

Moral health and psychological safety

Glen Davies -The Driver Handbook



Personal health

Physical health



Body condition

Illness, injury, disease or disorder

Mental health



State of the mind

Emotional, psychological or social

Moral health



Ethical conscience

Attitude, values or beliefs

Business health

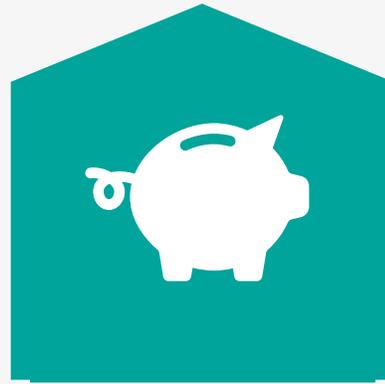
Operational health



Efficiency and quality

Maximise productivity,
minimise waste

Economic health



Financial stability

Liquidity, profitability and
cash flow

Moral health



Ethical culture

Honesty, fairness,
integrity, and respect

Moral health - the only way is ethics

Carrot



Stick

Differentiate

Consistent and predictable culture of integrity both internally and externally

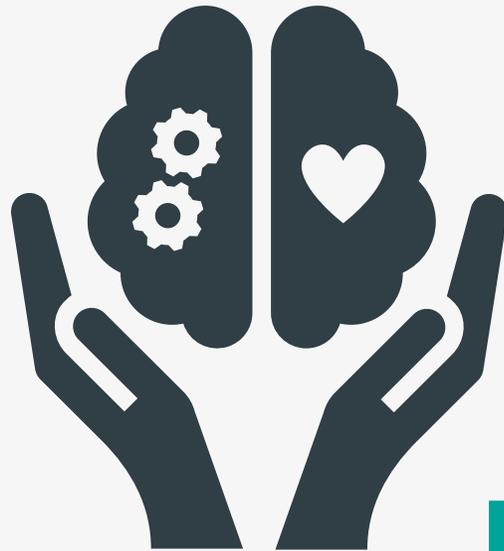
Fulfil a duty of care

Moral commitment beyond legal compliance to do the right thing

Avoid legal liability

Regulatory compliance, policies, procedures, conduct, declarations

Psychological safety



Challenge Voicing concerns

Contribute Providing opinion and input

Learn Not afraid to ask questions

Include Belong and feel welcome

Voicing concerns



Negative connotations of speaking up

SNITCH

GRASS

TELL-TALE

SNEAK

If people speak
up

Will someone
listen up

The blind eye phenomena

When unethical, unsafe or illegal actions are overlooked or ignored and become acceptable

Creates an unspoken normal

Undermines psychological safety

Fosters an ambiguous inconsistency



Chinstrap today safety catch tomorrow

Tacit level of acceptability

Workplace misconduct

Gross misconduct	Major safety risk to public safety	Suspension, dismissal, legal action
Serious misconduct	Disruptive breach of company policy	Written warnings and performance management
Low-level misconduct	Small breach of company policy	Reprimand and verbal warnings

Regulatory offences

Most serious offences	Major safety risk to public safety	Court or Traffic Commissioner action
Serious offences	Safety risk and serious regulatory failure	Fixed penalties and prohibitions
Minor offences	No immediate safety risk and no intent to deceive	Advisory and low-level infringements

Is it the barrel or the apple?



One

bad apple can spoil the barrel...
...but so can a bad barrel



Easy as ABC

Attitude

A

What people think

The way people think based on their experiences

Behaviour

B

What people do

The way people conduct themselves based on their attitude

Culture

C

Collective norm

Organisational ways of working based on shared values

Today's takeaways

Focus on the barrel



Create the conditions

Set the values, live the policy don't just document it

Don't turn a blind eye



Be confident in your OK

Address unsafe action and encourage all to do the same

Encourage speaking up



Listen to concerned voices

Be conscious of the safety silence and get feedback to continually improve

The Driver Handbook

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