Motivation, Shared space and Shared Understanding
Safety culture

- Safety culture involves three aspects:
  - Management for safety – formal framework
  - Shared understanding – comprehension
  - Actions and practices – actual behaviours

- Shared understanding and safety conscious actions and practices drive safety performance moment-to-moment
Safety performance

• Depends on the ability and willingness of individuals to continually think, engage, and demonstrate safe behaviours

• Shaped by:
  • Personal motivation
  • Shared space
Personal motivation

- Defined as *the desire or willingness to do something*
- Complex topic with many explanations - physiological, behavioural, cognitive, social
- Crucial element in setting and attaining goals
- Profoundly influenced by the quality of interactions between people – *shared space*
Social Space = Perceptions / Projections

my perceptions
How perceptions shape outcomes

- Interior Space (Me)
- Shared Space (We)
- Exterior Space (You)

My willingness to participate actively depends on my perception of whether I will be recognized, respected, and included. True commitment and conviction exist in interior space.

Effective leadership intuitively mediates power dynamics to foster shared space.

Shared space invites healthy interactions and exchange of ideas, thoughts, and feelings (we – not me or you). This is the space of identification with others.

Shared space produces common understanding (safety consciousness) and the right activities, behaviours, and results in exterior space.
Shared Space = Respect / Receptivity

my perceptions
• Recognize that every view, including our own, is limited, incomplete and biased by pre-understanding (information, assumptions and projections)
• Own the feelings and emotions that arise as a result of biased pre-understanding
• Extend respect, recognition and inclusion as a matter of principle – demonstrate a willingness to trust
• Share information, including true thoughts and feelings about the situation – do not personalize towards self or other
• Seek to bring solutions – not define problems, protect self or allocate blame
Power Dynamics

Dominance

Balance of Power
What makes the difference….

Debate

Discussion

Dialogue
Collaboration

Shared Space
Ultimate goal of shared space

To tap into the **wealth of knowledge**, experience and insight in the organization, and to build shared understanding that supports safe behaviours and good performance.
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Summary

- The formation of shared understanding is a significant component of safety culture enhancement.
- The quality of interaction influences the extent to which individuals are prepared to contribute, learn and focus on shared goals.
- Power dynamics can undermine motivation.
- Shared space that recognizes, respects, includes and informs, supports organizational learning.