

Lilly Maritime Pvt. Ltd.

Presents You

Do we have a working environment where people can continually learn and improve, including from colleagues and oil major inspectors?
Are we managing to avoid a blame culture?

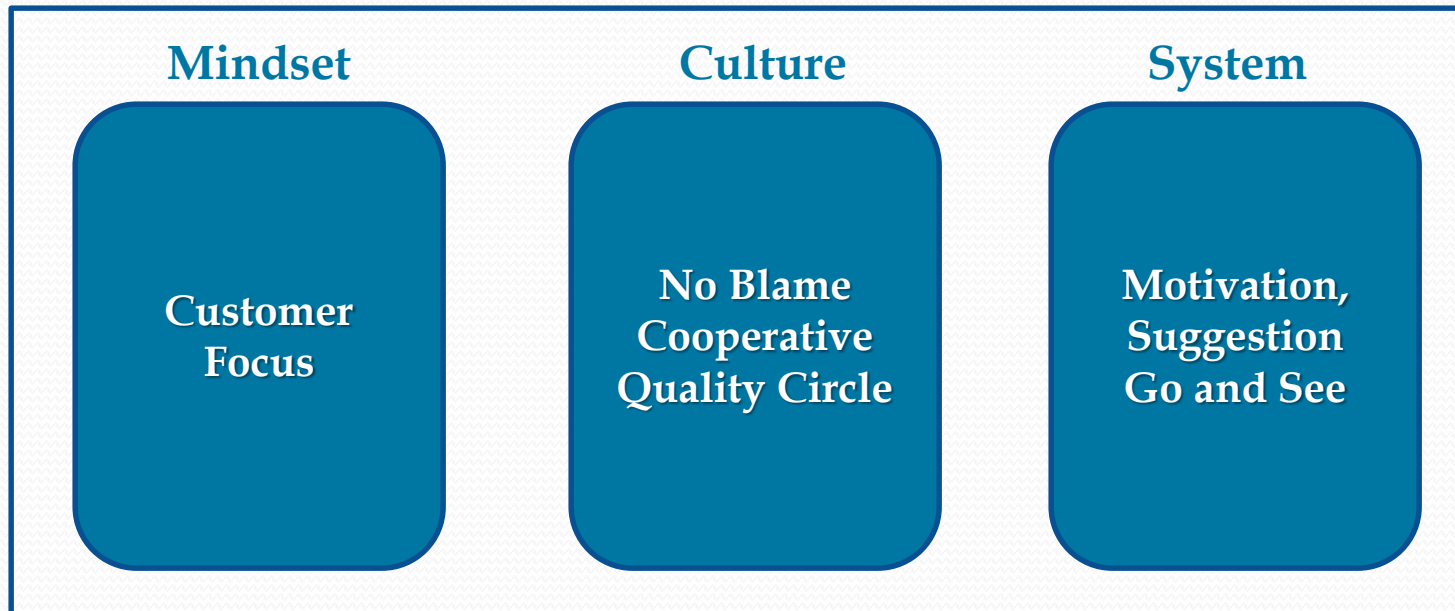
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Introduction

- ✦ Environmental change: technology, knowledge economy, globalization, demographic change
- ✦ Learning is inevitable and increasingly important to survive changes in today's workplace

Continuous learn and improve



What is Organizational Learning culture?

- # A **culture** is the way we do things around here
- # **Organizational culture** has a number of basic elements that provide a guide to what is important, what attitudes are appropriate, and how to behave within an organization.
- # These elements are beliefs, values, assumptions, attitudes, and behavioral norms (shared expectations).
- # **An organizational learning culture** was defined as the existence of a set of attitudes, values and practices within an organization which support and encourage a continuing process of learning for the organization and/or its member or from third party

What is Organizational Learning culture?

A learning organization could also be seen as indicators of an organizational with a culture of learning or a commitment to learning

- ✚ a learning strategy (learning becomes a deliberate and conscious part of the strategy)
- ✚ a flexible structure with reduced bureaucracy and restrictive job descriptions and which encourages cross function co-operation
- ✚ a blame-free culture in which learning is valued and encouraged and the environment itself is blame-free

The Meaning of Workplace Learning

Workplace learning

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Formal learning

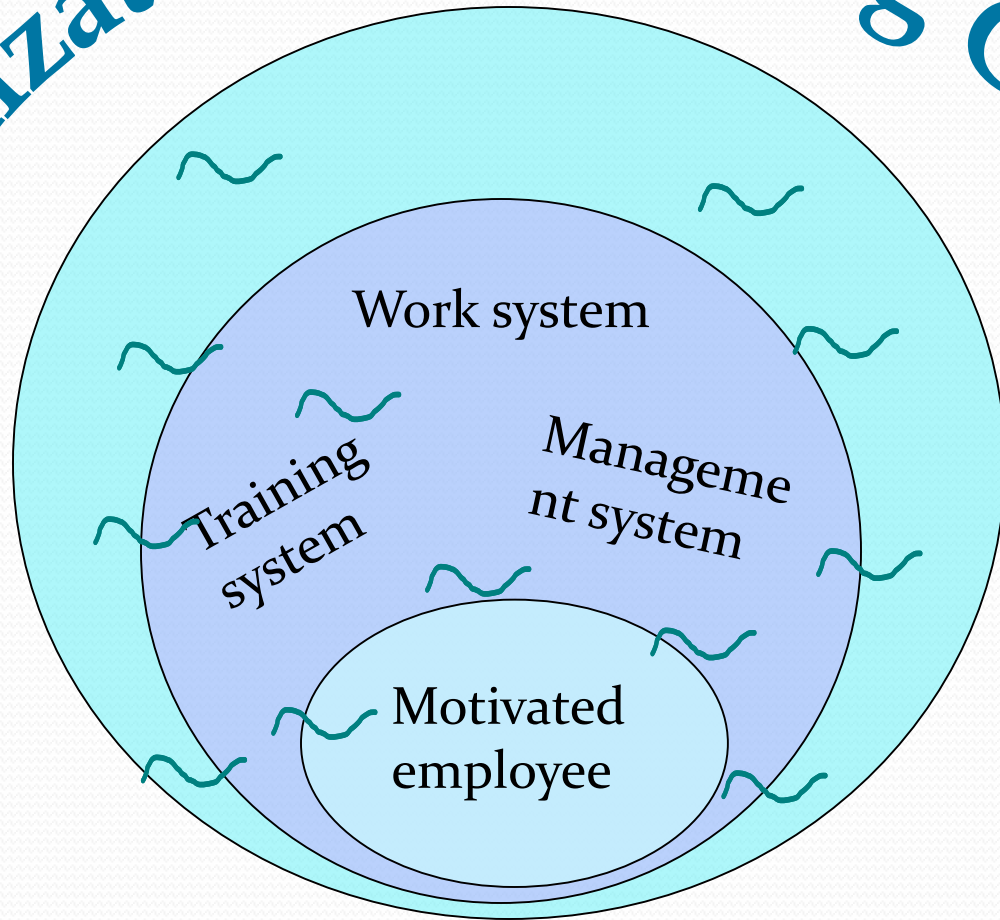
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Informal learning

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Incidental learning

Organizational Learning Culture



Informal learning



Buddy System

platforms for people to share

Freedom to express

Transparency in the communication

Mentor - pupil



Improving the perspective of Shipping office personnel



Learn from past.

Appreciation

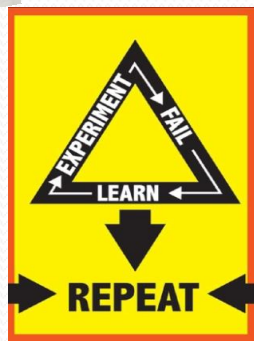


Experimental

Improving Standards

Out of Box Thinking

Encourage persons willing to share their knowledge.



No Blame Culture



Why does a “blame culture exist” ??

Blame Culture is inherent to human nature, and like Darwin’s theory of “Survival of the Fittest”, in the “Blame Culture” it is the weakest element in the chain which is to be blamed for all mishap.

Punitive Culture

- ❑ The institutional model created a name, shame, blame culture
- ❑ Accountability for errors lies with the employee
- ❑ Perfect performance is expected
- ❑ When not achieved, disciplinary action results
- ❑ Creates a culture where mistakes are hidden

Just Culture

- ❑ Person-Centered model offers us a different view
- ❑ Recognizes human error
- ❑ Helps us distinguish between mistakes and behavioral choices

To Err is Human; to forgive, divine...

Human Error

Product of our current system design

"I forgot to do the 2- hour check"

Manage through changes in:

- Processes
- Procedures
- Training
- Design
- Environment

CONSOLE

At-Risk Behavior

A Choice: Risk believed insignificant or justified

"I did a one person transfer with a resident who requires a two-person transfer because the resident needed to use the bathroom and everyone else was busy"

Manage through:

- Removing incentives for at-risk behaviors
- Creating incentives for healthy behaviors
- Increasing situational awareness

COACH

Reckless Behavior


Conscious disregard of unjustifiable risk

"I knowingly avoided completing a treatment because it is complex and time-consuming"

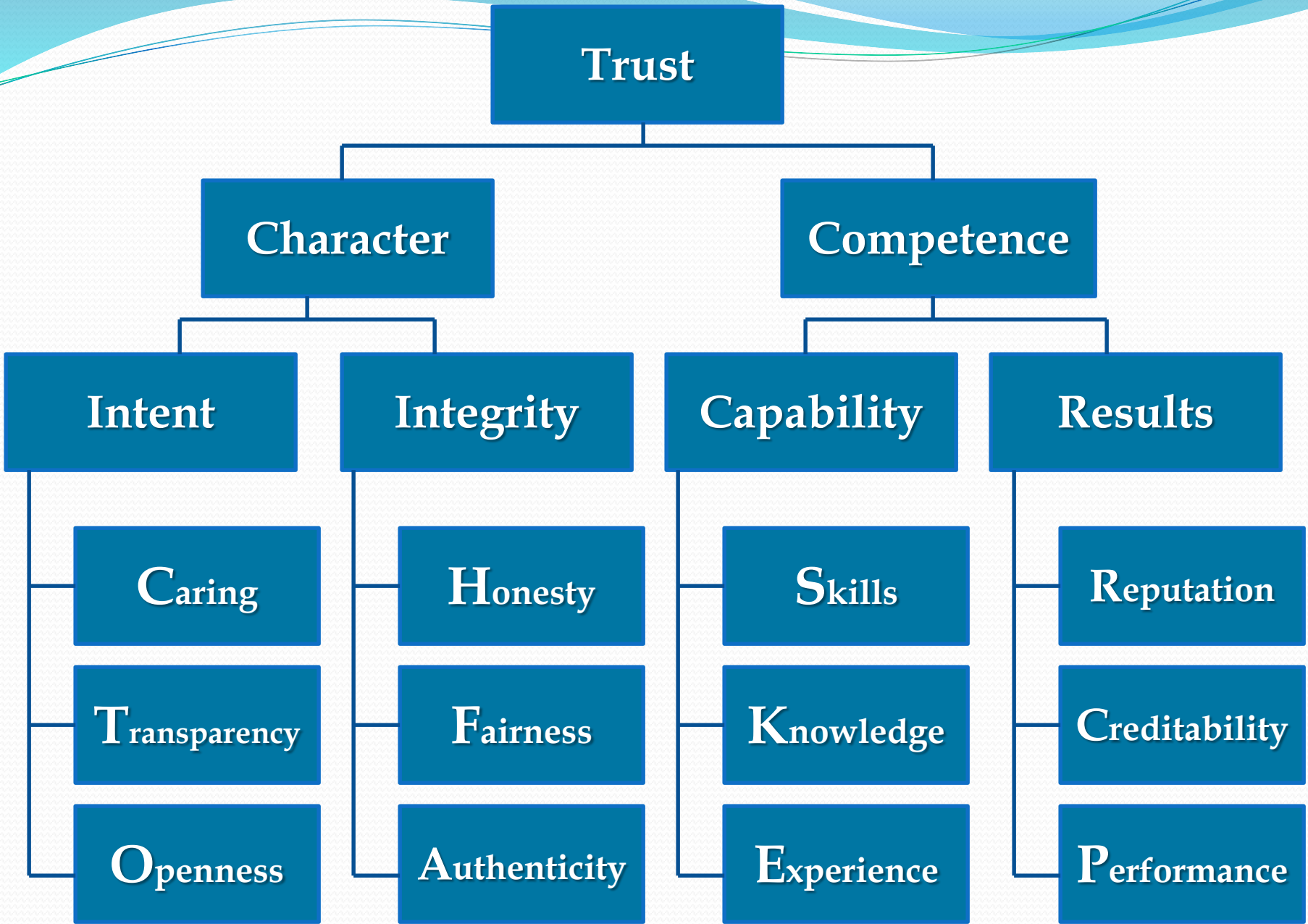
Manage through:

- Remedial action
- Disciplinary action

PUNISH



*Blame culture is an inherent vice or
not ???*



Creating a Just Culture

- ✦ Employees know that optimal safety is valued
- ✦ When errors occur, they are seen as learning opportunities
- ✦ Reporting errors and near misses is encouraged and acknowledged
- ✦ Employees held accountable for choices, not mistakes
- ✦ Clear guidance about what is acceptable behavior and what is unacceptable behavior
- ✦ Important for more than just reducing errors
- ✦ Human-beings have an innate sense of fairness and justice
- ✦ People want to work and are happier in places where they perceive everyone is treated justly

No Blame Culture

- ✚ Do not make the same mistake that many who have entered the person-centered journey have made.
- ✚ Must distinguish between a just culture and a no blame culture
- ✚ A just culture has a higher accountability for both the formal leader and the employee

Creating a Just Culture

✚ Practice accountability

- ❖ Holding others accountable \neq Punishment

- ❖ Accountability = Growth

- ❖ Growth = Caring

- ❖ Caring = Influence

- ❖ Influence = Leadership

✚ You can't be a leader unless you hold yourself and others accountable

Holding Yourself Accountable

- ✚ Do I have all the information before I make a judgment?
- ✚ Have I clearly communicated my expectations?
- ✚ Have I done a root cause analysis?
- ✚ Was this human error or a personal decision?
- ✚ Have I given this person everything he or she needs to be successful?
- ✚ Have I listened to the employee's reason for the behavior?
- ✚ Am I certain this is not where the employee will grow?

Holding Others Accountable

- ✚ How can I care for this person and help him or her grow instead of tearing them down?
- ✚ What does that look like?



"My job is to make decisions. Your job is to make them good decisions."



"To address this mistake we must use root-cause analysis. I'll begin by saying it's not my fault."

A Person who blames other has not begun their lesson.

A person who blames themselves has begun their lesson.

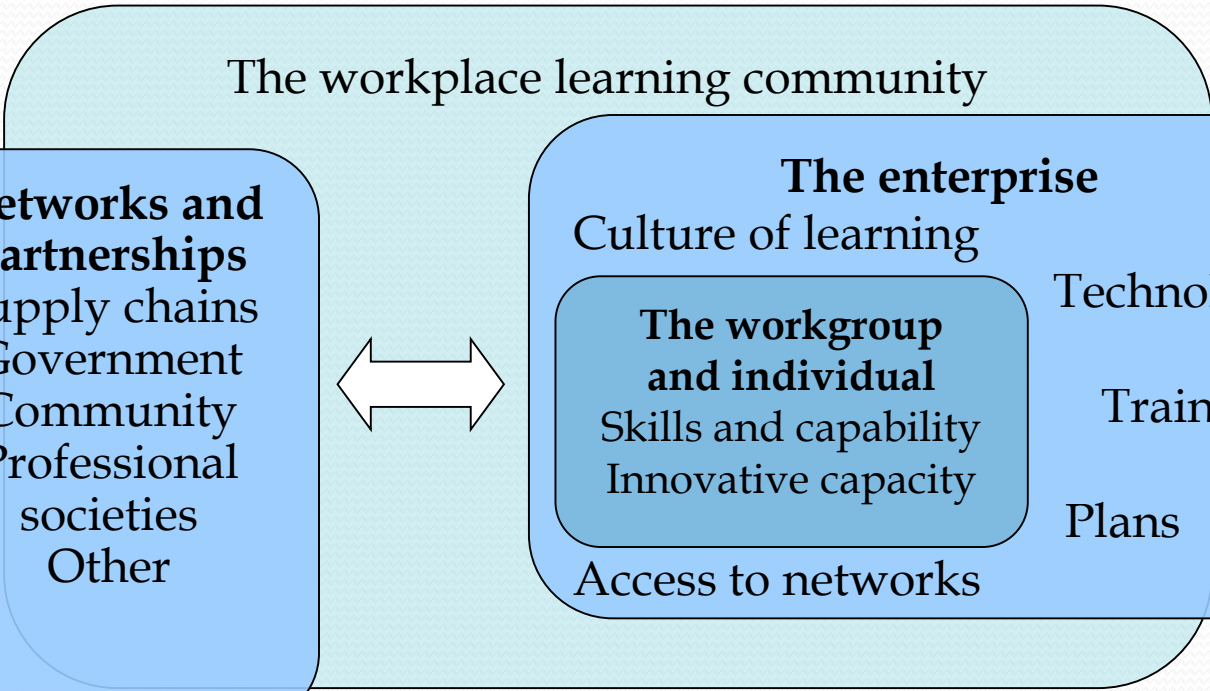
A person who blames no one has finished their lesson.



Thank You

**A systemic
view
of workplace
learning**

Environmental factors such as competitiveness, globalization, knowledge economy, technological change and government policy



Workplace learning for increased competitiveness and innovative capacity