

Presentation Summary



Five ideas to guide the journey from Compliance to Care

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The home of psychological safety

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OFSC AND THE CARE FACTOR

“On the USS Carl Vinson, a nuclear aircraft carrier, a seaman reports to the Air Boss that he has lost a tool he was using on deck. There are a dozen or so planes in the air. The Air Boss halts all landings, redirects the planes to land bases and orders a crew of hundreds into a search formation to scour every inch of the deck. The tool is found. The next day there is a formal deck ceremony, the purpose of which is to **commend** the seaman who had reported the loss. With a loose tool on deck, the engine of a plane that is landing could easily suck it up, explode and create havoc. The idea is that error is not to be concealed; never.”

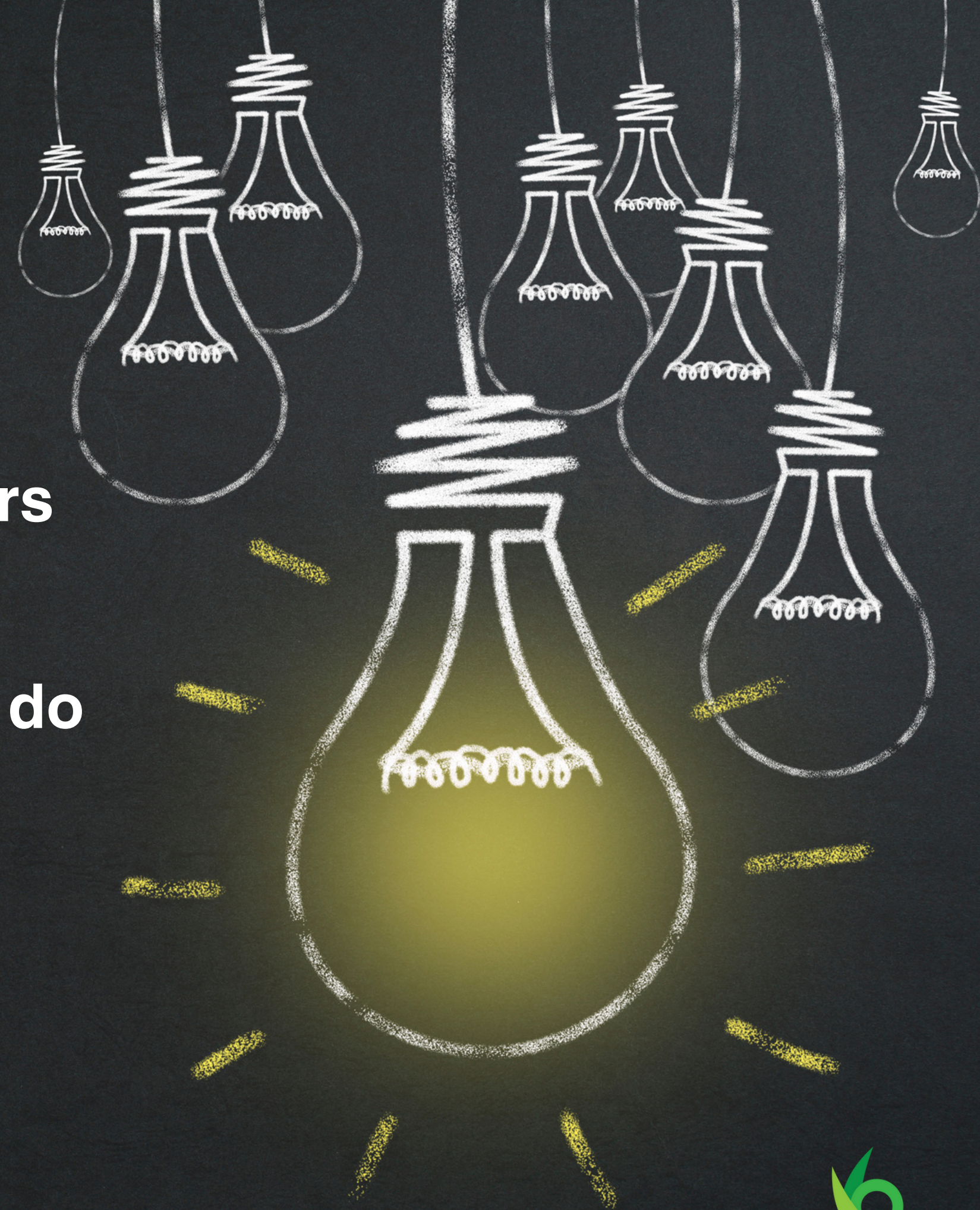
Published in:

“The Arrogance of Optimism: Notes on Failure-Avoidance Management” by Martin Landau and Donald Chisholm (page 77)



FIVE IDEAS

1. Trust arrives on foot but leaves on horseback
2. Behaviors are not the problem; behaviors are expressions of the problem
3. We can blame or we can learn, we can't do both
4. We can't fix a secret
5. A policy can't make it safe to speak up





IDEA #1

TRUST ARRIVES ON FOOT BUT LEAVES ON HORSEBACK

The Importance of Trust

“Unless the mistrust of the workforce can be overcome, then even the most well-intentioned and sophisticated management initiatives will be treated with cynicism and undermined”

Gunningham & Sinclair
Australian National University

The Importance of Trust

“Without trust workers treated almost all corporate management safety initiatives with suspicion and refused to buy into them

Safety observations were perfunctory, and incident reporting was trivialized or ignored”



Will team members be “**Commended**” or “**Punished**” for speaking up?

A tale of two cultures



RESEARCH SHOWS THAT
TRUST IS THE SINGLE
BIGGEST PREDICTOR OF
NOT JUST SAFETY
CULTURE MATURITY BUT
SAFETY PERFORMANCE



IDEA #2

BEHAVIORS ARE NOT THE PROBLEM; BEHAVIORS ARE EXPRESSIONS OF THE PROBLEM



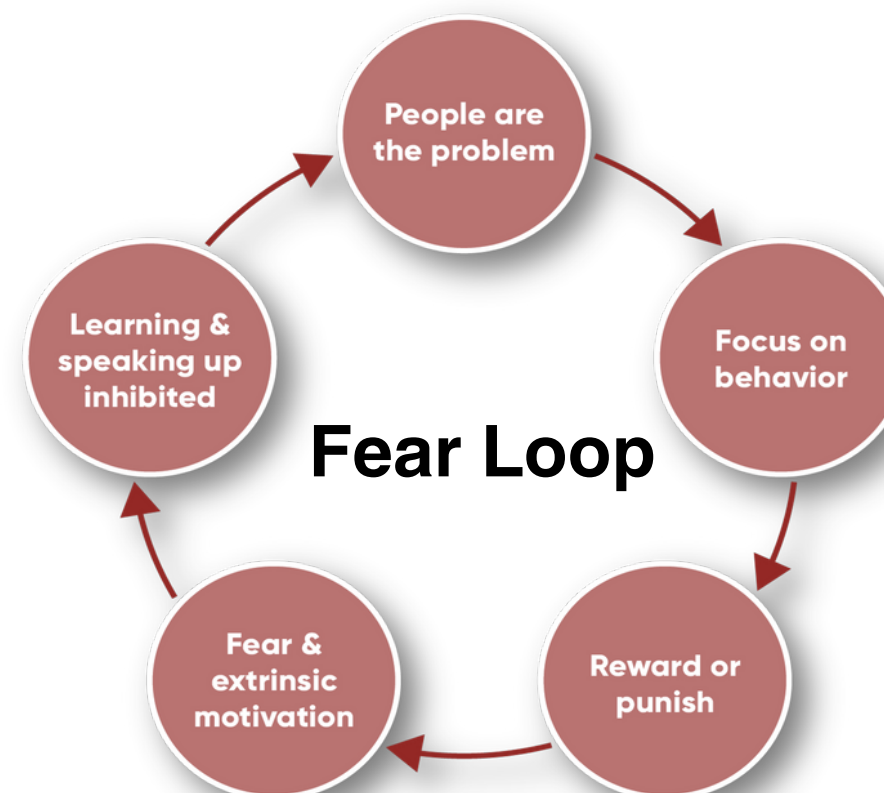
A SELF-FULFILLING PROPHECY EXPLAINS HOW NEGATIVE THOUGHTS CREATE REALITY. THIS CAN BECOME A SOURCE OF SAFETY CULTURE BELIEFS AMONG OUR TEAMS.

The Framing Process and Self-Fulfilling Prophecies

- An **EVENT** happens
- Our **THOUGHTS** put meaning on that event
- Our thoughts create **FEELINGS**
- Our feelings drive our **BEHAVIOUR**
- Our behaviours influence **RESULTS**

Apathetic/Reactive Cultures: The Fear Loop

- **People are the problem:** Incidents blamed on employee behavior.
- **Focus on behavior:** Solely correcting negative actions.
- **Reward or punish:** Using rewards or punishment drives fear.
- **Fear & extrinsic motivation:** Fear limits open communication.
- **Learning inhibited:** Fear silences teams, blocking growth.



Fear Loop traps organisations in a cycle of blame, punishment, and silence, eroding trust and hindering safety improvements.



WE CAN BLAME OR WE CAN LEARN, WE CAN'T DO BOTH

Blame versus Accountability

To blame is “to find fault with, to revile, reproach”

- Blaming is an emotional process that discredits the blamed (often a scapegoat)
- Whose fault is this?
- Parent-Child interactions
- Reduces trust, increases fear & inhibits learning

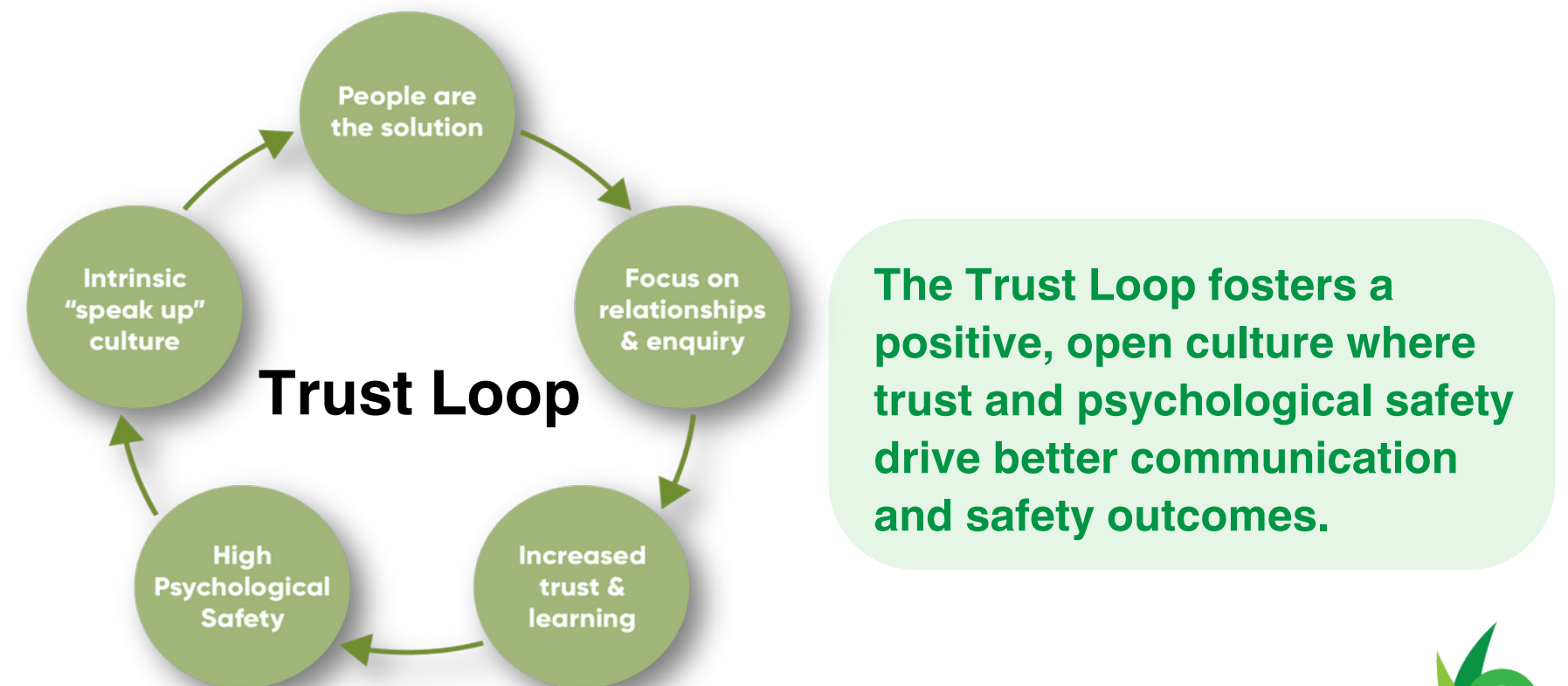
Accountability considers context, understanding many factors may have contributed to a given result

- “What happened?”
- Adult-Adult interactions
- Maintains trust and enables learning



Proactive/Generative Cultures: The Trust Loop

- **People are the solution:** Employees are engaged as problem-solvers.
- **Focus on relationships:** Building trust through enquiry and connection.
- **Increased trust & learning:** Trust encourages sharing and improvement.
- **High psychological safety:** Open communication is safe and encouraged.
- **Intrinsic 'speak up' culture:** Trust leads to better safety performance.





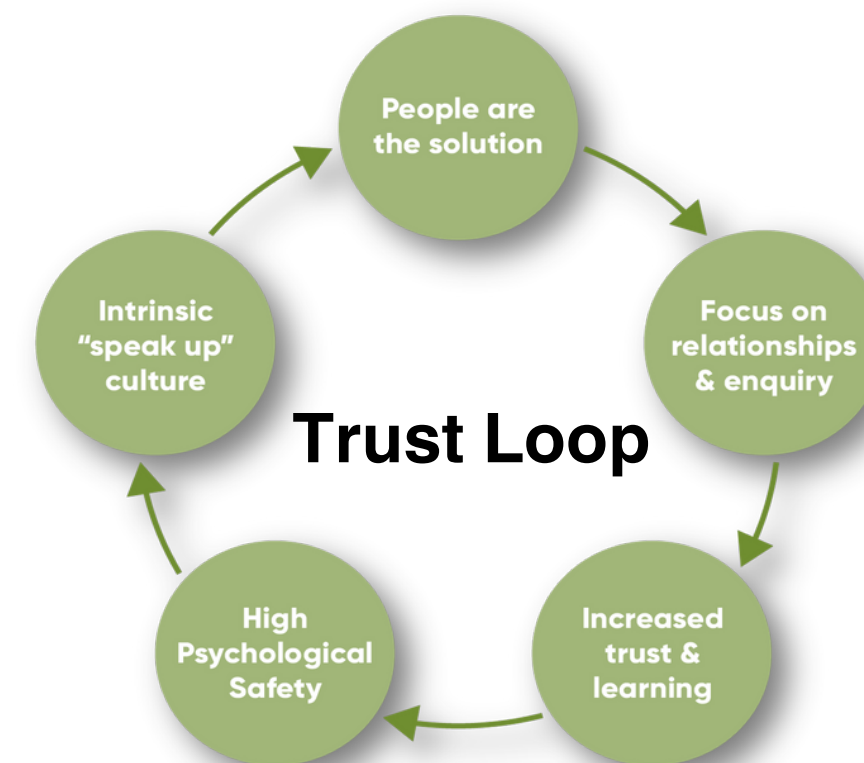
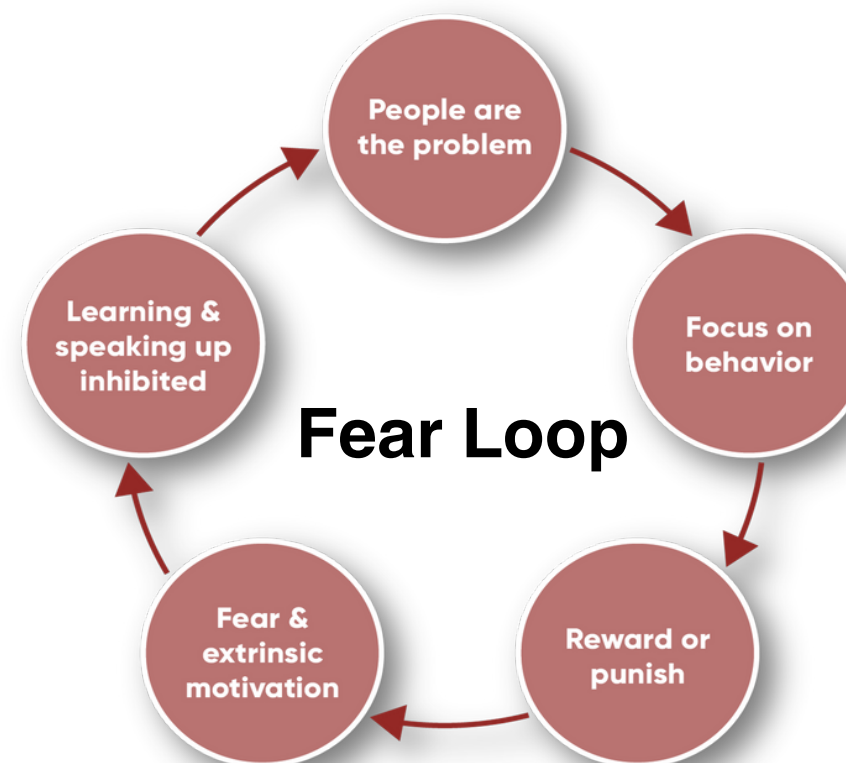
IDEA #4

WE CAN'T FIX A SECRET

'Work as Imagined' versus 'Work as Done'

There is always a gap! ...
why?

If the 'fear loop' is
prevalent, when will you
hear about the gap?



WE CAN'T FIX A
SECRET!



IDEA #5

A POLICY CAN'T MAKE IT SAFE TO SPEAK UP



Trust is the result of consistently demonstrating three leadership qualities.

1. **Integrity** (doing what I say I will)
2. **Ability** (competence)
3. **Care** (demonstrating care for our people)

All three qualities are required for trust to be created and sustained.



Do you believe that, in general, leaders within your company care about their teams

Do you believe that, in general, leaders are GOOD AT demonstrating care to their teams

- What does this mean?
- What are examples of demonstrating care?

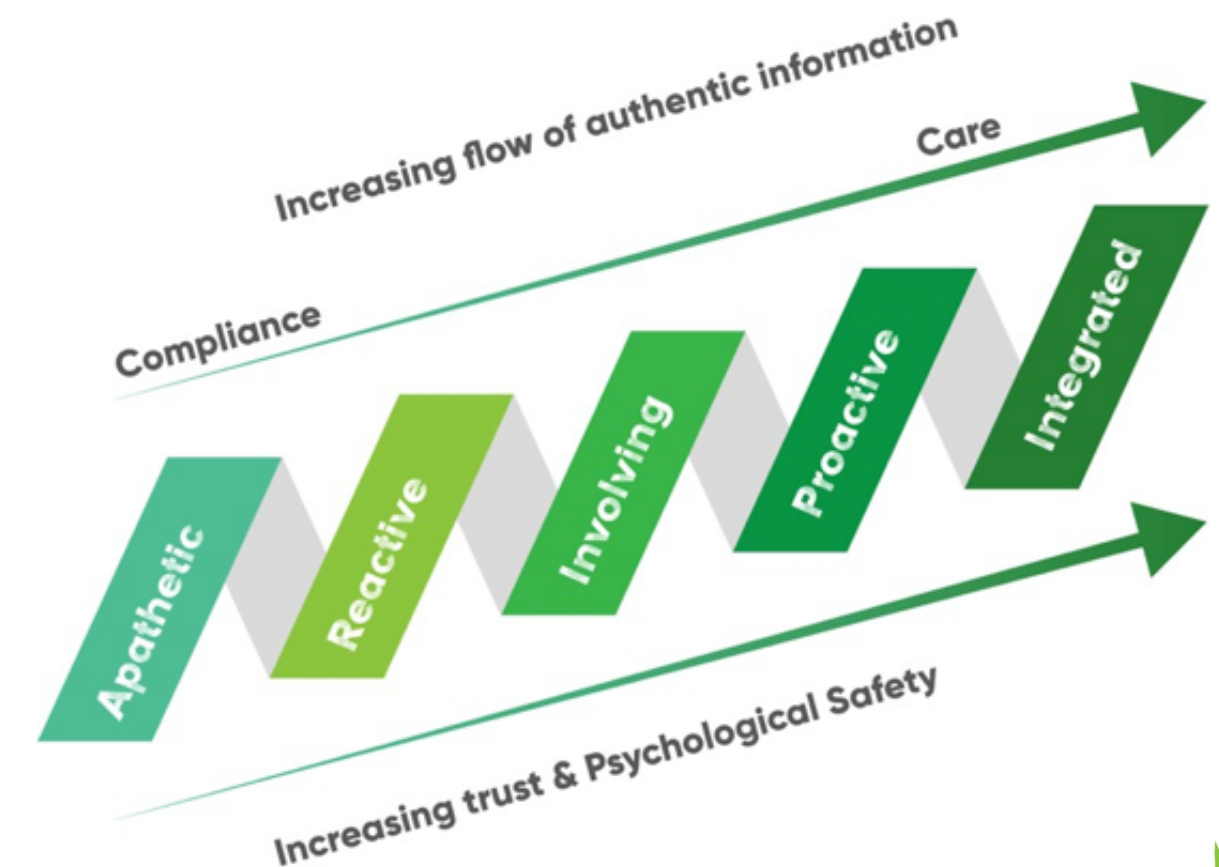
“

The *Care Factor* has been found to be the most powerful component in terms of *building trust* and *overcoming mistrust* (Abiodun, 2024)

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CONCLUDING THOUGHTS

- Provide your leaders with the training they need to create Psychologically safe teams ... don't assume they know how to do it
- We can blame or we can learn ... not both!
- Our fundamental assumptions about why incidents happen cause us to focus on our people as the problem, or the solution
- These assumptions drive self-fulfilling prophecies and entrenched cultures (fear loop, trust loop)
- Trust is key!
- Do less “telling” and more asking (“humble enquiry”)
- Visible, felt leadership – get out there!
- Transactional care is not enough ... demonstrate it!
- Take a restorative (rather than a retributive) approach after an incident



SUGGESTED READING



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