

27th National Aerospace FOD Prevention Conference



Creating a
Culture Where
FOD Prevention
is Irresistible



Why Should a Leader Care About Culture?

As a leader, when it comes to strategy execution you only need to understand one thing:

When strategy meets culture — culture always wins.

Noise Reduction



Things you don't see

- A reactionary culture
 - Writing more rules and procedures
 - Retraining
 - Threats
 - Trinkets and Incentives
 - Overuse of posters, signs, and gimmicky slogans
- Leadership that winks and nods about noise prevention
- Unresolved values conflicts
- Tolerance (by anyone) to variation in norms

Creating the “desired culture” requires understanding the interactions

- Working Interface
- Enabling Systems
- Sustaining Systems
- Climate
- Organizational Factors
- Leadership Practices
- Leadership Style

Blueprint for Excellence

Leadership

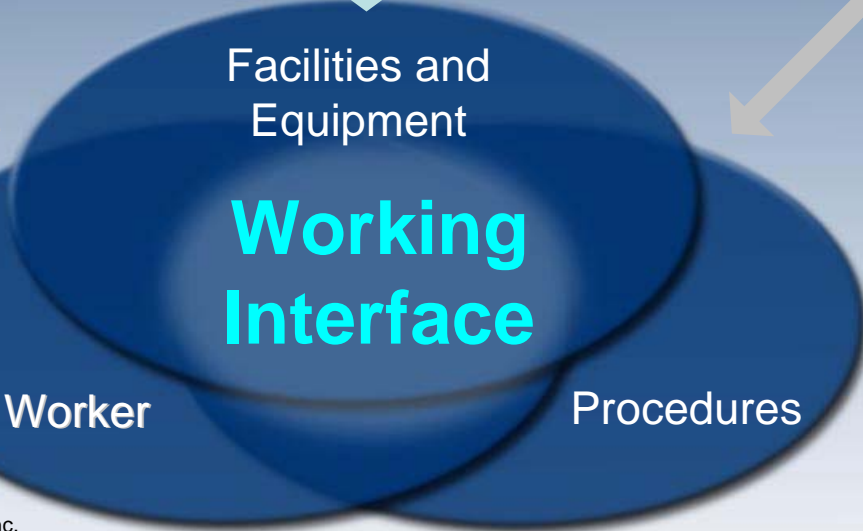
Organizational Factors

Organizational Sustaining Systems

Enabling Elements

- Hazard recognition & mitigation
- Skills, knowledge & training
- Policies & standards
- FOD reduction mechanisms

- Selection & development
- Structure
- Performance management
- Rewards and Recognition



Working Interface

- Measurement –
frequency of desired state
- Discovery
 - Alignment?
 - Compatibility?
 - Motivation?
 - Immediate and root-cause
reasons for variations

Enabling Systems

- Hazard recognition and mitigation
- Skills, knowledge, and training
- Policies and standards
- FOD reduction mechanisms
 - *Seldom do we find organizations lacking in enabling systems*
 - *Adding additional enabling systems is rarely a successful strategy*

Sustaining Systems

Selection and Development

- How is FOD prevention factored into who gets promoted?
- Is education and development ongoing?

Organizational Structure

- Set up to support Transactional systems?
- Opportunities for forming relationships?
- Ability to leverage the *Hierarchy of Control* methodology?
- Is a “special department” assigned the task of fixing FOD?

Sustaining Systems

Performance Management

- Compensation aligned with values?
- Behavior-specific requirements?

Rewards and Recognition

- How are heroes created?

Culture and Climate

Culture

Common values that drive organizational performance

Applies to many areas of functioning

“How we really do things”

Unstated

Background

Changes slowly

Climate

Perceptions of what is expected, rewarded and supported

Applies to a specific area of functioning

“What we are paying attention to”

Stated

Foreground

Changes rapidly

Organizational Factors

Procedural Justice – Perceived fairness of supervisor's decision-making process.

Leader Member Exchange – Relationship between employee and supervisor; “goes to bat” for me; has my best interests at heart.

Management Credibility – What management says is consistent with things management does.

Perceived Organizational Support – Employees receive support needed to accomplish organizational objectives; organization errs on employees' side.

Team Factors

Workgroup Relations — How well I get along with co-workers.

Degree to which co-workers:

- treat each other with respect
- listen to each other's ideas,
- help one another out, and
- follow through on commitments

Teamwork — Extent to which I perceive that working with my team members is an effective way to get things done.

- Planning
- Communication
- Performance within the work group

Can the team rally around an objective or task and get it done?

So how do you create
or enhance a culture where
FOD Prevention
is irresistible?

Answer

“Our data clearly indicate that leadership and proactive participation of the senior team are critical to creating the desired climate and culture.”

Senior Leadership Needs To:

- Develop knowledge and understanding about organizational culture and culture change
- Develop a behavioral description of the desired future state and the “compelling case” for FOD prevention

Senior Leadership Needs To:

- Develop a plan for communication to cascade. Take an active role in driving the message.
- Identify and implement a governance structure for the initiative.

Senior Leadership Needs To:

- Gain an understanding of the “current state” and identify the gaps between the desired state and the current state.
- Oversee the development and deployment of the implementation plan.

Senior Leadership Needs To:

- Identify the metrics the Senior Team will monitor to evaluate the implementation
- Conduct timely project reviews and adjust the plan as necessary
- Provide rewards, recognition, and consequences as appropriate

Cultural change starts one behavior at a time

- What behavioral changes are you going to make to become a more effective FOD Prevention leader?
- What specific actions are you going to take to improve your organization?

27th National Aerospace FOD Prevention Conference



Creating a Culture Where FOD Prevention is Irresistible

