SHAPING A “JUST CULTURE” WORKBOOK

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Human Performance Training
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Biases in Attributing Cause

1. Fundamental Attribution Error (FAE):

2. Actor-Observer Bias:

3. Confirmation Bias:

4. Hindsight Bias:
CULTURE

Definition of Culture:

Levels of Culture
   Artifacts:

   Espoused Values & Beliefs:

   Underlying Assumptions:

Process to Codify Organization’s Culture
   Core Values:

   Core Purpose:

   Envision Future State:

   Vivid Description:

Characteristics of a “Just Culture”
   a.

   b.

   c.

   d.

Characteristics of a Just Culture (cont.)
   e.

   f.

   g.

   h.
TRUST THE FOUNDATION OF A JUST CULTURE

Definition of Trust:

Why is it Important:

THE “I-ROC” TRUST DEVELOPMENT MODEL

Individual Credibility
- Competence
- Character
- Care

Relationships Matter
- Respect and concern
- Open communications
- Cooperative interdependence
- Trust & empower others

Organization Sets the Climate
- Shared values, beliefs, norms, and assumptions (culture)
- Structure, practices, policies, & procedures

Context Influences
- Dependencies
- KSAs (competencies)
- Character & Care

SHAPING A “JUST CULTURE”

Phase I: Pre-Launch (Preparing the Organization)
   A. Establish the Need:

   B. CEO Commitment:

   C. Create the Compelling Vision:
D. Identity and Building the Guiding Coalition: is identity what you want to say or identify?

E. Develop Initial Change Plan:

*Embedding Mechanisms*
1. What leaders pay attention to, measure, and control?

2. How do leaders allocate resources?

*Embedding Mechanism (cont.)*
1. Are leaders modeling desired behavior, coaching, and teaching?

2. How does the organization recruit, select, and promote?

3. How do leaders react to critical incidents?

*Reinforcing Mechanisms*
1. Organization’s design and structure:

2. Organization’s systems and procedures:

3. Formal statements of philosophies and creed:

4. Rites, rituals, and stories:

5. Design of physical space, facades, and buildings
F. Draft Initial Strategic Communications Plan

*Phase II: Launch (Creating Disequilibrium)*
1. Launch event impacts entire organization:

2. CEO delivers message regarding need and the vision for change:

3. Execute initial change activities:

*Phase III: Execution and Implementation*
1. Representative team implements and assesses change effort

2. Encourage broad base participation:

3. Start to use Embedding and Reinforcing Mechanisms:

4. Affirm commitment and hold all accountable:

5. Take a systems approach:

6. Leaders continue to repeat change message:

7. Leaders manage anxiety and deal with push-back:

8. Celebrate short-term wins:

*Phase IV: Sustaining the Change and Embedding it in the Culture*
1. Deal with unanticipated consequences:

2. Maintain the momentum of change:

3. Implementation team:

4. Succession planning:

5. Launch new initiatives:

6. Continue to embed change using embedding and reinforcing mechanisms:

TAKE-AWAYS