

CULTURE LEADERSHIP PROGRAM

A SOCIAL PSYCHOLOGY OF RISK
MASTERCLASS

Unpacking the Culture Cloud



Enter



THE CENTRE FOR LEADERSHIP
AND LEARNING IN RISK

CONTACT

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Introduction

In an attempt to understand culture, people in industry have tended to 'dumb down' its understanding to 'what we do around here'. Unfortunately, this simplistic definition has led many to believe they are experts in culture and have subsequently reduced an understanding of culture to behaviours. This is no more evident than in the way people describe Behavioural Based Safety (BBS) as a cultural program. Behaviour is not culture and behaviourist strategies fail because they understand the human as the sum of inputs and outputs. Nothing could be a greater distraction in addressing risk than confusing behaviour as culture.

The language of culture is bandied about in so many meaningless ways in industry, people claim to measure culture, talk about culture and even use the word culture in their organisation's name and simply mean behaviour. The three most prominent definitions of culture in the industry are: behaviour- as-culture, legislation-as-culture (eg. see the NSW WorkCover 'Safety Culture Survey') or systems-as-culture. Unfortunately, the excessive misuse of the 'spin' of culture in organisations has now made it all the more difficult to really tackle the issue of culture and risk in a meaningful way.

The best way to understand culture is as the 'collective unconscious'. It serves a a helpful way of thinking about the intangible nature of culture and all it comprises. The concept of the collective unconscious is borrowed from C.G. Jung and has been applied to an understanding of culture in this workshop. The best way to understand culture is through semiotics that is, through signs/symbols systems. It is through semiotics that we can demonstrate relationships and engage with the intangible that is not gained through text.

Culture needs to be understood more as a 'cloud' than the collection of systems, behaviours and leadership of an organisation. Culture permeates everything in an organisation just like a cloud fills the sky. The affects of Culture can be seen but is difficult to touch. As the prevailing winds of change blow across organisations, so too does culture shift like a cloud and buffet in turbulence. Lotman called culture the semiophere, culture it is in the air we breathe and present in every facet of human 'being'.

Program Outcomes

By the conclusion of the Workshop participants will

- Unpack the Culture Cloud to better understand key elements of culture.
- Acquire a new understanding of human judgment and decision making.
- Learn how social arrangements affect decision making.
- Experience new models of understanding culture includingas: The Collective Unconscious and Semiosphere
- Undertake the MiProfile Diagnostic to learn about Implicit/Tacit Knowing.
- Draw together principles of Social Psychology to understanding risk.
- Explore specific Social Psychological principles eg. fragility, by-stander effect, bounded rationality, obedience
- Be introduced to Wicked Problems, Boundary Objects and Collective Coherence.
- Engage in experiential activities to learn about semiotics, semiosis, spacial and visual literacy.
- Be introduced to practical 'tools' to assist the delivery of Social Psychology of Risk principles in the workplace.
- Be introduced to the idea of 'risk intelligence' and how heuristics, framing and priming and discourse are critical to managing risk.
- Practice the use of Social Psychology of Risk tools in the assessment of culture.
- Better understand the Social psychology of influencing.

Presenters/Facilitators



Dr Robert Long
Executive Director
Human Dymensions

Rob is an accomplished author, presenter and educator. He is the founder of the discipline of The Social Psychology of Risk and is applies this Body of Knowledge to the risk, safety and security industries. Rob's work and pioneering perspective is highly sought after by organisations that seek to do more than just maintain compliance with systems. The work of Dr Long and Human Dymensions is delivered globally with a new office opened in Linz Austria in 2016. Rob has worked in building and construction, transport and logistics, risk and safety, education and training, community services, public service and corrections sectors. He has published seven highly successful books on the social psychology of risk and publishes extensively on the Internet. Rob lives in Canberra and enjoys his spare time with grandchildren.

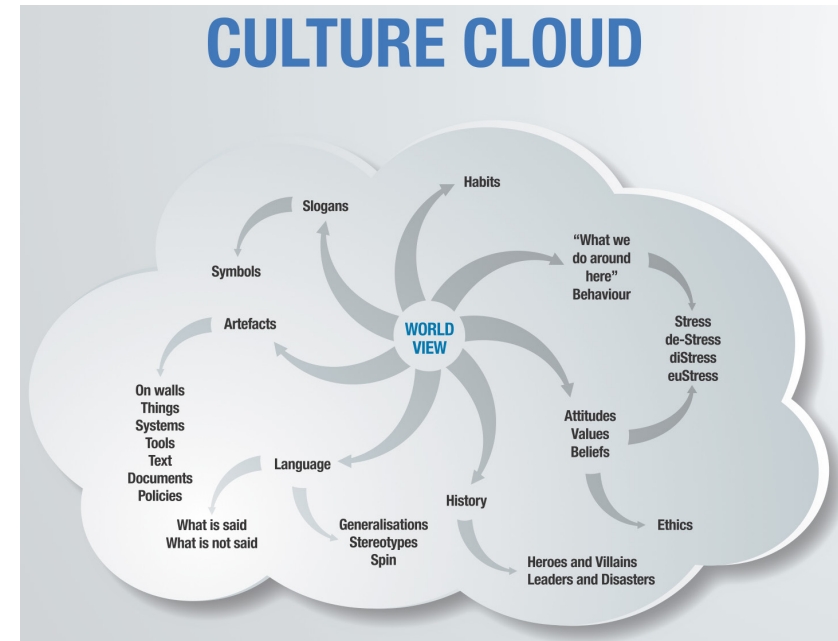


Gabrielle Carlton
Director
Resilyence

Gabrielle is the Director of Resilyence Pty Ltd and specialises in the social psychology of resilience. She has extensive experience across mining, construction, energy generation and distribution, government, rail and local councils.

Gabrielle delivers unique training in resilience that advocates a 'social dialectic' in forward movement that is not based on the individualist notion of just 'bouncing back'. She supports this program with Culture and Organisational Modelling in Risk (COMIR). COMIR is a diagnostic that helps organisations and groups better manage adversity and risk socially and holistically.

Gabrielle helps organisations understand how resilience is only possible if it is situated in a social context and then appies social tools to engender social resilience.



The culture cloud helps give a perspective on the various 'factors' that exist within a cultural understanding of risk. Any so called 'risk culture program' that ignores aspects of this map is not likely to succeed. Models of risk culture programs which offer little more than the policing of systems are not risk culture programs.

The culture cloud shows the principle factors that comprise culture. Each one of these factors has its own trajectory. The term 'trajectory' in this instance indicates the 'teleological' nature of each factor. The idea of 'teleos' is from the Greek derivation and has a focus on philosophical purpose and 'end points'. Therefore, when one is exploring a cultural factor, it is important to know not only starting points and origins but end points and destinations. For example: people may be attracted by a seemingly innocent starting point such as the necessity for obedience but are surprised when this develops into an oppressive dictatorship which justifies violent authoritarianism.

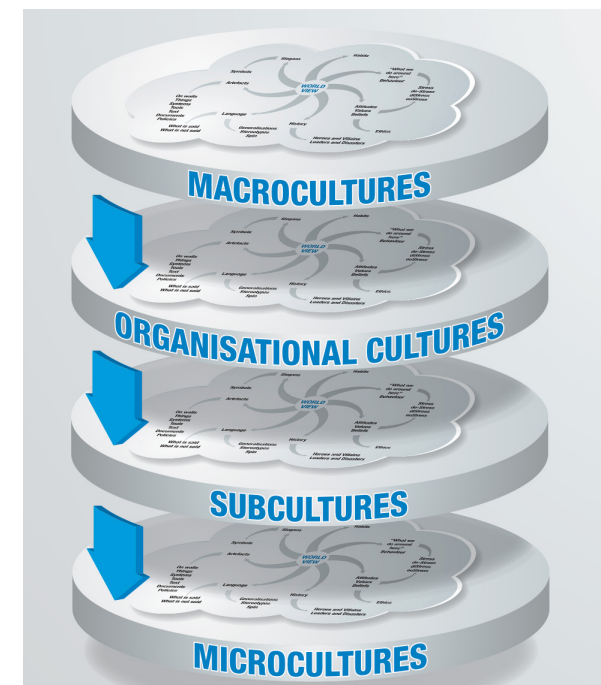
The metaphor of the cloud also carries the meaning of being seen and unseen, of being intangible yet visible. Just as clouds are buffeted about by the winds so too, are cultures by the nature of turbulence in organisations.

Program Structure

Day 1

Session	Focus/Activity	Outcome
1	<ul style="list-style-type: none"> • Introductions • Context, BoK and History • Language Audit 	<ul style="list-style-type: none"> • Risk Maturity Matrix Tool • BoK Map
2	<ul style="list-style-type: none"> • Understanding terms, definitions and understandings 	<ul style="list-style-type: none"> • Interpreting filters and scripts that limit understandings • Understanding assumptions and limitations
3	<ul style="list-style-type: none"> • The dynamics of social organising • The nature of power and uncertainty in risk • Understanding Archetypes 	<ul style="list-style-type: none"> • Understanding the paradox of size and institutionalisation • By-products and trade-offs in systems • The challenges of risk paradox
Break		
4	<ul style="list-style-type: none"> • The Collective Unconscious • Risk Maturity • The individual unconscious 	<ul style="list-style-type: none"> • Learning about the driving forces of unconscious decision making
5	<ul style="list-style-type: none"> • Heuristics and risk 	<ul style="list-style-type: none"> • Group activities
6	<ul style="list-style-type: none"> • The foundation of social influencing • Pitch, Frame, Prime, Anchoring and Mirroring 	<ul style="list-style-type: none"> • Understanding the Roots of SPoR influencing • Social Influencing Map • Social Influencing Tools
Lunch		

Session	Focus/Activity	Outcome
7	<ul style="list-style-type: none"> • Suspending Agenda • Unconditional Positive Regard 	<ul style="list-style-type: none"> • Experiential Learning • Listening and dialogue skills
8	<ul style="list-style-type: none"> • Introduction to visual and spatial literacy 	<ul style="list-style-type: none"> • Micro training
9	<ul style="list-style-type: none"> • Understanding social context • Introducing the Culture Cloud 	<ul style="list-style-type: none"> • Key elements of the Culture Cloud
10	Close	



Program Structure

Day 2

Session	Focus/Activity	Outcome
1	<ul style="list-style-type: none"> Review Experiential Learning Walk Defining habits 	<ul style="list-style-type: none"> Observing habits and decision making in the unconscious
2	<ul style="list-style-type: none"> Tools and checklists to help culture observations Symbols audit Cross Cultural mapping 	<ul style="list-style-type: none"> Begin Unpacking the Cloud Culture Compass
3	<ul style="list-style-type: none"> Dispositions and Due Diligence 	<ul style="list-style-type: none"> Culture Cloud Tool Culture Cloud Poster
Break		
4	<ul style="list-style-type: none"> Behaviours and Stressors Personality and Stressors 	<ul style="list-style-type: none"> MBTI profile Stress analysis tools
5	<ul style="list-style-type: none"> Enacting in 'the shadow' Values and beliefs Competing values 	<ul style="list-style-type: none"> Defining ethic, ethics, morality and belief Values and what is valued
6	<ul style="list-style-type: none"> Why does history matter? The social shaping of History and organisational politics Cultural Values Framework 	<ul style="list-style-type: none"> Policy analysis exercise CVF tool
Lunch		

Session	Focus/Activity	Outcome
7	<ul style="list-style-type: none"> Observing and listeing for cultural indicators What is your iCue? 	<ul style="list-style-type: none"> Workshop manual and tools
8	<ul style="list-style-type: none"> What are you looking and listening for? 	<ul style="list-style-type: none"> Workspace, Headspace and Groupspace Listening toolss
9	<ul style="list-style-type: none"> Close, review 	



Program Structure

Day 3

Session	Focus/Activity	Outcome
1	<ul style="list-style-type: none"> Review 	<ul style="list-style-type: none"> Review presentation
2	<ul style="list-style-type: none"> MiProfile 	<ul style="list-style-type: none"> Implicit and tacit knowledge
3	<ul style="list-style-type: none"> Risk and culture as a 'wicked Problem' Mapping wicked problems 	<ul style="list-style-type: none"> Wicked Problems tools Concept and system mapping tools
Break		
4	<ul style="list-style-type: none"> Mapping complex problems 	<ul style="list-style-type: none"> SPoR SWOTA Tool
5	<ul style="list-style-type: none"> Language and culture analysis Layers of culture iCue Listening 	<ul style="list-style-type: none"> The dynamics of the Safety archtypes at work Use of iCue Tools
6	<ul style="list-style-type: none"> Strategic thinking and critical thinking about risk Paradigms and worldviews through cloud auditing Creating dissonance and tackling 'spin' Unconscious decision making 	<ul style="list-style-type: none"> Hermeneutic questions and questioning techniques The power of 'poetics'
Lunch		

Session	Focus/Activity	Outcome
7	<ul style="list-style-type: none"> Social Influence Strategies Artefacts and slogans 	<ul style="list-style-type: none"> Social Influence Poster
8	<ul style="list-style-type: none"> Final Practical Tips Bringing it together Conclusion/Close 	<ul style="list-style-type: none"> The politics of subversion Take aways



Participants will be provided with a copy of the latest book *"Risky Conversations"*

All participants will receive a Certificate from the Centre for Leadership and Learning in Risk for the workshop.



Cost & Bookings

Cost: \$1350.00

BOOK AND PAY HERE