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Innovation & Performance Excellence
Quality & Safety Culture Excellence

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Introduction

• Dr Joanne Taylor (PhD)
  – Teaching, R&D, Consulting.

• Taylor Shannon International (TSI)
  – Government programs
  – Advanced training
  – Awarding and certification
  – Culture Excellence Program
Culture

A pattern of shared basic assumptions that the group learned... taught to new members as the correct way to perceive, think, and feel.

Brocke & Sinnl

The collective programming of the mind which distinguishes one group of people from another

Hofstede

Schein

A broad and blurry concept?
Quality Culture

Prevailing attitudes and behaviors related to quality that are taught, directly and indirectly, to new employees
When Culture Fails...

• What are the consequences?
  – Unhappy workforce
  – Inefficiencies and inconsistency
  – Customer complaints
  – Loss of reputation
  – Lack of growth / revenue
  – Incidents and crises
Schein’s Culture Levels

Artifacts
Espoused values
Underlying values
Spoken Values

• Set by many companies to assert culture
• Example:
  – Respect
  – Communication
  – Integrity
  – Excellence
• Does this reflect a company with a good culture?
Underlying Values

• Famous energy company
  – Very successful & profitable

• Systematic and institutional fraud

• Culture of deceit from top down
  – Discovery lead to bankruptcy
  – Thousands of jobs lost
Culture Excellence Model

Control
Co-ordination
Consistency
Systems
Empowerment
Reinforcement
Teamwork
Training

Process

Proactivity
Awareness
Foresight
Change
Learning

People

Purpose
Vision
Values
Strategy
Objectives
Measuring Culture

- Online Survey
- Safety and Quality Culture
- Tested and Piloted
- Launched 2014
Category reporting:

Score by Category:

- Process: 72
- Awareness: 58
- Teamwork: 69
- Vision: 79

Overall score by Dimension:

- Process: 72
- Awareness: 58
- Teamwork: 69
- Vision: 79

Previous score for comparison:

- Process: 72
- Awareness: 58
- Teamwork: 69
- Vision: 79

Change since last assessment:

- Process: 72
- Awareness: 58
- Teamwork: 69
- Vision: 79

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Data Comparisons

Graphical Site comparisons

Ranking of company and employee priorities
Patterns and Trends

Highest Dimensions

- Values: 4
- Systems: 4
- Empowerment: 4
- Teamwork: 4
- Foresight: 2
- Objectives: 2
- Vision: 1
- Vision: 1
Patterns and Trends

- Reinforcement
- Training
- Change
- Consistency
- Foresight
- Systems

Lowest Dimensions

- Reinforcement: 6
- Training: 5
- Change: 2
- Consistency: 2
- Foresight: 2
- Systems: 1
To find out more, please visit:
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Key References


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