



**DGUV**

Deutsche Gesetzliche Unfallversicherung  
Spitzenverband

# Culture of prevention

## Learning for Change

Dr Ulrike Bollmann, German Social Accident Insurance (DGUV)  
Slovak Presidency OSH Conference “A better preventive culture in a new labour market”  
24<sup>th</sup> – 25<sup>th</sup> October 2016, Bratislava, Slovakia

## Contents

- Where we are
- Culture of prevention
- Competence
- Safety Competence – Health Competence
- Competences for a Culture of Prevention

## Challenged by V.U.C.A.



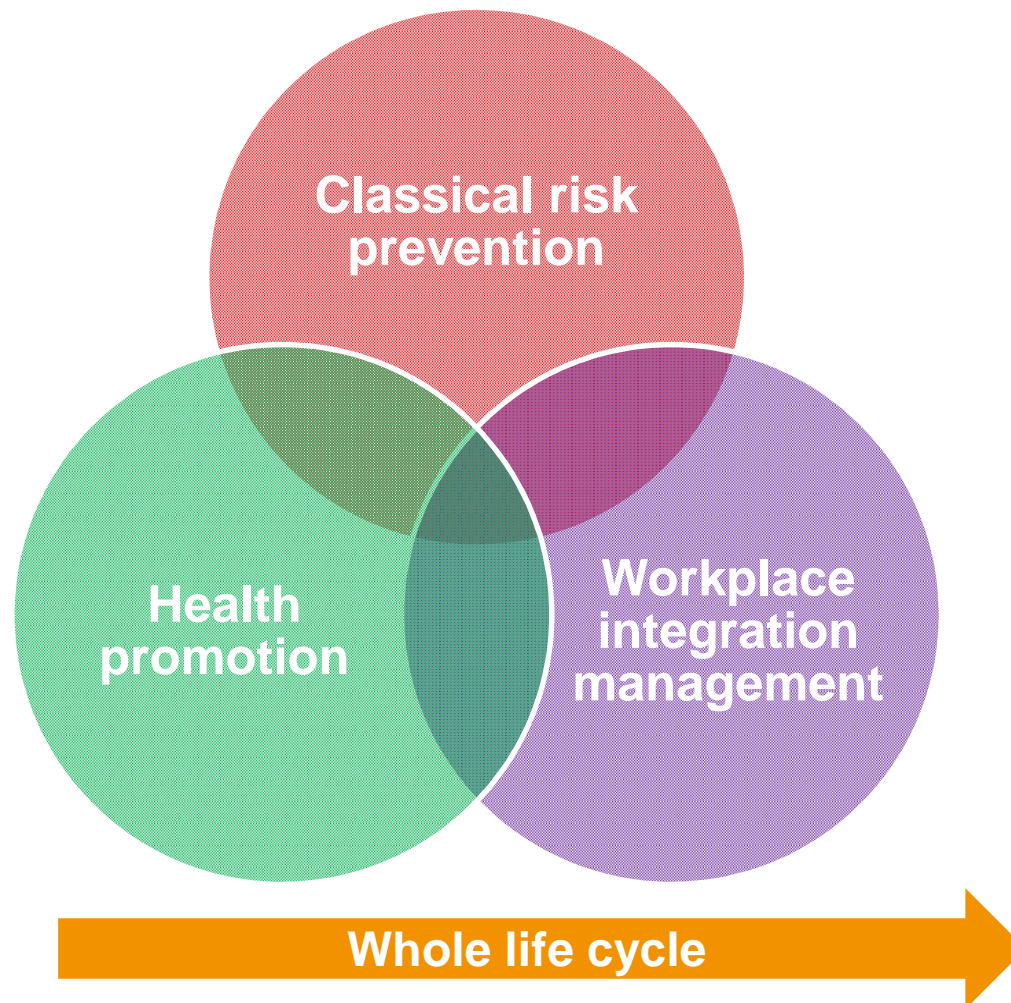
**Volatility**

**Uncertainty**

**Complexity**

**Ambiguity**

# Integrated approach to prevention



## Culture of prevention

**fully  
integrated**

**lived part**

**collective  
pattern**

**implicit**

# People centered approach



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# Competence = abilities, skills, know-how



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## Competence = responsibility

**collective**

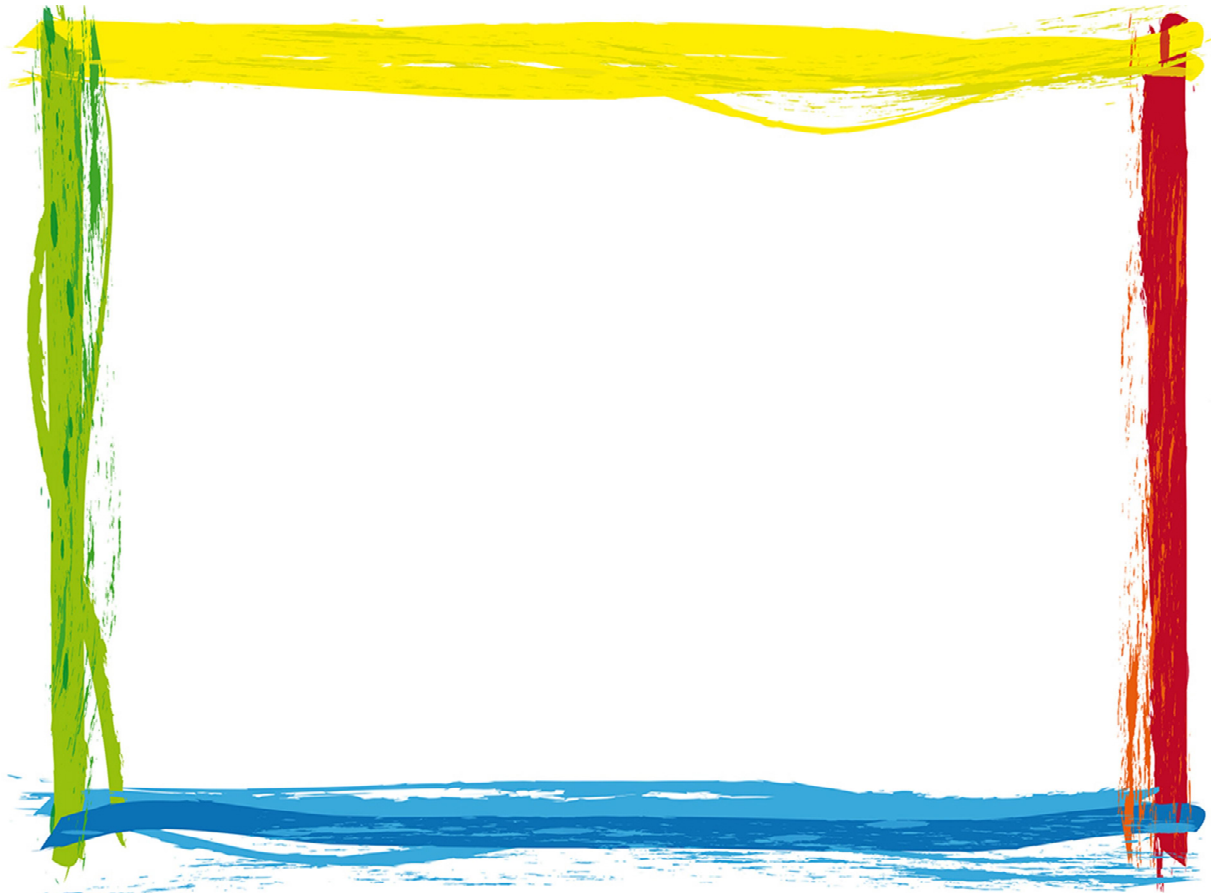
**increase  
humanity**

**design of  
our life and  
work**

**social-  
political**

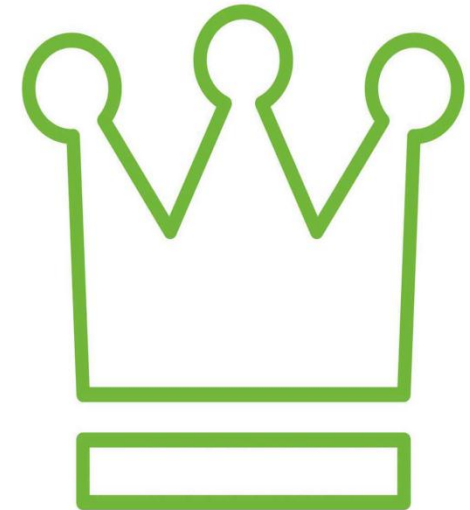
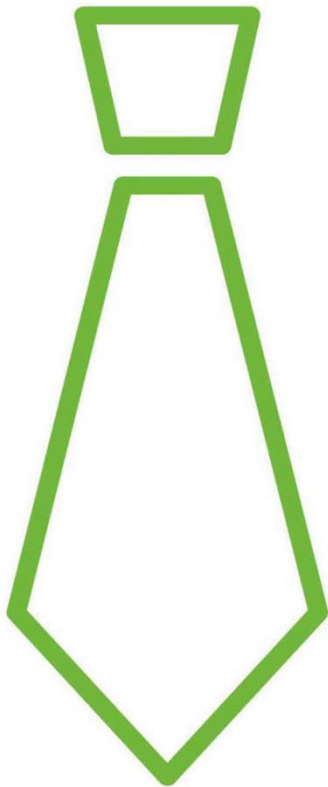


# Competences need a framework



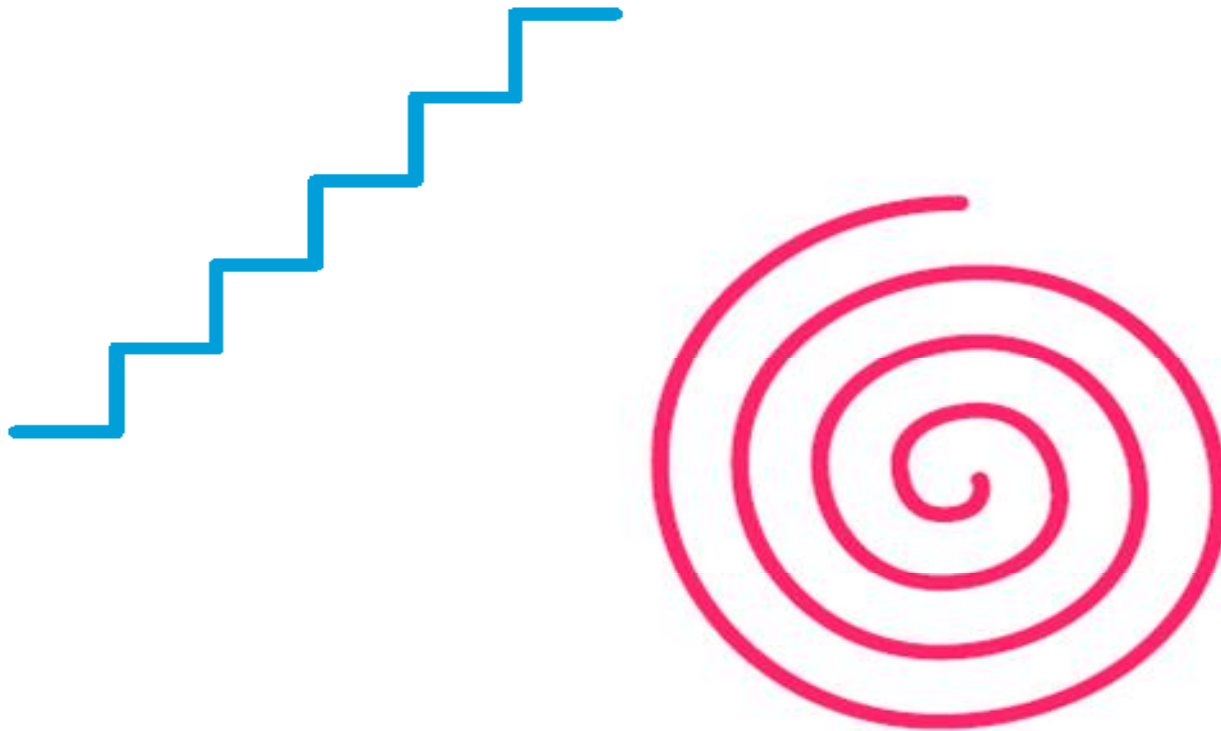
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## Competence - a basic human need



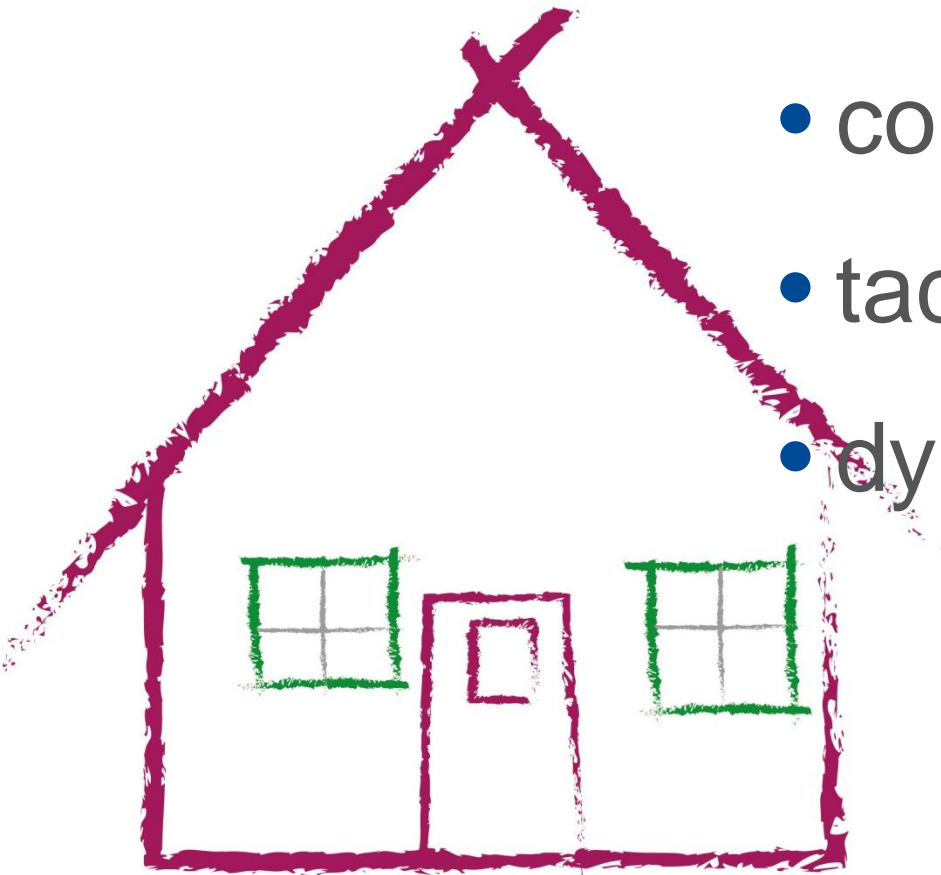
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# Learning as an experience



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# Organisational competence



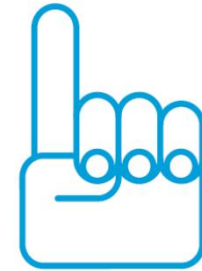
- collective action patterns
- tacit knowing
- dynamic capabilities

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## Safety competence - basic

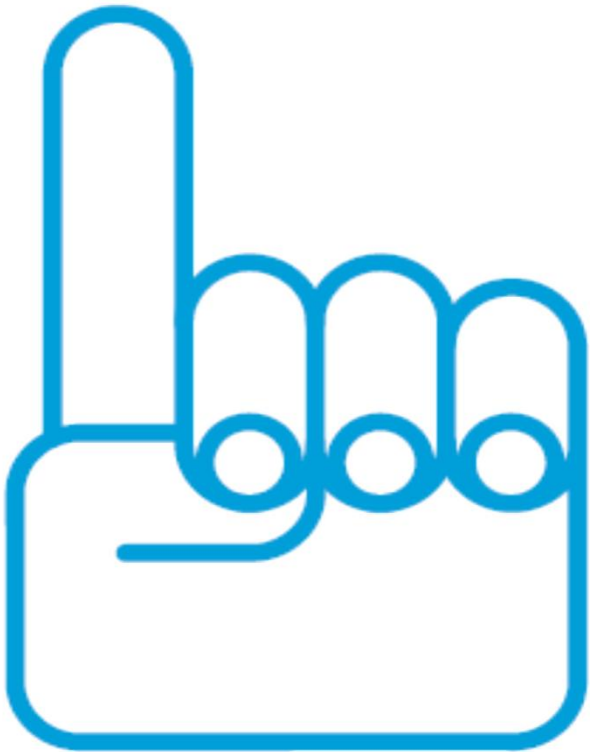
 rationally-planned safety

 dynamic adaptation of rules to the situational context



- continuous observation and adaptation of rules
- involvement of people in the process of setting the rules
- regular, explicit dialogue with management and experts



## Safety competence - enhanced



- deal with unexpected and unforeseen situations
- clusters of routine: rules can be adapted and reinvented dynamically

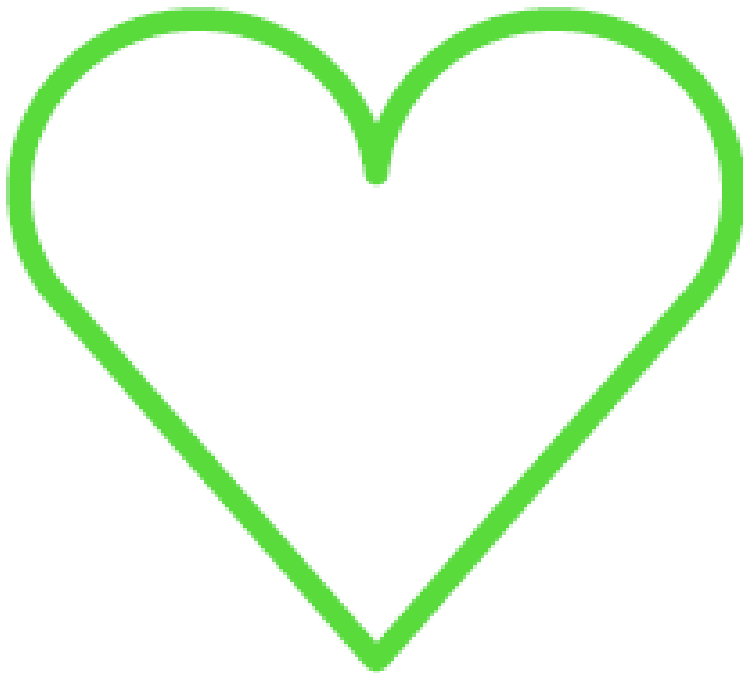
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## Health competence - basic

-  basic health-related skills
-  advanced health-related abilities
- health-related self-awareness
- actively taking responsibility
- ability to scrutinise health information



## Health competence - enhanced



- guide one's own health
- empowerment for health



<b>Traditional prevention</b>	<b>Culture of prevention</b>
<b>Safety and health perceived as external rules</b>	<b>Perceived as dynamic parts of everyday life</b>
<b>Routines as a fixed behavioural repertoire</b>	<b>Routines are dynamic functional units</b>
<b>Implementation of action guidelines</b>	<b>Networks, informal agreements, spontaneous coordination</b>
<b>Reduce complexity</b>	<b>Deal with unexpected situations</b>
<b>Errors must be eliminated</b>	<b>Errors are learning opportunities</b>
<b>“Doing things right”</b>	<b>“Doing the right things”</b>
<b>Focus of learning is on technical and methodological competence</b>	<b>Focus of learning is on social and personal competence</b>
<b>Know</b>	<b>Not know, unlearn, relearn</b>
<b>Expertise</b>	<b>Take one’s own stand</b>
<b>Explicit knowledge</b>	<b>Implicit knowledge / „Tacit knowing“</b>
<b>Discourse (argue)</b>	<b>Dialogue</b>
<b>Steer and control</b>	<b>Mindfulness</b>

## Competence for change

**self  
organized  
learning**

**implicite  
learning**

**eperimental  
learning**

**own your  
learning**

# Campaign Culture of Prevention

komm **mit** mensch

Sicher. Gesund. Miteinander.

## Six fields of action

- Integration of safety and health into all tasks
- Leadership
- Communication
- Participation
- Error learning culture
- Work climate

## Competences for a culture of prevention

Action Field	Integration of safety and health into all activities
Condition	Safety and health are integrated into all of the organisation's activities and processes
Action	Monitoring; dynamic adaptation of rules and routines; continual exchange over processes at all levels of the organisation
Competence	Ability to adapt rules and routines for safety and health to fit the situation

## Competences for a culture of prevention

Action Field	Leadership
Condition	Management takes on responsibility for learning in the organisation
Action	Work content is designed to encourage learning; learning spaces for self-organised learning are created; employees are empowered.
Competence	Ability to learn in a self-organised way; ability to innovate

## Competences for a culture of prevention

Action Field	Leadership
Condition	Establishment of “take-care” structures for employees
Action	Coaches for new employees; coaches for managers; alarm systems for addiction or long-term absenteeism; contact with employees with long-term illness
Competence	Ability to take responsibility and self-commitment

## Competences for a culture of prevention

Action Field	Participation
Condition	Employees have greater freedom to act
Action	Decisions in the company hierarchy are moved downwards; local autonomy
Competence	Ability to take on self-responsibility; ability to self-motivate; self-initiative



## Competences for a culture of prevention

Action Field	Communication
Condition	Analysis of communication patterns in everyday company life
Action	Regular and explicit dialogue is institutionalised (analysis of power mechanisms, intercultural differences, intergenerational differences)
Competence	Ability to (self) reflect and (self) criticise; ability to enter into dialogue; mindfulness

# Future trends in mainstreaming OSH into education



**E|N|E|T|O|S|H**

European Network Education and Training  
in Occupational Safety and Health

- Participation
- Networking
- Sustainability

[www.enetosh.net](http://www.enetosh.net)



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AT WORK 2017

3 – 6 September 2017, Singapore: [www.safety2017singapore.com/](http://www.safety2017singapore.com/)

## **ENETOSH Symposium:**

**„People-centered prevention strategies on OSH“**