

How Culture & Mindset Drive Safe and Effective Operations

BEYOND BLAMEDOME



Why This Topic, Why Now?



- Growth and complexity is rising in Southeast Asia
- Additional pressures from an unstable world, climate change and the expectation of our societies on the environment
- This all leads to pressure to deliver operational success
- Regulators focus on safety culture but....
- What is the reality for the front-line?



The Safety Map

Purpose

Safety as the ability to create and maintain the conditions for safe and effective operations - as organisations, leaders/ managers and individuals.



Be Ready.

Defining and living by the values that creates the trust needed to support positive safety conversations.

Mindset



Having enough competent people who are operationally ready and fit for duty.

People



Ensuring safe aircraft products that are supported by the right tools, equipment and infrastructure

Resources



Stay Safe



Compliance

Encouraging people to do things right by following the relevant rules, procedures and practices.



Risks

Effectively identifying and mitigating risks effectively as part of a resilient management system.



Learning

Talk openly about safety and have a positive approach to learning and solving problems.

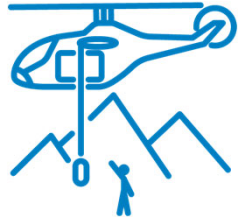
Culture & Mindset – In a connected system



- Culture = how we do things
- Mindset = how we think/act
- Together we make choices under pressure
- If something goes wrong, or the task isn't achieved, then what?
- Do management move to blame the people?
- Or think how the organisation can learn and do better?



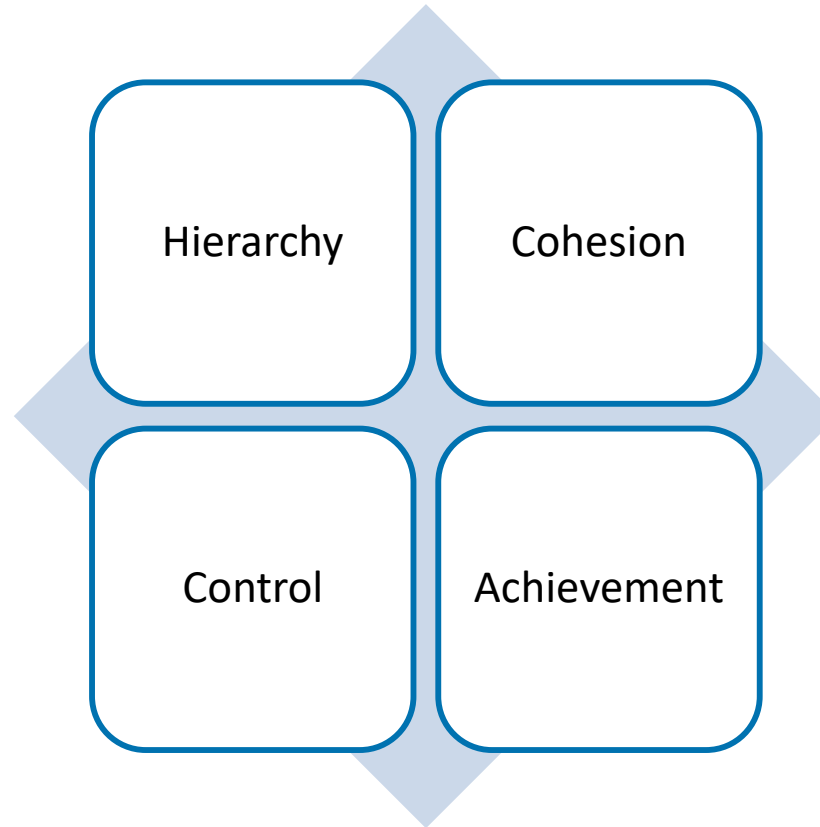
Context for Rotorcraft in Southeast Asia



- Diversity of operation types: private, corporate, offshore
- Lots of small organisations in rotorcraft
- Significant influence from customers and VIPs
- Multicultural crews
- Regional Benchmark: CAA Singapore Safety Culture Charter and National Aviation Safety Plan
- The challenge is to find ways to do it that work everywhere



Four Culture Levers That Move Safety



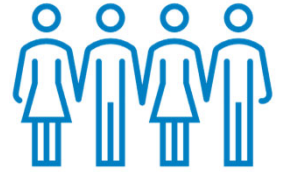
Hierarchy: Strength & Pitfall



- + Clear roles help to operate safely but...
 - Can also create authority gradients that make it hard for some people to speak up when safety is at risk
- Fixes:
- Create the expectation of challenge
 - Reward when it happens, regardless of the outcome
 - Provide some clear examples



Cohesion: Strength & Pitfall



- + Team loyalty means we always try to work together
- We might not report things so we don't upset other
- Fixes:
 - Encourage open discussions when something goes wrong or a risk is identified
 - Make it normal that the team reports
 - Provide confidential reporting routes



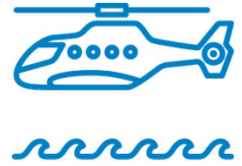
Control: Strength & Pitfall



- + Procedural discipline is key to operational success
 - But sometimes it can lead to rigidity, that means we miss things
- Fixes:
- Specific scenario training so everyone knows what to expect
 - Clear and open comms when the procedure doesn't fit



Achievement: Strength & Pitfall



- + Drive for success and good performance is only natural
- The risk is that this leads to ‘Get-there-itis’
- Fixes:
 - Set clear minimums that are “never” broken
 - Reward safe choices that might not be operationally successful
 - Be clear it is better to be alive and safe

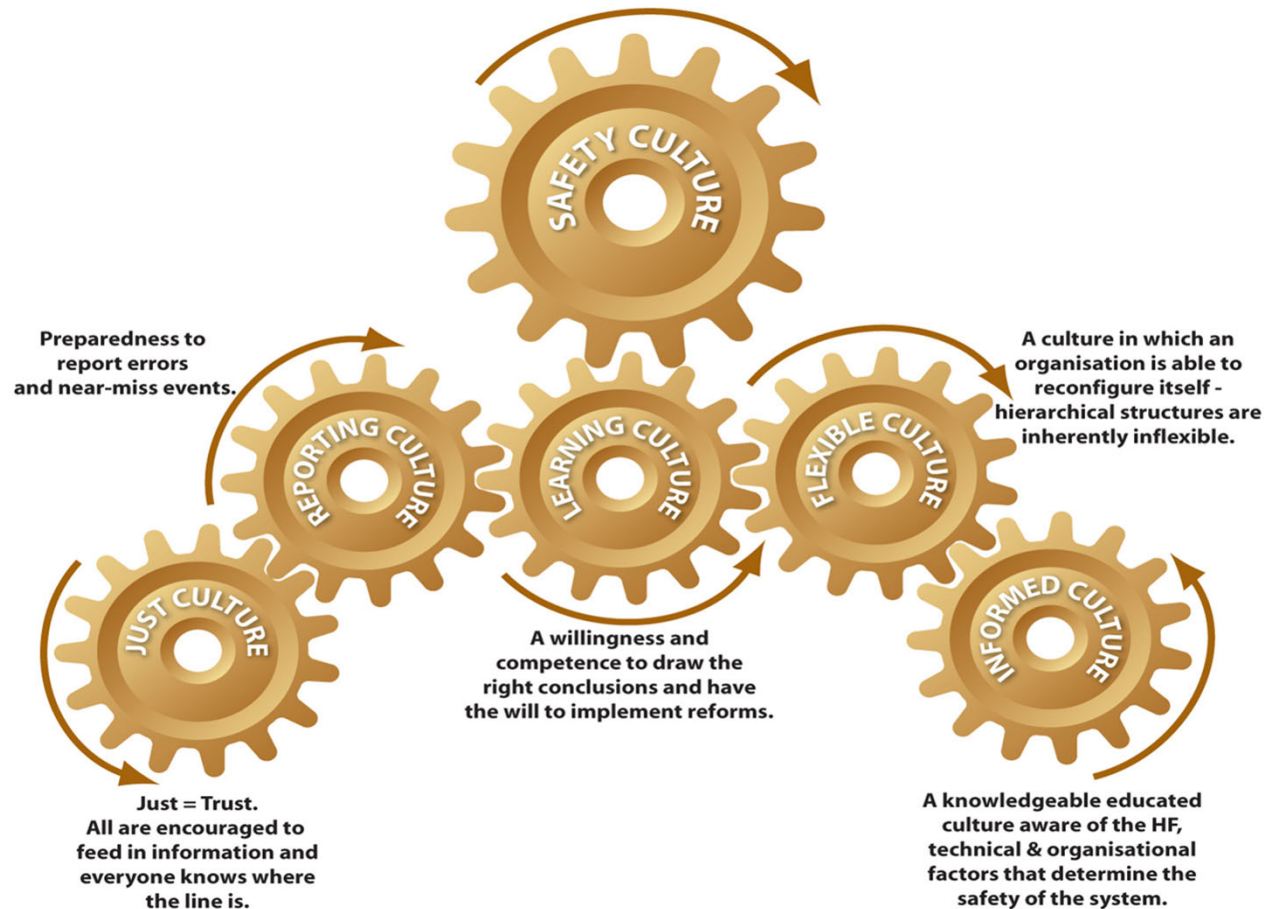


Different versions of culture in organisation



- To meet the intent of an authority regulation or a company process?
- To decide who to blame?
- To maintain the hierarchy and respect of the different people involved?
- To enable us to identify risks as part of organisational learning?

How Just Culture Drives Safety



Encouraging staff to be “hazard hunters”

- Just Culture exists to help us learn
- Organisations must create the environment that serves the purpose of safety
- Everyone has to be involved, not just the safety team
- Management set the tone



Leadership Behaviours



- State non-negotiables – what does the CAA expect?
- Model decisions – what does good look like (really?)
- Resource safety – do you share you care about safety (really)
- Tell right stories – promote successes
- Always seek to be better



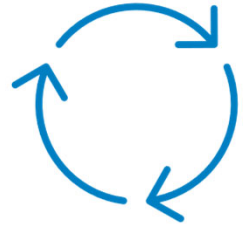
Multicultural CRM That Works



- Shared SOP language
- Graded challenge ladder
- Permission to challenge
- Debrief communication



Data & Reporting People Trust



- Make safety reporting as easy as possible
- Close the loop by providing feedback so people understand the importance and value of reporting
- Incorporate Flight Data and Operational Observations (LOSA-lite)



What it looks like in practice



Report is received (or incident happens)



Investigations become learning opportunities

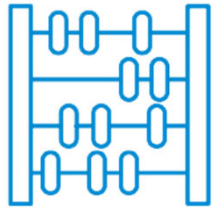


That identify ways to mitigate risks



And don't forget the feedback to your staff

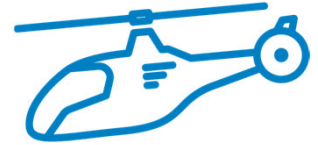
Balanced Metrics: Outcome & Process



- Lagging + leading indicators
- Executive-level review
- Avoid perverse incentives



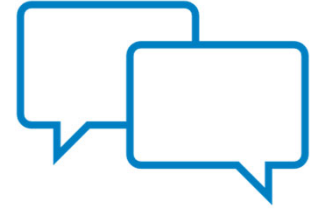
Case Study: Positive Turnaround



- CEO reset memo
- Confidential reporting
- CRM refresh
- Results: +300% reports



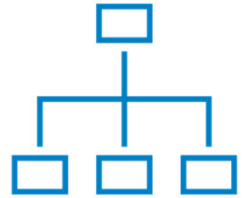
Case Study: Authority Gradient



- FO hinted there was an issue
- Captain pressed on and ignored
- FO didn't speak up
- Captain provided no opportunity to listen
- Fix: Make escalation language common
- Agree things as an organisation
- Create clear briefings



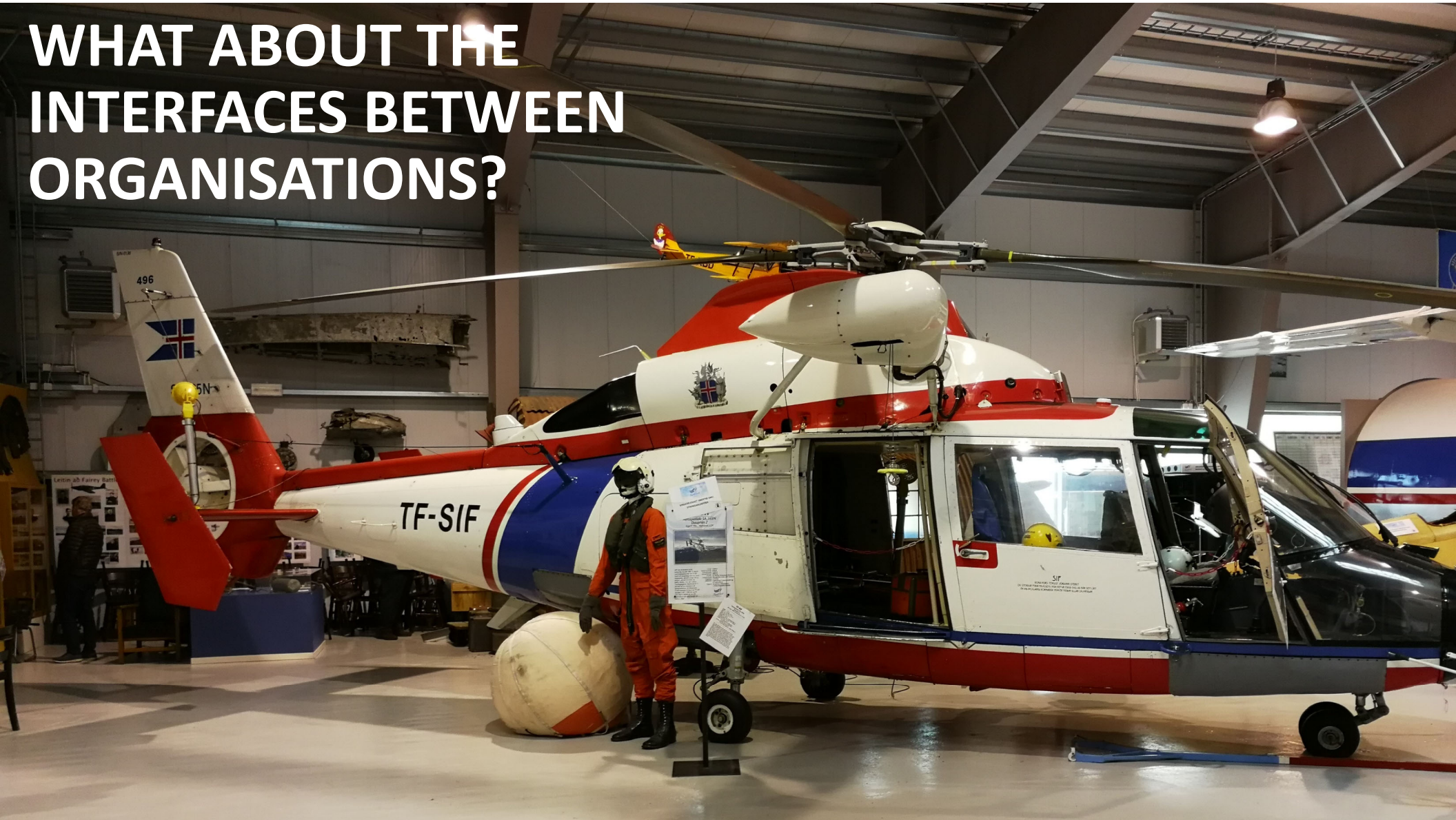
Best Practices (Operator)



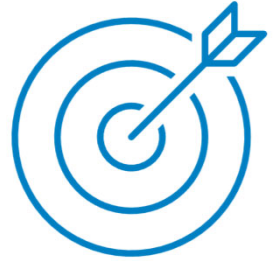
- Just Culture policy
- Easy reporting process with confidential reporting
- Tailored CRM/HF approaches
- Balanced metrics that don't punish
- Create the permission to challenge
- Make debriefs normal for learning



WHAT ABOUT THE INTERFACES BETWEEN ORGANISATIONS?



Quick Culture Pulse Check



- 5 quick pulse questions
 - Do juniors challenge seniors early and explicitly?
 - Do we praise diversions and aborted landings as much as on-time arrivals?
 - Are techs comfortable holding a release under pressure?
 - Do reports come from all levels and get acted on fast?
 - Can I name a leadership decision last month that put safety before schedule?
- Any 'no' = target for action

Your 90-Day Action Plan



WHAT IS THE REALITY IN YOUR ORGANISATION?



**CULTURE IS WHAT HAPPENS
WHEN NO ONE IS LOOKING**