



How to create an inspiring workplace culture that values safety and reduces costs

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Just imagine if your staff just naturally thought about how to fix problems and took action all by themselves, rather than waiting to be told to do it.

Just imagine if your workforce treated workplace safety just as importantly as achieving key budget or financial targets, rather than some nuisance that they have to do to meet compliance standards.

This is achievable. It relies on your organisation inspiring its people to create a constructive safety culture.

Leaders and managers often complain that:

- Members of their organisation view workplace safety initiatives as a “necessary evil”, more of a “have-to” rather than a “want-to”.
- Managers and staff see safety as a massive inconvenience and distraction from getting on with their “real” work.
- Problems still exist and injuries still happen despite incredible education efforts.

You're not alone; in both the public and private sector this is extremely common and unfortunately this attitude is the cause of many unnecessary workplace accidents and workers' compensation claims costing organisations millions of dollars every year.

Research & Experience

The Centre for Corporate Health has specialised in assessing and fixing workplace dysfunction over the last two decades. As specialists in workplace stress we have investigated over 5000 claims for psychological injury and have seen almost every form of workplace problem one can imagine. The irony is, most people do not get out of bed every day to deliberately come to work to make mistakes and suffer workplace injuries. So what causes them? The answer can be found in your **organisational culture**.

Culture. What is it and what causes it?

Organisational **culture** is generally defined as the ways of thinking, behaving and believing that members of an organisation have in common. Organisational culture is constantly evolving as members continue to ask themselves ‘what do I need to do to fit in around here?’ and ‘what do I need to do to get ahead in this organisation?’ The answers to these questions strongly influence individual behaviour and they govern the way people approach their work and interact with each other.

The Culture Divide: constructive or compliant?

What we want versus what we get.

When we ask people what sort of culture they want we always get the same answers and these largely reflect our common values and needs when coming to work. This can be defined as a **constructive culture**¹ which comprises:

Achievement Workplace safety is seen as an integral part of helping to achieve business goals.

Self-Actualising Members have the courage to act with integrity, admit mistakes and report accidents.

Humanistic-Encouraging Members go out of their way to assist and support each other.

Affiliative Members foster strong, professional and collaborative relationships.

Unfortunately often what we end up with is a **compliance safety culture** based on fear. These are typically found in **Passive Defensive** and **Aggressive Defensive** cultures². Key dimensions are:

Approval Members show more concern for not upsetting others than for fixing workplace problems.

Conventional Members “go by-the-book” and are constrained by policies and rules.

Dependent Members feel powerless and safety is seen as a “have-to” not a “want-to”.

Avoidance Members lack interest, avoid making commitments, and shift responsibility to others.

Oppositional Members are argumentative and critical and are good at finding fault with others.

Power Members focus on controlling others and obeying authority through hierarchies and committees.

Competitive Members compete rather than cooperate with each other.

Perfectionistic Members get wrapped up in minute details or issues of little importance.

¹ Source: Human Synergistics

² Source: Human Synergistics



BUILDING
EMOTIONAL
RESILIENCE

LEADERSHIP
DEVELOPMENT

PSYCHOLOGICAL
ASSESSMENTS

MEDIATION
SERVICES

WORKPLACE
STRESS EXPERTS

Compliance cultures result in:

- Stress, workplace disruption and interpersonal conflict.
- Performance management problems.
- Staff absenteeism and turnover.
- Increased workplace accidents and injuries.
- Reduction in productivity and poor product and service quality.
- Lack of inter- and intra-departmental cooperation.
- Decreased competitiveness.

Culture change – inspiring a constructive safety culture throughout your organisation

In order to achieve meaningful and lasting solutions the Centre for Corporate Health addresses the real and underlying causes of organisational dysfunction. Our process for doing this with organisations includes:

- 1 Scoping** A comprehensive scoping of the perceived issues, goals and outcomes for creating a constructive safety culture.
- 2 Diagnosis** A robust measurement of the existing culture, the preferred culture and the gap in between and causal and outcome factors (using a robust measurement of the existing culture, the preferred culture and the gap in between and causal and outcome factors (using Human Synergistics OCI/OEI tool + supplementary questions designed by the Centre for Corporate Health reflecting our research and our understanding of workplace safety cultures).
- 3 Points of leverage** Defining for this organisation what are the drivers that will most effectively impact culture and safety.
- 4 Implementation & Cultural Change** Working alongside existing managers and training programs, the Centre for Corporate Health provides coaching, training (including leadership and management development) and specific interventions that move the organisation towards their preferred safety culture.

A comprehensive approach

Centre for Corporate Health

At the Centre for Corporate Health we aim to reduce the financial, cultural and reduced functioning costs that arise from workplace stress.

The Centre for Corporate Health is a psychological, culture and leadership consulting organisation based in Sydney. Our extensive team of workplace behavioural experts, work with organisations to maximise their overall functioning by improving their psychological health and wellbeing. We do this by:

Assessment & Research We provide assessments, research and present on the causes of workplace stress.

Intervention Services We conduct mediation, coaching and workshops to deal with incidents of workplace stress and/or workers' compensation claims relating to workplace stress.

Preventing workplace stress We use our comprehensive range of tools, programs and training ensuring clients improve their workplace culture by putting in place the knowledge and processes which reduce the likelihood of workplace stress.

Improving workplace culture We tailor programs to identify culture issues, measure

their impact and implement positive change programs to boost resilience and improve employee wellbeing.

We understand all facets of workplace stress and creating constructive workplace culture. With 10 years of on the ground experience with government and private sector companies we have researched and tested what works and what doesn't, and where the maximum leverage lies for powerful change.

For more detailed information regarding the Centre for Corporate Health Constructive Safety Culture process please email info@cfch.com.au or ring 02 8243 1500.

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