WEBVTT

1
00:00:00.000 --> 00:00:00.100
Okay.

2
00:00:03.900 --> 00:00:05.200
engaged

3
00:00:09.900 --> 00:00:12.500
How people act when no one's looking, is

4
00:00:12.500 --> 00:00:14.500
that what you also call that integrity?

5
00:00:16.400 --> 00:00:17.400
Okay.

6
00:00:18.600 --> 00:00:21.200
Bruce is going nuts over here. Come on this side of the room. We're going

7
00:00:21.200 --> 00:00:24.100
to score later. There's a prize by the way to see which side of the room.

8
00:00:25.200 --> 00:00:27.700
Is doing better. How are people recognized?

9
00:00:29.200 --> 00:00:31.300
Okay recognition. All right, that's good.

10
00:00:32.200 --> 00:00:33.300
So anybody think about that one?

11
00:00:35.500 --> 00:00:38.000
Recognizing. I already need a baby. What do you mean by recognition?

12
00:00:40.400 --> 00:00:43.000
Pete sorry right back here. Let's let's talk about recognition a little

13
00:00:43.000 --> 00:00:43.200
bit more.

14
00:00:44.600 --> 00:00:48.400
When they're doing their job if they're recognized for

15
00:00:47.400 --> 00:00:50.300
as an

16
00:00:50.300 --> 00:00:54.300
example being a hero because they've shortcuted a

17
00:00:53.300 --> 00:00:56.300
solution and skipped a step

18
00:00:56.300 --> 00:01:00.700
in the process maybe a step in the safety process. That's that's

19
00:01:00.700 --> 00:01:03.200
part of the culture. Yeah, so

20
00:01:03.200 --> 00:01:06.700
that what I'm gathering from that and it's a great Point. What what

21
00:01:06.700 --> 00:01:10.300
behaviors do you recognize? Do you recognize the positive behaviors

22
00:01:10.300 --> 00:01:13.500
that you want that will promote a positive safety culture or are

23
00:01:13.500 --> 00:01:16.200
you recognizing those hero moments more? Hey, we got the

24
00:01:16.200 --> 00:01:18.600
mission done, even though we had a shortcut here and work around that.

25
00:01:20.800 --> 00:01:23.200
I was going to suggest tradition the way it's

26
00:01:23.200 --> 00:01:23.500
always been done.

27
00:01:29.700 --> 00:01:30.000

Go ahead.

28
00:01:32.200 --> 00:01:34.300
Yeah, what does a leadership value?

29
00:01:36.900 --> 00:01:37.200
Good.

30
00:01:39.200 --> 00:01:42.700
I wanted to go back to tradition one. I don't know if I follow what what

31
00:01:42.700 --> 00:01:43.400
your point was.

32
00:01:48.200 --> 00:01:50.600
That's me. I'll repeat it.

33
00:01:51.900 --> 00:01:55.000
A lot of the cultures based on values and

34
00:01:54.700 --> 00:01:57.900
behaviors and a lot of the haters are

35
00:01:57.900 --> 00:02:00.600
a form of like traditions. So if the organization

36
00:02:00.600 --> 00:02:01.600
is always done something

37
00:02:02.600 --> 00:02:03.200
in certain way

38
00:02:04.300 --> 00:02:07.700
then that's part of the culture. So a lot of people feel culture is

39
00:02:07.700 --> 00:02:10.300
how they do things how we do

40
00:02:10.300 --> 00:02:10.600
things here.

41
00:02:14.600 --> 00:02:15.900
Always done it this way, right?

42
00:02:24.600 --> 00:02:26.000
so when you join an organization

43
00:02:26.800 --> 00:02:29.400
part of the challenge is understanding how

44
00:02:29.400 --> 00:02:31.200
things are done in that organiz.

45
00:02:31.500 --> 00:02:33.300
Ation, that's the particulture.

46
00:02:33.800 --> 00:02:36.800
Don't know if everyone could hear them. But the tradition is

47
00:02:36.800 --> 00:02:39.800
is just how things are done. It's it

48
00:02:39.800 --> 00:02:42.400
drives Behavior. I think just even the history

49
00:02:42.400 --> 00:02:45.500
of the organization what it's done in the past is it's

50
00:02:45.500 --> 00:02:48.400
somebody wears it under sleeve all the time. Yeah.

51
00:02:49.300 --> 00:02:52.300
Yeah, I just wanted to say I think trust trust in

52
00:02:52.300 --> 00:02:56.300
processes in the people you're working with and and

53
00:02:55.300 --> 00:02:58.600
how you build that trust. I think really undergirds

54
00:02:58.600 --> 00:03:02.100

pretty much everything in an organization. But how

55
00:03:01.100 --> 00:03:04.600
do we build trust and understanding, you

56
00:03:04.600 --> 00:03:07.500
know build processes how we develop flight cards

57
00:03:07.500 --> 00:03:10.200
why we're doing things the way we're doing kind of going back to

58
00:03:10.200 --> 00:03:13.000
that tradition piece. I think a little

59
00:03:13.100 --> 00:03:15.400
bit as well. So how do you demonstrate trust though?

60
00:03:17.200 --> 00:03:18.500
day in Day Out

61
00:03:24.100 --> 00:03:25.600
no circumventing the system.

62
00:03:44.200 --> 00:03:47.400
Having a system is great. But if there's

63
00:03:47.400 --> 00:03:48.600
something there that you feel.

64
00:03:49.700 --> 00:03:53.600
Be afraid to speak up and go. Yeah, really? I

65
00:03:53.600 --> 00:03:56.400
think this this is probably one of the biggest issues in

66
00:03:56.400 --> 00:03:56.900
policy.

67
00:03:57.700 --> 00:03:59.800
And culture is breaking tradition.

68
00:04:00.700 --> 00:04:03.500
Or at least challenging the status

69
00:04:03.500 --> 00:04:03.800
quo.

70
00:04:05.600 --> 00:04:08.300
Walter I was going to go back to tradition real quick and I

71
00:04:08.300 --> 00:04:12.400
think I understand we're we're going with that, but it's also

72
00:04:11.400 --> 00:04:13.200
true too that

73
00:04:14.100 --> 00:04:17.400
This is how we do business here can also be counter to

74
00:04:17.400 --> 00:04:21.200
trying to develop a positive culture building trust.

75
00:04:20.200 --> 00:04:23.300
I think that's what he was touching on there. Yeah. Yeah.

76
00:04:25.300 --> 00:04:25.800
because we

77
00:04:27.400 --> 00:04:29.600
've always couldn't be better challenging Norms. Yes, right.

78
00:04:30.400 --> 00:04:31.500
We kind of touched them.

79
00:04:32.000 --> 00:04:32.400
look

80
00:04:33.400 --> 00:04:34.100
we can't touch.

81
00:04:35.700 --> 00:04:38.100

This to follow the rules I've seen

82
00:04:38.100 --> 00:04:41.200
so many times the attitude of this is

83
00:04:41.200 --> 00:04:43.500
a test the rules don't apply to me.

84
00:04:44.200 --> 00:04:47.100
And that leaning forward in the straps to try to get the job done.

85
00:04:48.200 --> 00:04:51.200
So they kind of touched on when you know, what do you

86
00:04:51.200 --> 00:04:54.300
do when nobody's looking but it's really are you willing to follow the

87
00:04:54.300 --> 00:04:56.400
standards even though this is a test?

88
00:04:58.200 --> 00:04:59.000
And who made the rules?

89
00:05:00.100 --> 00:05:01.600
If you don't understand the rule.

90
00:05:03.300 --> 00:05:06.100
Yeah, do you believe in the rules, you know the words of there for somebody

91
00:05:06.100 --> 00:05:06.300
else?

92
00:05:08.400 --> 00:05:11.500
Yeah, the the organization's response

93
00:05:11.500 --> 00:05:12.400
to an adverse event.

94
00:05:16.200 --> 00:05:17.100
Yeah, don't care.

95
00:05:20.200 --> 00:05:23.700
I was going to say a culture of continuous learning so follow through

96
00:05:23.700 --> 00:05:24.300
on your reporting.

97
00:05:25.900 --> 00:05:28.100
Yep, learning culture good. We got one more down here

98
00:05:28.100 --> 00:05:28.600
billfell.

99
00:05:30.100 --> 00:05:32.800
flexibility like in your example of

100
00:05:33.700 --> 00:05:34.700
seeing the black

101
00:05:35.200 --> 00:05:36.000
limited on

102
00:05:37.200 --> 00:05:39.300
it do you have the flexibility or is it black and

103
00:05:41.600 --> 00:05:42.000
white hoodie for the

104
00:05:43.200 --> 00:05:43.600
se years

105
00:05:45.900 --> 00:05:47.100
know to understand the

106
00:05:47.600 --> 00:05:48.800
applications of it real

107
00:05:52.400 --> 00:05:56.500
time excellent all the way in the back. Yeah. I think it's got to be non-punitive.

108
00:05:55.500 --> 00:05:58.300
Somebody said how do you build trust

109
00:05:58.300 --> 00:06:01.100
the way that management or the organization can build trust

110
00:06:01.100 --> 00:06:04.800
is through a non-punitive demonstrated non-punitive environment

111
00:06:04.800 --> 00:06:07.600
where you bring something to the four you don't get slammed for

112
00:06:07.600 --> 00:06:08.600
it or ridiculed or

113
00:06:09.400 --> 00:06:12.000
You know, you're the new guy shut up kind of thing, you know.

114
00:06:12.600 --> 00:06:15.500
So non-punitive, I would like to explore that

115
00:06:15.500 --> 00:06:18.500
one a bit today because I know we're prepping for this Workshop.

116
00:06:18.500 --> 00:06:22.100
There's a lot of feedback here. Maybe it's too loud. Mm-hmm. There's

117
00:06:21.100 --> 00:06:24.800
a question on what is a reasonable

118
00:06:24.800 --> 00:06:29.400
non-punitive policy. Right? And the

119
00:06:27.400 --> 00:06:30.500
James reason model

120
00:06:30.500 --> 00:06:33.500
that we follow when following for a couple decades is

121
00:06:33.500 --> 00:06:36.200

like look if you make a mistake or even violate a policy process

122
00:06:36.200 --> 00:06:39.200
procedure, but it's the same thing that everybody else is doing it's the work

123
00:06:39.200 --> 00:06:41.900
around everybody knows about should you be punished for that?

124
00:06:42.900 --> 00:06:45.200
And in contemporary thinking is no

125
00:06:45.200 --> 00:06:48.400
if everybody's doing the workaround if everybody's violating that

126
00:06:48.400 --> 00:06:51.400
policy process procedure, this is just the norm and

127
00:06:51.400 --> 00:06:55.100
that's what we need to focus on to figure out what's going on. But if

128
00:06:54.100 --> 00:06:57.500
you're the outlier, you're the

129
00:06:57.500 --> 00:07:00.300
one that's violating the policy process procedure that everybody else is

130
00:07:00.300 --> 00:07:03.400
following that could put you in Jeopardy and rightfully. So so

131
00:07:03.400 --> 00:07:06.800
there's this balance of what is what is a just culture and

132
00:07:06.800 --> 00:07:07.700
what is a punitive policy.

133
00:07:09.600 --> 00:07:12.400
One one piece and then rotted then we'll go. We'll

134
00:07:12.400 --> 00:07:12.600
go on.

135
00:07:14.900 --> 00:07:17.500
Recognizing behavioral trends

136
00:07:17.500 --> 00:07:20.300
that are negative. I call it the Dying by the inch you

137
00:07:20.300 --> 00:07:23.300
get away with something and that becomes the new

138
00:07:23.300 --> 00:07:26.700
Norm then you get away with something else and that becomes the new norm and

139
00:07:26.700 --> 00:07:29.300
it's just an additive process that you didn't start

140
00:07:29.300 --> 00:07:32.300
at the event problem. You got there

141
00:07:32.300 --> 00:07:34.900
an increment at a time being able to recognize that trend.

142
00:07:36.600 --> 00:07:39.300
Yep, Rod, let's let's do the last one here

143
00:07:39.300 --> 00:07:42.300
if that's okay. I know the word that I was

144
00:07:42.300 --> 00:07:45.900
going to say is just but that came up then and then reporting it's

145
00:07:45.900 --> 00:07:47.600
just you need to they go hand in hand.

146
00:07:48.600 --> 00:07:51.300
Outstanding I think the crowd did pretty

147
00:07:51.300 --> 00:07:51.400
well.

148
00:07:52.400 --> 00:07:52.600
Thanks, honey.

149
00:07:53.200 --> 00:07:56.800
I think awesome. So here's here's a couple of definitions in

150
00:07:56.800 --> 00:07:59.800
contemporary writing for you to consider and maybe

151
00:07:59.800 --> 00:08:02.600
I bated the witness a little bit here Walter. Hope

152
00:08:02.600 --> 00:08:05.600
you enjoyed that comment there waiting witness. Oh, yeah.

153
00:08:07.900 --> 00:08:10.400
Pull you know, just pull it up to maybe the a bit

154
00:08:10.400 --> 00:08:13.600
higher level. So it's it's shared values within the organization.

155
00:08:16.100 --> 00:08:20.400
Value somebody mentioned values and I

156
00:08:20.400 --> 00:08:24.200
think we scratched on the self awareness

157
00:08:23.200 --> 00:08:26.100
of the employees on of the

158
00:08:26.100 --> 00:08:26.300
mission.

159
00:08:27.500 --> 00:08:28.700
Do they buy into it?

160
00:08:30.300 --> 00:08:33.500
But it's the collective whole that defines what what the

161
00:08:33.500 --> 00:08:35.100

culture is. Let me ask this.

162
00:08:36.900 --> 00:08:39.000
Do you all distinguish between climate?

163
00:08:39.800 --> 00:08:41.200
And Survey are they different?

164
00:08:44.900 --> 00:08:47.500
Say that again climate versus culture.

165
00:08:50.800 --> 00:08:53.600
What did I say the first time? What did

166
00:08:53.600 --> 00:08:53.700
I say?

167
00:08:56.100 --> 00:08:57.500
Survey. Oh my God.

168
00:08:58.500 --> 00:08:59.200
That's why I asked.

169
00:09:01.100 --> 00:09:04.300
Not so climate or culture climate or culture. They're

170
00:09:04.300 --> 00:09:04.600
different.

171
00:09:05.600 --> 00:09:06.800
They're down. Okay good.

172
00:09:14.900 --> 00:09:15.900
snapshot in time

173
00:09:20.500 --> 00:09:23.300
if I get if I could add a little tidbit to that some of

174
00:09:23.300 --> 00:09:26.300
the Contemporary thinking is such that your culture is

175
00:09:26.300 --> 00:09:29.400
defined in three different spectrums. One of them being the climate

176
00:09:29.400 --> 00:09:32.800
the other one being the actual behaviors in the organization in the

177
00:09:32.800 --> 00:09:35.600
third being the structure the organization. Do you have the resources

178
00:09:35.600 --> 00:09:38.300
policy process procedures tools to operate

179
00:09:38.300 --> 00:09:41.100
safely? So the climate is like a subset of

180
00:09:41.100 --> 00:09:44.600
that cultural that you're actually right? The culture is more long-lasting

181
00:09:44.600 --> 00:09:47.100
harder to change because it has

182
00:09:47.100 --> 00:09:50.100
that tradition and that history we'll climate can be more like

183
00:09:50.100 --> 00:09:50.700
a heartbeat.

184
00:09:52.200 --> 00:09:55.200
Outstanding something when I when I do Audits and

185
00:09:55.200 --> 00:09:58.800
I go around and look at different organizations. I walk

186
00:09:58.800 --> 00:09:59.800
in and I start.

187
00:10:00.700 --> 00:10:02.200
interviewing seeing

188

00:10:03.200 --> 00:10:03.800
observing

189
00:10:04.900 --> 00:10:07.700
and within a very short period

190
00:10:07.700 --> 00:10:10.100
of time I can tell you where there is

191
00:10:10.100 --> 00:10:13.100
or there isn't safety culture. I I don't have

192
00:10:13.100 --> 00:10:16.000
to send out surveys I can just I can just

193
00:10:16.300 --> 00:10:19.200
sense it by the way people respond. By the

194
00:10:19.200 --> 00:10:22.500
way people act by the way people work in the

195
00:10:22.500 --> 00:10:25.200
shop or wherever and I just obser and

196
00:10:25.200 --> 00:10:25.400
I say

197
00:10:26.200 --> 00:10:26.800
It's not here.

198
00:10:27.900 --> 00:10:30.200
Or it's possible that is here.

199
00:10:30.200 --> 00:10:32.000
We need to look into deeper.

200
00:10:33.800 --> 00:10:34.100
So

201
00:10:38.700 --> 00:10:41.000
detectable and measurable at every level.

202
00:10:41.900 --> 00:10:44.600
So that's a measure that the culture

203
00:10:44.600 --> 00:10:47.300
is working from the top down by policies and

204
00:10:47.300 --> 00:10:49.800
procedures, but you ask any individual.

205
00:10:52.400 --> 00:10:54.500
You care. They have an attitude and they have an understanding.

206
00:10:59.300 --> 00:11:02.200
Well because we did take notes and I'd like

207
00:11:02.200 --> 00:11:03.400
to just see how much.

208
00:11:04.500 --> 00:11:07.600
Of the semi-official this is one two

209
00:11:07.600 --> 00:11:10.600
sources one source for safety policy one so source

210
00:11:10.600 --> 00:11:14.400
for just just culture itself. Just see

211
00:11:13.400 --> 00:11:16.200
how many people that at least

212
00:11:16.200 --> 00:11:18.600
hit part of that that definition.

213
00:11:20.000 --> 00:11:20.200
Sure.

214
00:11:25.700 --> 00:11:28.100
whether the whether we hit the target in other

215

00:11:28.100 --> 00:11:28.100
words

216
00:11:30.100 --> 00:11:33.400
Oh on the right side there. Okay. So a safety culture

217
00:11:33.400 --> 00:11:37.200
consists of shared values actions and behaviors. So we

218
00:11:36.200 --> 00:11:40.500
did number one standards of

219
00:11:40.500 --> 00:11:41.000
behavior.

220
00:11:41.800 --> 00:11:45.400
commitment to safety engaged

221
00:11:48.800 --> 00:11:51.100
over competing goals and demands in the

222
00:11:51.100 --> 00:11:54.100
desired safety culture people acknowledge their accountability

223
00:11:55.500 --> 00:11:56.600
think I saw that somewhere.

224
00:11:58.300 --> 00:12:01.300
And act on their individual responsibility for

225
00:12:01.300 --> 00:12:02.200
safety. That's

226
00:12:03.300 --> 00:12:05.500
how people behave when they're not being watched.

227
00:12:06.500 --> 00:12:09.700
They trust you saw

228
00:12:09.700 --> 00:12:12.600
that use and rely on the organization's processes

229
00:12:12.600 --> 00:12:16.100
for managing safety. There's good communication in

230
00:12:15.100 --> 00:12:18.400
the organization and Personnel continue to

231
00:12:18.400 --> 00:12:19.300
learn and develop.

232
00:12:20.100 --> 00:12:23.800
and I heard the continuing education there

233
00:12:23.800 --> 00:12:24.300
somewhere to

234
00:12:24.900 --> 00:12:27.800
so I think we we did hit a lot of them. Yeah,

235
00:12:27.800 --> 00:12:30.400
so I want to grab a point there. The word

236
00:12:30.400 --> 00:12:32.400
desire is in there. Do we really want?

237
00:12:33.400 --> 00:12:36.800
To promote safety and our culture. So I'm

238
00:12:36.800 --> 00:12:39.200
just throwing that out for people who work we're assuming we all

239
00:12:39.200 --> 00:12:42.300
want to do better at safety. So the desire is

240
00:12:42.300 --> 00:12:43.300
an important part of that.

241
00:12:44.700 --> 00:12:47.500
So I'm going to just take 10 seconds and

242

00:12:47.500 --> 00:12:50.200
one of my little soapbox issue and

243
00:12:50.200 --> 00:12:52.400
and I'm honored to be here but

244
00:12:55.200 --> 00:12:58.400
Whenever we talk about safety management system it has that word safety in

245
00:12:58.400 --> 00:12:58.400
it.

246
00:12:59.300 --> 00:13:01.300
And safety I found.

247
00:13:02.600 --> 00:13:05.700
Has a variety of meanings among Aviation

248
00:13:05.700 --> 00:13:06.300
professionals.

249
00:13:08.200 --> 00:13:11.100
You can ask anyone in here and they're going to

250
00:13:11.100 --> 00:13:13.100
have a little different version of it, but

251
00:13:14.300 --> 00:13:17.600
And it can be a very sensitive word. In

252
00:13:17.600 --> 00:13:21.400
fact, one of the most consummate insults.

253
00:13:20.400 --> 00:13:23.200
You can get somebody's you're unsafe.

254
00:13:23.900 --> 00:13:26.100
You know in that what Iceman said to

255
00:13:26.100 --> 00:13:27.200

Maverick, right?

256
00:13:28.200 --> 00:13:32.300
you know with whatever that meant, but

257
00:13:33.800 --> 00:13:36.100
Everywhere, you hear the word safety if you

258
00:13:36.100 --> 00:13:38.300
just replace it with risk.

259
00:13:39.300 --> 00:13:40.300
or risk management

260
00:13:41.300 --> 00:13:44.500
It's it to me. It's so much easier to understand.

261
00:13:45.600 --> 00:13:47.800
What Safety Management is it's just risk management.

262
00:13:48.900 --> 00:13:50.100
because

263
00:13:51.500 --> 00:13:53.100
people are reluctant to

264
00:13:54.100 --> 00:13:57.300
Improve or change a procedure or process

265
00:13:57.300 --> 00:14:00.200
because well that kind of means well what we were doing

266
00:14:00.200 --> 00:14:01.500
was that unsafe.

267
00:14:03.700 --> 00:14:06.600
Not exactly. But if you would if you use the

268
00:14:06.600 --> 00:14:07.600
term risk management.

269
00:14:08.600 --> 00:14:11.300
Okay, we change our procedures but what what we

270
00:14:11.300 --> 00:14:12.400
were doing back then well.

271
00:14:13.200 --> 00:14:14.200
We've lowered the risk.

272
00:14:15.100 --> 00:14:18.300
And that's easier to say than say what were we doing?

273
00:14:18.300 --> 00:14:21.600
We weren't on safe. We just changed

274
00:14:21.600 --> 00:14:22.600
the risk, so

275
00:14:24.300 --> 00:14:26.900
That's that's one thing I find is a hangup.

276
00:14:27.600 --> 00:14:30.200
With talking about SMS is just

277
00:14:30.200 --> 00:14:33.300
the word safety itself. I wish it was just called risk management

278
00:14:33.300 --> 00:14:36.600
system instead of Safety Management. So

279
00:14:36.600 --> 00:14:39.700
what and Walter you're absolutely right we ran into this when

280
00:14:39.700 --> 00:14:42.500
we're out in the field around the world literally and all the

281
00:14:42.500 --> 00:14:46.100
continents the power of the words you use play

282
00:14:45.100 --> 00:14:48.700

a big role in your your performance for

283
00:14:48.700 --> 00:14:51.800
for risk management. And we do the same thing a

284
00:14:51.800 --> 00:14:54.600
lot of times they take the word safety out of this. This is really quality. We

285
00:14:54.600 --> 00:14:57.400
know quality we understand quality. We've been training quality for

286
00:14:57.400 --> 00:15:00.600
a long time. This uses quality with the operational risk

287
00:15:00.600 --> 00:15:03.000
management Focus. So people tend to

288
00:15:03.500 --> 00:15:06.200
embrace operational risk management because they picture themself out on the

289
00:15:06.200 --> 00:15:09.200
line doing the job and they're managing the risk while they're doing it and

290
00:15:09.200 --> 00:15:12.800
that's what we're talking about. Unfortunately that word safety gets in the way. Sometimes it's

291
00:15:12.800 --> 00:15:15.500
not that cool or it's perceived as

292
00:15:15.500 --> 00:15:18.300
a roadblock. And so I agree

293
00:15:18.300 --> 00:15:21.600
100% the other thing I would like to throw out as a caveat it

294
00:15:21.600 --> 00:15:24.500
fits. My little soapbox is be careful if anybody's trying

295
00:15:24.500 --> 00:15:27.400
to sell you a safety culture measurement and and you

296
00:15:27.400 --> 00:15:27.500
go

297
00:15:27.500 --> 00:15:31.200
Wow, we scored a 85. We're pretty cool. Now. It's

298
00:15:31.200 --> 00:15:34.300
time to kick back. That's that's not what it's all about. Don't go for

299
00:15:34.300 --> 00:15:37.500
the score. If anybody's trying to give you a score you're going for

300
00:15:37.500 --> 00:15:41.300
qualitative assessment. What's our culture? Like, right? How

301
00:15:40.300 --> 00:15:43.800
do we categorize our culture? Are we

302
00:15:43.800 --> 00:15:46.800
are we generative are we proactive are we

303
00:15:46.800 --> 00:15:49.400
pathological? You know, there's like five different levels of

304
00:15:49.400 --> 00:15:52.400
qualitative assessment. You want to gravitate more

305
00:15:52.400 --> 00:15:55.900
towards the qualitative and that might be difficult for this organization or

306
00:15:55.900 --> 00:15:58.700
this group of people because you're quantitative minded probably

307
00:15:58.700 --> 00:16:02.000
from the engineering background, right? So, can

308

00:16:01.100 --> 00:16:03.200
I ask a question on it? How

309
00:16:03.800 --> 00:16:07.100
Easy or difficult do you think it is for an

310
00:16:06.100 --> 00:16:09.500
organization to self-assess their

311
00:16:09.500 --> 00:16:09.900
culture?

312
00:16:11.700 --> 00:16:14.600
So darn your impossible because the

313
00:16:14.600 --> 00:16:17.300
Contemporary thinking is contemporary theory is

314
00:16:17.300 --> 00:16:20.500
to accurately assess a culture you

315
00:16:20.500 --> 00:16:23.800
need to observe behaviors. And those those behaviors

316
00:16:23.800 --> 00:16:26.400
are our best seen to Fresh eyes.

317
00:16:26.400 --> 00:16:29.000
They're from the outside of the organization to see

318
00:16:29.100 --> 00:16:32.300
them independently the other two attributes already mentioned. How do you
feel

319
00:16:32.300 --> 00:16:36.000
about your organizational culture that is kind of a self-assessment but

320
00:16:35.300 --> 00:16:38.400
probably designed from another organization. Not

321
00:16:38.400 --> 00:16:41.900

a self-design. I'd like to expand on that. So there's

322
00:16:41.900 --> 00:16:45.000
there's value for self audits internal

323
00:16:44.600 --> 00:16:47.700
audits. It's just make sure that you're checking

324
00:16:47.700 --> 00:16:47.800
that.

325
00:16:48.500 --> 00:16:51.500
The requirements but there's

326
00:16:51.500 --> 00:16:55.400
there's a lot more value for having an external audit from

327
00:16:55.400 --> 00:16:56.200
a third party.

328
00:16:57.100 --> 00:17:00.200
That is not interested in what you do. They're just out

329
00:17:00.200 --> 00:17:03.200
there to evaluate you and that's and that's very

330
00:17:03.200 --> 00:17:03.600
valuable.

331
00:17:04.400 --> 00:17:07.500
I've seen self audits down where the the maintenance folks

332
00:17:07.500 --> 00:17:08.700
will do the flight Ops.

333
00:17:09.400 --> 00:17:12.200
and the flight Ops people audit the maintenance

334
00:17:12.200 --> 00:17:12.700
Ops

335
00:17:13.400 --> 00:17:14.000
fail

336
00:17:16.200 --> 00:17:19.300
because there's this on written rule man. If you don't bash me, I won't

337
00:17:19.300 --> 00:17:22.300
bash you, you know, so you're kind of kind to each

338
00:17:22.300 --> 00:17:25.100
other never works. I haven't

339
00:17:25.100 --> 00:17:26.900
seen one work plus you.

340
00:17:27.700 --> 00:17:30.200
That area of expertise is just not there.

341
00:17:30.200 --> 00:17:33.500
You know, they don't know exactly understand the flight side and we don't
exactly understand

342
00:17:33.500 --> 00:17:34.300
the maintenance.

343
00:17:35.200 --> 00:17:38.500
But I'd like to say expand on what Sonny

344
00:17:38.500 --> 00:17:41.400
said about measuring with numerical

345
00:17:41.400 --> 00:17:44.900
values. They'll be a slide on that later and I'll expand

346
00:17:44.900 --> 00:17:47.700
on that and he's right and I'll

347
00:17:47.700 --> 00:17:50.400
explain to you how to use it. We have two opinions

348

00:17:50.400 --> 00:17:54.300
is going on is what's going on. Well, let's

349
00:17:54.300 --> 00:17:57.300
speak of surveying. Let's let's do

350
00:17:57.300 --> 00:18:00.200
our next poll question how many people think that they

351
00:18:00.200 --> 00:18:02.900
have a positive safety culture in their organization today.

352
00:18:05.300 --> 00:18:08.800
This concludes our display test safety Workshop. We succeeded

353
00:18:08.800 --> 00:18:11.200
Tom. Obviously, they came

354
00:18:11.200 --> 00:18:14.300
to the previous workshops and have really been working hard in their
organizations. But

355
00:18:14.300 --> 00:18:17.600
let me just maybe temper your expectations with James reason.

356
00:18:21.600 --> 00:18:24.300
And and I think turbo has coined this phrase is

357
00:18:24.300 --> 00:18:27.900
I have safety is a marathon with

358
00:18:27.900 --> 00:18:28.600
no Finish Line.

359
00:18:29.200 --> 00:18:33.600
You have to keep a constant strain why because organizations

360
00:18:32.600 --> 00:18:35.400
change change is probably the

361
00:18:35.400 --> 00:18:39.200

one thing that is certain and cultural therefore potentially

362
00:18:38.200 --> 00:18:41.200
change and we'll talk about this

363
00:18:41.200 --> 00:18:44.900
a little bit more in terms of the standards and what is can considered

364
00:18:44.900 --> 00:18:47.100
a tripwire or trigger that you need

365
00:18:47.100 --> 00:18:49.200
to reassess your safety risk Baseline.

366
00:18:50.100 --> 00:18:51.700
for organizational changes

367
00:18:53.200 --> 00:18:57.000
think on that one for a minute on whether we actually do that routinely.

368
00:18:57.900 --> 00:19:00.500
Okay, so here's our next engagement question

369
00:19:00.500 --> 00:19:03.500
and oh by the way, don't be intimidated by

370
00:19:03.500 --> 00:19:06.300
Sonny even though he's he's doing a PhD in

371
00:19:06.300 --> 00:19:09.100
safety culture. It was just one of

372
00:19:09.100 --> 00:19:12.700
the aces in the holes that I wanted to bring here to share his expertise

373
00:19:12.700 --> 00:19:15.800
as we as we really deep dive into into

374
00:19:15.800 --> 00:19:18.200
culture, but let's talk about how we're

375
00:19:18.200 --> 00:19:21.100
going to cultivate a positive safety culture and let's say that

376
00:19:21.100 --> 00:19:24.400
the your scenario was different right? Let's say that nobody raised

377
00:19:24.400 --> 00:19:28.300
their hand that they were kind of living in a toxic environment where

378
00:19:27.300 --> 00:19:30.700
nobody was reporting events.

379
00:19:30.700 --> 00:19:33.000
If you're reported you got drug out to the

380
00:19:33.400 --> 00:19:36.600
firing squad shot. If you made Anonymous steak, you

381
00:19:36.600 --> 00:19:39.300
had HR people collecting your badge and walking to the

382
00:19:39.300 --> 00:19:42.500
parking lot. Maybe some of you have experienced

383
00:19:42.500 --> 00:19:45.300
these types of things before what does

384
00:19:45.300 --> 00:19:48.600
that say about your culture and your organization and specifically

385
00:19:48.600 --> 00:19:51.600
how that's going to help cultivate a positive safety

386
00:19:51.600 --> 00:19:54.600
culture or not. So with that let's let's talk about

387
00:19:54.600 --> 00:19:57.600
how we might use some techniques.

388
00:19:58.300 --> 00:20:01.600

Tactics and procedures to cultivate positive safety

389
00:20:01.600 --> 00:20:04.800
culture. What would be on your mind in

390
00:20:04.800 --> 00:20:05.700
order to accomplish that?

391
00:20:09.700 --> 00:20:11.700
Recognition. What do you mean by that?

392
00:20:22.200 --> 00:20:22.700
Okay reinforcing.

393
00:20:23.700 --> 00:20:26.400
Yep, reinforcing good behaviors. I would agree with that over here

394
00:20:26.400 --> 00:20:28.400
a safety award or something like that.

395
00:20:29.500 --> 00:20:32.200
Yeah, actually I was

396
00:20:32.200 --> 00:20:35.300
exactly I was going to say positive reinforcement, right? We want to avoid

397
00:20:35.300 --> 00:20:37.100
the punitive aspect so

398
00:20:40.200 --> 00:20:43.300
It has to come with a great parking spot hands up on the right side. They're trying

399
00:20:43.300 --> 00:20:47.100
to catch up here. They're going for the big prize. That's a

400
00:20:46.100 --> 00:20:49.800
safety professionals start to dialogue established

401
00:20:49.800 --> 00:20:53.300

a dialogue with leadership. So they're able to appreciate

402
00:20:54.300 --> 00:20:57.200
If it's a value system thing then you know get the

403
00:20:57.200 --> 00:20:59.900
conversation to the value level with leadership. Oh.

404
00:21:01.300 --> 00:21:04.000
Whoa, we could really spend some time on this one. How do we

405
00:21:04.200 --> 00:21:07.800
get the front office on board with our safety program and our

406
00:21:07.800 --> 00:21:10.300
goals and and the things that we're trying to do because we all

407
00:21:10.300 --> 00:21:13.300
know that safety culture is key to all

408
00:21:13.300 --> 00:21:16.300
of this but yet we seem really disconnected from

409
00:21:17.300 --> 00:21:20.200
You know the people in the Ivory Tower who all they're worried

410
00:21:20.200 --> 00:21:24.100
about is production. There's no protection balance. So

411
00:21:23.100 --> 00:21:26.600
how do we as a front line worker get

412
00:21:26.600 --> 00:21:29.200
the message uphill to say look you guys

413
00:21:29.200 --> 00:21:32.300
are destroying morale down here and we're just asking for

414
00:21:32.300 --> 00:21:33.100
a little bit of help.

415
00:21:33.900 --> 00:21:36.900
Not just production but their bonuses, that's right

416
00:21:36.900 --> 00:21:39.300
golden parachutes. Is that reinforcing? That's the

417
00:21:39.300 --> 00:21:43.400
behaviors the Mia culpals from the leadership setting

418
00:21:42.400 --> 00:21:45.700
the example of confessing walk

419
00:21:45.700 --> 00:21:48.700
on the talk. I love it. Thank you. That's that's huge

420
00:21:48.700 --> 00:21:51.000
good safety is also good business.

421
00:21:52.000 --> 00:21:52.300
but

422
00:21:53.400 --> 00:21:56.700
making that clear to leadership is important. So any thoughts

423
00:21:56.700 --> 00:21:58.800
on how we demonstrate Roi for safety.

424
00:21:59.600 --> 00:22:02.300
Well, there's lots of negative examples of seeing how

425
00:22:03.200 --> 00:22:06.300
poor safety culture results in Bad Business and this

426
00:22:06.300 --> 00:22:09.700
is our challenges that not that you know, because we're

427
00:22:09.700 --> 00:22:12.100
bringing negative news uphill to go. Look if

428
00:22:12.100 --> 00:22:15.200

we don't have this safety thing we can bend metal and hurt

429
00:22:15.200 --> 00:22:15.400
people.

430
00:22:16.700 --> 00:22:19.300
It doesn't seem to resonate with them. Does it remember

431
00:22:19.300 --> 00:22:22.600
our perennial thing if you think safety is

432
00:22:22.600 --> 00:22:24.400
expensive try paying for an accident?

433
00:22:27.500 --> 00:22:28.800
Because that's better for business.

434
00:22:29.700 --> 00:22:30.400
and by paying

435
00:22:31.400 --> 00:22:33.000
paying for an accident means what?

436
00:22:34.400 --> 00:22:36.100
obviously broken bones and

437
00:22:36.900 --> 00:22:39.900
You know Blood and Guts, but it's reputation

438
00:22:39.900 --> 00:22:42.500
to the organization and the families

439
00:22:42.500 --> 00:22:45.000
connected with everyone all of that. Yeah.

440
00:22:46.900 --> 00:22:48.600
Mark I think oh

441
00:22:49.400 --> 00:22:51.200
In a culture everybody influences everybody else.

442
00:22:53.200 --> 00:22:55.800
Don't underestimate the power of modeling it yourself.

443
00:22:59.300 --> 00:23:02.900
Culture would say that again Clarity any Clarity modeling yourself

444
00:23:02.900 --> 00:23:05.400
proper behavior, you know in

445
00:23:05.400 --> 00:23:08.700
terms of managing the risks the Mia copas, you

446
00:23:08.700 --> 00:23:08.700
know.

447
00:23:09.900 --> 00:23:12.300
Exposing yourself admitting what

448
00:23:12.300 --> 00:23:15.600
you did that might have been able to have been done better all the

449
00:23:15.600 --> 00:23:18.600
proper behaviors. We know what they are. Just living them out day

450
00:23:18.600 --> 00:23:20.700
to day every day consistently in front of your

451
00:23:21.500 --> 00:23:24.600
Fellow fellow man fellow woman. So you mean

452
00:23:24.600 --> 00:23:27.000
as a leader actually admitting a mistake.

453
00:23:28.800 --> 00:23:31.500
Yes, I mean, but don't you lose cool points?

454
00:23:32.700 --> 00:23:35.200
Where do we find here? Do you lose reputation as

455
00:23:35.200 --> 00:23:38.400

a leader? Well, you have to choose what you want. Do you want to look good or do

456
00:23:38.400 --> 00:23:39.000
you want to be good?

457
00:23:44.600 --> 00:23:48.700
You might gain recognition. Yeah a point

458
00:23:47.700 --> 00:23:50.300
your best to safety and not your

459
00:23:50.300 --> 00:23:50.800
screw-ups.

460
00:23:51.700 --> 00:23:54.900
You know don't make that a punishment detail. Otherwise, they

461
00:23:54.900 --> 00:23:56.900
view that as the commands attitude.

462
00:23:57.500 --> 00:24:00.500
So you're suggesting that the safety officer position is an ejection

463
00:24:00.500 --> 00:24:01.400
seat in the organization.

464
00:24:03.100 --> 00:24:06.400
That's my favorite philosophy. We'll address that later. It's in the

465
00:24:06.400 --> 00:24:06.900
standards.

466
00:24:07.800 --> 00:24:10.800
The point good point that so the leadership

467
00:24:10.800 --> 00:24:14.300
points is that for example in

468
00:24:13.300 --> 00:24:16.400
the in the military should be a condition

469
00:24:16.400 --> 00:24:19.500
for command for command selection. Haven't been

470
00:24:19.500 --> 00:24:20.900
in a safety officer instead of

471
00:24:22.100 --> 00:24:25.300
The snack bar officer or the you know,

472
00:24:25.300 --> 00:24:28.600
putting the lowest guy and your new guy, so you're the safety

473
00:24:28.600 --> 00:24:29.700
officer now wrong.

474
00:24:31.200 --> 00:24:34.700
So we're here one point on the leader is so the

475
00:24:34.700 --> 00:24:37.200
leader admits in a mistake. Do you really get

476
00:24:37.200 --> 00:24:40.200
recognition? Because everybody's going to go well, he's the boss.

477
00:24:40.200 --> 00:24:42.900
Of course, he's not going to get fired or discipline.

478
00:24:45.200 --> 00:24:48.800
You mentioned earlier about Ivory Towers and and communication

479
00:24:48.800 --> 00:24:51.000
being critical to safety. I think

480
00:24:51.300 --> 00:24:54.800
there's two terms missing from the screen there with responsible

481
00:24:54.800 --> 00:24:58.100
and accountable those two words are consulted and

482

00:24:57.100 --> 00:25:01.000
informed. So Safety Management

483
00:25:00.200 --> 00:25:03.600
System shouldn't be a dictatorship from the CEO. It

484
00:25:03.600 --> 00:25:06.700
should be something where people feel free to send

485
00:25:06.700 --> 00:25:09.000
information up and everyone has a

486
00:25:09.300 --> 00:25:12.100
role to play in that is part of the Old Chart. So if

487
00:25:12.100 --> 00:25:15.600
everyone knows where they fit that actually helps to have that positive safety

488
00:25:15.600 --> 00:25:16.300
culture as well.

489
00:25:17.500 --> 00:25:20.300
Yeah, couldn't agree more. However that the

490
00:25:20.300 --> 00:25:23.300
Contemporary language for safety management system does say it's a

491
00:25:23.300 --> 00:25:26.500
top-down managed approach to safety. So as Walter will

492
00:25:26.500 --> 00:25:29.100
tell you it's kind of Management's ability to take a view down

493
00:25:29.100 --> 00:25:32.100
into the organization to see if the right safety things

494
00:25:32.100 --> 00:25:35.400
are occurring but to your point absolutely correct. The information

495
00:25:35.400 --> 00:25:40.000

has to flow up to leadership team. Otherwise, they

496
00:25:39.200 --> 00:25:40.700
only know what they know.

497
00:25:42.300 --> 00:25:45.100
I think you can do that from a top 10

498
00:25:45.100 --> 00:25:48.700
point of view with defining a policy but in terms of getting a

499
00:25:48.700 --> 00:25:51.100
culture, you can't impose a culture you have to

500
00:25:51.100 --> 00:25:51.900
engenders.

501
00:25:52.500 --> 00:25:53.300
couldn't agree more

502
00:25:54.700 --> 00:25:56.200
You can't impose the culture?

503
00:25:57.600 --> 00:26:00.000
So I used to work for a company.

504
00:26:01.800 --> 00:26:04.300
Used there was a company that had a

505
00:26:04.300 --> 00:26:07.600
separate safety just culture policy statement.

506
00:26:08.900 --> 00:26:11.500
And I campaign to say you can't you can't

507
00:26:11.500 --> 00:26:14.400
policy that you can't Levy that as a

508
00:26:14.400 --> 00:26:17.800
policy. It needs to be blended into the overarching policy

509
00:26:17.800 --> 00:26:21.100
statement as a goal that we're

510
00:26:20.100 --> 00:26:24.600
committed to creating this this culture learning.

511
00:26:25.800 --> 00:26:27.200
Just Etc.

512
00:26:28.700 --> 00:26:31.300
We need the right side to to speak

513
00:26:31.300 --> 00:26:34.000
up a little bit too bad. It seems like the left side is good.

514
00:26:35.200 --> 00:26:39.000
So what I would say is that it takes a long time. I don't

515
00:26:38.100 --> 00:26:41.200
know. I'm sure we've all been in an organization that is

516
00:26:41.200 --> 00:26:45.100
seen the culture shift and change over time, you know

517
00:26:45.100 --> 00:26:46.500
as we talk from experience here.

518
00:26:47.300 --> 00:26:50.700
Me very recently it took probably

519
00:26:50.700 --> 00:26:53.300
a year and a half or two for the culture to shift

520
00:26:53.300 --> 00:26:56.700
and it absolutely had to be responsible at

521
00:26:56.700 --> 00:26:59.800
the leadership. But you had to build or

522
00:26:59.800 --> 00:27:03.000

we had to build a kind of a small team that

523
00:27:02.100 --> 00:27:05.900
was trusted that was communicating.

524
00:27:07.300 --> 00:27:10.700
That was able to demonstrate that people were not

525
00:27:10.700 --> 00:27:11.500
punitively.

526
00:27:12.500 --> 00:27:15.600
Hurt, you know when they came up with things but

527
00:27:15.600 --> 00:27:18.500
it took a long time and you got to be ready for

528
00:27:18.500 --> 00:27:21.900
that that fight because it will be the entire

529
00:27:21.900 --> 00:27:24.400
time because of the tradition and the

530
00:27:24.400 --> 00:27:24.600
history.

531
00:27:25.500 --> 00:27:25.600
Yeah.

532
00:27:26.600 --> 00:27:29.400
I always say five to seven years and that's assuming you stay

533
00:27:29.400 --> 00:27:30.200
vested on the journey.

534
00:27:31.300 --> 00:27:34.400
You know another organizational change now you could you

535
00:27:34.400 --> 00:27:35.900
could jump the trash exactly.

536
00:27:37.800 --> 00:27:38.700
Hey Turbo.

537
00:27:39.200 --> 00:27:42.500
Yes, I fully buy into the top down and the

538
00:27:42.500 --> 00:27:45.500
leadership responsibilities. But in my military time in

539
00:27:45.500 --> 00:27:48.300
my corporate time and even going to visit people in

540
00:27:48.300 --> 00:27:52.100
my retire time now, every organization has leaders and

541
00:27:51.100 --> 00:27:54.200
influencers and sometimes they're the

542
00:27:54.200 --> 00:27:57.800
same person but they're not always the same person. There's someone who

543
00:27:57.800 --> 00:28:00.600
You observe it's in the ready room in the boardroom

544
00:28:00.600 --> 00:28:03.600
in the conference room. Who when they talk people

545
00:28:03.600 --> 00:28:04.000
listen.

546
00:28:04.700 --> 00:28:07.100
And even the leaders sometimes listen to

547
00:28:07.100 --> 00:28:10.100
those influencers, so I think it's it's not just getting the leaders to
do.

548
00:28:10.100 --> 00:28:13.300
It's your influencers and your organization have to be bought into it

549

00:28:13.300 --> 00:28:13.800
as well.

550
00:28:15.400 --> 00:28:16.000
Okay.

551
00:28:28.800 --> 00:28:29.700
You know not always.

552
00:28:30.400 --> 00:28:33.200
Yeah.

553
00:28:34.900 --> 00:28:37.300
That was gonna say hiring practices too. You

554
00:28:37.300 --> 00:28:40.000
can hire in people to cultivate the culture that you

555
00:28:40.000 --> 00:28:40.300
want.

556
00:28:41.200 --> 00:28:44.700
Not just hiring people for other other reasons. So hiring practice

557
00:28:44.700 --> 00:28:46.200
can have a big influence.

558
00:28:48.400 --> 00:28:51.500
Yeah, I'd like to just go back to our colleagues comment

559
00:28:51.500 --> 00:28:53.900
on informed and consulted.

560
00:28:54.900 --> 00:28:57.400
And I accept that in the language of

561
00:28:57.400 --> 00:29:00.900
Safety Management Systems. It talks about responsible and

562
00:29:00.900 --> 00:29:03.100
accountable. But Tom you mentioned the beginning

563
00:29:03.100 --> 00:29:05.400
that an SMS has to be effective.

564
00:29:06.400 --> 00:29:09.300
But then compliant so I think this is tying this

565
00:29:09.300 --> 00:29:12.000
up. So responsible accountable is compliance language.

566
00:29:13.800 --> 00:29:16.700
Yep, but actually to be effective the

567
00:29:16.700 --> 00:29:20.600
organization that people in it need to think about informing

568
00:29:19.600 --> 00:29:22.600
other people reporting and

569
00:29:22.600 --> 00:29:23.200
Consulting.

570
00:29:24.200 --> 00:29:27.300
So I think it's really I think the point I think I've taken a lot one of

571
00:29:27.300 --> 00:29:30.500
the things I've taken away today is this don't think of responsible

572
00:29:30.500 --> 00:29:32.100
and accountable we talk about it all the time.

573
00:29:33.400 --> 00:29:37.900
But actually it is the language of kind of of conforming to

574
00:29:37.900 --> 00:29:40.500
regulation. But in fact to be effective you must

575
00:29:40.500 --> 00:29:44.300
inform and consult so it's much more positive cultural

576

00:29:43.300 --> 00:29:46.300
aspect. You're absolutely right.

577
00:29:46.300 --> 00:29:50.200
So you're going to hear accountable executive and accountable manager

578
00:29:49.200 --> 00:29:52.500
coming up later when we get into the standards.

579
00:29:52.500 --> 00:29:55.900
Yeah. I also think it's vitally important

580
00:29:55.900 --> 00:29:59.300
to have well documented standards

581
00:29:58.300 --> 00:30:01.700
and expectations that also

582
00:30:01.700 --> 00:30:04.600
include the why the philosophy is usually

583
00:30:04.600 --> 00:30:06.600
not documented and that's that's a problem.

584
00:30:08.300 --> 00:30:11.200
And we're going to get into a group exercise to do exactly what you're talking

585
00:30:11.200 --> 00:30:14.900
about. But you can't have policies and procedures

586
00:30:14.900 --> 00:30:16.400
that are so restrictive.

587
00:30:17.400 --> 00:30:20.300
That that slow down your organization, too. You

588
00:30:20.300 --> 00:30:23.600
got it. You got to you got to trust your organization your

589
00:30:23.600 --> 00:30:26.200

folks and but you

590
00:30:26.200 --> 00:30:29.500
can't paint your organization into a corner

591
00:30:29.500 --> 00:30:32.600
where they can't think on their

592
00:30:32.600 --> 00:30:32.600
own.

593
00:30:33.500 --> 00:30:36.600
Yep, and I would even suggest that if people understand

594
00:30:36.600 --> 00:30:38.300
the processes and procedures.

595
00:30:39.100 --> 00:30:42.300
And your system is working optimally then it's an

596
00:30:42.300 --> 00:30:44.600
enabler. Not not a sea. Anchor.

597
00:30:45.100 --> 00:30:48.500
And you're absolutely right on you. Don't you don't want things or

598
00:30:48.500 --> 00:30:51.700
the view to be that? Oh that

599
00:30:51.700 --> 00:30:54.600
the SMS managers is riding my

600
00:30:54.600 --> 00:30:57.700
coattails on on getting this done Walter. I

601
00:30:57.700 --> 00:30:59.700
just want to piggyback on some of this is that

602
00:31:00.500 --> 00:31:04.300
The opening remarks is that SMS regulations

603
00:31:03.300 --> 00:31:06.300
coming and all that. Just listen to all the

604
00:31:06.300 --> 00:31:07.700
squishy stuff. We've been talking about

605
00:31:08.600 --> 00:31:12.200
can you imagine trying to regulate that and so

606
00:31:14.200 --> 00:31:17.700
To me. The Safety Management is is

607
00:31:17.700 --> 00:31:20.600
just part of the management feedback process, you

608
00:31:20.600 --> 00:31:23.900
know, the management triangle is plan execute

609
00:31:23.900 --> 00:31:26.400
and feedback right make a plan you execute

610
00:31:26.400 --> 00:31:29.600
feedback. All SMS is a feedback channel

611
00:31:29.600 --> 00:31:32.200
to management, you know,

612
00:31:32.200 --> 00:31:36.300
a lot of organizations will set up this whole safety department with

613
00:31:35.300 --> 00:31:38.400
the guys in the white lab coach, you

614
00:31:38.400 --> 00:31:41.400
know, they're going around with clipboards and it's like well,

615
00:31:41.400 --> 00:31:45.400
wait a minute. It's this is really meant to be just a

616
00:31:44.400 --> 00:31:47.300

system to tell management. Hey the

617
00:31:47.300 --> 00:31:48.000
plans not working.

618
00:31:49.600 --> 00:31:52.500
You know, we're getting some goof UPS here. And so

619
00:31:53.700 --> 00:31:56.600
I don't just threw that in I'd like to expand

620
00:31:56.600 --> 00:31:59.600
two and what was just said here about we had well documented policy

621
00:31:59.600 --> 00:32:03.100
process procedures will help your safety culture restrictive

622
00:32:02.100 --> 00:32:05.500
policy process procedure could work

623
00:32:05.500 --> 00:32:08.100
against a positive safety culture. And I think

624
00:32:08.100 --> 00:32:11.200
I want to caution is you know as we get more and more into the

625
00:32:11.200 --> 00:32:14.300
information age and we have this hunger for

626
00:32:14.300 --> 00:32:17.900
information. That's unsatiable. It's it's important

627
00:32:17.900 --> 00:32:20.400
for us to remember that we're human beings

628
00:32:20.400 --> 00:32:23.300
and we work better at higher levels versus being

629
00:32:23.300 --> 00:32:26.600
heads down what I'm getting out as I see some organizations

630
00:32:26.600 --> 00:32:29.000
before they go fly a mission. We'll do

631
00:32:29.100 --> 00:32:33.300
like a 80-point checklist their heads down. Okay winds Crosswinds fatigue

632
00:32:32.300 --> 00:32:35.600
measurements and they finish this frat what

633
00:32:35.600 --> 00:32:38.400
we call a flight risk assessment tool and they're like fatigued doing

634
00:32:38.400 --> 00:32:41.100
this thing your head down. They're hyper focused on

635
00:32:41.100 --> 00:32:42.500
it and they forgot the big picture.

636
00:32:43.200 --> 00:32:46.700
So as you move forward with safety performance

637
00:32:46.700 --> 00:32:49.400
and safety culture, it's yours. If you

638
00:32:49.400 --> 00:32:52.700
want it to be more heads up more qualitative bigger picture

639
00:32:52.700 --> 00:32:55.200
and you the human get to pick the risk that

640
00:32:55.200 --> 00:32:59.100
you talk about before you fly. Keep it that way don't gravitate

641
00:32:58.100 --> 00:33:00.600
towards something that makes you a robot.

642
00:33:02.600 --> 00:33:05.400
I may have missed this. So forgive me if my repeat

643
00:33:05.400 --> 00:33:05.700

but

644
00:33:06.500 --> 00:33:09.500
I was thinking hearing all the really good comments in

645
00:33:09.500 --> 00:33:09.700
here.

646
00:33:10.400 --> 00:33:12.800
I think how do you cultivate it willpower?

647
00:33:13.800 --> 00:33:14.200
safety

648
00:33:15.400 --> 00:33:18.100
is a great buzz word, but it's hard to do.

649
00:33:19.200 --> 00:33:20.400
When it's inconvenient.

650
00:33:21.200 --> 00:33:23.900
When you're up against schedule and budget.

651
00:33:24.700 --> 00:33:27.200
You got deliveries you got airplanes sitting on the ramp.

652
00:33:28.200 --> 00:33:31.300
We got to get this airplane out today and having the

653
00:33:31.300 --> 00:33:34.900
willpower to adhere to your safety metrics

654
00:33:34.900 --> 00:33:37.000
and your safety procedures when the

655
00:33:37.400 --> 00:33:37.900
going gets tough.

656
00:33:39.100 --> 00:33:42.500
Great comment. Yeah, let me let me jump to the last couple slides to

657
00:33:42.500 --> 00:33:45.300
take us into break if that's okay. I just

658
00:33:45.300 --> 00:33:48.400
want to point out that you know, this doesn't work. It's a

659
00:33:48.400 --> 00:33:51.600
team sport. You can't just have your safety guy lifting

660
00:33:51.600 --> 00:33:54.200
the entirety of the safety management system. Just not going

661
00:33:54.200 --> 00:33:54.700
to work for you.

662
00:33:55.600 --> 00:33:58.700
And as we've I think aptly described today,

663
00:33:58.700 --> 00:34:01.500
if you don't have a positive safety Culture Your programs are

664
00:34:01.500 --> 00:34:04.400
going to be a paper tiger. It's just going to be dead on

665
00:34:04.400 --> 00:34:07.300
arrival. If you're just doing pure mechanical implementation of

666
00:34:07.300 --> 00:34:10.100
the safety management system to get the check in the block and that's what

667
00:34:10.100 --> 00:34:13.500
concerns me about any mandate. We're going

668
00:34:13.500 --> 00:34:17.300
to talk about a voluntary system and I would encourage organizations

669
00:34:16.300 --> 00:34:19.900
and companies to do the voluntary system and

670

00:34:19.900 --> 00:34:22.300
get ahead of this because to me it does show

671
00:34:22.300 --> 00:34:25.300
that you're vested in safety and Safety Management

672
00:34:25.300 --> 00:34:25.800
Systems.

673
00:34:26.800 --> 00:34:29.500
This is the the chart that Walter. I think mentioned it

674
00:34:29.500 --> 00:34:32.300
pat Hudson's presentation material. I think

675
00:34:32.300 --> 00:34:35.800
it's great. I use it in all my leadership and high performing
organizations

676
00:34:35.800 --> 00:34:36.400
brief.

677
00:34:38.600 --> 00:34:40.400
It's got some humor in it, which I like.

678
00:34:41.300 --> 00:34:44.200
But as we've mentioned if you think you're you're down there

679
00:34:44.200 --> 00:34:47.500
in pathological and somebody makes an honest mistake and

680
00:34:47.500 --> 00:34:50.800
how do you distinguish between an honest mistake an error

681
00:34:50.800 --> 00:34:53.600
if you will and an intentional violation and

682
00:34:53.600 --> 00:34:56.300
is there a clear demarcation? Is it black and

683
00:34:56.300 --> 00:34:56.900

white every time?

684
00:35:00.100 --> 00:35:01.600
He almost have to lean.

685
00:35:02.100 --> 00:35:05.700
To forgiveness and Grace you have to lean that way because it's

686
00:35:05.700 --> 00:35:08.500
getting better. Yeah that you want to generate that culture. Yeah,

687
00:35:08.500 --> 00:35:11.400
I think well, we'll talk about this more because it

688
00:35:11.400 --> 00:35:14.600
has to be part of your safety policy statement is

689
00:35:14.600 --> 00:35:18.300
distinguishing between intentional non-compliance

690
00:35:17.300 --> 00:35:22.600
and what could happen to you versus an

691
00:35:21.600 --> 00:35:24.200
honest mistake and what we're really

692
00:35:24.200 --> 00:35:27.800
trying to do at least in my mind for safety Nirvana is

693
00:35:27.800 --> 00:35:30.700
if you have employees that that make it an

694
00:35:30.700 --> 00:35:33.200
honest mistake make an error they're willing to

695
00:35:33.200 --> 00:35:33.900
report it right away.

696
00:35:34.800 --> 00:35:38.000
How many have been in a situation in your

697
00:35:37.100 --> 00:35:41.100
current or former lives where you've seen an organization punish

698
00:35:40.100 --> 00:35:42.500
somebody for an error?

699
00:35:46.500 --> 00:35:49.000
Yeah, and it's done without transparency, which is

700
00:35:49.500 --> 00:35:51.500
even undermining the safety system even more.

701
00:35:52.400 --> 00:35:55.000
And this is very damaging. So as a safety

702
00:35:55.600 --> 00:35:58.800
practitioner in your organization, you just pull your hair out because now they

703
00:35:58.800 --> 00:36:01.200
make it thrusted over into the HR System and

704
00:36:01.200 --> 00:36:04.400
you have no control over it at that point and what just happened at

705
00:36:04.400 --> 00:36:05.000
that very moment.

706
00:36:06.100 --> 00:36:09.600
The person that probably could have been your best advocate for

707
00:36:09.600 --> 00:36:11.300
safety and shared learning.

708
00:36:12.200 --> 00:36:12.700
Is now gone.

709
00:36:13.800 --> 00:36:16.400
They just booted him the curb and that is

710

00:36:16.400 --> 00:36:19.300
is not going to help your your safety situation. So

711
00:36:19.300 --> 00:36:22.300
anyway, I leave you with this. It's in the smart pack.

712
00:36:22.300 --> 00:36:26.500
We'll come back to this during the panel this afternoon as promised.

713
00:36:26.500 --> 00:36:29.700
I'm going to give you a good break. I think it's time for one and if

714
00:36:29.700 --> 00:36:32.200
you guys were doing so good. Let me just before we go into

715
00:36:32.200 --> 00:36:35.200
break. Just one one thought and this is backed up

716
00:36:35.200 --> 00:36:38.700
by Robert somewhat if you're

717
00:36:38.700 --> 00:36:41.700
organization says safety is our primary

718
00:36:41.700 --> 00:36:42.700
primary mission.

719
00:36:43.800 --> 00:36:46.000
Forget it. It's not it isn't.

720
00:36:46.900 --> 00:36:49.500
It's you do things safe. You produce airplanes you

721
00:36:49.500 --> 00:36:50.400
produce whatever you do.

722
00:36:51.200 --> 00:36:54.200
But you do it safely it does you don't, you know make

723
00:36:54.200 --> 00:36:57.200
you don't make money with safety. Just safety you make

724
00:36:57.200 --> 00:36:59.400
money with what you produce but you produce a safely.

725
00:37:00.100 --> 00:37:00.400
Yep.

726
00:37:01.900 --> 00:37:04.100
You guys did so good during the audience

727
00:37:04.100 --> 00:37:07.600
engagement section. I'm going to give you more time for the break. So why

728
00:37:07.600 --> 00:37:10.500
don't we reconvene at 9:30? So just please watch your your

729
00:37:10.500 --> 00:37:13.700
clocks make your range time your tot cheeks

730
00:37:13.700 --> 00:37:14.800
in the seats right here, please.