



IAEA

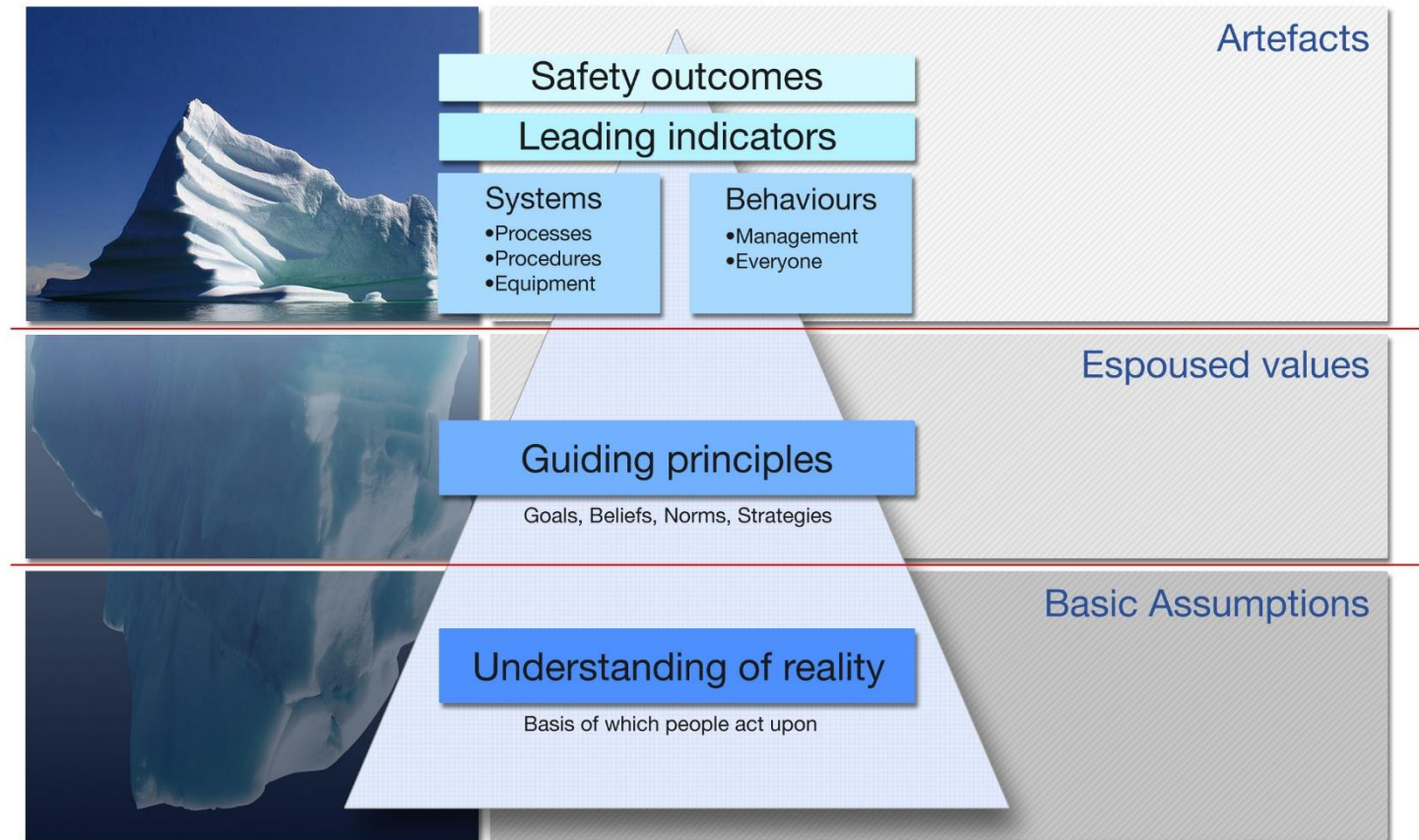
60 Years

Atoms for Peace and Development

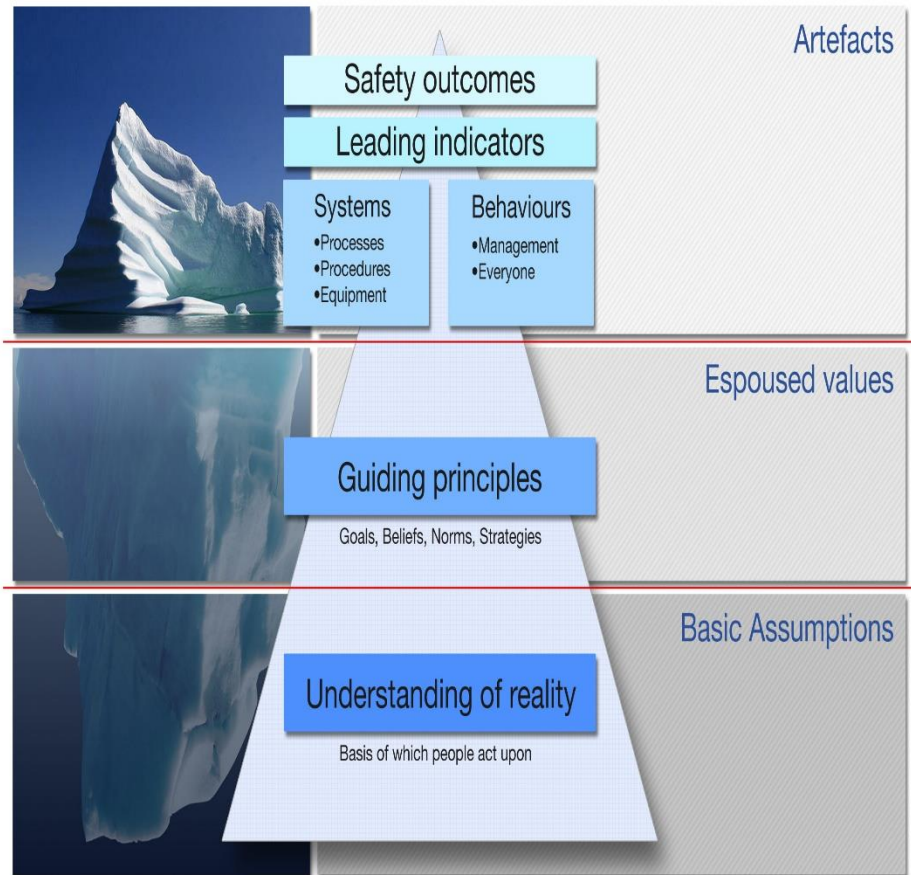
Descriptive Analysis



Back to 'culture'



Back to 'culture' (cont'd)



How do we move from observations above the surface

to images of what the culture is like, under the surface?

Descriptive and Normative

Descriptive

‘is’

Based on data and
a theory of culture

Normative

‘should’

Based on data, a
theory of culture
and a norm

Analysis of Safety Culture

Analysis is performed in four steps:

1. Analysis of the different data sources - **facts**
2. Drawing conclusions from the different sources, according to their own logic – **themes**
3. Comparing to the IAEA framework for safety culture – **overarching themes**
4. Identifying **strengths** and **areas for improvement**

Descriptive Analysis

- Each technique for gathering data has its own analytical logic; we do not analyse interviews with the same tools as surveys
- Therefore, different data sets cannot be compared with each other on a data level

Descriptive Analysis

- Each technique for gathering data has its own analytical logic;
- Therefore, different data sets cannot be compared with each other on a data level

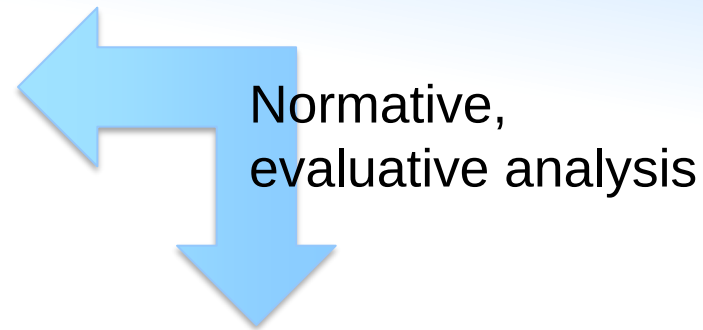
In the interview:

Well, the way my manager acts, it's like, sometimes, she's attentive and really wants to listen to my views and, you know, people's suggestions. But when she's stressed out, well it's like she loses her ears, she's like an oil tanker without control, just moves forward in a straight line.

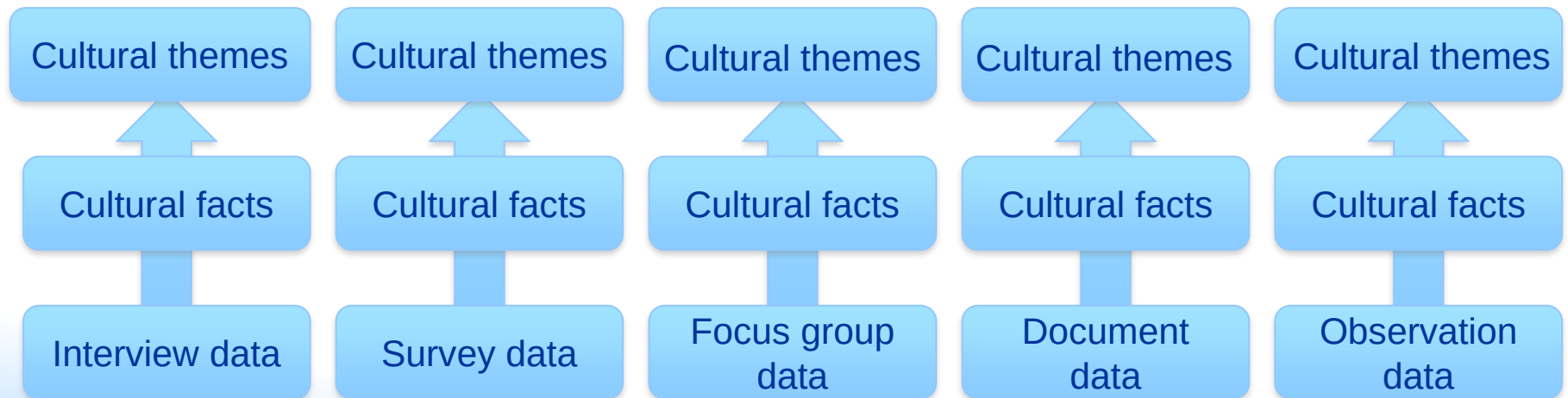
In the survey:

3

Descriptive and Normative Analysis

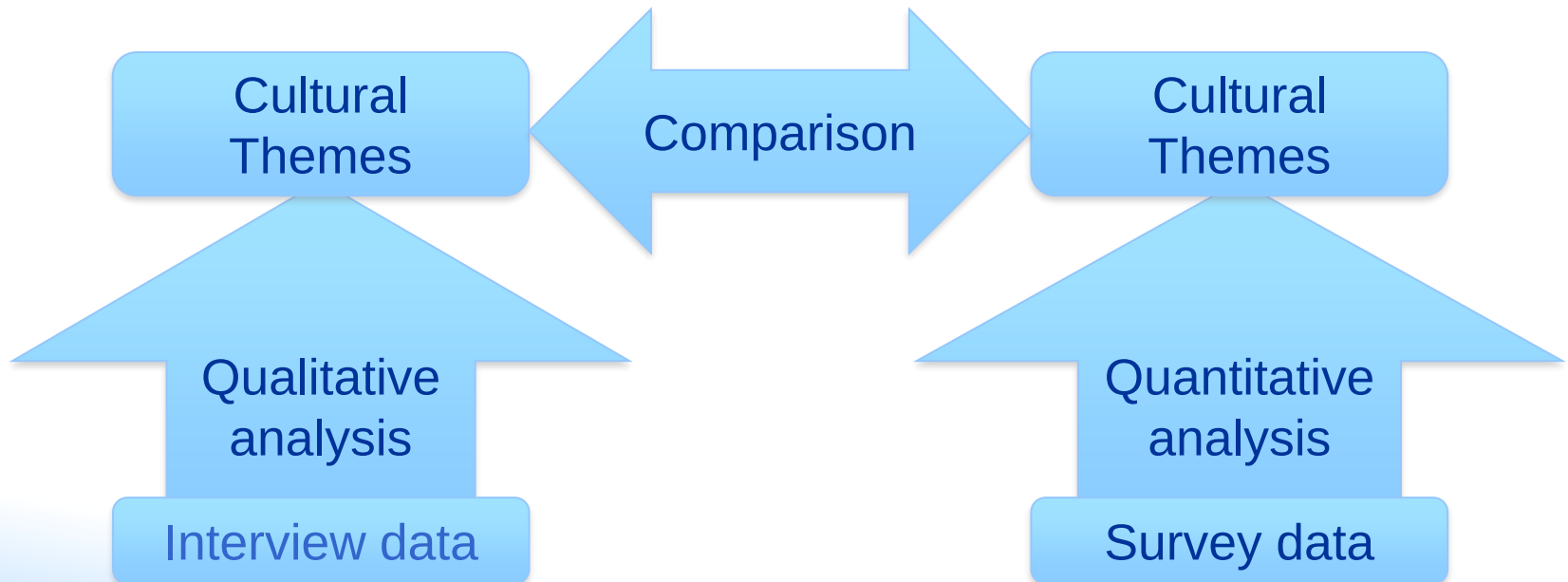


Overarching themes; Images of culture

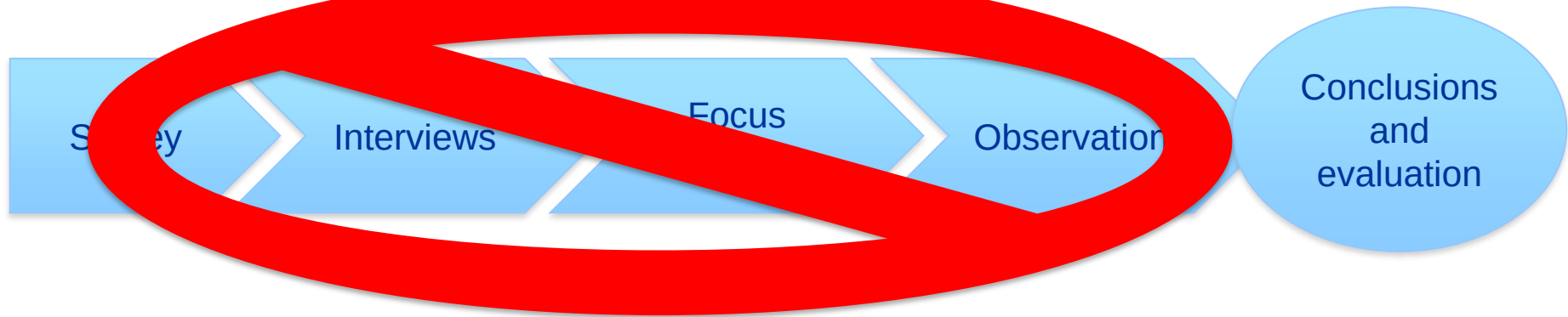


Descriptive Analysis

- Each technique for gathering data has its own analytical logic
- Different data sets cannot be compared with each other on a data level
- Before comparing, we must move from data to conclusions:

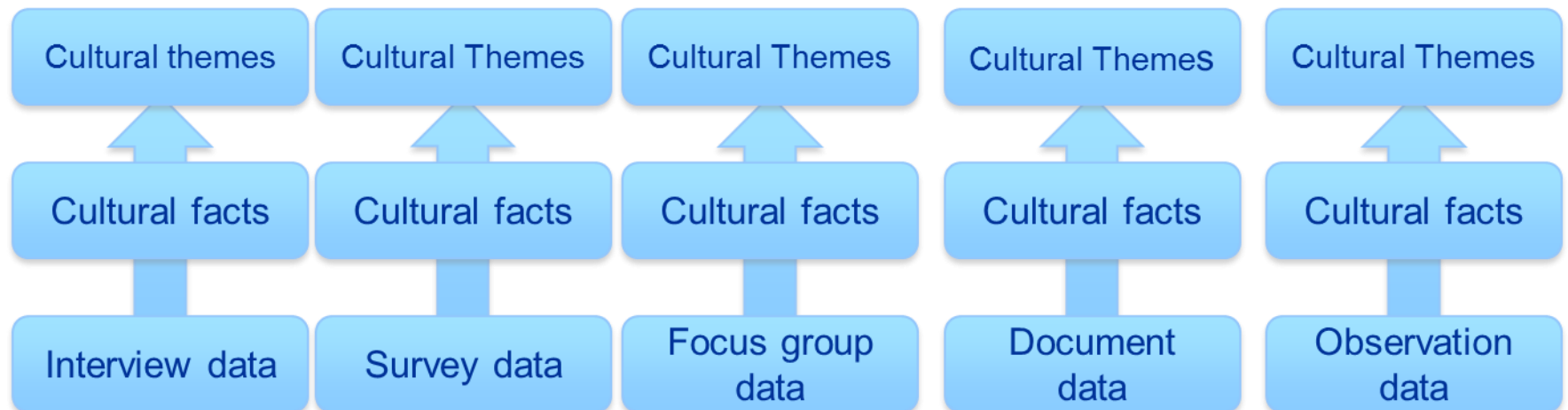


Descriptive Analysis



Descriptive Analysis

Descriptive analysis: Images of culture



Doing Descriptive Analysis

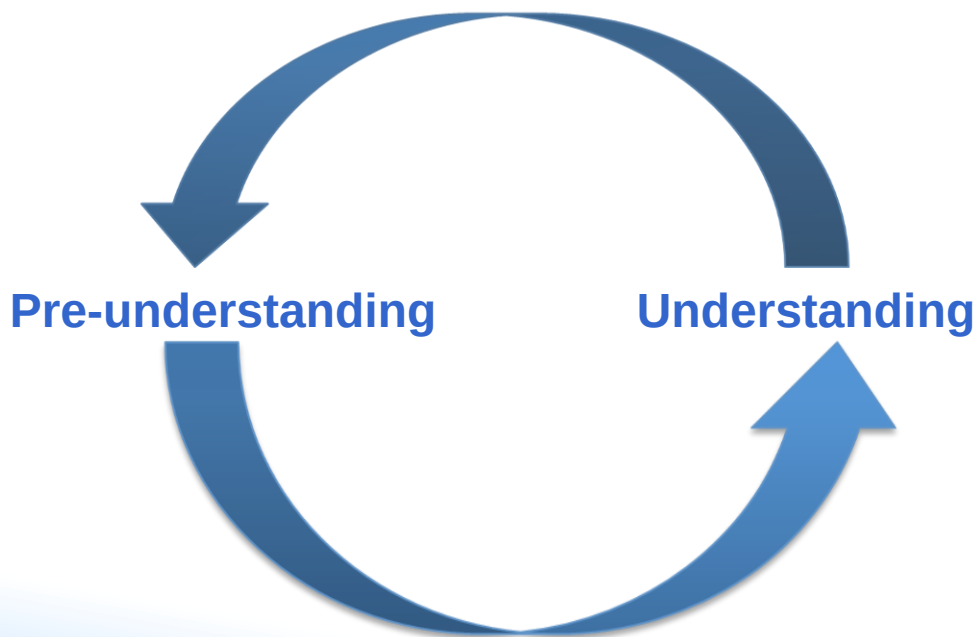
- **Create themes:** statements on different topics (e.g. leadership, safety...) are gathered
- How?
 - *read and re-read your data*, i.e. collect the data from e.g. interviews and read them several times until the content is familiar
 - *keep track of themes, hunches, interpretations, ideas* as they emerge and have a clearly established relation to data
 - *identify emerging themes* by searching for topics, vocabularies, recurring stories, feelings...
 - *identify sub-themes* that support, provide nuances, contradict...
 - *include ambiguities, contradictions and/or paradoxes* – these should not be omitted or downplayed

Doing Descriptive Analysis

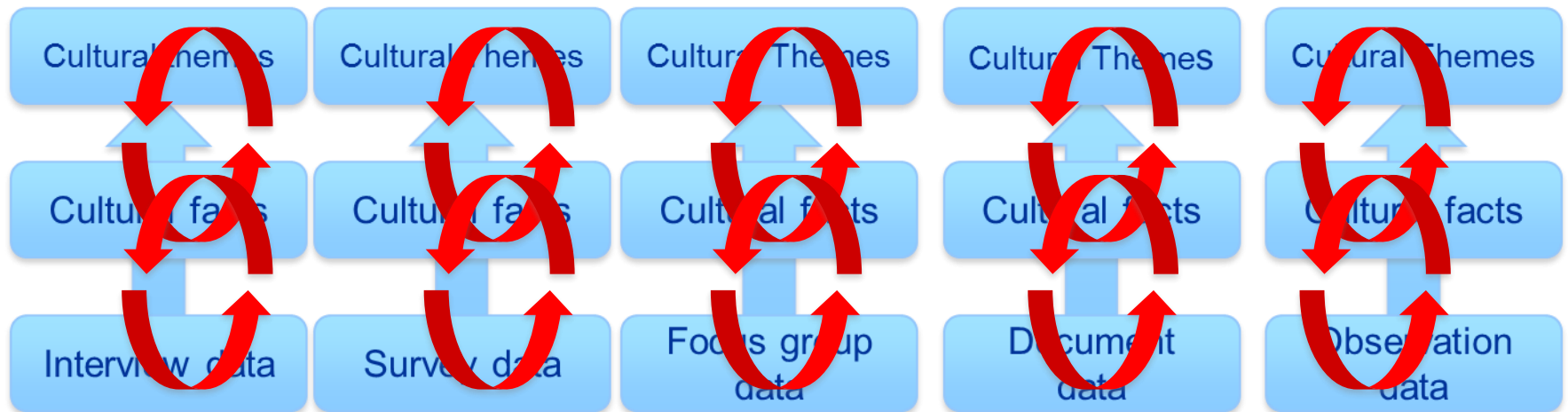
- Taking an 'inside' view does not mean that the analysis is limited to organizing and sorting statements or observations
- The actor's point of view is the input to analysis, not the output of it
- Thus, statements from respondents or focus groups about the state of things in the organization are analysed as the **meanings** given to these phenomena, not as truths about them

Iterative and Exploratory

The interpretation work is often rather unstructured and explorative and consists of reading, taking notes, marking up sections of phrases of significance, re-reading notes and material, arranging and re-arranging

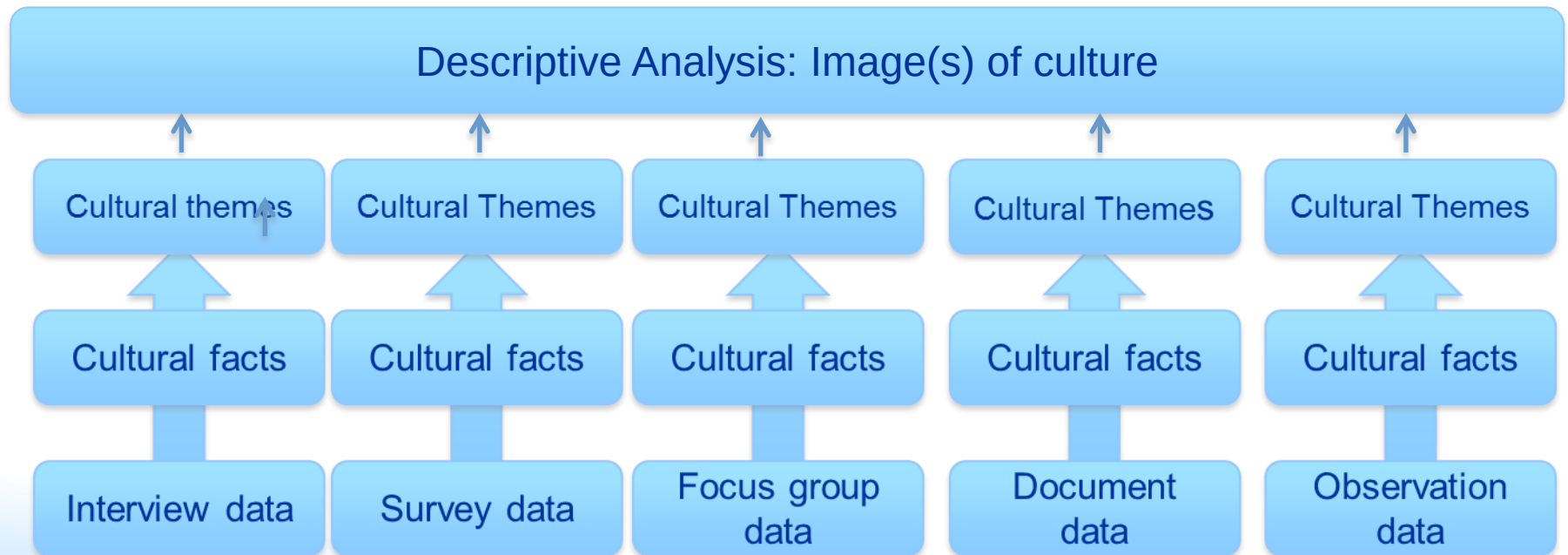


An Iterative Process

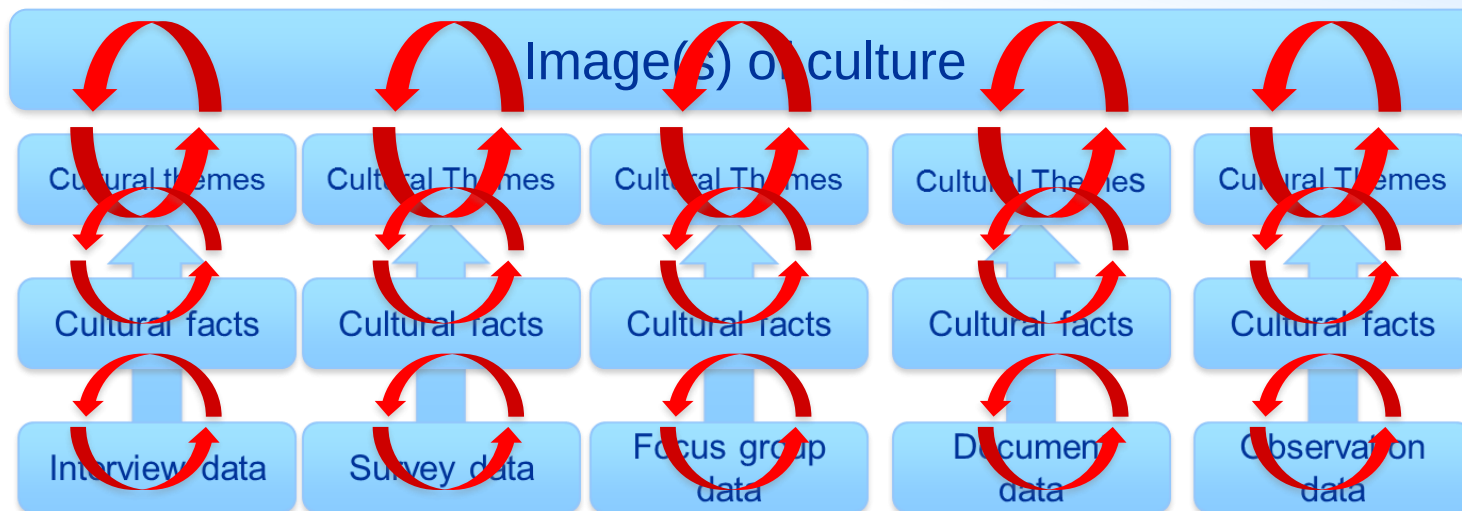


Normative Analysis

The comparative analysis works from the conclusions of the various methods
The comparative analysis produces an/several image(s) of the organizational culture



Logic of Descriptive Analysis



- The non-linearity of the process means that there will be a constant flow between data, conclusions and evaluation
- Core processes are:
 - reading and re-reading
 - thinking and re-thinking...

Summary

- Descriptive analysis is intended to create an image of the culture...what it looks like
- More interested in the **meaning** given to stories by the organization, than the content of stories themselves
- Cannot compare data across methods – need to formulate conclusions and then compare
- Analysis is an iterative process of reading, thinking, grouping
- Team members should all be involved in this process



IAEA

60 Years

Atoms for Peace and Development

Thank you!

