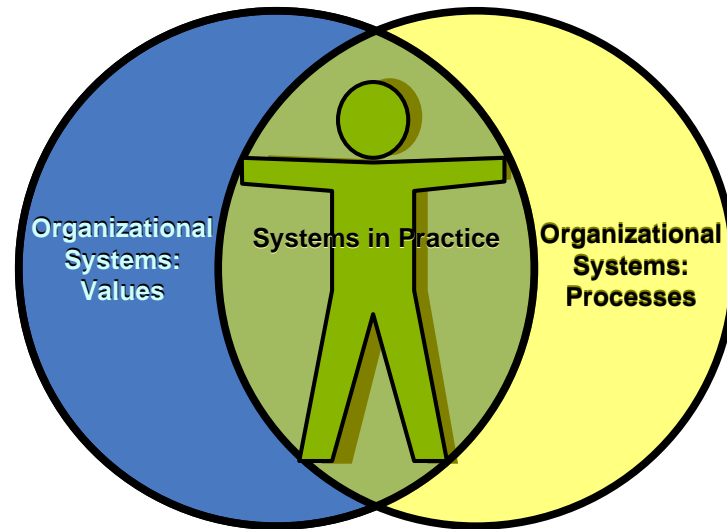


*Todd Conklin, Ph.D.*

# Good Practice: Integrating New Workers Into Culture



*Any time significant change comes up against  
significant culture – culture always Wins...*

# Ernst Mach (1905)

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“Knowledge and error both flow from the same source, only success determines the difference.”

# Basic Cultural Assessment Model

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In Short, There isn't one.....

## **D.I.E. Model**

**Describe**

**Interperate**

**Evaluate**

# Cultural Training Principles for New Workers

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1. New Worker Training informs culture -- culture drives behavior
2. Learning and compliance are on the opposite ends of the Cultural spectrum.
3. The gap between work as imagined and work as accomplished always includes culture.
4. Cultural Learning is always more successful when coupled with application.

# In Short...

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- Leaders influence culture...
- Culture drives behavior
- Trainer's Drive Leadership Culture

Your job is to manage both the system and the worker.....in parallel. You are the interface...

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Learning and compliance are on the  
opposite ends of the cultural  
spectrum.

# Dilemma Sharing

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“The problem with the future is that more things might happen than will happen.”

*Plato on the existence of uncertainty*

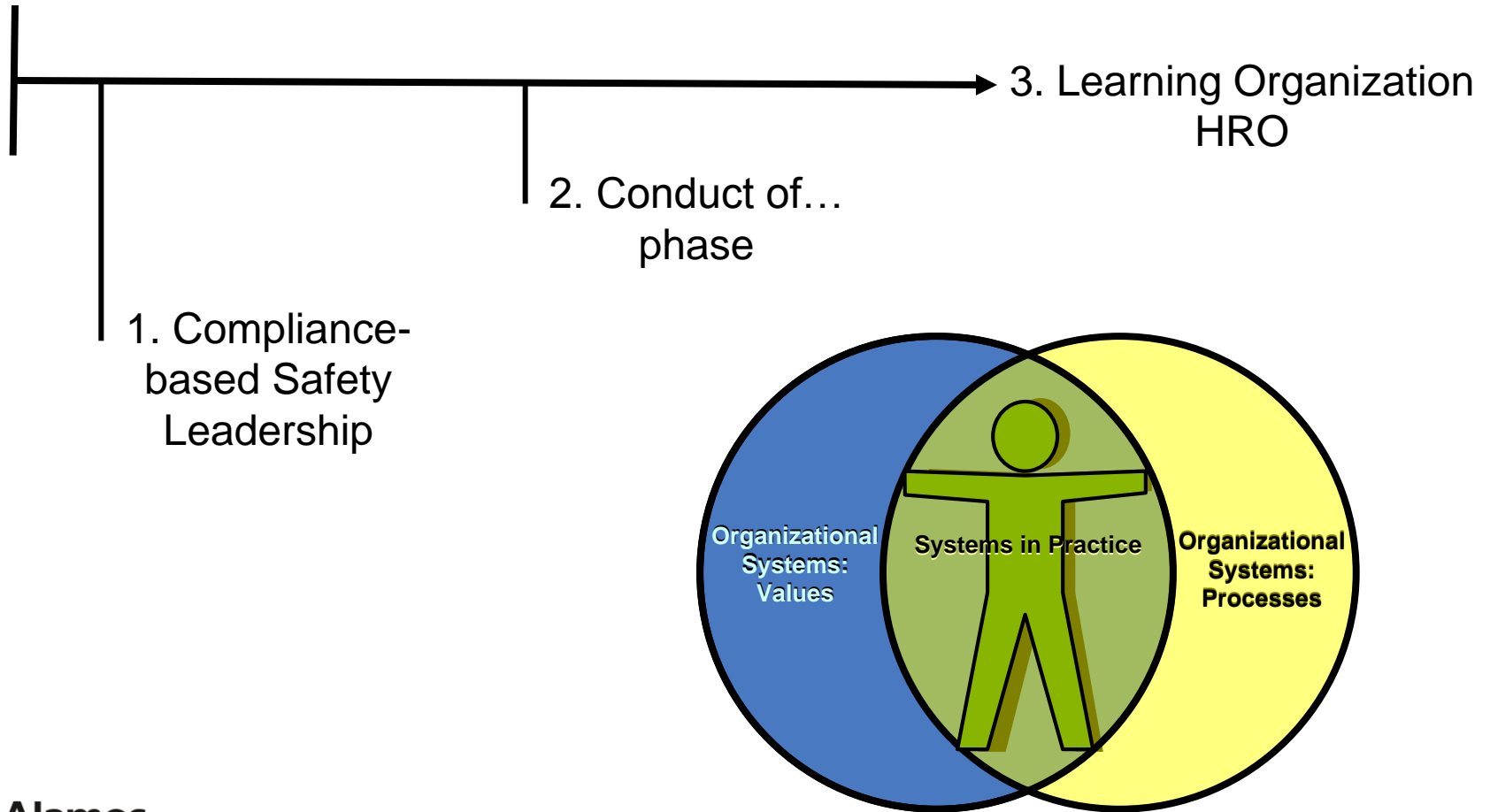
# Think About This

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- Workers don't **cause** events.
- Workers **trigger** latent conditions that exist in systems, processes, procedures, and expectations that always lie dormant on the job-site.

# IAEA Evolutions of Safety Performance:

A Predictive Maturation Model



# Safety is Based on Rules and Regulations

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## Compliance-Based Model

- Problems are not anticipated – organizations react
- Communication between departments is poor
- Low collaboration / Low shared decision-making
- People are named, blamed, shamed, and retrained
- Management is seen as enforcement
- People are rewarded for obedience and results

# Safety is Considered an Organizational Goal

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## The Conduct Of.... Model

- Know that culture is there – and worried about it
- No clue why added controls and training don't work
- Management's response to mistakes is more procedures
- Organization is interested in learning externally
- People / technology interface is valued only for efficiency
- People are rewarded for meeting (exceeding) goals
- No attention paid to long-term consequences

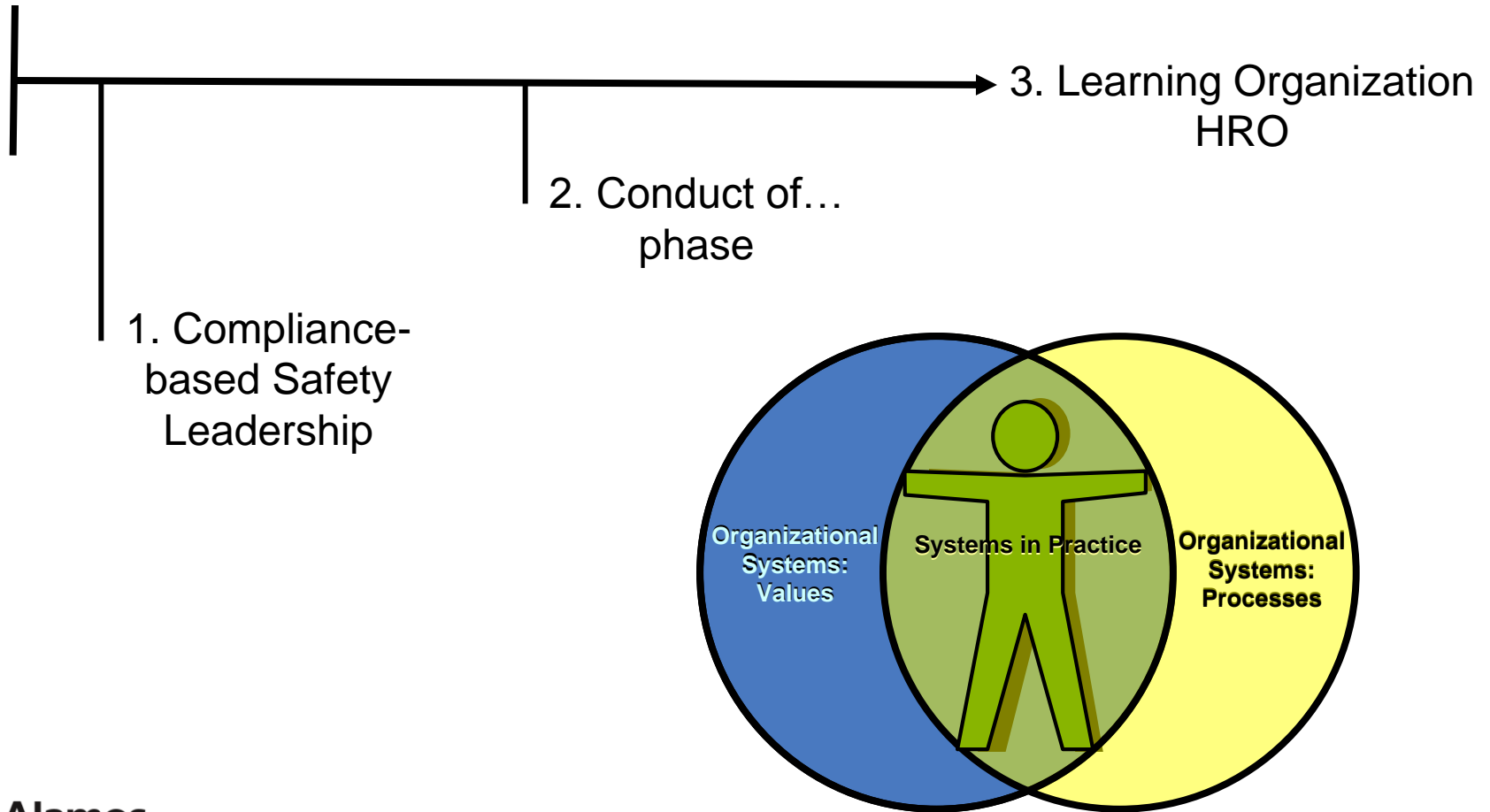
# Safety Can ALWAYS be Improved

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## Learning Organization (HRO) Model

- Problems are anticipated – event prevention practiced
- Inter-departmental collaboration is strong and normal
- No conflict between safety and production goals
- Management is present during safety decisions
- Learn from others, both internally and externally
- People are rewarded for improving process and results

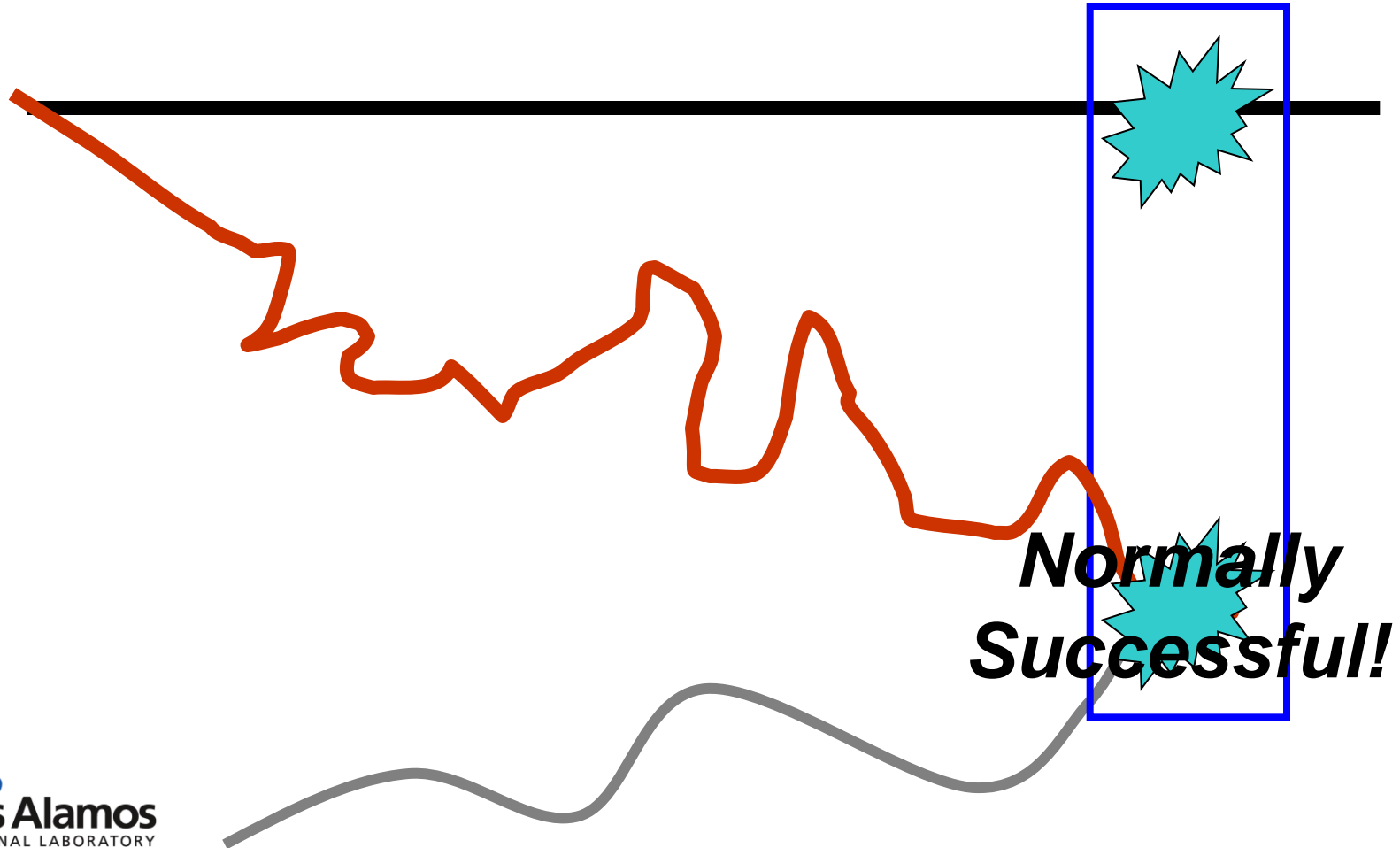
# IAEA Evolutions of Safety Performance: A Predictive Maturation Model



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The gap between work as imagined  
and work as accomplished always  
includes culture.

# Work as Imagined Vs. Work in Practice



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Learning is always more successful  
when coupled with application.

# Jens Rasmussen

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- “If you don’t understand why people did what they did -- it is not the people who are the problem -- you are looking at the wrong things.”

# 13 Basic Human Behavior Tenets

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1. People do what they've done before
2. People do what they see others do
3. People don't do what they can't do
4. Behavior is a function of organizational structure and processes
5. Behavior is elicited by past experience
6. Reinforcement increases frequency of behaviors
7. Reinforcement works until it saturates
8. Punishment decreases frequency of behaviors
9. Punishment elicits only the avoidance if consequences
10. Avoidance behaviors can't EVER be managed
11. Silence is punishment for functional behavior
12. Silence is reinforcement for dysfunctional behavior
13. How my manager responds to events tells me EVERYTHING about my manager

Bill Corcoran

# On Organizational Systems...

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- Only people hold this patchwork of processes together in reality.
- People are needed to create safety through Practice.
- There are ALWAYS multiple goals in conflict .
- In pressurized systems, right decisions do not always get made.

# IAEA Safety Culture Principles

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- Safety is a universally recognized value
- Leadership for safety is clear and understood
- Accountability for safety is clear and moves upward
- Safety is integrated in all activities
- Safety is learning driven

# Immediate Steps

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## **Successful organizations seem to do four things very well:**

- Constantly predicting the next failure
- Consistently reducing operational complexity
- Respond with urgency to pre-cursor data
- Respond to events with deliberation

# Safety Redefined...

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- **Safety is not the absence of accidents**
- **Safety is the presence of defenses in your processes, procedures, and methods.**