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"Voffor gör di på detta viset?" – Kultur och Säkerhet

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Transportstyrelsens
AOC Seminarium
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“The Big Picture”



Understanding Safety

- The Changing Nature of Safety



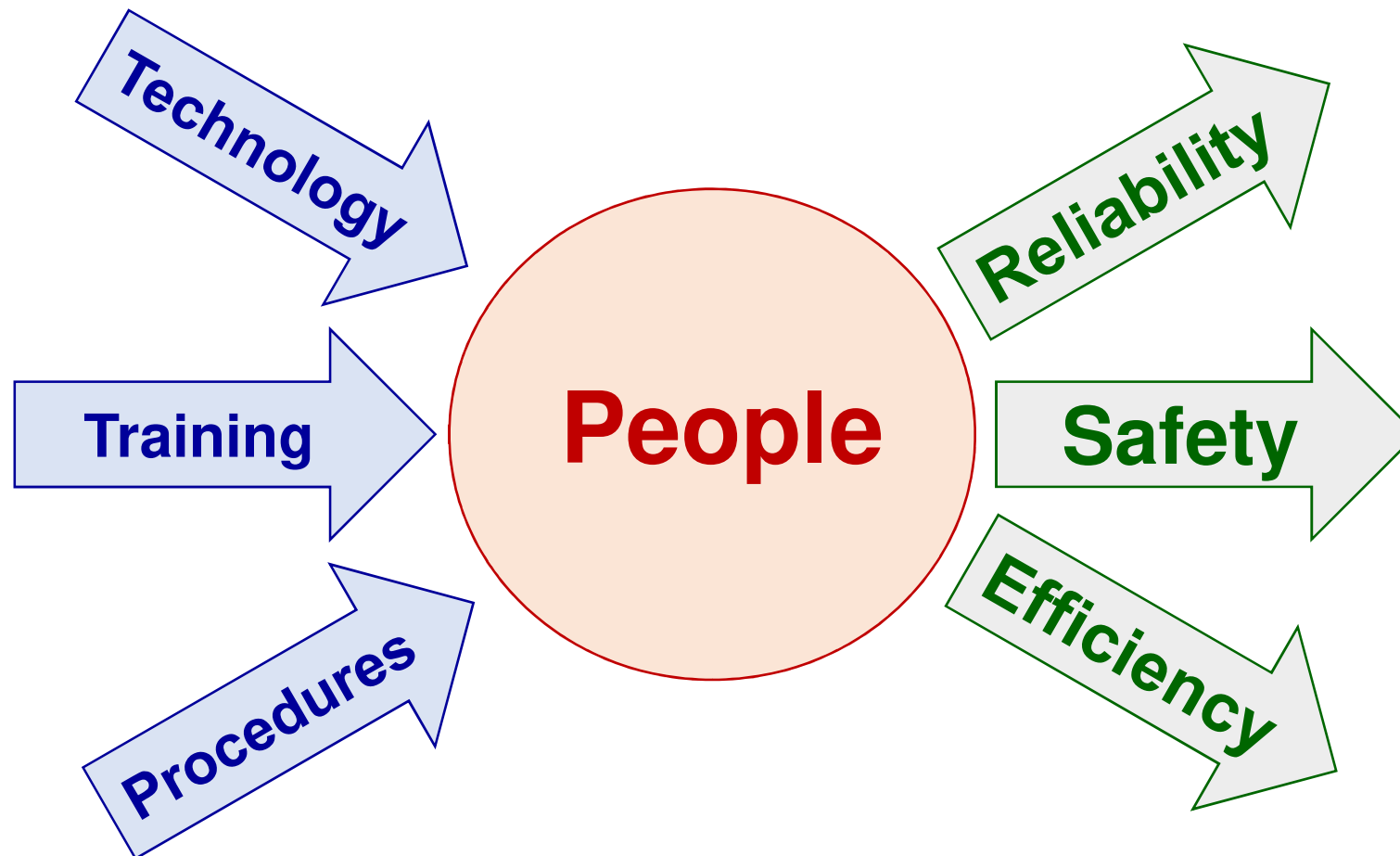
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Changing the Direction – Focusing on Culture



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People create safety!



“Culture”?

- What is it?

- Different types?



- *Does it influence or even determine behaviour?*





Culture

– Stories we tell about ourselves

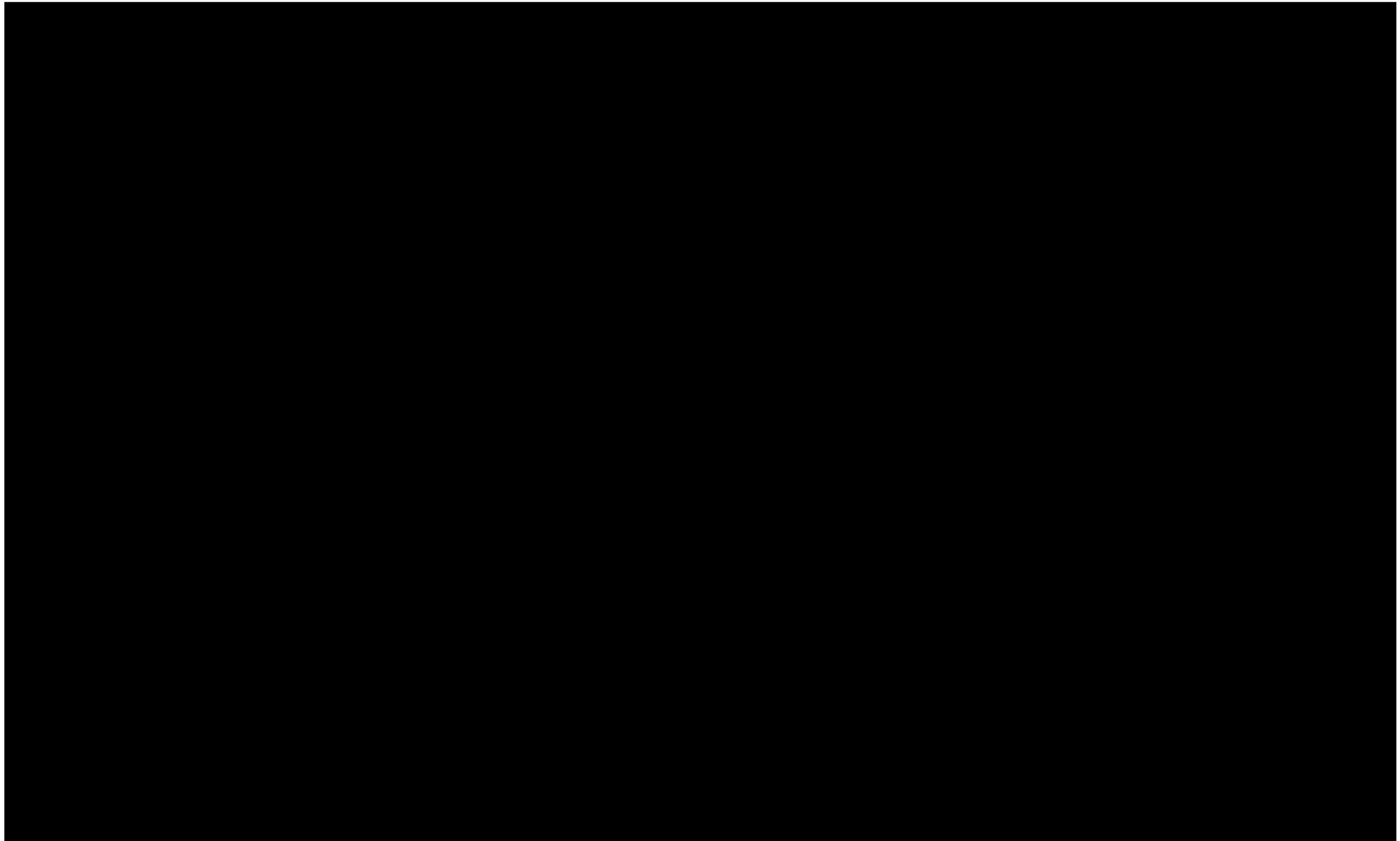


Which stories are you telling about yourselves?

Does culture affect behaviour?



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National Culture – Dimensions



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Power Distance

Acceptance of differences in power and hierarchy

Uncertainty Avoidance

Desire to avoid any form of ambiguity or uncertainty

Individualism versus Collectivism

Motivation for decisions and actions, doing something for oneself or for a group (family, community, nation etc.)

Masculinity versus Femininity

Assertiveness/competitiveness versus modesty/caring



National Culture - Exercise

Where in the world do you think that Power Distance is likely to be very high?

Maybe in the Far East?

Yes, I think so.

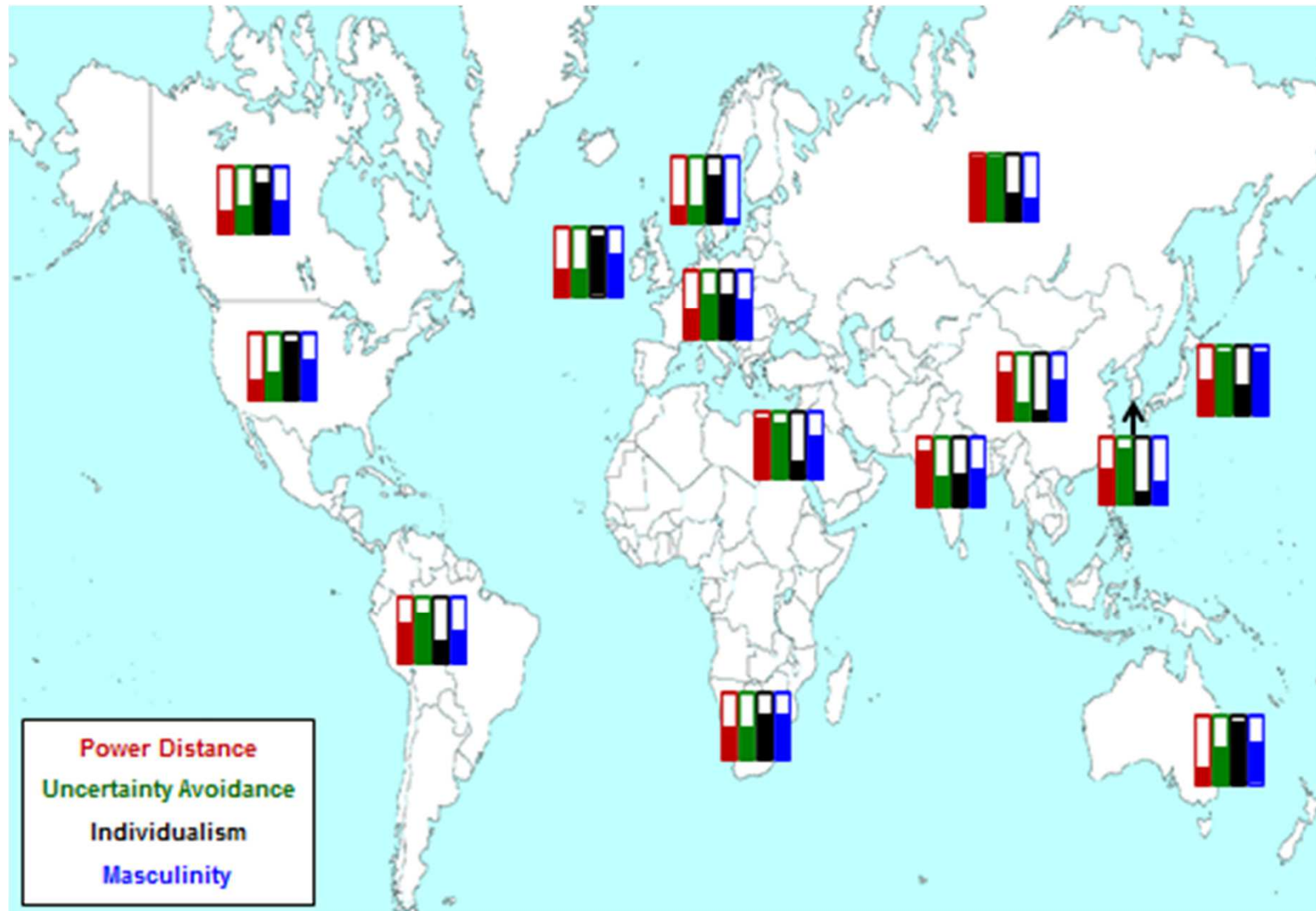
Me too. I will fill this up to almost full ... about 80%.

Power Distance
Uncertainty Avoidance
Individualism
Masculinity

The image shows a world map with several countries marked with small bar charts. Each bar chart has four bars representing different cultural dimensions: Power Distance (red), Uncertainty Avoidance (green), Individualism (white), and Masculinity (blue). A hand is shown in the bottom right corner, using a red marker to draw a bar chart for China, with the red bar (Power Distance) being the tallest, reaching approximately 80% of the scale. The map also includes a legend in the bottom left corner defining the dimensions.



National Culture - Exercise



What the British say, what the British mean...

“A bit of a pickle.”

You're insane.

“Not too bad actually.”

Please rewrite it completely.

“That's certainly one way of looking at it.”

A punishment for not saying thank you.

“You're welcome.”
(said quietly)

That's definitely the wrong way of looking at it.

“I'll bear that in mind.”

I'm probably the happiest I've ever been.

“I only have a few minor comments.”

I will do nothing about it.

“That's a very brave proposal.”

A catastrophically bad situation

■ Speaking to Crew

■ To Flight Crew

■ To Passengers

Do you speak “Purserish”?



“What do you think is a good thing to do?”

“So, you want the beef from First Class?”

“Sorry about the Asian veg, I will find an option.”

“Yes Captain, I will do that for you.”

“You may want to consider how you handled that.”

“Did you greet all the VIP passengers?”

“Sir, I will come back to hear the rest of the story.”

And by then I hope you are asleep or the flight is over.

You did not greet all the VIP passengers!

Maybe you should think for yourself instead of asking me.

There may be some bananas left in the crew cart.

There is no way you are getting the beef.

That was a disaster, if you do not repent I will report you.

I will delegate your pointless request to the most junior crew.

Do you speak “Pilotish”?



“As a matter of technique...?”

I really do not want to make a decision on this.

“Only five minutes more Captain.”

You better be, if not, I don't really care.

“Oh, I see.” (OIC)

If I let you fly, will I have to file an ASR afterwards?

“Have you been here long?”

You're wrong and I do not like you but I will play along until you have signed my licence.

“Show me where that is written.”

Actually, 30 minutes, never or no idea.

“Are you happy?”

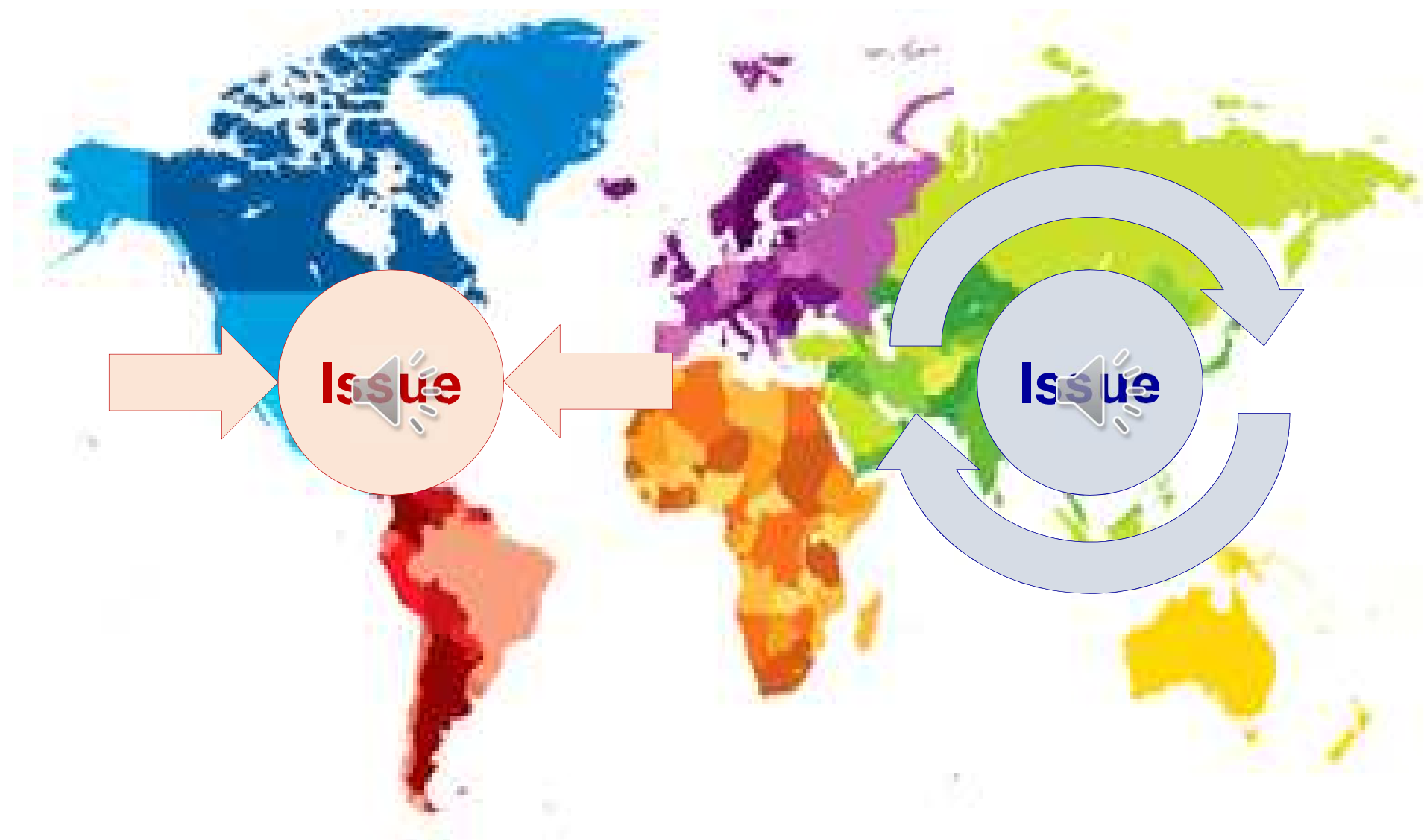
I don't believe you.

“Should we ask OCC?”

It might not be SOP, but you better do it this way...or else..



Conflict in Different Cultures





Does culture affect behaviour?

Provide the “language”

Prompt curiosity and conversation

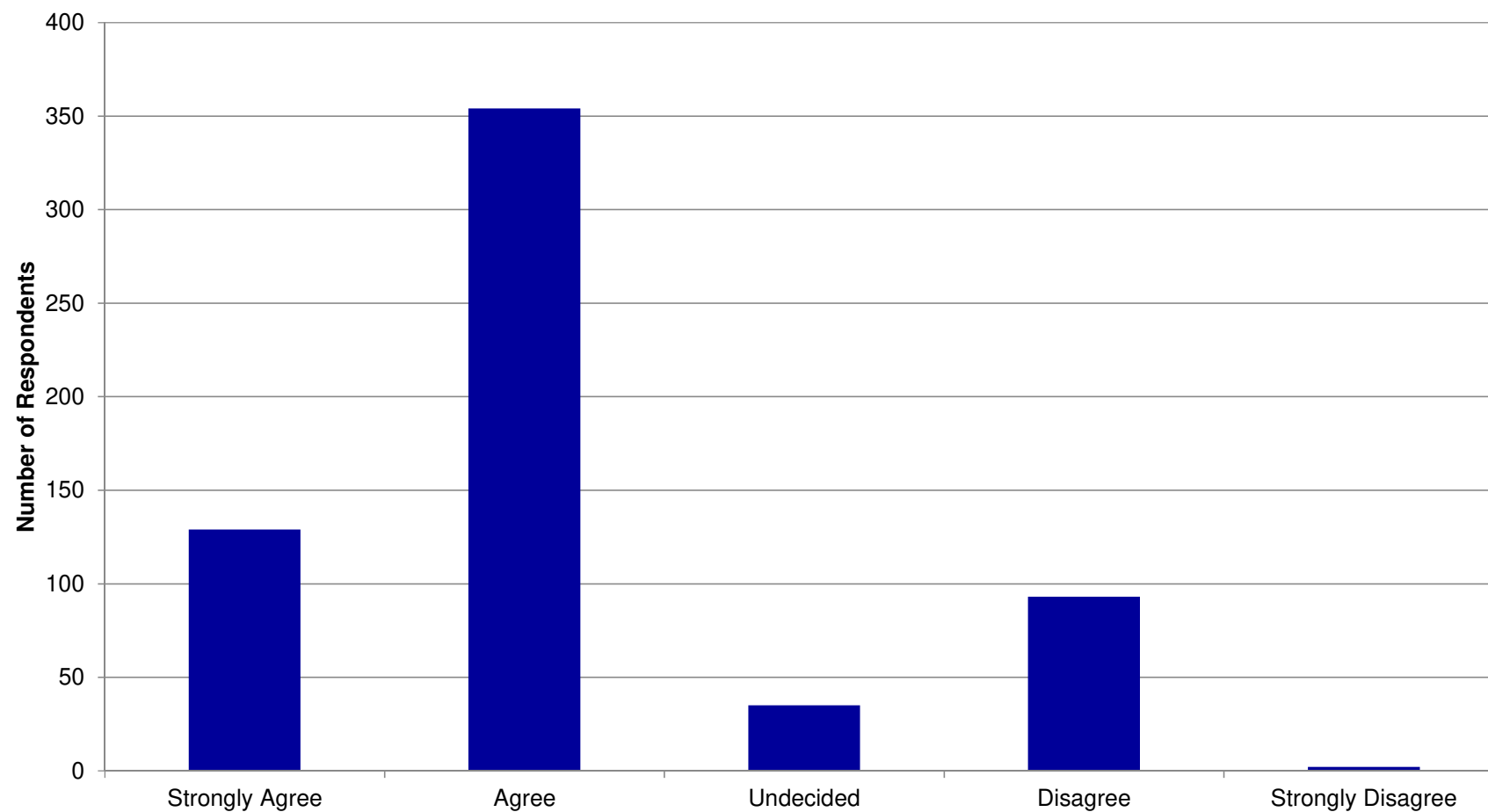
Promote and progress shared values

*England gets a penalty after two minutes
England får straff efter två minuter*



Pilot Culture

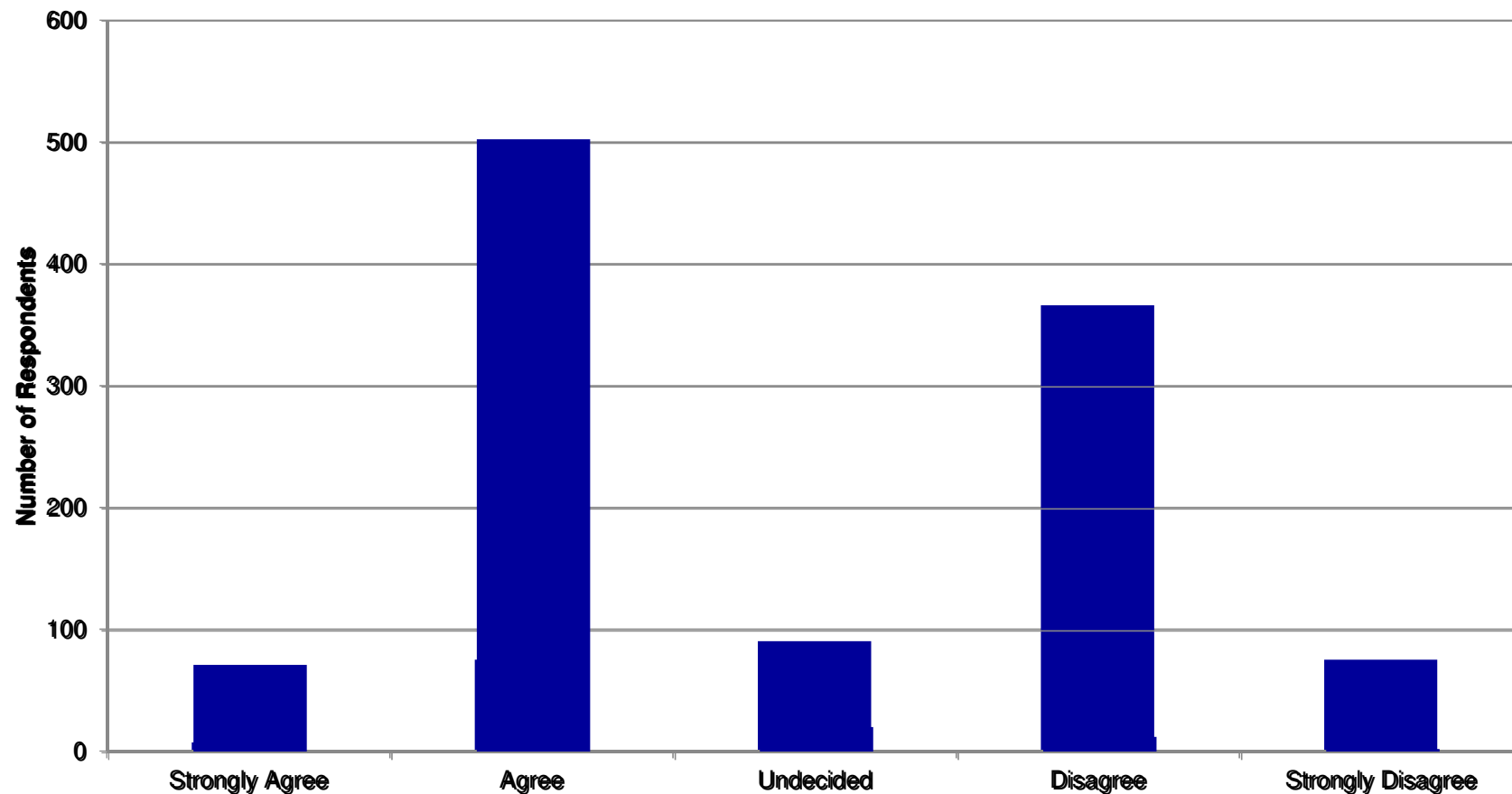
My professional culture as a pilot overrides my national culture when on the flight deck.





Pilot Culture

I feel respected and treated by fellow crew members.
Specifically, I feel treated by fellow crew members
account of my nationality/culture.



(Scott, 2013)

Professional Culture Pilots & Cabin Crew



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Age?

Gender?

Busiest
time?

Job focus?



(Chute, 1996)

Professional Culture Maintenance & Engineering



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Main trait - Individualism



Same across cultures – higher than for pilots!

Explained by task focus, nature of task, procedures and guidelines, similar training and licensing,



Pilot Culture

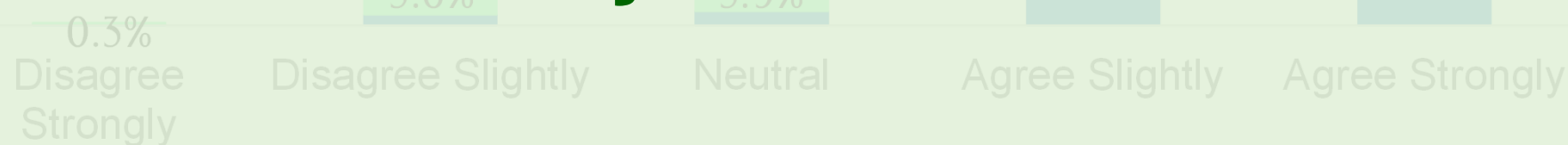
I have no problem flying with pilots of any nationality.

■ Captain ■ First Officer

Use awareness positively

Reinforce professional culture

More diversity is easier than a bit



Generational Culture



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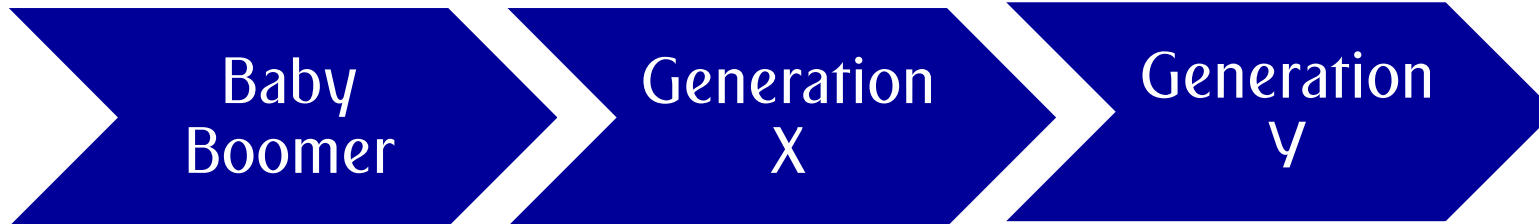


So dad, I haven't even asked you...

Generational Culture



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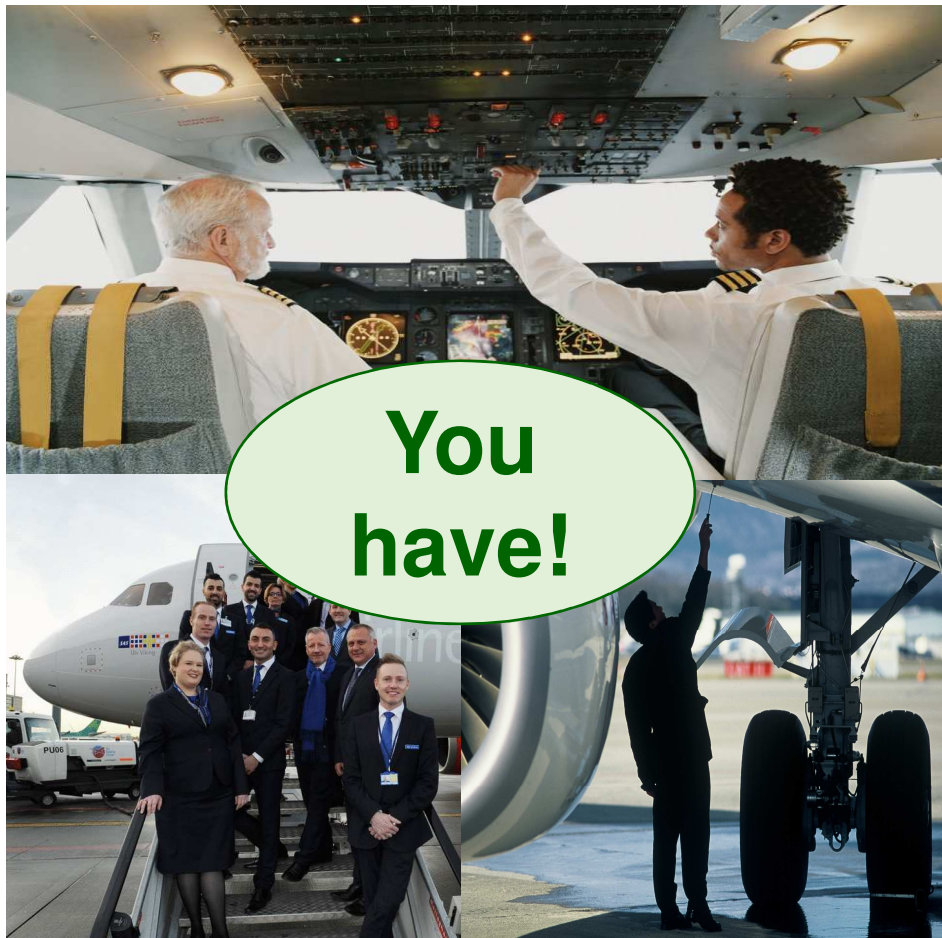
1945 1950 1955 1960 1965 1970 1975 1980 1985 1990 1995 2000

Generational Culture and Knowledge

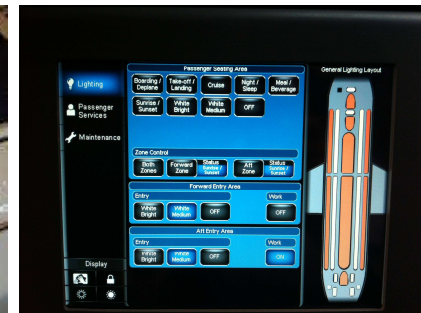
Knowledge as something ...



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You
have!



You can
find!





Safety Culture

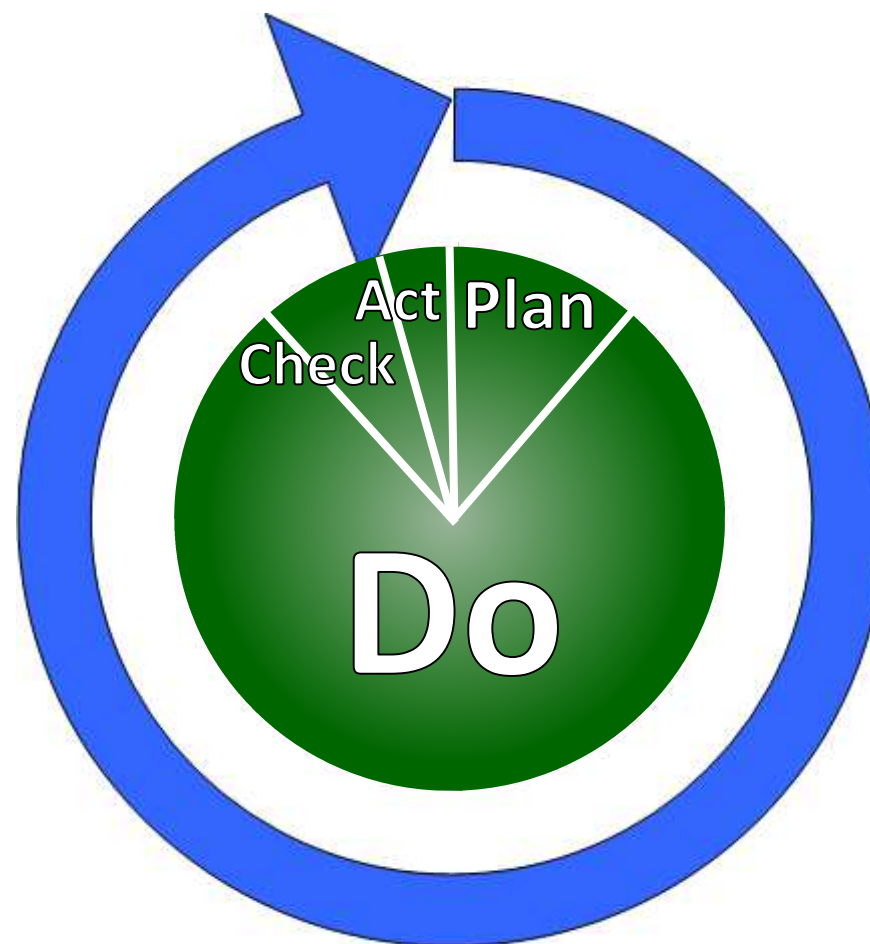
- Informed
- Reporting
- **Just**
- Flexible
- Learning



(Reason, 1997)



Safety Culture - Closing the Loop



Safety Culture –Relation to Employer



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Influencing Safety Culture via Human Factors Training



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- 
- A background image showing several hands of different skin tones reaching towards a central cluster of interlocking black gears. The scene is set against a light blue gradient background, symbolizing teamwork and the integration of human factors into organizational processes.
- Continued work on acceptance and understanding
 - Integration of HF in all aspects of training
 - Integration of HF in all aspects of work
 - HF training for cross-organisational knowledge
 - HF as vehicle for building organisational culture

Improves Safety and Efficiency

Which story are your staff telling themselves?



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It all looks very well...

Been there, done that...

The threats today are ...

What could go wrong today?

Should be fine in spite of...

I saw a report on this ...

Another day of this...

Need to keep an eye on that...

Understand and build!



Ways Forward

- People create safety!
- Culture affects their behaviour
- Safety culture → Safe actions
- More safe = More efficient!





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“The Big Picture”





What is going on?

BIG small
small
small

CAUTION
UNDER PRESSURE

“Relative risk”?
How reset?

CAUTION
COMFORT ZONE



Recognition and Risk





Reminding Ourselves



“We may be all in the same storm, but we are certainly not all in the same boat. While some of us may experience it in first class on a cruise liner, others may barely be hanging on to a life raft.”



Moving Forward



Empathy and Sense of Shared Challenge



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Tack!



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