Changing culture using the Hearts and Minds tools

Education for a culture of prevention

Hearts & Minds

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- **Celestia Godbehere**, Technical Officer

  - And many, many others who have contributed to the Hearts and Minds program over the last 20+ years.
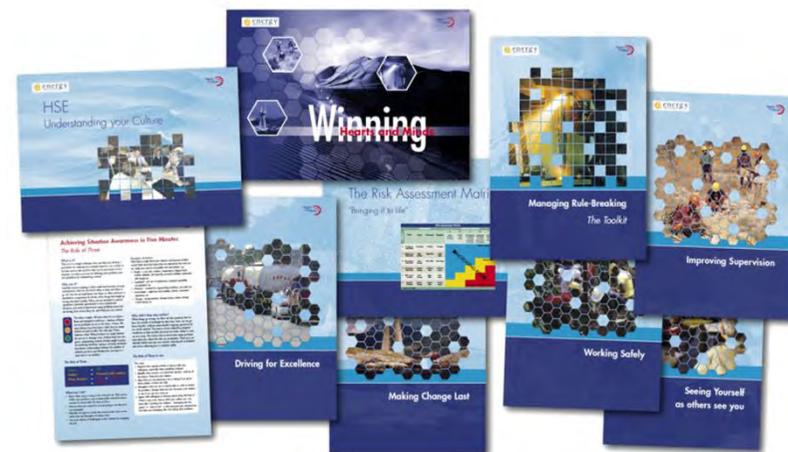
Overview of my experience

- University of Manchester

- Shell Hearts and Minds program

- BP safety culture program 2005-2012

- Energy Institute

1. Overview of the Hearts and Minds program

About the Hearts and Minds program

The Hearts and Minds toolkit is a set of 'tools' designed to facilitate safety culture change.

10 tools, focusing on common issues:
- Assessing safety culture
- Rule breaking
- Risk management
- Safety leadership
- Supervision skills
- Situational awareness
- Learning from incidents

Each tool is based around workshop exercises.

Each tool aims to help people identify issues and create their own solutions.

www.energyinst.org/heartsandminds
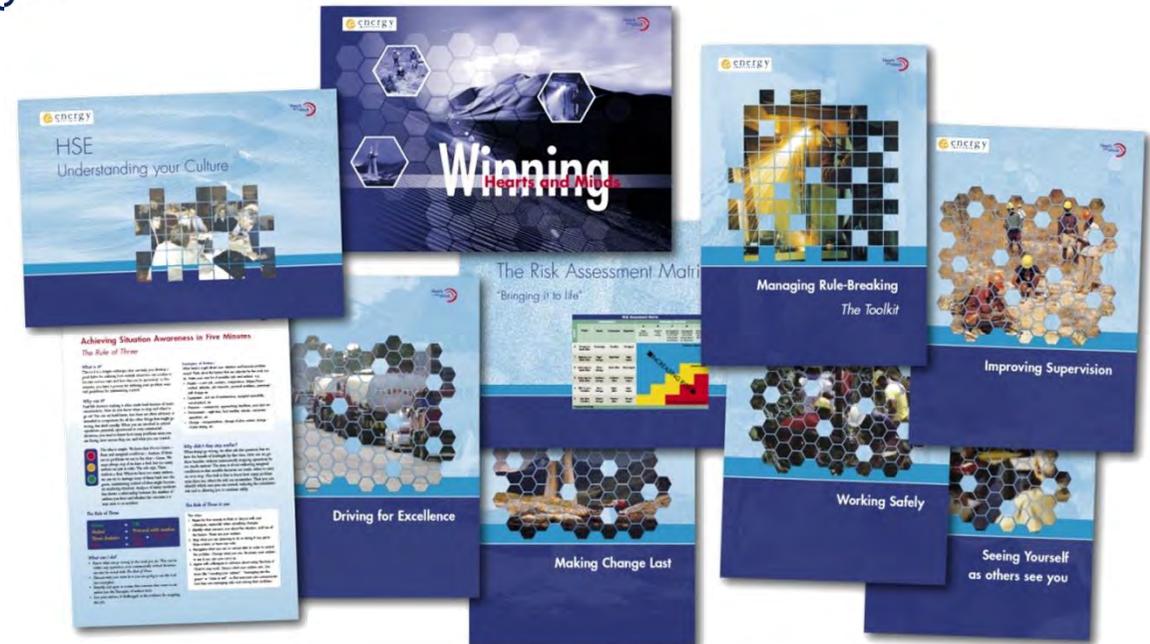
Ethos of Hearts and Minds

Workshop exercises

Help people have good conversations about safety

Can be delivered by non-experts

People create their own solutions to problems

The Energy Institute's role

Public face of Hearts and Minds
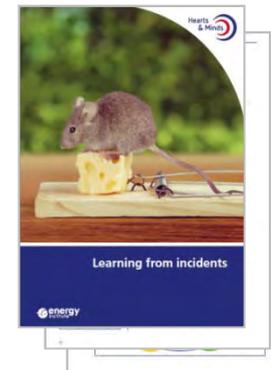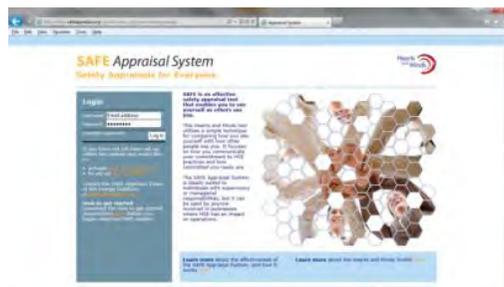
Hearts and Minds training, and network of trainers

Publishes the toolkit

Updating and adapting existing tools

v2.0

Which leads to new tools

Funds university research

Non-Shell use of Hearts and Minds tools
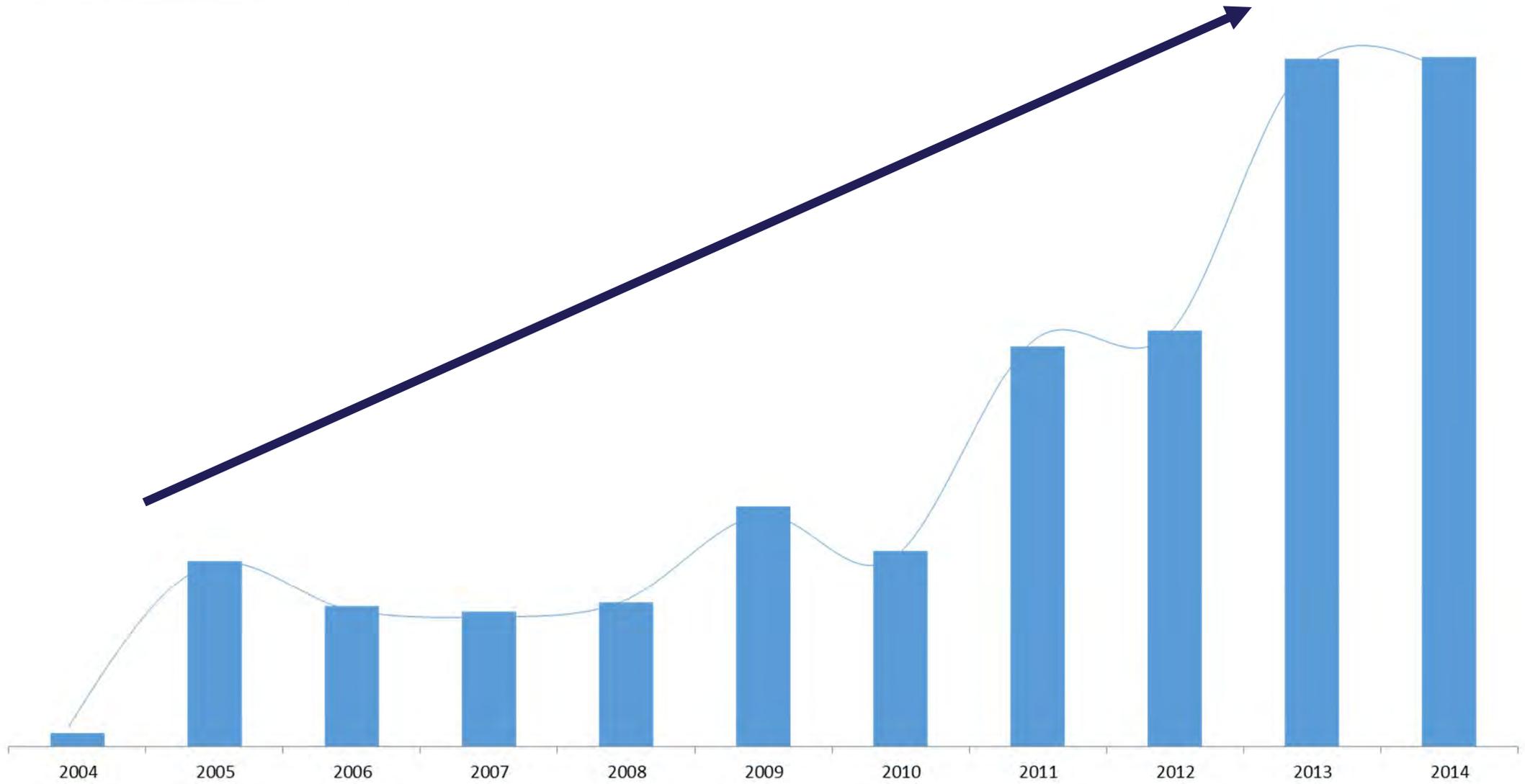
Safety performance over time
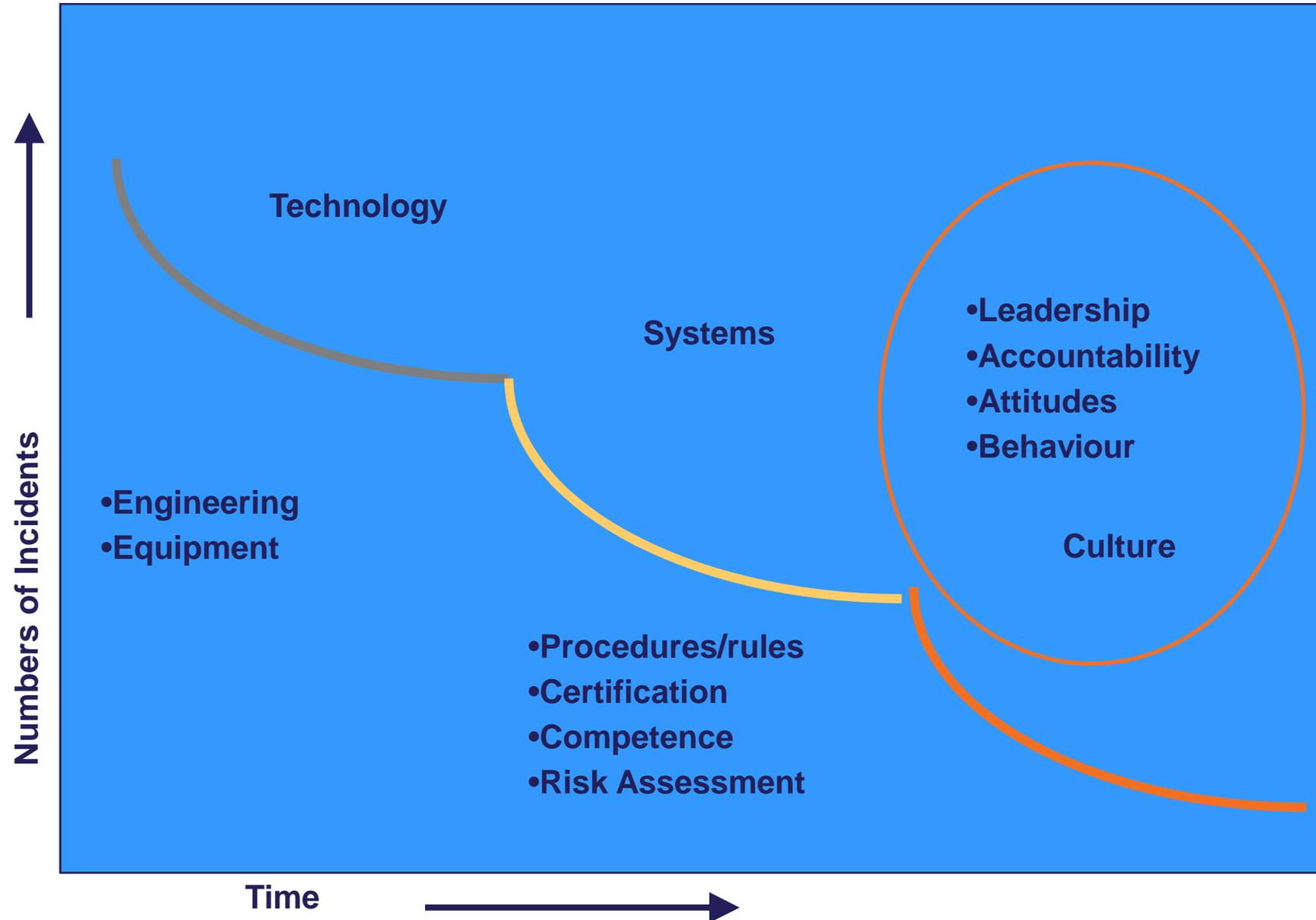
What is organisational culture?

Organisational culture may be defined as

- The shared beliefs and values of people working in an organisation that determine the commitment to, and quality of, that organisation's overall performance.

Alternatively….

- "the way we do things round here" (*and why we do them that way*)

- Involves individual and group behaviours which are accepted and reinforced in the organisation

The safety culture ladder

Increasingly informed

Increasing trust and accountability

GENERATIVE

Chronic unease (Mindfulness)

Safety seen as good business – safety excellence

New ideas are welcomed

PROACTIVE

Resources are available to fix things before an accident
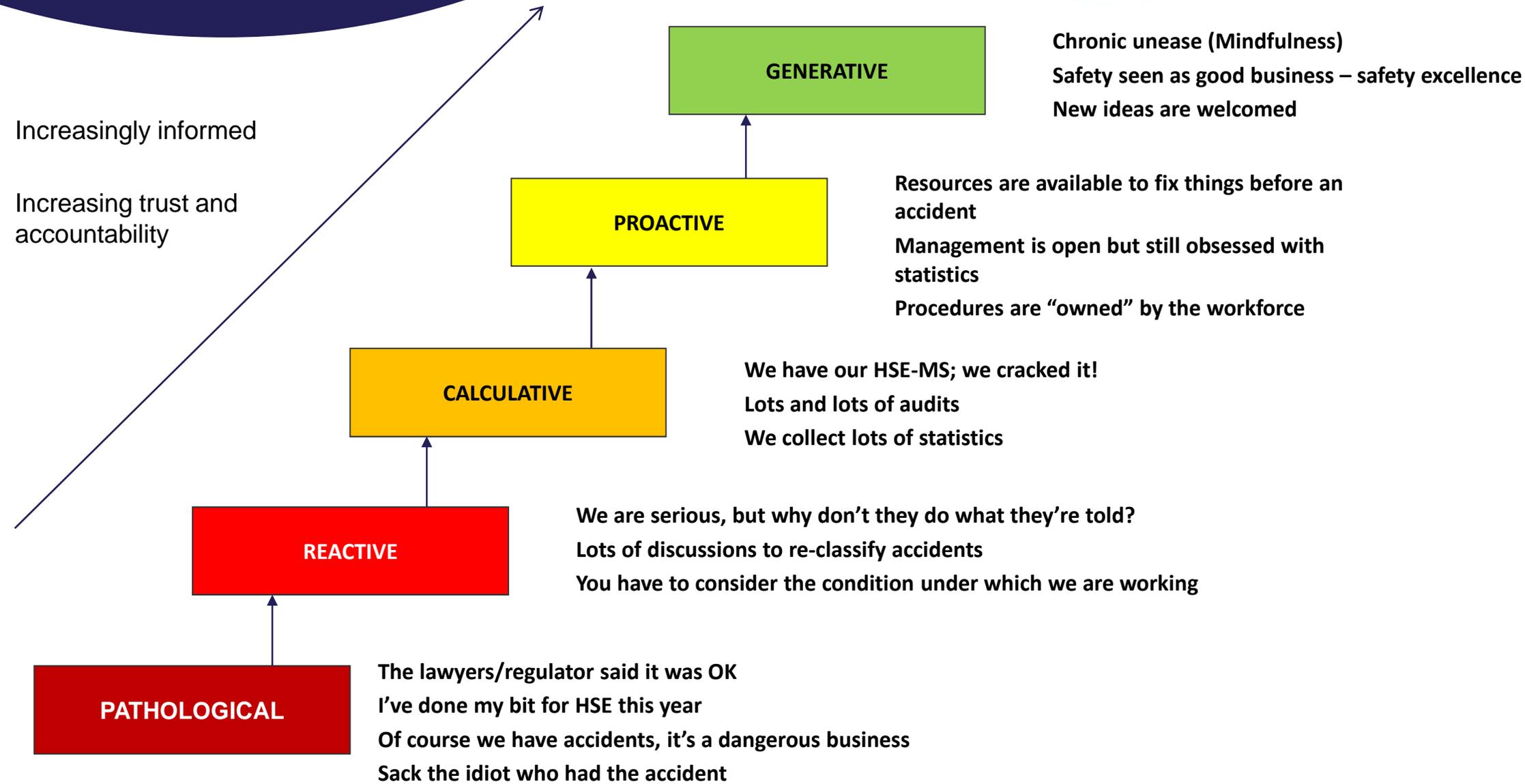
Management is open but still obsessed with statistics

Procedures are "owned" by the workforce

CALCULATIVE

We have our HSE-MS; we cracked it!

Lots and lots of audits

We collect lots of statistics

REACTIVE

We are serious, but why don't they do what they're told?

Lots of discussions to re-classify accidents

You have to consider the condition under which we are working

PATHOLOGICAL

The lawyers/regulator said it was OK

I've done my bit for HSE this year

Of course we have accidents, it's a dangerous business

Sack the idiot who had the accident

Hudson (2007); Parker, Lawrie & Hudson (2006)

The dark side

Senior leadership engagement and buy-in is vital

- Need to "pre-warn" leaders if you are going to work on culture in their organisation

The way that people feel treated by their organisation relates to the concept of culture

The feedback loop in communication between the leadership and the workforce is very important to how people feel treated.

There is a robust statistical link between how people feel treated by their organisation and performance (shown independently in Shell, BP, Alcoa, by Gallup and McKinsey and others).

Safety culture has a strong relationship with safety performance as established in theory and in practice.

2. The training course

"Delivering safety culture change using the Hearts and Minds tools"

A three-day interactive course using the award-winning Hearts and Minds toolkit, facilitated by two of the original developers, it covers:

- the fundamentals of safety culture change

- the stages of a change programme, from engagement and design, to implementation and review.

- an overview of the toolkit and how to make the best use of the tools available.

- case studies and examples from the facilitators' and participants experience

- how to run the interactive workshops in the tools

- issues concerning sustaining culture change

From listening to facilitating

- From theory and background, to specific actions, to sustaining change

- Starts with sharing knowledge and experience, with discussion

- Followed by a guided run-through of the main culture tool with participants

- Concludes with participants running an exercise, then facilitating a complete workshop from a tool

The Stage Model of Change

(Prochaska & DiClemente)
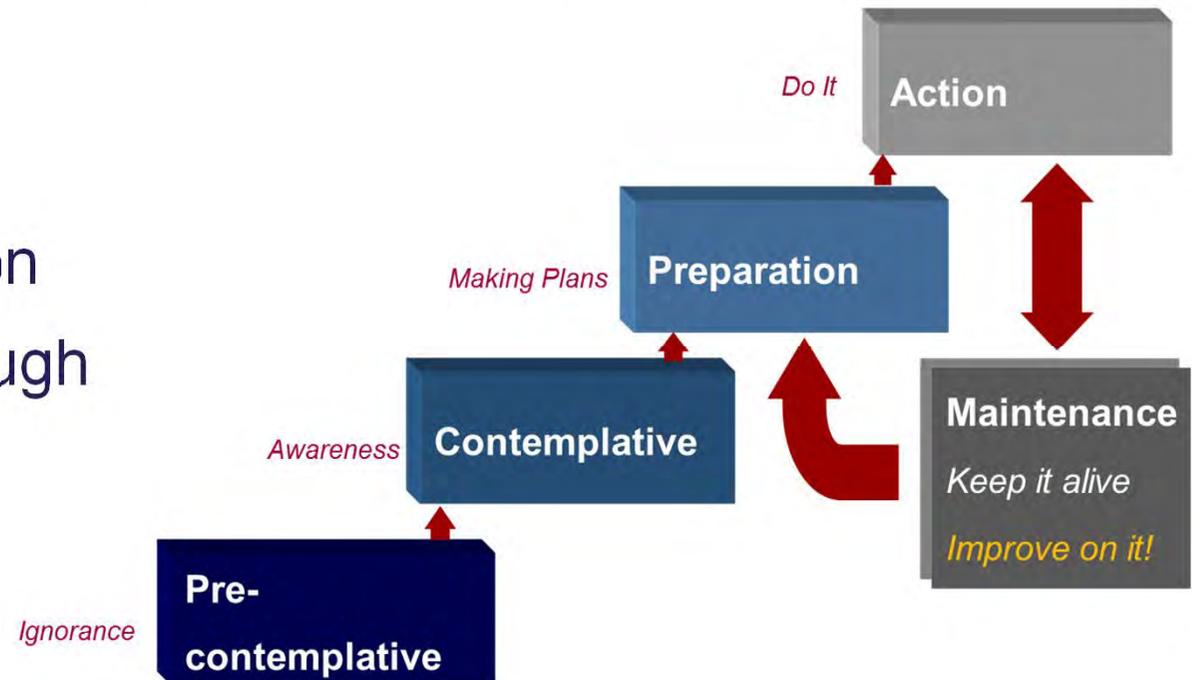
Implementation history since 2012

- **Open course**: twice a year, 10 to date, 200+ participants, London

- **Custom/in-house course:** 10+ to date, 100+ participants, UK, USA, Canada, Uganda, Germany, UAE

- **Companies**: 100+ in total, including both open and custom/in-house courses, such as:

What to do in this context?

Develop a Hearts and Minds program plan for culture change in your organisation, including evidence of how to address:

- Understanding the issues in your organisation specific to culture

- Engaging senior leadership and management, and other functions and stakeholders

- How ready is your organisation for culture change?

- What resources are available in your organisation to implement the plan?

- Which tools will address the culture issues in your organisation?

- Your next steps in using the H&M approach and tools

3. Learning from the learners

What have they said about the training course?

- "We learn from each other as much as from the training material" – the open course includes people from a range of backgrounds, different levels of experience, and from several industries

- "A 'must-attend' course if you are interested in understanding and improving your culture"
  - *Offshore Renewable Energy*

- "This course has given me the experience and confidence needed to carry out Hearts & Minds workshops within my organisation"
  - *Construction Project Management Group*

- "Great toolkit and process that can be applied to any industry"
  - *National Logistics company*

What has got in the way of implementation:

- Facilitation skills are need to run the Hearts and Minds workshops
- Leaders want metrics of success and benchmarking, rather than vague cultural improvements
- Using specific tools before the organisation is ready for them

The way forward: *What do they want in future?*

- More visual/interactive/web-based/social media materials
- Case studies and knowledge/experience sharing
- Guidance on order in which tools should be used and when/why
- Material aimed at persuading senior leaders
- Additional training in less formal format, e.g. webinars

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