Safety culture: the way forward
An approach for sustainable change
A COMMITMENT TO SUSTAINABLE CHANGE

When safety culture is anchored in the practices and values of the organization, you maximize the chances of managing risks related to your activity.

ICSI draws upon the results of published research and significant experience in the field to offer a comprehensive approach to establishing a safety culture.

What is involved?
The overall approach consists of a 5-step method for moving successfully towards your future safety culture.

From the diagnosis, to the anchoring of new values and practices in the organization, the approach unfolds over several years – the time needed to create and share a vision, co-construct the programme and create synergies to deploy the change.

Who is it for?
All organizations that want to sustainably improve their safety culture. To be as effective as possible, ICSI recommends sharing a few basic ideas:

• the desire to move towards a so-called ‘integrated’ safety culture, i.e., one that involves all stakeholders and their representatives. This fosters high levels of safety performance in the long term;
• the inclusion of technical dimensions, the management system, and human and organizational factors;
• leadership from all levels of management;
• a participatory change process tailored to your context.

What are the origins of the global approach to changing safety culture?
It is a combination of:

• high-level scientific research based on theories of change and commitment;
• analysis of 40,000 questionnaires about perceptions of safety on the ground;
• discussions and interventions carried out with ISCI members.

ICSI offers a 5-step method spanning several years, leading to a successful move towards your future safety culture.

Diagnosis

You establish the current level of safety culture in your organization via a diagnosis that includes the beliefs and perceptions of your stakeholders and the need for change are shared by all actors.

Vision

You create your vision of safety culture and the strategy for change.

Programme

You co-construct your safety culture programme and create the conditions for your success.

The Way Forward

• Involve actors in the implementation of the programme
• Manage resistance and acknowledge success

Future level of safety culture

You implement the new practices and anchor safety culture values.

Safeguarding the whole organization

• Sustain your new practices and anchor safety culture values

“A our approach? It’s not fairy dust; it is a proven method, tailored to each context”
Dounia Tazi, Head of the Consultancy Division

Current level of safety culture

Future level of safety culture

SAFETY CULTURE

Safety culture is the set of values, beliefs and behaviors shared by the actors in an organization to manage the highest risks related to their activity.

Current

level

of safety culture

Future

level

of safety culture

VISION

Programme

The Way Forward

ANCHORING

DIAGNOSIS

You diagnose your safety culture

Share the need for change

You create your vision of safety culture

Create a coalition

Establish your strategy for change

You co-construct your safety culture programme

Create the conditions for your success

You implement the new practices and anchor safety culture values

All of the actors concerned are involved in the deployment of the programme and you manage any resistance. You acknowledge success, especially with respect to the management of your highest risks, to maintain the momentum around the process.

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The Consultancy team operates in over 20 countries on 4 continents. They undertake assignments related to safety culture, human and organizational factors, change management, safety leadership, etc.

3 INTERVENTION PRINCIPLES

- ICSI’s consultants promote the participation of all stakeholders involved in the development of safety culture projects;
- Every intervention is carried out in close collaboration with at least one main interlocutor at the entity concerned. ICSI constantly seeks to ensure knowledge transfer and dialogue with all stakeholders;
- The knowledge and know-how gained through all of our consultancy work is promoted in discussion groups, publications and round table exercises.

The background and experience of the team is very varied, combining academic approaches with expertise in the field. Through its ability to link different networks, ICSI is able to form ad hoc teams that bring together the complementary skills that are critical for the success of your projects.

ICSI: an Institute that lies at the intersection of industry, research and the regions

The Institute for an Industrial Safety Culture is a non-profit association. It was established in 2003 as the result of a joint initiative by industrialists, academics, researchers and local authorities.

It aims to:
- Improve safety in companies through a comprehensive approach to all aspects of industrial risk: technical, organizational and human;
- Foster an honest, open debate between at-risk companies and civil society;
- Promote the assimilation of all actors in society to risk and safety-related issues.

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