

Risk Taking and Rule Breaking

The effects of national and group psyche



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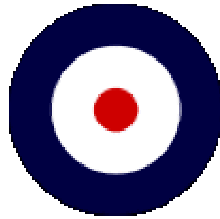
Objectives

The objectives of this presentation are to:

- examine the effect of national psyche or attitude on individual's behaviour at work.
- stimulate consideration of how 'normal' national behaviour can be blocked or influenced at work.

CAUTION

- The presentation contains some generalisation



Risk-taking

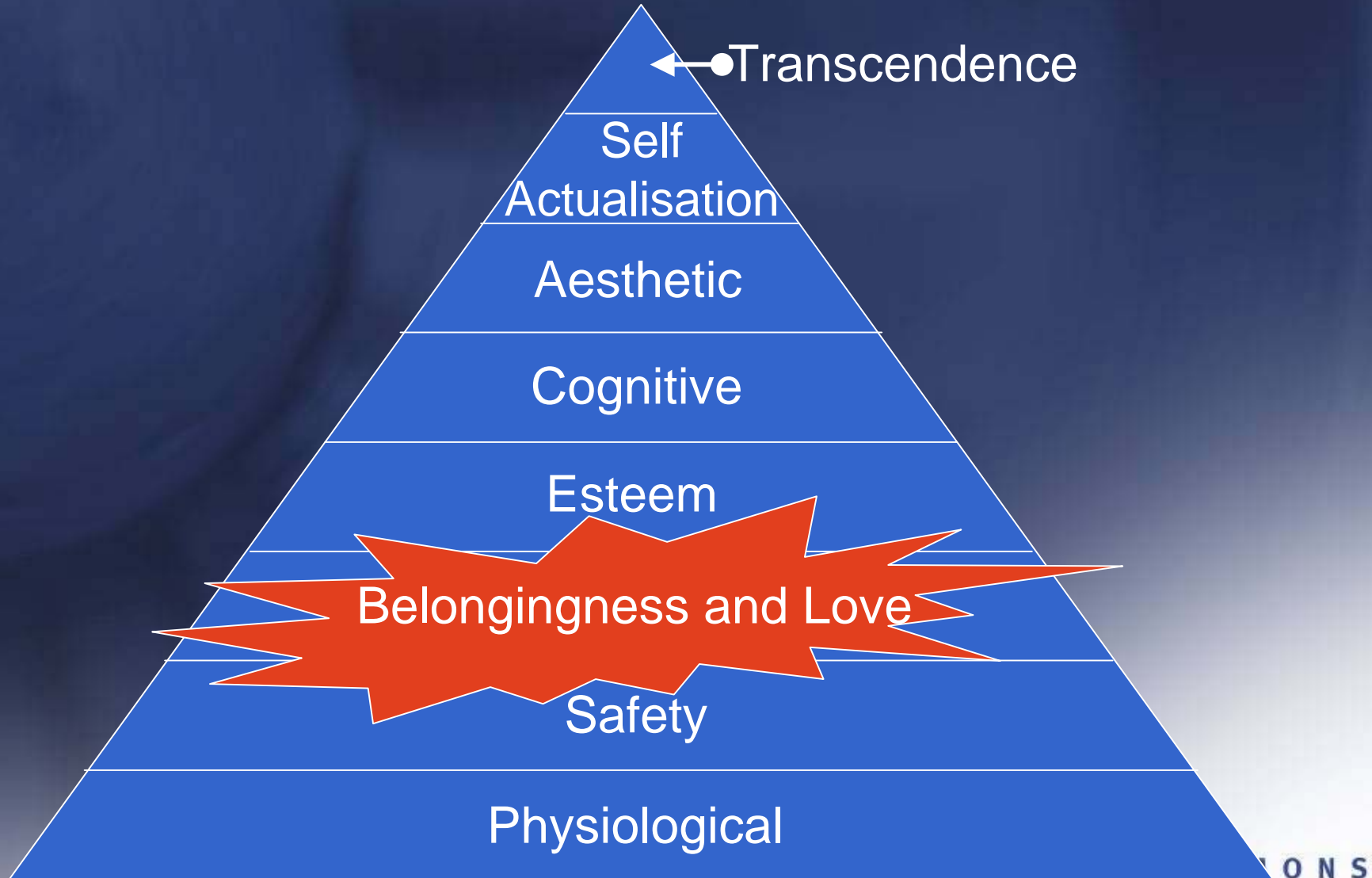
What is risk-taking in aircraft maintenance?

- Blind certification
- Omitting functional checks/ground runs after maintenance
- Unrecorded maintenance
- Releasing items to service with outstanding defects
- Improvisation
- Shortcuts

May be conscious or unconscious....

- The right level of education may be a factor

Maslow's Hierarchy of Needs



Belongingness

Abraham Maslow developed the Hierarchy of needs to illustrate human motivation for management training.

Each of us is motivated by needs. Maslow states that we must satisfy each need in turn – although it is now argued that some progress in parallel.

Once biological/physiological and safety needs are satisfied, **acceptance in a group** becomes a prime motivator.

- adopting the same behaviour / standards
- norms

But what about national behaviours – the values, fears, attitudes that exist and shape individual nations?

- Risk-taking

What values, fears, attitudes exist here?

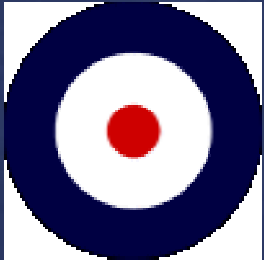


Very competitive – efficiency / cost focused
Commercially aware – what's the share price?
Educated risk-takers?
Can-do



Less competition
Unions still have power
Laid back

What values, fears, attitudes exist here?



Military discipline

Respect for authority

Dowding spirit?

- Can-do
- Outcome focused
- Succeed when the chips are down

Educated risk-taking encouraged/rewarded?

- Use your initiative sometimes!

What values, fears, attitudes exist here?



Ex-Soviet communism

Fear of punishment

Compliant behaviour

Stifled initiative



Poverty

Disease

Crime

Generally low educational standards?

Value of life?

Isolated examples?

Some airlines operating in countries around the world seem to be able to switch off the national norms when their employees walk into work.

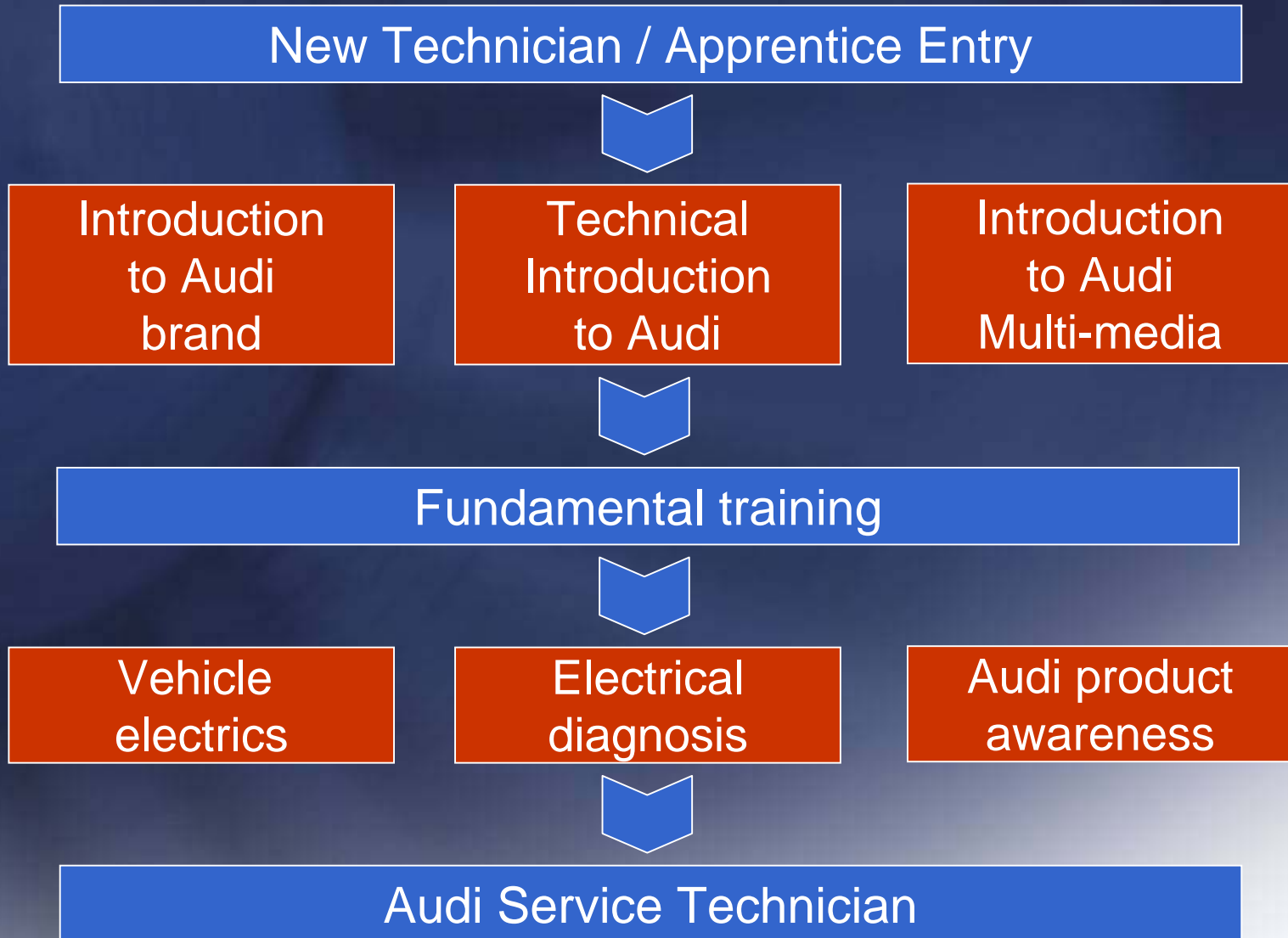
This may be due to the creation of a 'safe' culture possibly due to effective internal branding.

Companies focus on branding their products / services to portray a message to customers. Some do this internally too.....

Comair Limited



Audi Technician Training



Internal branding

The message the logo sends

- Company values
- Consistency of standards
- Visibility/consistency of the logo

Initial and continuation training

Management behaviour and communications

The overall feel of the organisation..

MBA Case study

Investing in people and in brands

Conclusion

Audi recognises the benefits of having well-led, well-trained, well-motivated people who are happy in their work. Those who work in a team with like-minded colleagues are better able to deliver the level of service customers deserve. At the heart of the organisation lies a sophisticated recruitment, selection training and development programme enabling progression within the organisation.

Recruitment is based on identifying people who are most likely to fit the Audi culture and who can be developed to delight customers within the Audi brand. Audi seeks to recruit employees who are prepared to work as a team and seek to develop themselves while contributing to the success of a premium company. Employees are continually seeking to develop themselves, while improving customer service in line with values encapsulated in the Audi brand values.

Conclusions

Normal risk-taking behaviour can be brought into work from outside.

- If a wider society takes risks as a matter of course – this could be seen as acceptable in an aviation maintenance environment

It is possible to flick a switch when people walk through the hangar/workshop door.

Possible solutions:

- Education
- Internal branding

