better organization because workers are actually thinking about their jobs, not simply doing what they are told. In a negative corporate culture, the supervisor may simply tell the worker what to do and the

worker will be expected to do it. This type of culture may lead to workers doing work incorrectly, simply because their supervisor told them to do it that way. Supervisor–worker interaction may also cause conflict when different supervisors tell workers different things. The authors have often seen this type of interaction, especially in larger organizations. When workers are told two completely different things, it is difficult for them to understand what is expected of them. This uncertainty may lead to workers not following the supervisor’s directions and simply doing the task their own way. Workers may also simply avoid doing the task altogether, which may cause other problems in the future. Understanding Supervisor–worker interaction is a very important step in the development of corporate culture. In order to develop a corporate culture, the leaders in the organization need to be willing to make the necessary changes. Without the support of leaders, culture development will be difficult (Szumal, 1998).

When someone is unsure of what to do in a social situation, that person may watch what others are doing and mimic their behavior. Mimicking of behavior is similar to peer-to-peer interactions but is generally focused on work methods. A common method of training is to have a more seasoned worker work with a new worker. This type of training is very important and can also be an opportunity for corporate culture development. What we have seen in some businesses are that the seasoned worker will tell the new worker that they may have been taught to do this task a certain way, but in the real world we do it this way. The new worker may stop doing things the way they were taught in the classroom, and start doing it the way the seasoned worker has told them to do it. When the leadership team is trying to improve work methods, mimicking of behavior can ruin any improvements taught during training. As discussed in peer-to-peer interactions, workers may be more likely to do what their peers are doing than doing what they may have been taught. Mimicking of behavior can also be used as a tool to change corporate culture for the positive. If a suitable person is picked to train new workers, these workers will be shown the correct method of doing the work. The person doing the training can also start to instill the positive corporate culture in the new worker.

Training is normally the first interaction that new employees have with an organization. In some businesses analyzed by the authors, this interaction has had an impact on future job performance. When new employees were exposed to an instructor who was uninterested in the training material, the new employees were less likely to pay attention to the material being taught. This lack of attention was apparent from the results of the mandatory test which was administered after the training and viewing a student’s reactions during the actual training itself. When an uninterested instructor was talking, many students could be seen using their mobile devices or even sleeping at their desks. If the students are not paying attention, the training material will not be effective. Students may also get the impression that the training material is not worth knowing because the trainer seems uninterested. The trainer may not be aware that their actions may be showing new employees that the organization does not really care about the topic being taught. In businesses analyzed by the authors, when a trainer shows interest in a topic, test scores tend to be higher, and there seems to be a reduced number

of students not paying attention. An enthusiastic trainer will provide students with a better glimpse of what the company believes is important than an uninterested instructor. The type of training also impacts the corporate culture. Similarly to supervisor–worker interaction, if new employees are simply told what to do, rather than being given the opportunity to try a task, these employees may not raise questions or concerns outside of training. The key to a good training program is a mixture of lecture and hands-on learning opportunities (Tink, 2011). This mixture will allow the new employees a chance to learn the necessary skills along with the opportunity of trying to use a new skill. During the training process, students should be encouraged to ask questions, just as they should once they start their regular work.

The last aspect of culture formation that will be discussed is the outside culture of the corporation. Corporations do not operate in a vacuum; every employee has a background culture which has been developed throughout their life. Outside culture cannot be controlled by a corporation, but still needs to be understood. A wonderful example of this was from a person attending a training course taught by the authors. This person worked for a multi-national corporation based in the United States. The corporation had just bought another company which was located in South America. This corporation had a rule in effect that disallows employees from bringing knives to work with them. The rule makes perfect sense in many countries; however, in this South American country, it was almost required that employees carry a knife in order to protect themselves on the way to work. After months of conflict, the corporation finally decided to allow these employees to bring a knife to work and provided employees with a safe place to store them while at work. Had the corporation not made this change, local workers would have been forced knowingly to break this rule. In order for a corporation to be successful, it needs to understand the social climate in which they are working. If this is not understood, there may be constant conflict between the workforce and the leadership. Constant conflict is not a good state for a workplace in any social climate.

In order to develop corporate culture, one needs to understand how it forms. Peer-to-peer interaction is important because workers tend to spend most of their working time with peers. If a worker's peers are helping to create a positive culture, that worker will tend to continue that positive trend. Supervisor–worker interaction may be one of the most important factors in culture development. If supervisors treat workers with respect, and not as if the worker is unable to do their job, a more positive culture will tend to be formed. Mimicking of behavior is important to understand, especially when looking at training programs. When a worker sees someone else doing a task a certain way, the worker may start to do that task in a similar fashion. If the worker witnesses a task being completed in a repeatedly incorrect fashion, this incorrect method may become the norm. Training material is often overlooked as a source of culture development. If a new employee is shown a negative view of the corporation by the trainer or training material, that view may continue though out the employee's working life. The outside culture of a

corporation also needs to be taken into account. A corporation is unable to change the culture in which it operates, but the culture needs to be taken into account.

In the next section, why it is good business to improve your company's culture is discussed.

4.3

Why Is It Good Business to Improve Your Company's Culture?

As we have previously stated, it is our belief that a company has only one culture, but it is important to develop a corporate culture that supports, or nurtures, strong safety or loss prevention performance. When being asked about the type of culture that a company has developed, we developed a series of very important questions that need to be answered. How consistently and quickly the important questions are answered truly reflects the culture of the company. The important questions are as follows:

- *Why is safety performance important?*
- *Do you and your company have a clear consistent answer to this question?*
- *How would all of the employees in your company answer this question?*

Clear, consistent, matter-of-fact answers tend to indicate a culture that supports safety and loss prevention performance and long-worded, inconsistent answers tend to indicate otherwise.

These questions lead into why understanding your corporate culture is important. A company has ever-increasing social, moral, and business responsibilities to carry out work in a safe manner. It is becoming harder to hire and retain quality staff without a commitment to safety. A company also needs to consider protection of their brand. There are also many regulatory reasons that need to be considered. Company asset protection and possible costs associated with poor safety performance all enter into the push to improve the safety performance of the workforce. At the end of the day, a company with a culture that is always improving tends to be improving their safety performance also (Tink, 2011). This constant improvement also impacts many other aspects of their business processes, which tends to lead to increased profitability (Szumal, 1998). Good companies fully understand why improving culture can positively impact safety performance (Tink, 2011).

Through the authors' past experience, the effect of certain culture traits will stifle the chances of any improvements being realized. Rules may be followed blindly with little thought as to why or how these rules could be improved. As a result, no innovative ideas are brought forward and problems are not being dealt with. Problems stay hidden until they manifest themselves in often serious results, which may lead to the injury of people and/or damage to equipment. Staff may develop feelings of "I really don't count, so why bother contributing." A corporate culture where employees seek direction from supervisors or procedures, so much so that they tend to stop thinking for themselves, may encourage a "that's not my job"

attitude, with obvious negative safety and customer service impact. Business groups could end up with conflicting or competitive goals that may hinder improvement. A very competitive culture may create a fear of making a mistake, which likely will limit or stop any new ideas from being brought forward. When people stop bringing new ideas forward, safety performance, in addition to business performance, will be reduced.

Companies will be able to get some view of culturally related safety performance, by discussing the following two questions:

- *Have you tried to implement programs that seemed very sound, but did not seem to get the results as planned?*

This is likely related to a culture that exists in the company that has stifled initiative. As an example, if a plan included trying to increase the autonomy of supervisors, the company has a strong culture of dependence (Tink, 2011). This is likely to fail unless measures are taken to move away from the strong dependent style. By understanding the corporate culture of your corporation, you will be better able to create programs and corrective actions.

- *Do you sometimes have incidents where you really wonder what was going on?*

This type of situation could be tied to a culture that is prone to not bringing forward problems, for any number of reasons. Staff may be afraid of reprisal, making a mistake may be discouraged; even one, “I do not want to hear about it,” reply from a supervisor or manager can lead to future problems being covered (Tink, 2011).

Certain types of incidents or problems can also be indicators of cultural problems. A rule being broken or a procedure not being followed could be fueled by a culture that tends to avoid reporting deviations from the rules. This type of culture may eventually lead to this deviation becoming so normal that people forget that they are actually breaking the rules. Internal audits may not be finding problems or opportunities to improve due to employees trying to be more influential than their co-workers. If an internal audit finds a problem in their area, employees may force the auditor to change the results by attempting to influence the auditor with some sort of repercussion. Poor or little communication of problems from employees may be due to a culture where employees constantly oppose each other’s ideas, are extremely perfectionist, or do not like to try new ideas because they have been doing it a certain way for so long.

The culture of an organization may be a factor when corrective actions do not produce quality results. The corporation may be resistant to trying new things, they may simply avoid enforcing a new corrective action, or it may be related to employees seeking approval from each other, so that in the end the corrective action may not really fix anything as it has never really been implemented. If procedures are often wrong or in need of improvement, the corporation may have a culture where everyone is more focused on how the procedure looks rather than the content. The corporation may also have a culture where employees do not want to change because “that is the way they have always done it.” If problems with communication or supervision are part of an incident, this could be due

to a corporation that focuses more on getting the job done faster than the other employees or one that constantly opposes any new ideas brought forward. Training problems tend to be associated with a corporation that does not like to change the way they currently do things, such as to avoid any conflicts, or are dependent on their bosses to tell them what to do. These are only a few examples of the effect of culture on an organization and its performance, but they help demonstrate the link between culture and performance.

If you know and understand the culture that exists in a corporation, then programs can be suitably designed to take the culture into consideration when attempting improvements. Later in the chapter, a case study will be examined showing how corrective actions or programs can be tailored to an organization's culture. Many benefits will flow from this knowledge. You will know and understand the unique cultural traits within the corporation and how these traits will affect your initiatives to improve your safety performance. All developmental ideas should include the cultural components within them. Initiatives tend to be completed sooner, resulting in a more engaged and responsive workforce. New suggestions for improvement should be raised and implemented more effectively. Even company procedures and policies tend to be better written and, more importantly, understood and followed by staff. You will definitely improve the success rate of any programs and improve the performance of the corporation in many respects, including safety and loss prevention. In conclusion, there are many benefits to understanding the culture that exists in a company to help improve the safety performance (Tink, 2011).

4.4 Measuring Culture

A challenge with understanding and developing culture is first to determine what your current culture is. Culture is, for the most part, invisible, so measuring it can be difficult. There are many tools which have been developed to help determine what a corporation's culture is. As with any tool or method, some are better than others. Two culture measuring tools which show the wide range of tools available will be discussed. The first tool is the Organizational Culture Inventory® (OCI) (a Registered Trademark of Human Synergistics International, Plymouth, MI, USA) (Human Synergistics, 2011) and the second is a survey developed by Dov Zohar (Zohar, 2000).

We believe that OCI is perhaps one of the most powerful culture identification tools we have ever come across in our time in business. The OCI was created by Robert Cooke and J. Clayton Lafferty in 1987 (Lafferty and Cooke, 1995). The OCI has been used in countless academic journals and in many organizations, including the Department of Justice, Microsoft, and KPMG (Human Synergistics, 2011). The major strengths of the OCI are how the culture information is collected and also how the data are presented. As an aside, the authors should make it clear that they are not an agent of Human Synergistics, nor are the services or products of the authors endorsed by Human Synergistics. The OCI uses a survey that has

120 questions which have undergone years of validity and reliability testing, in addition to constant updating (Cooke and Szumal, 1993). To answer the questions, respondents to the OCI use a numerical rating scale, with 1 being “not at all” and 5 being “to a very great extent”. A few of the questions found on the OCI ask “the extent to which people are expected to be the center of attention?,” “the extent to which people are expected to demand loyalty?,” and “the extent to which people are to be precise . . . even when it’s unnecessary?” Once the surveys are completed, they can either be scored by hand or sent away to Human Synergistics for expert analysis. An advantage of the survey is that it allows for the capture of the current culture and also an “ideal” culture. The survey does this by having the people completing the survey questions state how their workplace currently is (current) and how they would want their workplace to be (ideal). The advantage to this approach is that it allows a corporation to have an idea of their current workplace and also a target or goal which the corporation can start working towards.

The other advantage is how the results of the OCI survey are compiled and displayed. The survey results are broken down into 12 cultural styles, all of which have expected personal and corporate behaviors and outcomes. These cultural styles are displayed in a circumplex where the larger the bar the more that organization displays that style. In Figure 4.1 illustrates what the culture would look like in a corporation with a constructive culture. Figure 4.2 presents an example of a corporation with an aggressive/defensive culture. The culture of an organization may not be the same throughout the entire organization (Szumal, 1998). These differences in culture are known as *sub-cultures* (Szumal, 1998). The OCI allows for sub-cultural analysis, which is very important when trying to develop your culture. Sub-cultural analysis provides a way to see where, or if, there is a breakdown of culture within the corporation. In order to discover sub-cultures, the OCI offers the ability to add demographic questions. These questions will allow the organization to determine if a sub-culture exists, where it exists, and what that sub-culture looks like. Once the organization understands where the issues are, corrective actions can start to be developed to address any issues.

The OCI does have some drawbacks, which may not make it the best tool for every corporation. The OCI is a very powerful tool, and in order to use it properly the person administering it needs to be trained by Human Synergistics. This training ensures that the OCI is administered as intended by its designers and the data obtained will be properly understood. The OCI also has a minimal cost associated with each survey administered (Human Synergistics, 2011).

A second tool that can be used to identify culture is a survey developed by Dov Zohar (Zohar, 2000). Zohar’s survey is very simple and not nearly as detailed as the OCI. It is comprised of 10 statements/questions, and respondents are asked to what extent they agree or disagree. Two of the statements in Zohar’s survey to which respondents indicate their level of agreement are, “My supervisor seriously considers any worker’s suggestions for improving safety” and “My supervisor only keeps track of major safety and overlooks routine problems.” The advantage of Zohar’s survey is there is no cost to use the survey and anyone is able to understand

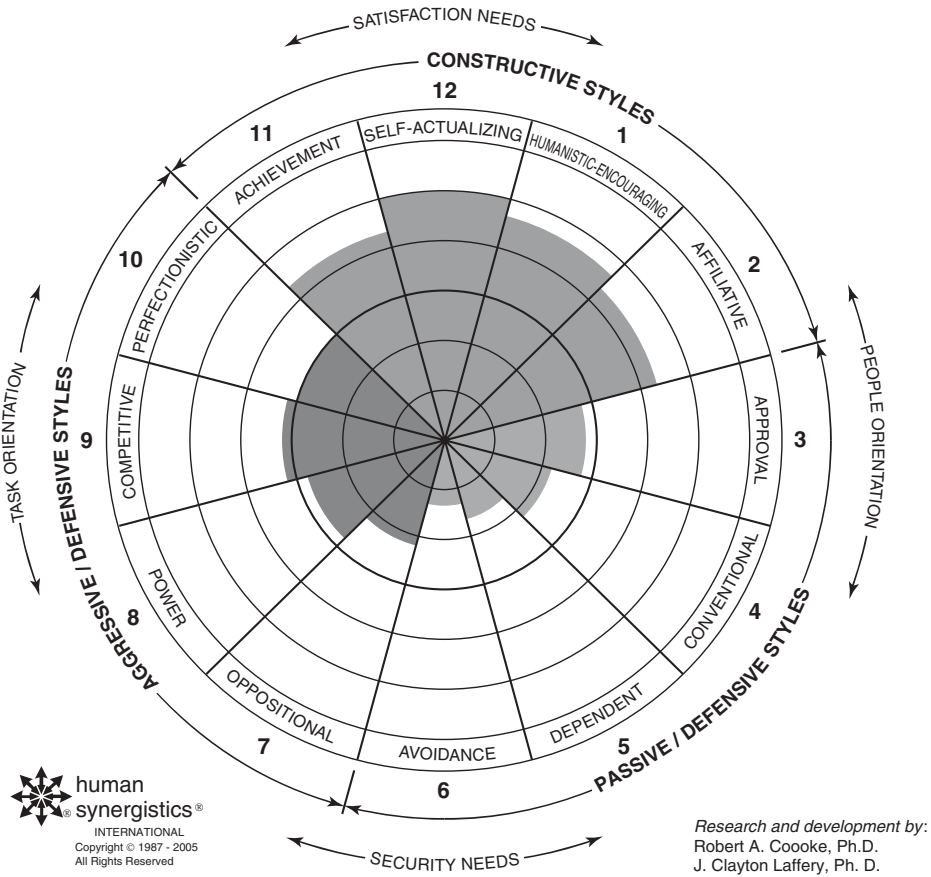


Figure 4.1 Illustration of a constructive culture style. (Copyright © 1987–2003 Human Synergistics, Inc. All rights reserved. Used by permission.)

the results. Zohar's survey is administered to smaller groups of workers, and then the results are compared between the groups. As has been discussed previously, the OCI focuses on the bigger picture of culture, whereas Zohar's survey focuses on the safety culture of the corporation. While it is the authors' opinion that there is no separate corporate safety culture, Zohar's survey asks questions designed to measure safety-related issues.

There are many different tools designed to measure a corporation's culture. The Occupational Culture Inventory® is a powerful tool that allows a corporation to obtain a very detailed view of their culture. The OCI is based on a detailed survey that is completed by a corporation's employees. A second tool is the above survey designed by Dov Zohar. Zohar's tool is simplistic but provides some idea of a corporation's culture. The decision on what tool to use depends on the corporation.

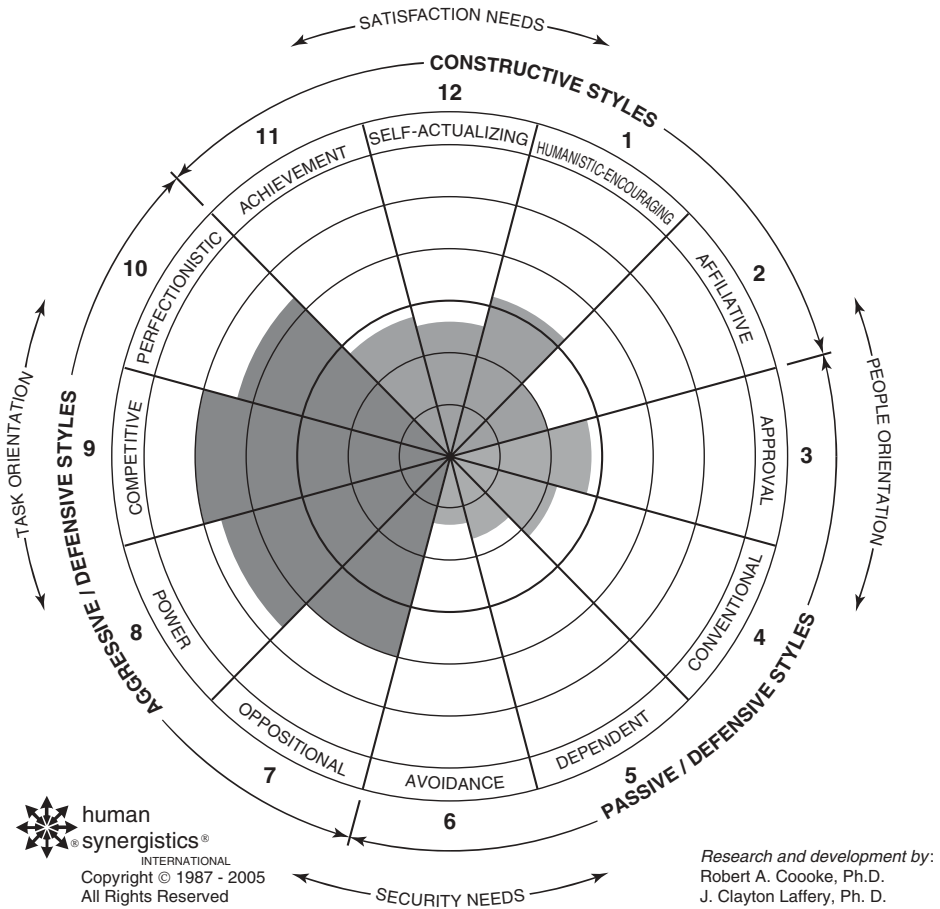


Figure 4.2 Illustration of an aggressive/defensive style. (Copyright © 1987–2003 Human Synergistics, Inc. All rights reserved. Used by permission.)

Zohar’s tool is very simplistic and not overly detailed, anyone can administer it and it is free to use. The OCI is extremely detailed but a trained person needs to administer the survey and there is a cost involved.

4.5 How to Bring About Changes in Culture

In this final section, how to bring about changes in a culture is examined.

It is important to realize that actually to make a change in a company’s culture takes some time; this could be up to or even longer than 2 years. This means that it is important to know where you are starting from, what your goals are, how you plan to make the change, and how to measure your progress.

The culture of an organization can be methodically evaluated and quantified using assessment techniques and tools. The decision has to be made at this point whether the culture is fine as it is, or that a change would help the company. If the culture is to be left as is, the information gained from the assessment should always be used when developing any new actions or activities. This will make the chances of these initiatives being successfully implemented much greater. If a change in culture is desired, then a different path will need to be taken (Tink, 2011).

To start a cultural transformation, a cultural goal should be set. The desired culture can be determined by evaluating case studies, information based on the output of other companies with similar activities. Examples of how a few companies have transformed their culture can be found in the book *In Great Company* by Jones *et al.* (2006). This book shares a few real-life case studies which allow one to read what steps were taken and the resultant outcomes. Assessment tools will also provide insight in this area. Employees within the company can also help when determining what sort of culture would be ideal. This activity will also provide a sense of being part of the change (Szumal, 1998).

Once the goal has been set, then corrective measures should be developed and implemented. Some examples of corrective measures will be examined later in this chapter. Obviously, information from the cultural assessment is used to help develop these actions, but root causes of incident investigations, audits, or assessments should also be used to improve safety performance. Using all of the information you can get will assist in developing strong, robust, and, most importantly, effective corrective actions (Tink, 2011).

Since the progress toward a new culture will take some time, it is important to measure your progress along the way. This will allow you to celebrate success, ensure that your plan is working and allow you to stay the course or make minor changes to your actions. This can be achieved by using cultural survey tools, such as the OCI or Zohar's survey, on a 6 month to 1 year time frame.

A case study will be used to demonstrate how this may look, using the example of a regulatory violation at a company.

The company received a telephone call from a regulator saying that one of its employees had been observed smoking in a corporate vehicle. This was in violation of a long-standing company policy and a more recent government regulation. It was decided by the company to gain a better understanding as to why this was happening with the thought that there may be some cultural gains to be made. An investigation was carried out to determine the root causes and to assess the culture of the organization.

During the investigation, it was determined that everyone was aware of the policy and the new regulation. These requirements had been well communicated by the company and the media. People within the company smoked in the vehicles regularly and frequently. Supervisors who should have been correcting this problem were also smoking. The issue had been raised many times by staff, but little was ever done to stop people from smoking in the vehicles. To make this worse, two more people were reported by the regulator to have violated the new regulation. In an attempt to find the source of this issue, the company started to look at its

Table 4.1 Cultural styles and root causes (Tink, 2011).

Cultural styles of organization	Root causes of incident
Goal setting done by superiors, little input from staff	There was need to improve the way in which employees communicated issues or ideas up the chain of command
Job design is very rigid, little room for autonomy, or individual decisions	Enforcement of rules and policies had been lax and very inconsistent at the company
Excellent performance may not be recognized, poor performance will be	Very few assessments of performance or activities were ever carried out
Little is done to correct problems	
Extensive rules and policies exist to handle any decisions	
Messages going up the chain are likely censored	
Withdrawal is a common way of dealing with issues	

culture. Once the company had analyzed its culture, it was clear that there were definitely cultural issues behind this problem.

Table 4.1 summarizes what was determined during the investigation.

From a staff perspective, the corporate culture likely would mean that the staff would find the work environment to be frustrating, demotivating, and dissatisfying (Szumal, 1998). The expectations are for everyone to maintain the status quo, defer any decision-making and problems to superiors, and take little accountability to take action. Clearly, the root causes and the cultural findings were linked after studying the company. Now with this knowledge, the company decided to use this problem as a launch of a cultural transformation.

The following three corrective actions were developed to bring some autonomy to the company, increase authority of local supervisors, celebrate success, find and act on ideas and issues brought forward by staff, improve the support of local supervisors to deal with performance problems, and to correct the smoking violation (Tables 4.2–4.4).

This case study illustrates how an organization's culture can have an effect on a company's performance from a compliance or safety perspective. The need to understand a company's culture is necessary when trying to create and implement, effective changes. Not knowing the culture within an organization greatly restricts that organization's ability to improve its safety performance. An understanding of how culture forms will allow a corporation to create better corrective actions that will have an impact on the corporation's culture in the future. The corporation will need to decide what type of tool they wish to use in order to determine what their current culture is. Without the use of some sort of tool, a corporation will struggle to "see" their culture because they live in the culture every day. Finally, by using

Table 4.2 Corrective action #1 (Tink, 2011).

Cultural issues addressed	Root cause addressed	Corrective action
<p>Messages going up the chain are likely censored</p> <p>Goal setting done by superiors, little input from staff</p> <p>Job design is very rigid, little room for autonomy, or individual decisions</p>	<p>There was need to improve the way in which employees communicated issues or ideas up the chain of command</p>	<p>A program/team for employee communication and the collection of feedback will be developed and implemented within the organization. The team will consist of six members who will be picked by their peers representing, staff and middle and senior management. The Senior Leadership will promote use of the committee and review/implement and communicate the results and output of the accomplishments. Supervisors at all levels will be introduced to the process and will be part of it, being made aware of any input from their staff. These supervisors will be expected to be a part of the solution to ideas deemed effective</p>

this type of approach, it is possible to change the culture within an organization without even calling it a cultural transformation. By designing corrective actions to move the culture in a certain way and doing this consistently over time, the corporate culture and safety performance will improve.

Table 4.3 Corrective action #2 (Tink, 2011).

Cultural issues addressed	Root cause addressed	Corrective action
<p>Once a problem is found, little is done to correct it</p> <p>Messages going up the chain are likely censored</p>	<p>Very few assessments of performance or activities were ever carried out</p>	<p>A very specific audit program will be developed to audit the progress towards compliance with the “No Smoking in Company Vehicles Policy.” The program will be carried out once the local staff has had a chance to enforce the policy. The audits will begin 3 months after the enforcement plan has been announced. Staff from the corporate audit department will carry out these audits. Any lessons learned from this will be used to widen the scope and improve audits in the future</p>

Table 4.4 Corrective action #3 (Tink, 2011).

Cultural issues addressed	Root cause addressed	Corrective action
Excellent performance may not be recognized, poor performance will be	Enforcement of rules and policies had been lax and very inconsistent at the company	An expectation of compliance with the no-smoking policy will be clearly communicated to staff and also a date when compliance will be measured. The newly developed audit program will be explained by local supervisors to their staff. Staff will be offered smoking cessation help and compliance during audits will be rewarded as seen fit by local supervisors and staff
Little is done to correct problems		Support of supervisors who need to take action to have staff comply will be part of the roll out to ensure that individual supervisors will now know they have and will continue to have support from Senior Management to deal with issues as required
Extensive rules and policies exist to handle any decisions		Communication of positive results or negative issues will be carried out at the supervisor level on a monthly basis for 1 year. The success of compliance with the no smoking rule will be assessed at the completion of 1 year and new plans may be made to go forward. Part of this review will be input to the employee feedback program
Withdrawal is a common way of dealing with issues		

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