

Shaping Safety Culture™

“What keeps me up at night, what bothers me the most, is if anybody gets hurt. We have a dangerous product and we put our workers in harm's way every day. We have had people die on the job, and I don't want to be the CEO when we have any serious disabling injuries or fatalities. I don't want to be that guy.”

CEO, Electric Utility

Introducing SenseMaker[®]

First deployed by the Singapore Government in its Risk Assessment and Horizon Scanning programme, to detect weak signal emerging threats and opportunities. SenseMaker today is being deployed globally by businesses and other organisations to make sense of complex challenges.

With an online and app-based environment SenseMaker[®] lets key people share those experiences that matter most. And a patented 'self-tagging' technology lets those who know the context best, define their meaning - reducing reliance on expert interpretations or black box algorithms.

SenseMaker[®] puts humans firmly at the beginning and end of a process that produces ground-breaking employee and customer research. Crucially, it also helps turn raw data into pragmatic action and supports continuous monitoring of the impact of decisions in real time.

Related Interventions:

Taking the Employee Perspective
Cultural Due Diligence
Managing Risk
Horizon Scanning

Traditional safety solutions are founded on mechanistic reductionist thinking. In a typical accident investigation the failure is 'decomposed': the system is reduced to its component parts (e.g. people, process, equipment, tools) with each analysed separately in a search for the 'root cause'. Once 'found' new safety procedures are implemented that seek to force compliance of worker behaviour with the new standards and rules.

Yet when safety records fail to improve (or sometimes even worsen) realisation sets in that a safety strategy based on better systems and more rules does not always stop people from getting hurt. What once seemed simple in the world of safety is increasingly being recognised as complex; and dealing with complexity requires a different approach and different tools.

“Culture eats strategy for breakfast.”

Peter Drucker

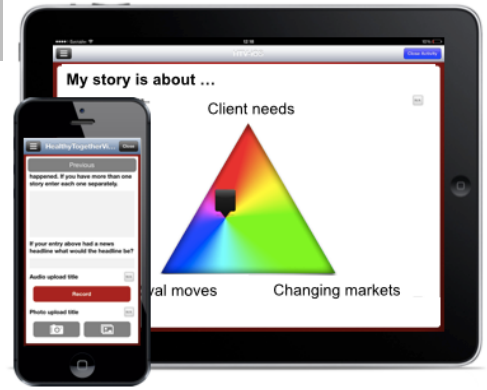
The dominating safety paradigm has been to focus on what goes wrong: look for failures, improve barriers, and reduce the number of adverse events. But building **robust** systems and structures is not enough. For in complex systems the whole is *more* than the sum of it's parts and there is no such thing as 'root cause.'

Shaping Safety Culture™ draws on complexity science to focus on what's going right. It seeks to increase the system's ability to succeed under varying conditions by building **resilient** systems, structures AND culture.

Shaping Safety Culture™ takes a holistic approach to safety: adding resilience to robustness by working with the whole system, rather than just its component parts.



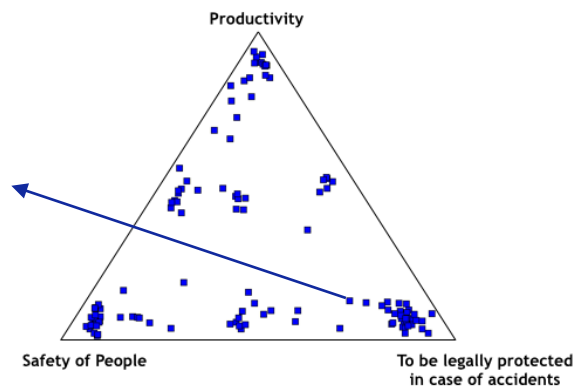
Collecting stories is a superior way to dealing with complex issues such as safety as humans are natural storytellers. SenseMaker® deploys apps (and online sites) to support the mass capture of anonymous experiences ‘from the front line to the top line.’ No one is barred from participating.



A patented ‘self-tagging’ methodology lets those who shared the experience (and know the context best) add layers of hard (quantitative) data to their responses.

In my story, the organisation’s main concern was ...

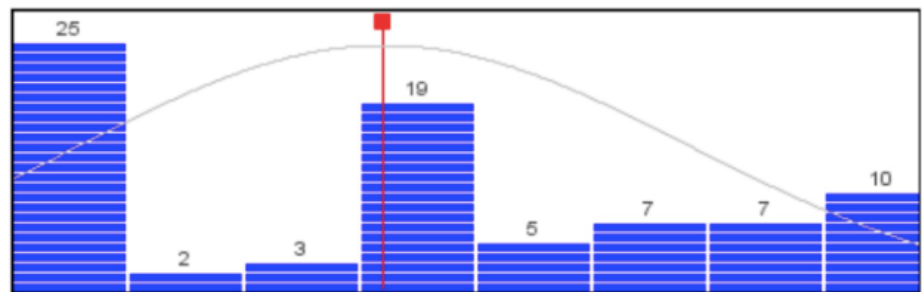
“The safety rule when working with a table saw is use a blade guard. I know of no tradesmen who does since the guard itself creates too many unsafe conditions. It doesn’t make sense. Our safety officer tried writing grey rules when the guard may be removed. Didn’t work. Caused confusion. So they went back to enforcing the use of the blade guard at all times rule. Crazy. After the fuss died down, we returned to doing what it takes to get the job done.”



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By allowing everyone to freely and confidentially share the experiences they consider important to be heard the real safety culture is revealed.

SenseMaker® creates a ‘Rosetta Stone’ for leaders to understand how the safety culture reveals itself; providing the evidence needed to shape it through pragmatic, verifiable, action.



Ignored relevant rules

Applied rules blindly