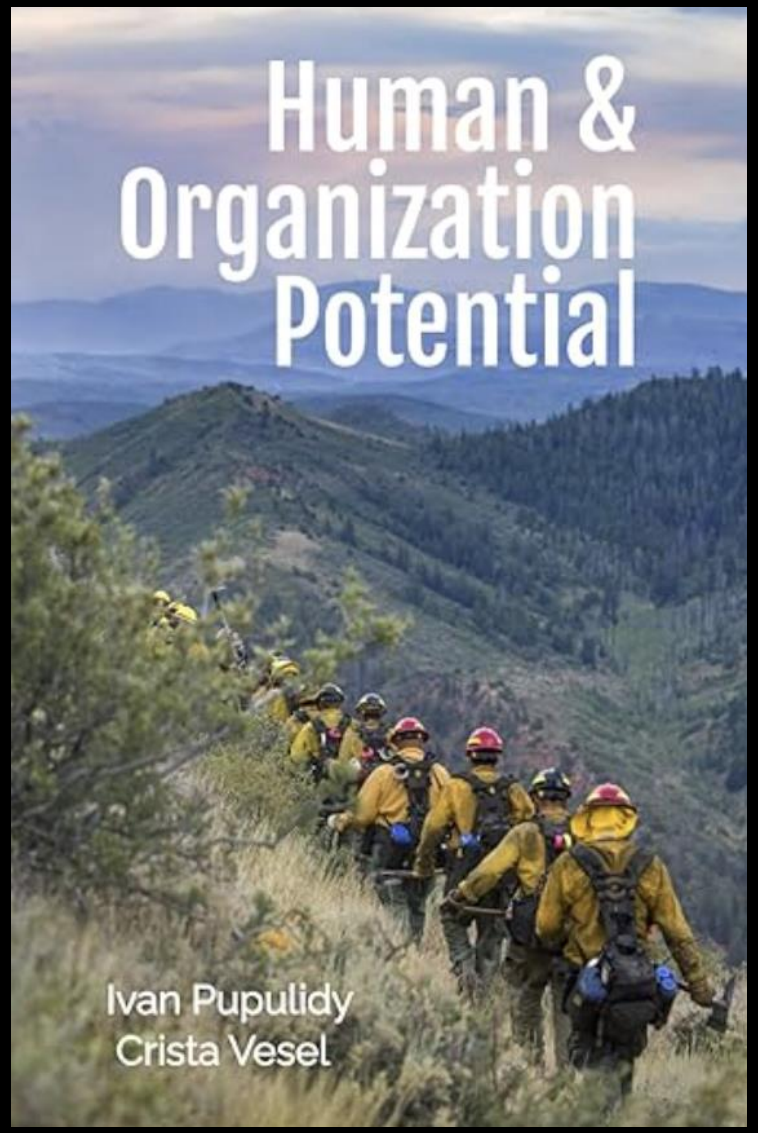

Human &
Organization
Potential
Ivan Pupulidy
Crista Vesel

SAFETY
THIRD
SAFETY

What is 'Safety'?

41 responses

Mentimeter

at work.

Not getting hurt

Something we like to achieve. Something we create every day.

Enabler for better adventures

No accidents

Security

injury avoidance

A feeling

A process to minimize harm

Care

Care

Awareness

Care

Trust

A felling

Un-risk

Collaborating with those closest to the

Seeing risk

Knowing you come home unharmed from

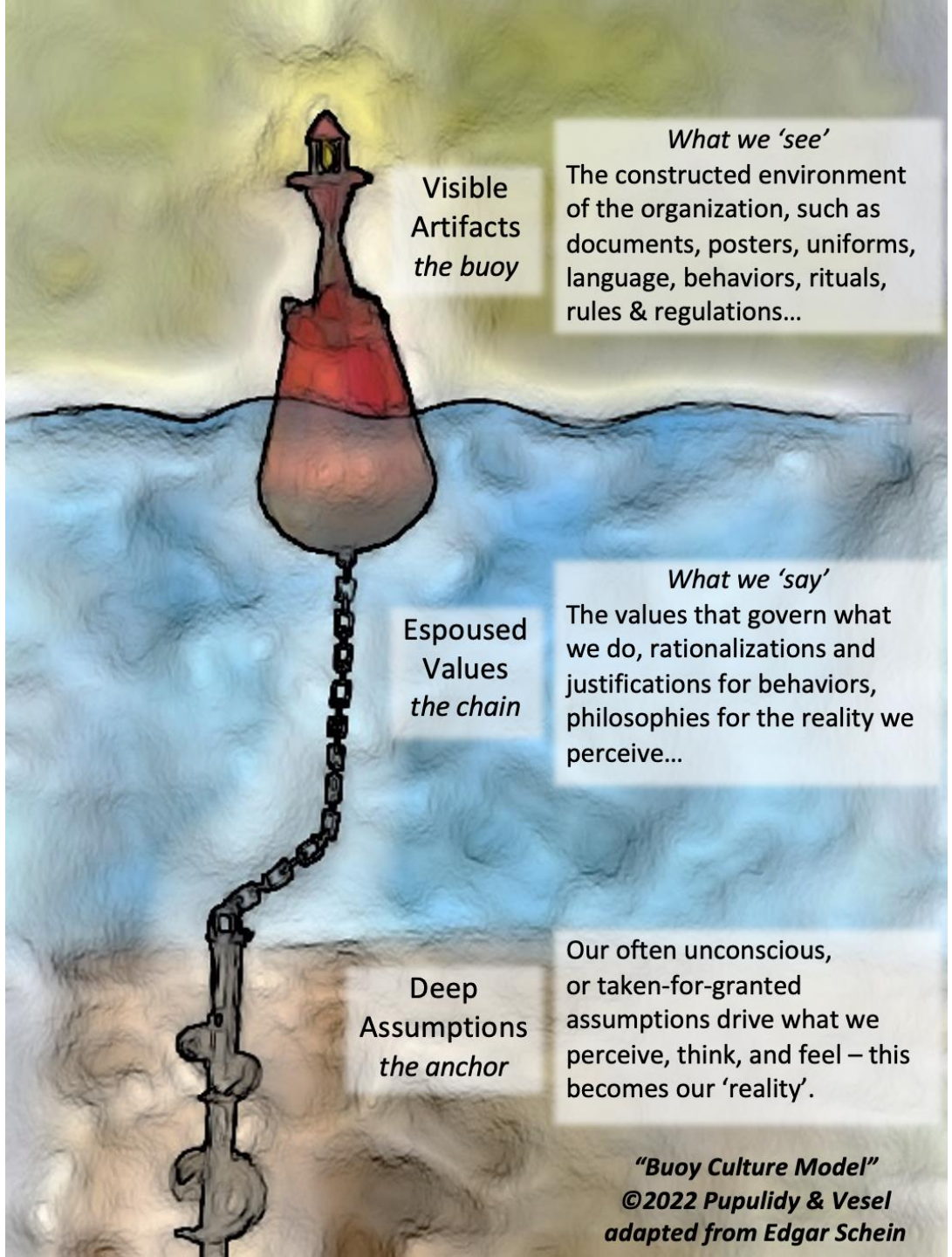
Common definitions of ‘culture’

How we do things around here.

The set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization.

Safety culture is the element of organizational culture which is concerned with the maintenance of safety and compliance with safety standards.

“Company culture is the promise you make to your candidates and employees about the environment they can expect to work in and the values upon which your business operates.” (Katie Burke, Chief People Officer at HubSpot)


Visible Artifacts
the buoy
What we 'see'
The constructed environment of the organization, such as documents, posters, uniforms, language, behaviors, rituals, rules & regulations…
Espoused Values
the chain
What we 'say'
The values that govern what we do, rationalizations and justifications for behaviors, philosophies for the reality we perceive…
Deep Assumptions
the anchor
Our often unconscious, or taken-for-granted assumptions drive what we perceive, think, and feel – this becomes our 'reality'.
"Buoy Culture Model"
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adapted from Edgar Schein

"The need for closure is defined as the desire for a quick and firm answer to a question and the aversion toward ambiguity or uncertainty"

Extremism and the Psychology of Uncertainty, First Edition.
Edited by Michael A. Hogg and Danielle L. Blaylock.
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The Need for Certainty as a Psychological Nexus for Individuals and Society

Arie W. Kruglanski and Edward Orehek

Throughout the history of psychology, two important principles have inextricably linked a quest for knowledge formation with the formation of social groups. The first major principle states that *individuals' understandings of the world are held as true to the extent that they can be affirmed by some social group*. Leon Festinger (1950, pp. 272–273), one of social psychology's major leaders, argued that "an opinion, a belief, an attitude is perceived as 'correct,' 'valid,' and 'proper' to the extent that it is anchored in a group of people with similar beliefs, opinions, and attitudes." When a subjectively held belief is socially shared, it attains the status of objectivity. In other words, "once a value is standardized and becomes common property of the group . . . it acquires objective reality" (Sherif, 1936, p. 124).

A major aspect of people's social nature is their reliance on the opinions of valued others, members of significant groups of which they are members and "in the absence of social verification, experience is transitory, random, and ephemeral. . ." (Hardin & Higgins, 1996, p. 28). Thus, social psychologists agree that only knowledge that is socially shared (by individuals whose opinions one respects) is treated as reliable, valid, and generalizable (Hardin & Higgins). Consequently, "because persons construct their beliefs in concert with their fellow members, individual knowledge is inevitably grounded in a shared reality, and a desire for shared reality is tantamount to the quest for a firm individual knowledge" (Kruglanski, Pierro, Mannetti, & De Grada, 2006, p. 85). Consistent with this analysis, it has been found that individuals deprived of social contact are not able to develop intelligent thought (Cooley, 1902). Conversely, major philosophical and scientific figures are able to thrive because of their rich involvement in

	System	Characteristics		Predictability	Examples	Interventions
Complex Adaptive	Complex	Parts are interconnected, interactive, diverse, adaptive and **can learn**. Also called complex adaptive systems (CAS)	Natural & Non-linear	Characterized by surprise, cannot be fully predicted. Often a function of human variability. Cause/effect relationships are inconsistent.	Systems that directly involve humans. A public rail transit system, a lineman installing a power pole, combat air operations, wildland firefighting, a person driving a car…	Requires **sensemaking**, **learning,** and **improvisation**. Requires synthesis to understand relationships between components/people. Unlimited number of questions and/or answers.
	Opportunistic	Parts are interconnected, interactive, diverse and **adaptive**.		More data allows for approximation, not prediction. Cause/effect relationships improve with more data.	Often natural environmental activity. Tornados, hurricanes, fire, chemical reactions…	Creation of margin and systemic defenses (social and physical). Requires both analysis and sensemaking.
Mechanical	Complicated	The parts are interconnected, interactive and **diverse**. Composed of nested subsystems which represent multiple paths to success.	Manmade & Linear	Can be predicted within the limits of system. Cause and effect relationships exist with a limited set of outcomes.	Jet engine, oil refinery, power plant, car, computer, a robot	Reacts well to analysis. May need to move to synthesis to understand the human/machine interface. Each question has a limited number of correct answers.
	Simple	The parts are **interconnected** and **interactive**.		Fully predictable. Cause & effect relationships are strong – problems can be solved.	On/off switch, ballpoint pen, remote controlled valve…	Reacts well to analysis. Each question has one correct answer.

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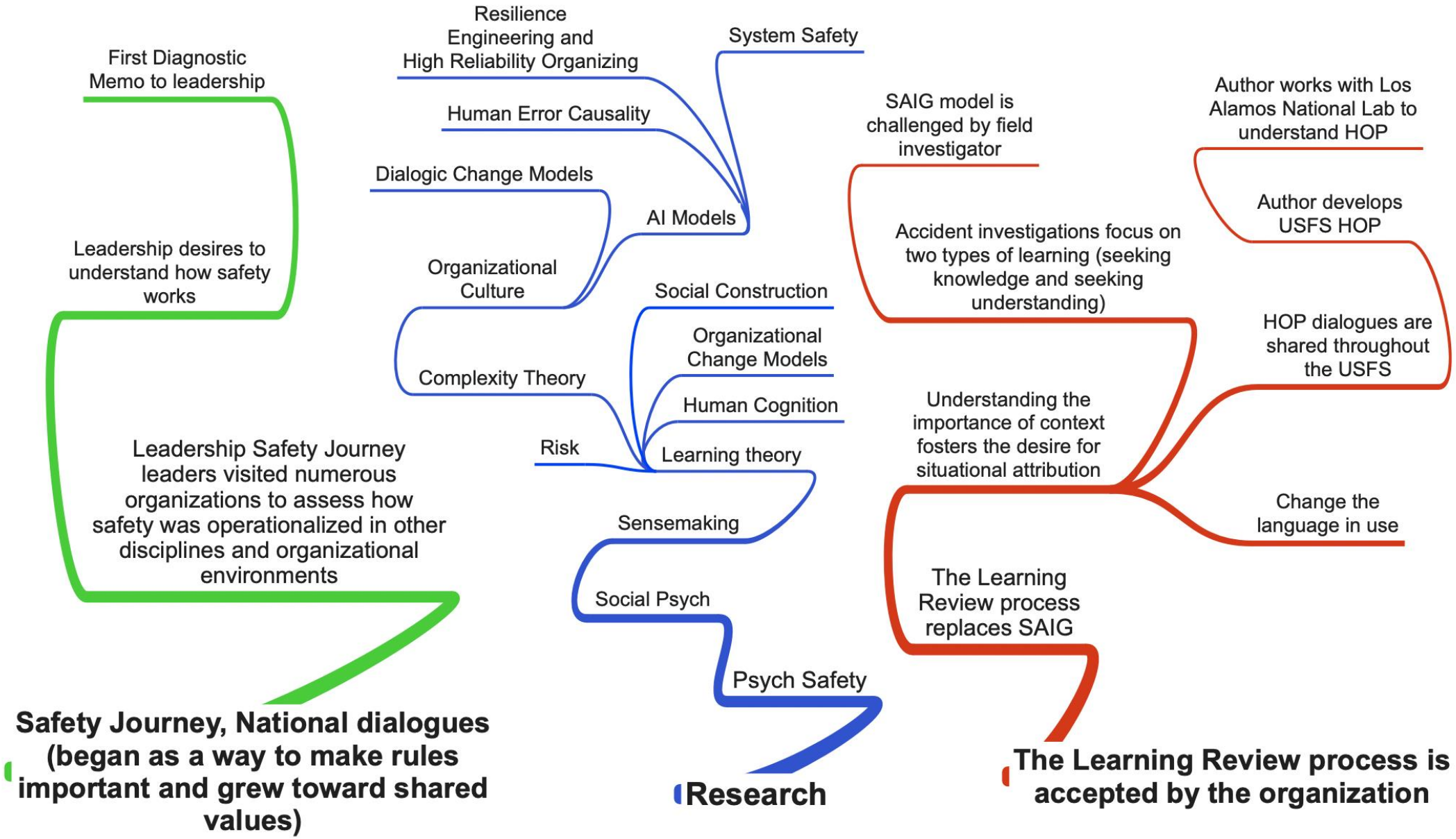
What aspects of our work require trust?

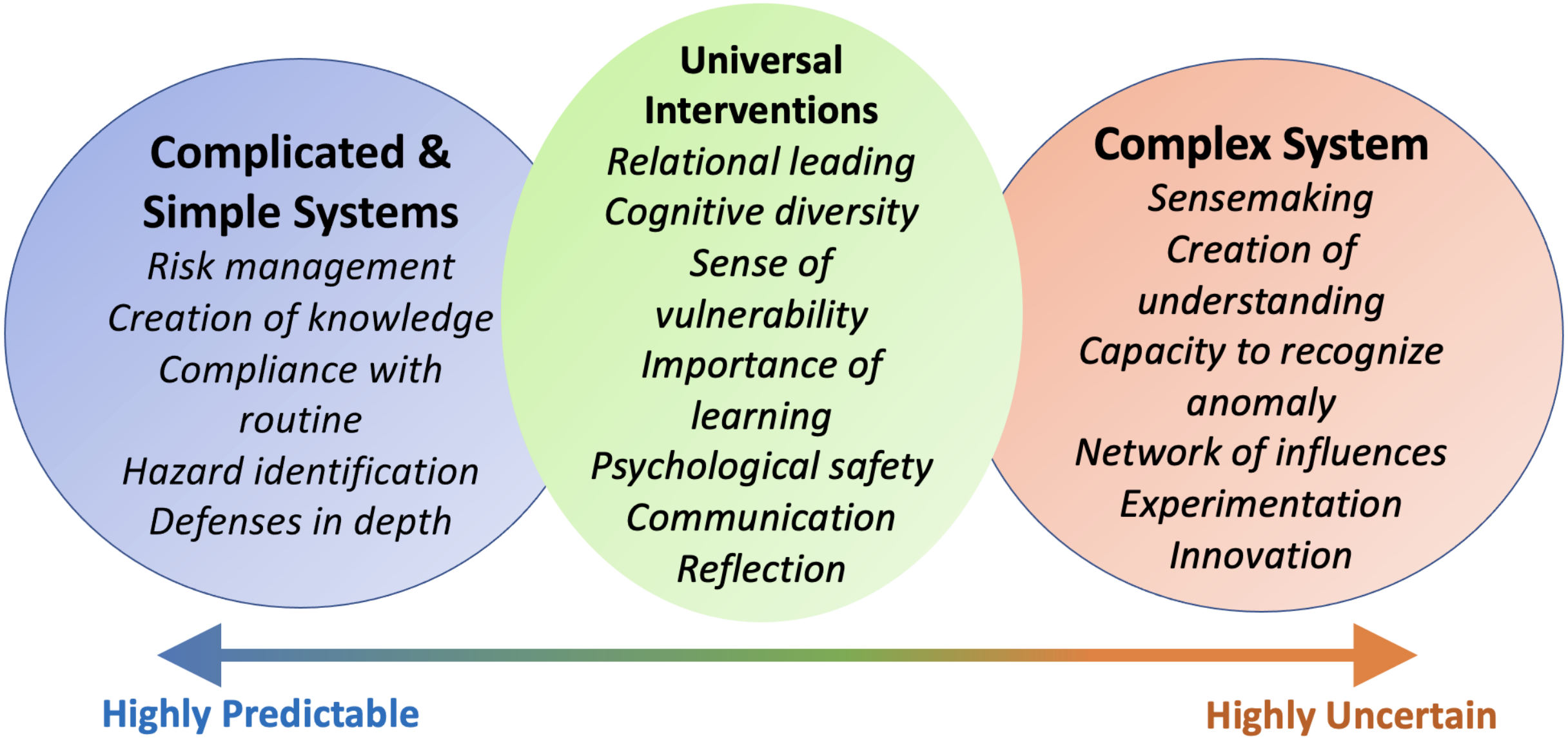
36 responses



Evolutionary Milestones

Ivan Pupulidy, US Forest Service

Spectrum of Interventions



Ivan Pupulidy, 2020

Crista Vesel, ASEM 627 (challenge coin created by Dan Sarasin & Sean Coughlin)