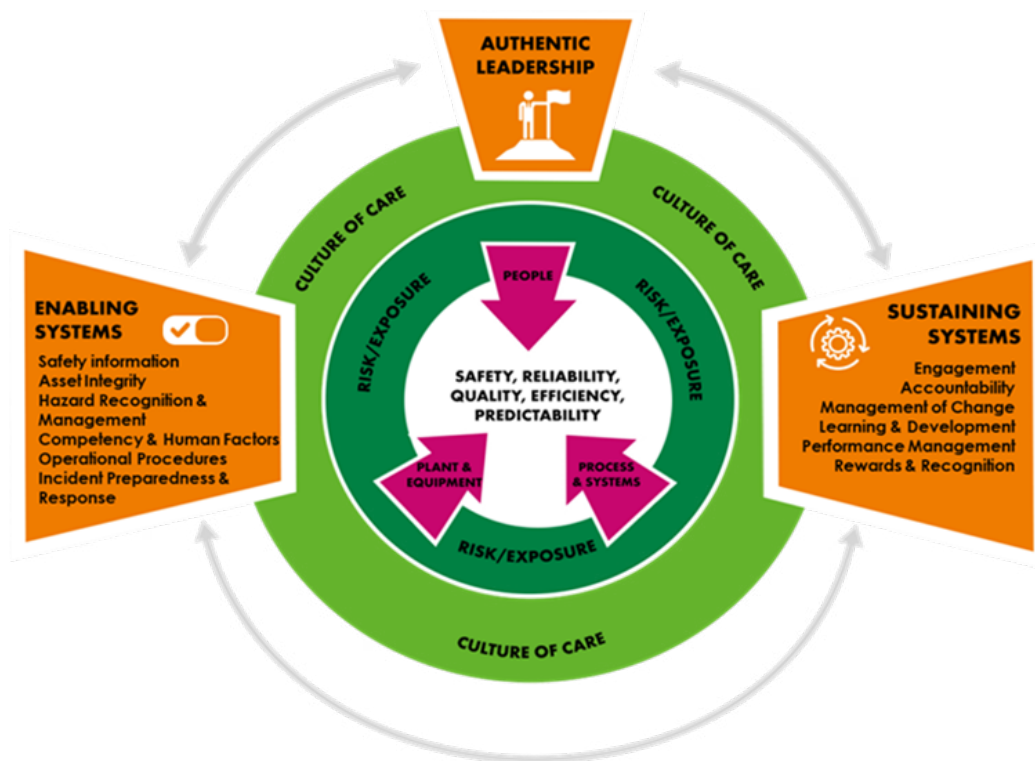


**Where are you  
on the DEKRA  
Culture of Care  
Maturity  
Ladder®?**

At DEKRA, we have a framework for understanding safety, or more to the point, understanding the interdependent elements that need to be aligned, to achieve and maintain sustainable performance.

We call this **the DEKRA Safety Ecosystem®**.

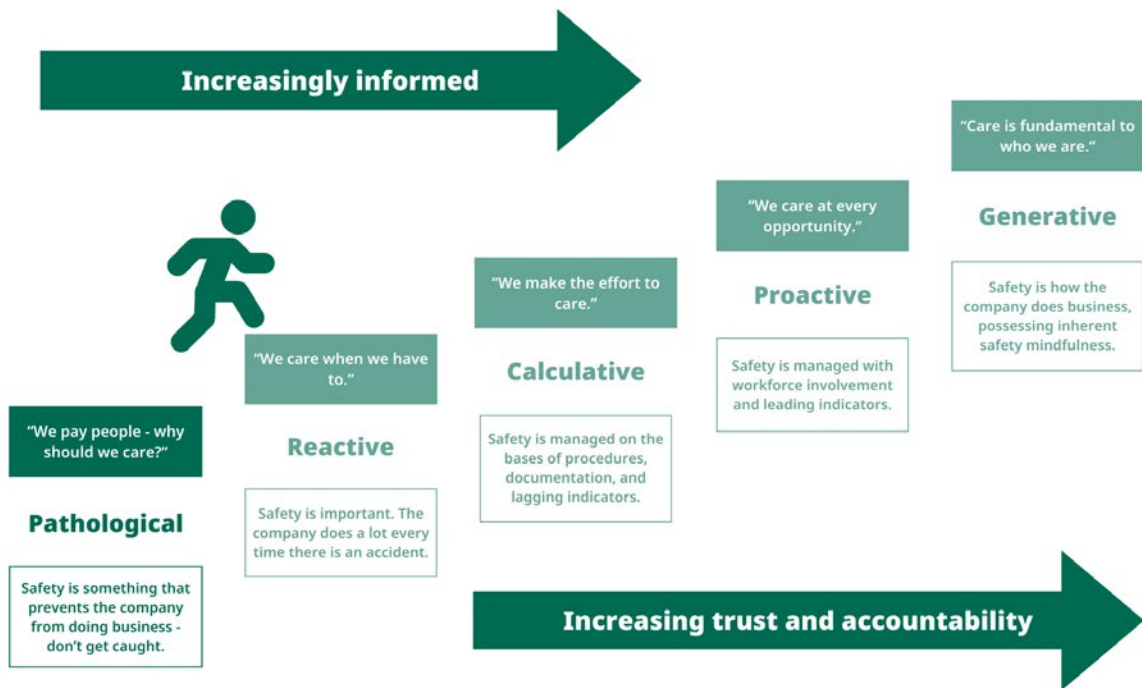


Organisations have many things in place to control exposure and manage risk, such as safety information, operating procedures, plus programmes that ensure asset integrity and manage hazard recognition and incident response. We call these Enabling Systems. However, when it comes to how these systems are understood, applied and sustained over time, there are often gaps and inconsistencies which block progress. Therefore, it is important to consider how goals and expectations are communicated, how colleagues are engaged, how success is measured and rewarded and how clear the accountability for safety is. We call these Sustaining Systems.

In a perfect world, safety would be easy and all these systems would be aligned. But the workplace is not quite so simple – with competing demands for time and mixed messages about what is truly valued. And this starts at the top. The things that leaders do and say, what they allow and reward. What do they really care about? Because we know, that what leaders care about, creates the organisational culture.

The statements you have just responded to are a subset of the typical dimensions we look at, to paint a picture of “what is going on?” and “what is cared about?” in an organisational culture, which we know has a direct impact on safety outcomes.

We pride ourselves on our extensive research and development, with a particular focus on culture and leadership. Underlying each of our diagnostic tools, is a body of evidence to show that the most important influences on safety happen at the work group level. In effect, leaders create the culture and work group leaders in turn, create the climate in their team – and there can be considerable variability in climates across groups. This is why we will always explore several interconnected dimensions, from communication, collaboration, control of work and decision making, to engagement, trust and care.



# You are here: Pathological

**Your self-assessment score places your organisation on the "Pathological" step of the maturity ladder.**

**A prevailing mindset in a Pathological organisation can be, "Safety is something that prevents the organisation from doing business.... Don't get caught".**

Management here typically believes accidents are caused by stupidity and inattention. They also think that accidents and incidents are inevitable and 'part of the job'. Positive messaging through posters and 'safety first' campaigns may exist, but the majority of messaging will reflect the organisation's primary aims, often with 'and do it safely' added as an after-thought. Bad news gets ignored, things happen in the organisation that people know are going on but they don't speak about it anymore, as it's just become a part of their day to day working lives.

## Typical characteristics and behaviours you will witness here are:

- Lack of real care or concern for colleagues wellbeing.
- Ignoring safety regulations and procedures.
- Blaming workers for accidents without investigating root causes.
- Management prioritising production and profits over safety.
- No reporting of near misses or safety incidents due to fear of punishment.
- Minimal safety training and awareness.

## Do you recognise any of these characteristics in your organisation?

Questions for you to consider and explore further:

- Why is it easier to blame individuals for delivering bad news than looking in the mirror'?
- What would the benefits of people bringing bad news to leaders be?
- Would I want one of my loved ones working in this business at present?

All assessment results are indicative and examples of organisational culture based on our in depth work with many companies globally regarding culture and safety.



# Good news! We can help.

We offer a range of scientific, bespoke and practical solutions that are carefully chosen to help your organisation move up the maturity ladder. Leverage DEKRA's dataset of nearly 750,000 employee surveys across 4,000 client sites in over 67 industries to benchmark your company against your competitors. Are you ready to take the next step after the pulse check?



## Organisational Assessment

Safety is a universal value, no matter the industry. Complex regulatory frameworks attempt to ensure safe practices, and many organisations are motivated to make changes from within to protect employees, assets and the environment.



## Leadership 360

Effective leadership assessment and a strong safety culture are pivotal for sustained business success. Unfortunately, many companies struggle to tap into the full potential of their leadership teams to address these challenges.



## Behavioural Safety

When it comes to promoting safe practices, motivating employees at all levels is about meaningful involvement and engagement. After all, employee cooperation is critical to achieving a safe workplace.



## Leadership Coaching

An organisational culture that prioritises safety is nearly unattainable without the support and dedication of strong leaders. The complexities of leadership, however, should not be underestimated, nor should the intricacies of ensuring safety throughout an organisation.

# DEKRA Organisational & Process Safety Contact

DEKRA Organisational and Process Safety are a behavioral change and process safety consultancy company. Working in collaboration with our clients, our approach is to assess the process safety and influence the safety culture with the aim of making a difference.

In terms of behavioral change, we deliver the skills, methods, and motivation to change leadership attitudes, behaviors, and decision-making among employees. Supporting our clients in creating a culture of care and measurable sustainable improvement of safety outcomes is our goal.

The breadth and depth of expertise in process safety makes us globally recognised specialists and trusted advisors. We help our clients understand and evaluate their risks, and we work together to develop pragmatic solutions. Our value-adding and practical approach integrate specialist process safety management, engineering, and testing. We seek to educate and grow client competence in order to provide sustainable performance improvement. Partnering with our clients, we combine technical expertise with a passion for life preservation, harm reduction and asset protection. We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 48,000 employees in 60 countries and five continents. As a part of the world's leading expert organisation DEKRA, we are the global partner for a safe world.

We have offices throughout North America, Europe, and Asia.

Would you like more information?

Contact

For more information visit  
[www.dekra-uk.co.uk](http://www.dekra-uk.co.uk)

