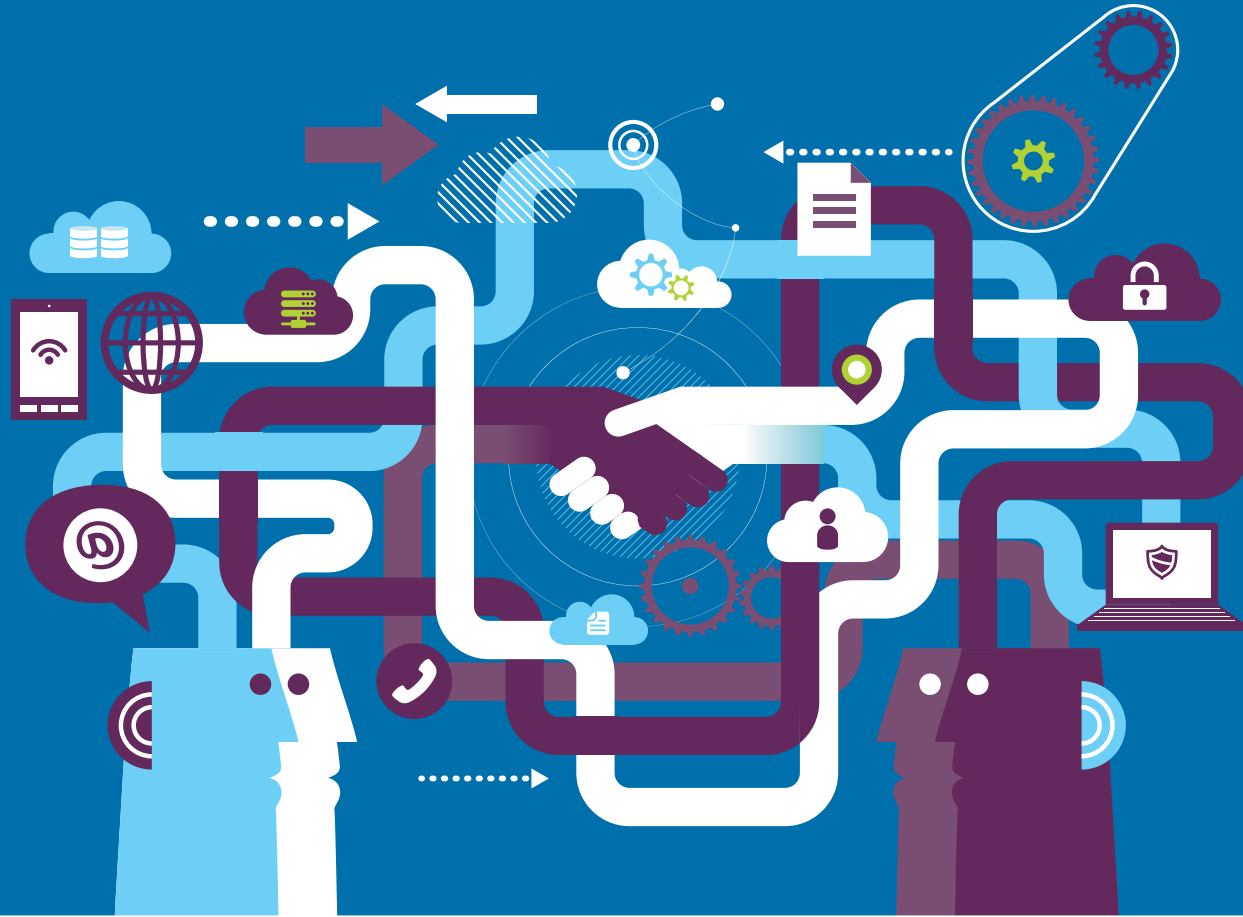


# CULTURE

*Organisational Culture, Leadership  
and Risk Intelligence Program*



THE CENTRE FOR LEADERSHIP  
AND LEARNING IN RISK

## CONTACT

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## Introduction

The following is an outline of the Human Dymensions Organizational Culture, Leadership and Risk Intelligence Development Program (Culture Program). The Program is not so much about training but rather the facilitation of risk and safety maturity through a relationship with Human Dymensions. This program has been conducted previously with a many organisations and companies across Australia and Internationally over an extended period with excellent results (referees can be provided). Human Dymensions has a European office in Linz, Austria. The Culture Program targets development in culture, leadership, strategic thinking, communication, risk intelligence, safety and related capabilities.

Human Dymensions are flexible in how this Program is approached with an agreed model including timeframes, strategy, structure and dynamics.

## Purpose and Expected Outcomes

The following are expected outcomes of the Program. By the conclusion of the program participants and organisations will:

1. Better understand themselves and respond to personal challenges in risk and leadership
2. Develop a mature capability in managing self and others
3. Become better communicators, listeners and learners
4. Learn about human decision making and judgments
5. Influence others with confidence
6. Possess tools for thinking, communicating and managing self and others
7. Practice the use of leadership in risk tools
8. Undertake micro-training and coaching in the field
9. Execute effective engagement of others
10. More effectively organize and think strategically
11. Tackle challenges with maturity
12. Better manage teams
13. Improve mindfulness and understanding of the collective unconscious
14. Become more skilled and holistic in supervision
15. Develop improved risk intelligence



## Statement of Capability

Human Dymensions specialises in culture, risk, leadership and learning. Key areas of expertise include:

- Organisational culture and risk diagnostics (MiProfile program developed by Dr Long) further see <http://vimeo.com/24764673>
- Program analysis and learning design (education strategies, inductions, learning events)
- Organisational and risk culture programs
- Leadership and knowledge development
- Social psychology of risk and associated maturity programs
- Critical thinking, coaching and mentoring services

A complete outline of Human Dymensions' programs can be viewed by video (<http://vimeo.com/91776126>) or here

<http://www.humandymensions.com/services-a-programs>

### Human Dymensions Culture Leadership Methodology

Human Dymensions have developed unique tools to both understand and influence safety culture. The MiProfile diagnostic has no other equal in Australia for measurement and determination of culture, risk and leadership. (MiProfile has a comparative database of 60,000 participants, established over 12 years, across many industries).

The Human Dymensions approach to culture and leadership is diagnostically driven and supported by rigorous research and modelling. This is exemplified by the *Human Dymensions Risk Maturity Matrix* (Figure 1).

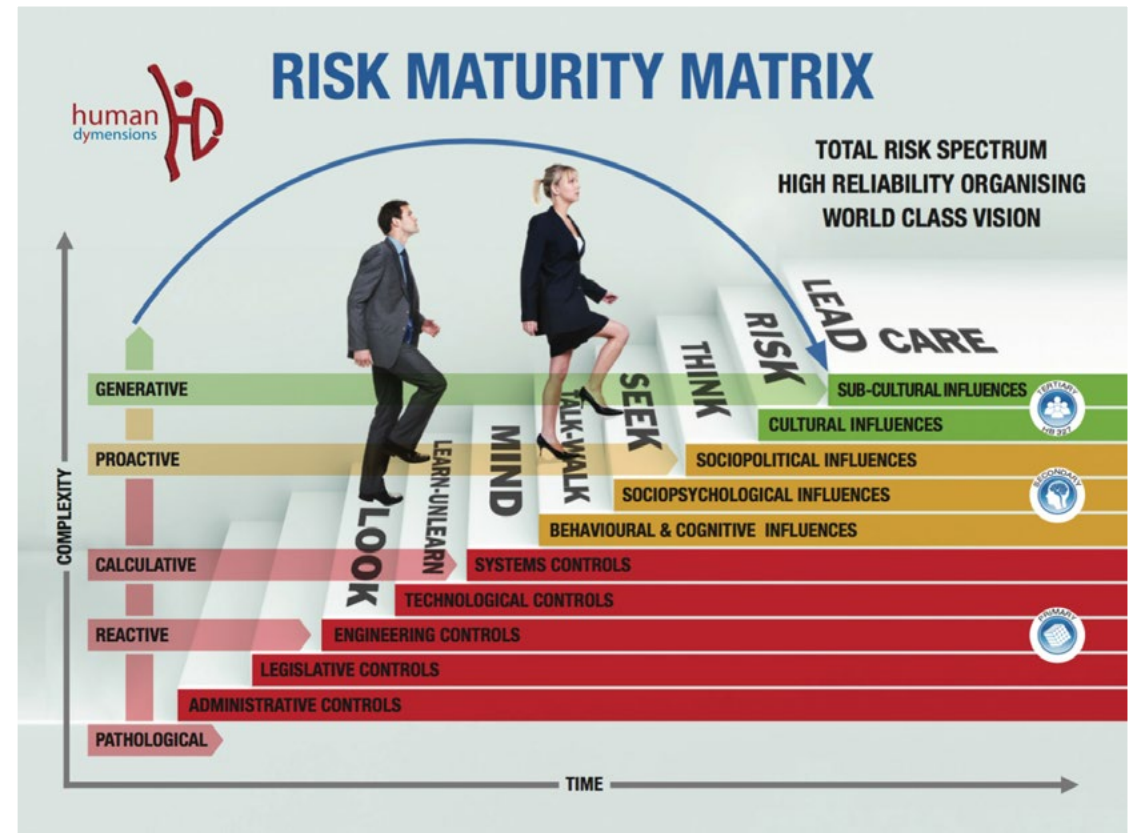


Figure 1. The Human Dymensions Risk Maturity Matrix

The Human Dymensions Risk Maturity Matrix shows the pathway of maturity necessary if an organisation wishes to step up from 'reactive' and 'calculative' safety cultures. Proactive and generative cultures step beyond mechanistic approaches to risk and become expert in managing the unexpected and social psychological arrangements in organisations. Human Dymensions 'step change' programs are named in the steps of Figure 1. If organisations seek to be 'World Class' in leadership and culture, they need to develop capability in the amber and green steps as represented in Figure 1.



## Culture

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 and like a cloud, 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. Understanding and learning to influence the prevailing cultural factors and 'turbulence' in organising is the challenge of leadership. This understanding of culture is represented in Figure 2. *The Human Dymensions Culture Cloud*.

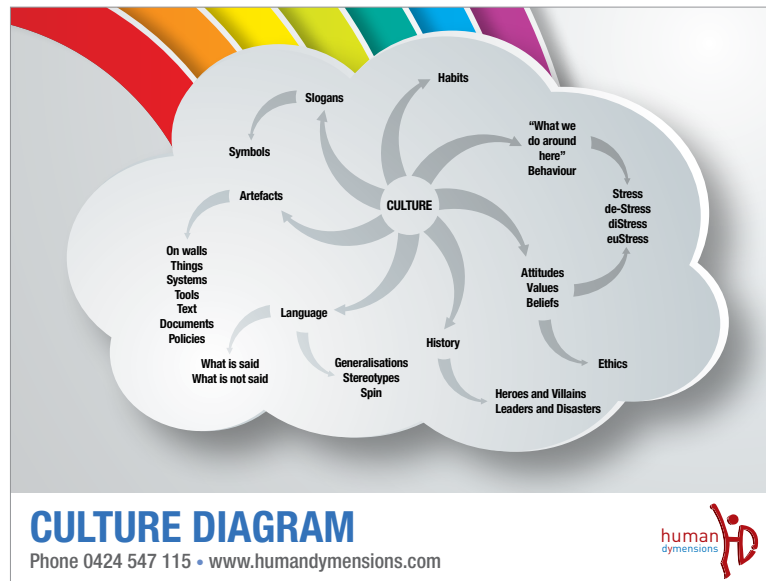


Figure 2. *The Human Dymensions Culture Cloud*

The cloud demonstrates the many factors that require leadership influence and Human Dymensions programs assist leaders capability development in each of these areas. Due Diligence is built upon every key factor in an organisational culture and this is represented in Figure 3. – *Due Diligence and Culture*.

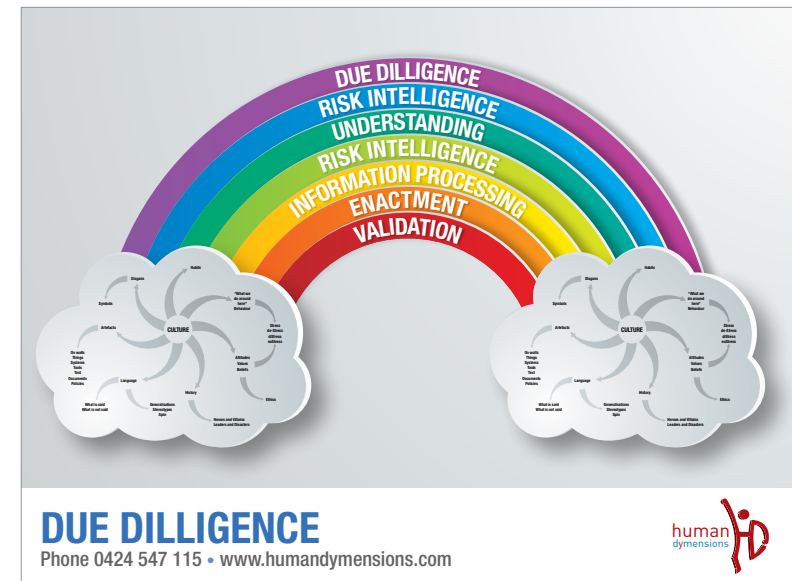
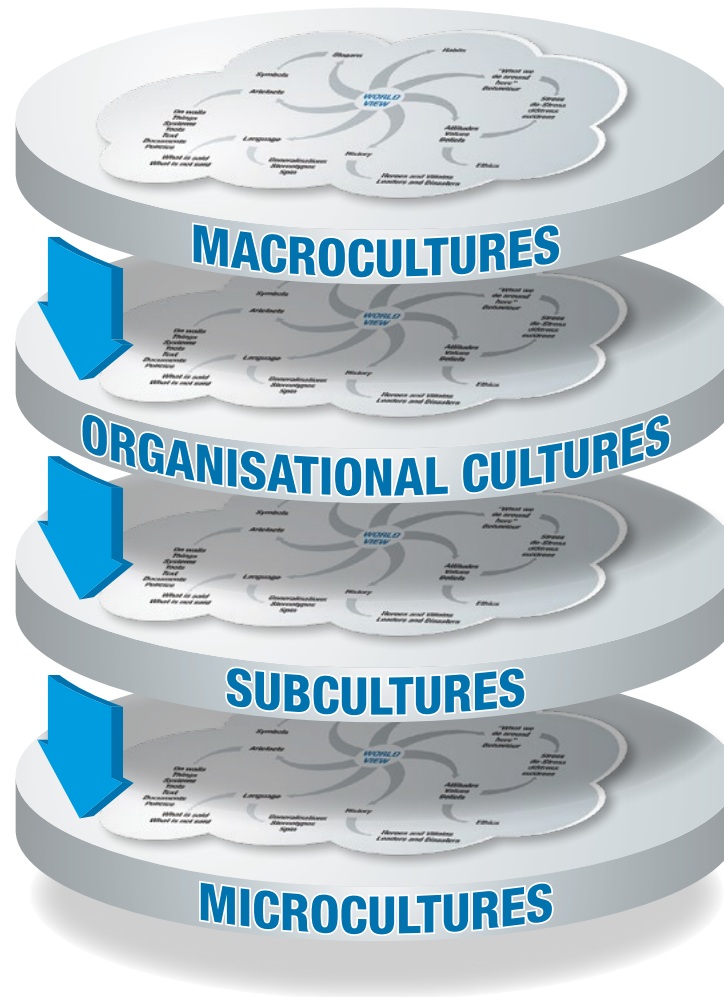


Figure 2. *Due Diligence and Culture*



## Layers of Culture

Human Dymensions recognises that the culture is both complex and multi-layered. Undertaking a Culture Program is no simple task as is illustrated in Figure 4. *Layers of Culture*. However, Human Dymeensions have an extensive track record in helping organisations transform their culture in leadership and tackling risk and serve as helpers and facilitators in this process.



## Culture Program Structure

The Culture Program is not intended to be an 'exhausting curriculum' but rather should be understood as a gradual learning journey. Neither should the Culture Program be expected to be a 'must do all' process. The purpose is to provide a foundational structure for learning development with options for more advanced skills and capability development as the program evolves.

The Program is structured in 3 key strands, these are:

1. Risk Intelligence
2. Culture and Organisation, Including System Alignment
3. Leadership and Supervision Development

A detailed overview of what is included in each Strand is outlined below.

**Important note:** *the Culture Program includes a detailed change management process. The following structure should be considered more of a 'menu' of modules rather than a 'formula'.*

*Human Dymensions works with clients to review requirements and tailor the Culture Program to suit unique needs, expected outcomes, timeframes and operational requirements.*

### Strand One – Risk Intelligence

Strand One introduces participants to the key principals of social psychology and risk, with a particular focus on how people make decisions and judgements. This Strand is ideal for leaders, middle managers and supervisors who interact and lead teams.

This Strand includes five (5) training modules which each run for 4 hours in classroom style learning environment followed by 4 hours on site with participants in their own workplace putting into practice the skills learnt during the training (i.e one full consulting day per consultant). Further, the SEEK (Incident Investigation) training program runs over three days.

Also included in this Strand is a workshop which features the "Dave Holland Story" as a case study to understand the challenges of overconfidence.

The final part of Strand One is support for the 'Gatekeepers' and 'Mavens' in the organisation which will include the Risk, Safety Team, HR, Health and Wellbeing Representatives and other key stakeholders identified

by the client who lead the Culture program internally. Human Dymensions will provide ongoing coaching to support effective communication about risk, along with a review of inductions and other training programs in risk (including enterprise risk) so that the key themes of social psychology are built into all aspects of the organisation.

In addition, our lead consultants will provide ongoing coaching for a "Train the Trainer" program and "Developing Champions" which will require the development of a small internal team to define change, monitor continual improvement and 'champion' the vision for the Culture Program

## Strand Two - Culture and Organisation, Including System Alignment

The focus of this Strand is on engaging the leadership team, developing the organisational culture and aligning key systems to the desired culture which focuses on social psychology and risk.

This strand will involve the support of Dr Robert Long and his expertise in culture, in particular the MiProfile culture diagnostics.

The activities included in this strand are outlined in the table below. It is recommended that these activities be run concurrently with the training and coaching outlined in Strand One. Typically, we suggest that one of the areas of focus is done each month during the initial formative stages of the Program. This will mean that leaders are provided with the skills to more effectively deal with risk at an operational level within the organisation and the evolving culture, including the systems used that will be under review to be better aligned with the new skills and approach adopted by front line leaders.

## Strand Three – Leadership and Supervision Development

This Strand focuses on supporting Managers and Middle managers.

All participants in this Strand will be expected to have completed the training and workshop programs in Strand One, with this Strand (Three) building on the skills learnt in Strand One. This includes understanding Personality Type using the Majors PTI Tool and understanding presentation and learning styles.





## Program Timing and Logistics

There is no strict time allowed for each module as development depends on the maturity, experience, relationship and responsiveness by participants. However, each session has a suggested duration of a minimum of 4 hours and maximum of 6 hours. Sessions can be structured as required and do not need to be run concurrently.

Each session does not necessarily signify training but can also be observation, feedback, in-office and on-site coaching, dialogue, writing of documents, mentoring and giving advice/conversation. The Program is best viewed as a relational program where people learning in a community-of-practice methodology. The table below should be viewed more as a menu, than a curriculum and provides an indication of how the module will be delivered.

As the program evolves and people develop, the program may change due to participant feedback and natural maturing processes. As much as possible a balance between in field coaching and in-class input will be maintained.

## Method of Delivery

All programs developed by Human Dymensions are designed by Dr Long and utilise multimedia, group work, micro-training (video practice), case study and a range of engaging methods to develop people.



## Feedback Loop

It is suggested that a steering group be formed to assist Human Dymensions with feedback every 3 months.



## The Program

Module	Risk and Safety Intelligence	Culture and Organisation	Leadership and Supervision Development
1	One Brain Three Minds (Training) <ul style="list-style-type: none"> <li>• What is risk intelligence?</li> <li>• Understanding human judgement and decision making</li> <li>• Gut knowledge and experience</li> <li>• What is risk maturity?</li> </ul>	Program Launch (Consulting) <ul style="list-style-type: none"> <li>• Leadership engagement</li> <li>• Invitations to sub-contractors</li> </ul>	Essential skills in leadership success (Coaching) <ul style="list-style-type: none"> <li>• Leaders in tune with followers</li> <li>• Creating clarity and vision</li> </ul>
2	Observations and Conversation Skills (Training) <ul style="list-style-type: none"> <li>• Perception</li> <li>• Motivation</li> <li>• How to observe</li> <li>• Conversation skills</li> </ul>	MiProfile Review (Consulting) <ul style="list-style-type: none"> <li>• Presentation of previous MiProfile survey</li> <li>• Quick sample benchmarked survey</li> </ul>	Profiling, my personality and leadership style (Workshop) <ul style="list-style-type: none"> <li>• Type and leadership styles using Majors PTI Personality Type</li> <li>• Understanding self and others</li> </ul>
3	Advanced Hazard Identification (Training) <ul style="list-style-type: none"> <li>• Introducing the 'Workspace', 'Headspace' and 'Groupspace' model</li> <li>• Recognition of psychological and cultural hazards</li> <li>• Using the iCue Tool</li> <li>• Using EyeSEE Tool</li> </ul>	Critical thinking tools (Consulting) <ul style="list-style-type: none"> <li>• The importance of reflection and thinking before acting</li> <li>• SWOT analysis</li> <li>• Concept mapping</li> </ul>	Type and temperament (Coaching) <ul style="list-style-type: none"> <li>• Conflict style</li> <li>• Learning style</li> </ul>
4	Your Talk Matters (Training) <ul style="list-style-type: none"> <li>• Pitching, framing and priming safety and risk messages</li> <li>• HB 327 and effective communication about risk</li> <li>• Talking in to Workspace, Headspace and Groupspace</li> <li>• Using the Dialogue Tool</li> <li>• Your Talk Matters Tool</li> </ul>	Inductions and Learning Design (Consulting) <ul style="list-style-type: none"> <li>• Making inductions effective</li> <li>• Effective presentation skills</li> <li>• Learning design that works</li> </ul>	Tools and qualities for effective leadership (Training) <ul style="list-style-type: none"> <li>• Communicating vision</li> <li>• Communications skills</li> <li>• Presentation skills</li> </ul>

Module	Risk and Safety Intelligence	Culture and Organisation	Leadership and Supervision Development
5	<p>The Challenge of Overconfidence (Workshop presentation)</p> <ul style="list-style-type: none"> <li>• The David Holland story</li> <li>• Hazard and risk complexity</li> <li>• Trade off and by products</li> </ul>	<p>Systems Alignment (Coaching)</p> <ul style="list-style-type: none"> <li>• Audit and review of systems, compliance and the social psychology of risk</li> <li>• On site assessments</li> <li>• On site mentoring and coaching</li> </ul>	<p>Skills in engagement and consultation on site (Training)</p> <ul style="list-style-type: none"> <li>• Effective listening</li> <li>• Strategic thinking skills</li> <li>• Goals, managing time</li> <li>• Boundaries and expectations</li> </ul>
6	<p>SEEK Incident Investigation (Training)</p> <ul style="list-style-type: none"> <li>• Understanding self and observations</li> <li>• Bias, documentation and reporting</li> </ul>	<p>Systems Alignment continued (Coaching)</p> <ul style="list-style-type: none"> <li>• Audit and review of systems, compliance and the social psychology of risk</li> <li>• On site assessments</li> <li>• On site mentoring and coaching</li> </ul>	<p>Leadership and culture (Training)</p> <ul style="list-style-type: none"> <li>• Values, attitudes and beliefs</li> <li>• Perceptions and conversations</li> <li>• Pitching, framing and priming</li> <li>• Framing the safety message</li> </ul>
7	<p>Train the Trainer Program (Coaching)</p> <ul style="list-style-type: none"> <li>• Inductions and Observations skills development</li> </ul>	<p>Understanding and Influencing Culture</p> <ul style="list-style-type: none"> <li>• The Culture Cloud</li> <li>• Due Diligence Dynamics</li> <li>• ALARP</li> </ul>	<p>Helping others learn, motivation and change (Training)</p> <ul style="list-style-type: none"> <li>• Learning styles diagnostic</li> <li>• Motivation and Performance</li> </ul>
8	<p>Developing Risk and Safety Champions (Coaching)</p> <ul style="list-style-type: none"> <li>• Developing Daracon Safety Champions (including Safety Team and Health and Safety Representatives to further develop their communicating and consulting skills about risk)</li> </ul>	<p>Understanding and Influencing Culture (Consulting)</p> <ul style="list-style-type: none"> <li>• Holistic organisational culture alignment</li> <li>• Attending to culture characteristics</li> </ul>	<p>Modelling and supervising generational differences (Training)</p> <ul style="list-style-type: none"> <li>• The nature of supervision</li> <li>• Gen Y, X and Baby Boomers</li> <li>• Understanding difference</li> </ul>

Module	Risk and Safety Intelligence	Culture and Organisation	Leadership and Supervision Development
9			Supervising others, development and maturity (Training) Fundamentals of supervision Delegation Emotional intelligence skills
10			Electives: <ul style="list-style-type: none"> <li>• Time management skills</li> <li>• Recording and journaling</li> <li>• Managing performance</li> <li>• Managing conflict</li> <li>• How to mediate</li> <li>• Organisational skills</li> <li>• Team dynamics</li> <li>• Managing change</li> </ul>





## Personnel

The primary consultant for the Program is Dr Rob Long along with other Human Dymensions consultants participating as required.

## Next Steps

Logistics for program delivery will be negotiated with Dr Rob Long.

## Key Presenters

An overview and descriptions of capabilities of all consultants, advisors and presenters are listed here: <http://www.humandymensions.com/our-people>

## Intellectual Property and Practical Tools

The organisation and participants acquire access to all of the Intellectual Property of Human Dimensions including: books, practical tools, manuals, training resources and coaching material.

