



Challenges in Implementing a Just Culture

Module 9.2 Assignment CSD 380

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Understanding Just Culture

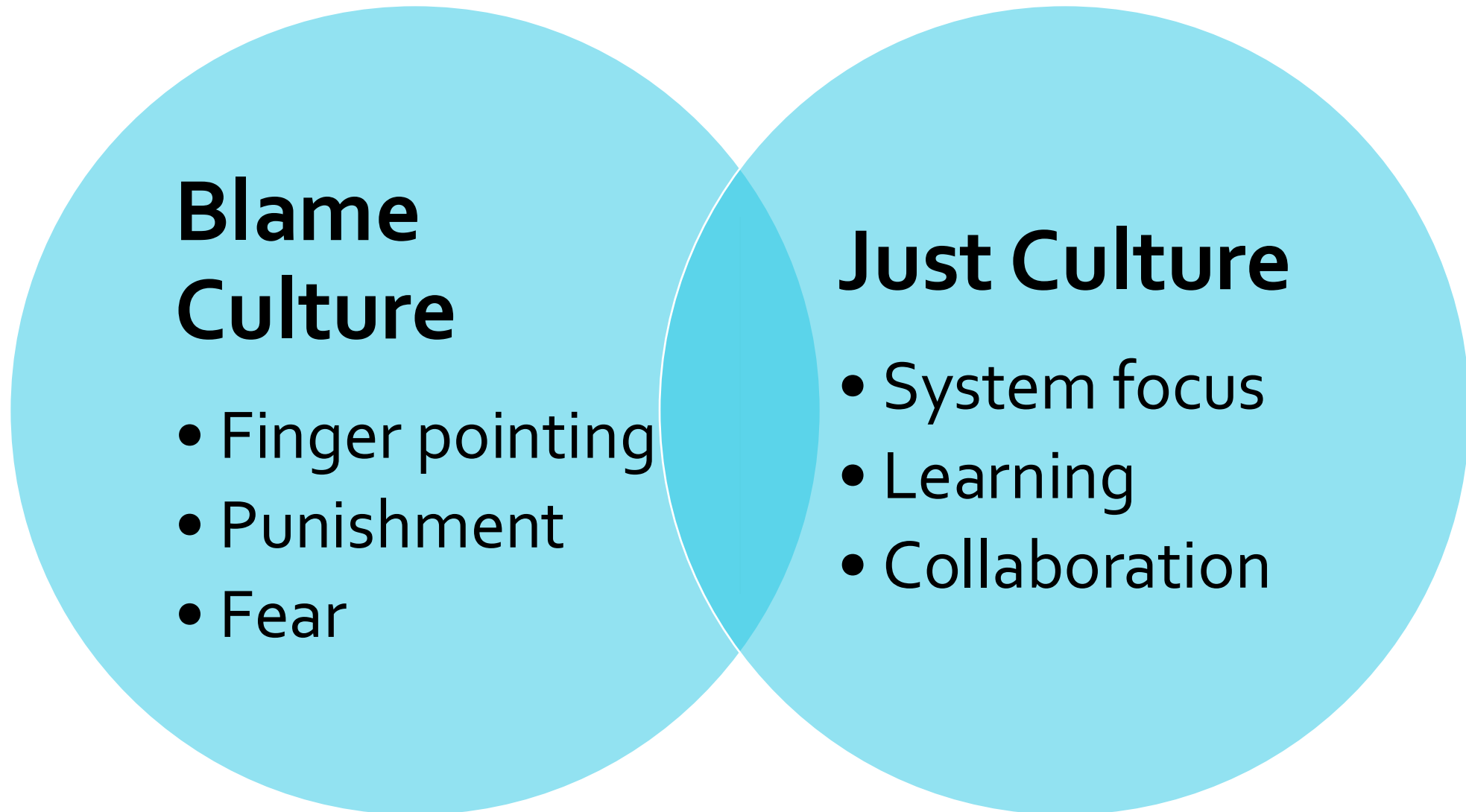
- Focuses on system-level problems rather than individual blame
- Seeks to understand why errors occur, not who caused them

A person wearing a white lab coat is shown from the chest down, pointing their right index finger towards the right side of the frame. The background is a soft, out-of-focus white.

Just Culture

Definition: A approach that balances accountability with learning and improvement

Organizational Culture Transformation



- Why Leaders Struggle
- Perceive just culture as "soft" management
- Worried about reduced accountability
- Traditional hierarchical thinking
- Fear of appearing weak or permissive



Leadership Resistance



Psychological Safety Challenges

Key Psychological Barriers:

- Deep-rooted fear of negative consequences
- Historical punitive organizational practices
- Lack of trust in management
- Individual self-preservation instincts



Misaligned Incentive Structures

How Current Rewards Systems Undermine Just Culture

- Performance metrics that prioritize blame
- Bonuses tied to error-free performance
- Ranking systems that create internal competition
- Lack of recognition for learning and improvement

Strategies for Overcoming Barriers

1. Leadership Commitment
2. Clear Communication
3. Training Programs
4. Redesigning Reward Systems
5. Creating Safe Reporting Mechanisms

References

- Dekker, S. (2016). *Just Culture: Balancing Safety and Accountability*
- Reason, J. (1997). *Managing the Risks of Organizational Accidents*
- Edmondson, A. (2018). *The Fearless Organization*