



SASOL



PSYCHOLOGICAL SAFETY

WHAT DOES IT TAKE TO CHANGE CULTURE?



DISASTER



WHAT WENT WRONG?



ABSENCE OF PSYCHOLOGICAL SAFETY



➤ The assurance that one can speak up, offer ideas, point out problems or deliver bad news without fear

➤ INTERVIEWS WITH EMPLOYEES

- “Threatening that pay was at risk if targets were not met”
- “Repeatedly reporting defects up the chain of command”
- “We will never fly on these planes because of the poor maintenance”
- “Defective manufacturing, debris left on the plane”
- “Pressure not to report defects”
- “Time spent on the simulator too short”

Barriers to Learning from Incidents: 473 participants



Fear of being blamed or embarrassed for reporting an incident	468
Contractors not reporting due to fear of jeopardising contract	420
Investigation process looks to blame rather than to learn	329
Not reporting near misses	310
Reluctance of employees to provide the full story	288
Difficulty assessing whether an organisation has learnt from an incident or a set of incidents (evaluation)	267
Poor identification of root and underlying causes	231
Lengthy investigation process delays immediate corrective actions	199
Lack of trained/ competent employees conducting investigations	209
Insufficient consideration given to underlying causes in developing recommendations	184
Corporate memory loss over time - the loss of knowledge and experience of a company's employees	182
Corrective actions are not closed out	165
Insufficient checks that recommendations/ corrective actions will effectively reduce risk	157
Confusion about what constitutes a reportable incident	173
Insufficient time or opportunities to reflect and make sense of information from investigations	176

Difficulty in identifying relevant lessons for wider communication and relevant stakeholders	151
Complex reporting system	149
Single (root) cause deduction/ looking for only one cause	149
Difficulty relating to other organisations' incidents	147
Loosely worded recommendations/ corrective actions	137
Belief that nothing will be done in response to reporting an incident	148
Lessons shared are oversimplified and lack context	124
Recommendations/ corrective actions are not implemented by line management	118
Legal constraints on sharing incident information widely	135
Apathy/ Unconcern – seeing reporting and investigations as taking unnecessary time and effort	131
Incidents incorrectly classified	138
Recommendations/ corrective actions are not accepted by frontline employees	129
Investigation report is difficult to understand	123
Corrective actions are assigned to the incorrect person	126
Recommendations/ corrective actions are not accepted by line management	112
Insufficient management commitment towards the investigations	110

Psychological safety, Just culture and reporting of incidents



This is primarily related to the non-fearing culture established by the leaders and the commitment by senior management to investigate and close out most of the reported incidents. The perception that there is a just culture ensures for a reporting culture which in turn makes a learning culture possible (See Annexure1). Furthermore, some foreman could provide a list of all incidents reported in their sections. (See Annexure2).

Comments from Foreman include:

- *“Even minor incidents are reported”*
- *“We don’t ask what did you do wrong when employees report”*
- *“We always ask what we can do differently ”*
- *“We emphasize reporting and can see the number of reporting increasing”*
- *“Each incident reported is investigated”*
- *“We ensure that forms are available so employees can report immediately”*

