EXPERTS

AT YOUR SIDE EVERY STEP OF THE WAY

The Consultancy team operates in over 20 countries on 4 continents. They undertake assignments related **to safety culture, human and organizational factors, change management, safety leadership, etc.**

The background and experience of the team is very varied, combining academic approaches with experience in the field. Through its ability to link different networks, ICSI is able to form ad hoc teams that bring together the complementary skills that are critical for the success of your projects.

ICSI: AN INSTITUTE THAT LIES AT THE INTERSECTION OF INDUSTRY, RESEARCH AND THE REGIONS

The Institute for an Industrial Safety Culture is a non-profit association. It was established in 2003

as the result of a joint initiative by industrialists, academics, researchers and local authorities. It aims to:

• improve safety in companies through a comprehensive approach to all aspects of industrial risk: technical, organizational and human;

• foster an honest, open debate between at-risk companies and civil society;

• promote the acculturation of all actors in society to risk and safety-related issues.

3 INTERVENTION PRINCIPLES

• **ICSI's consultants promote the participation of all stakeholders involved in the development of safety culture projects;**

• **Every intervention is carried out in close collaboration with at least one main interlocutor at the entity concerned. ICSI constantly seeks to ensure knowledge transfer and dialogue with all stakeholders;**

• **The knowledge and knowhow gained through all of our consultancy work is promoted in discussion groups, publications and round table exercises.**

To find out more, download the **Essentials of Safety Culture** from icsi-eu.org

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SAFETY CULTURE: THE WAY FORWARD

AN APPROACH FOR SUSTAINABLE CHANGE

ICSI
Institute for an
Industrial Safety Culture

A COMMITMENT
TO SUSTAINABLE CHANGE

When safety culture is anchored in the practices and values of the organization, you maximise the chances of **managing risks related to your activity.**

SAFETY CULTURE

Safety culture is the set of values, beliefs and behaviours shared by the actors in an organization to manage the highest risks related to their activity.

Changing a safety culture is more than just an accumulation of disparate actions that aim to find a quick (but unsustainable) fix for problems. Far from it, there needs to be a real desire for change, in the medium and long term. This spirit has led Icsi to develop a global approach to changing safety culture.

WHAT IS INVOLVED?

The overall approach consists of a 5-step method for moving successfully towards your future safety culture. From the diagnosis, to the anchoring of new values and practices in the organization, the approach unfolds over several years – the time needed to create and share a vision, co-construct the programme and create synergies to deploy the change.

WHO IS IT FOR?

All organizations that want to sustainably improve their safety culture. To be as effective as possible, ICSI recommends sharing a few basic ideas:

• the desire to move towards a so-called 'integrated' safety culture, i.e., one that involves all stakeholders and their representatives. This fosters high levels of safety performance in the long term;

• the inclusion of technical dimensions, the management system, and human and organizational factors;

• leadership from all levels of management;

• a participatory change process tailored to your context.

WHAT ARE THE ORIGINS OF THE GLOBAL APPROACH TO CHANGING SAFETY CULTURE?

It is a combination of:

• high-level scientific research based on theories of change and commitment;

• analysis of 50 000 questionnaires about perceptions of safety on the ground;

• discussions and interventions carried out with ISCI members.

A COMPREHENSIVE
APPROACH TO CHANGING SAFETY

A way to successfully bring about change and move towards your future safety culture.
To be, of course, adapted to your own context!

CURRENT LEVEL OF SAFETY CULTURE

FUTURE LEVEL OF SAFETY CULTURE

DIAGNOSIS

Diagnose your safety culture

Share the need for change

You establish the current level of safety culture in your organization via a diagnosis that includes the beliefs and perceptions of actors. This diagnosis and the need for change are shared by all actors.

VISION

Create your vision of safety culture

Create a coalition

Establish your strategy for change

You create your vision of the desired level of safety culture, in line with your context and business model. You define a strategy for change and form a group of allies to lead the change.

PROGRAMME

Co-construct your safety culture programme

Create the conditions for your success

You co-construct your safety culture programme and create the conditions for success. You anticipate the requirements and resources needed for its deployment. "Building together" means that all of the actors involved can take ownership.

THE WAY FORWARD

Involve actors in the implementation of the programme

Manage resistance and acknowledge success

All of the actors concerned are involved in the deployment of the programme and you manage any resistance. You acknowledge success, especially with respect to the management of your highest risks, to maintain the momentum around the process.

ANCHORING

Sustain your new practices and anchor safety culture values

You ingrain the new practices that contribute to the management of the highest risks in your activities by integrating them into your operating procedures. Now you have transformed the values stated in your vision into values that are rooted in the practices of your business.

This representation shows the different stages of the approach. It may be necessary to go back and forth between them.