Intangibility of safety culture is a challenge

- But the challenge is an opportunity for continuous improvement
- We need to make safety culture part of our organizational identities
- It is a leadership task to translate the intangible into tangible expectations and actions
- A strong regulatory infrastructure is the first step to developing safety culture in non-nuclear countries
- We need to align our safety culture approach with leading-edge research in the area
- We need to avoid making safety culture into hyper-culture; the same is true for resilience and systemic, detached from what is really going on

Safety culture and systemic perspective

- **Cannot be regulated or enforced**

- **Our frameworks and models need to evolve**

- **A systemic perspective can enhance culture for safety**

- **We need to learn about practical systemic tools**

- **We need to learn how to collaborate to promote safety culture while maintaining regulatory independence**

Communication is vital to improvement

- **Essential to expanding our knowledge, learning from others, and building shared understanding**

- **Challenged by our hierarchical and formal organizational cultures**

- **We need to bridge the communication gap between theoreticians and practitioners as well as disciplines**

- **Telling real-life stories can help bridge the gap between specialities, generations, and cultures**

- **Shared space is the cornerstone of culture for safety**

Organizational learning is a complex process

- **Most effective when it uses stories of real people**
- **Need to imbed learnings in our systems and processes**
- **Is also about anticipating, orienting and reorienting, and acting in preventive ways**
- **Need to learn when to exercise flexibility and when to proceduralize**

Systemic perspective expands awareness

- **Focuses attention on interaction patterns that can support or undermine implementation of Defence in Depth**

- **Can learn from other High Reliability Organizations on how to work systemically**

- **Can help us build a culture for safety**

- **Trust must permeate interactions between people**

Thank you!