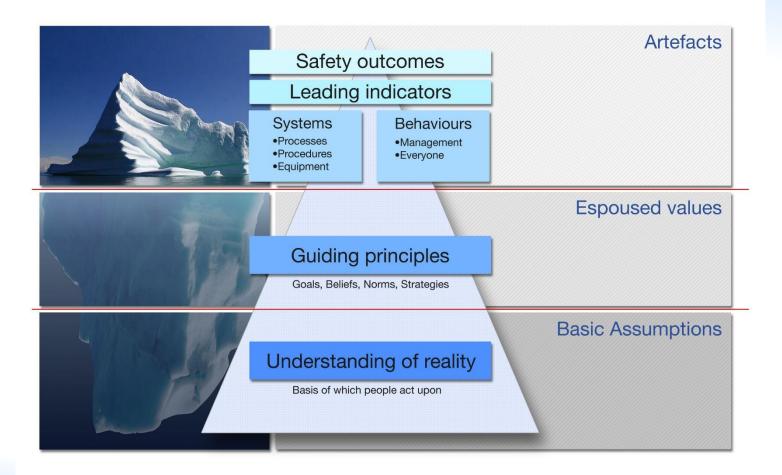




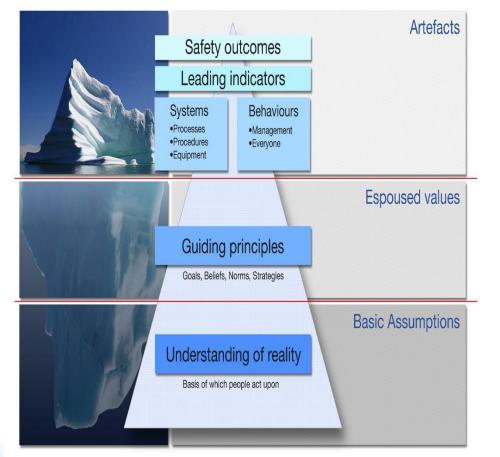
Back to 'culture'





Back to 'culture' (cont'd)



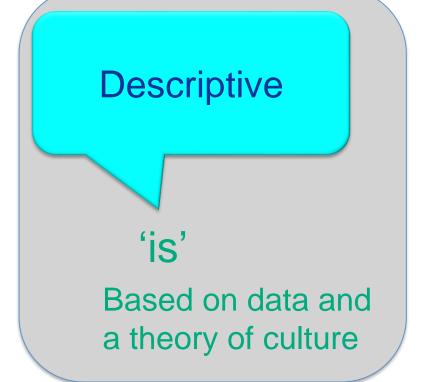


How do we move from observations above the surface

to images of what the culture is like, under the surface?

Descriptive and Normative





Normative

'should' Based on data, a theory of culture *and a norm*

Analysis of Safety Culture



Analysis is performed in four steps:

- 1. Analysis of the different data sources facts
- 2. Drawing conclusions from the different sources, according to their own logic themes
- 3. Comparing to the IAEA framework for safety culture overarching themes
- 4. Identifying strengths and areas for improvement



- Each technique for gathering data has its own analytical logic; we do not analyse interviews with the same tools as surveys
- Therefore, different data sets cannot be compared with each other on a data level



- Each technique for gathering data has its own analytical logic;
- Therefore, different data sets cannot be compared with each other on a data level

In the interview: Well, the way my manager acts, it's like, sometimes, she's attentive and really wants to listen to my views and, you know, people's suggestions. But when she's stressed out, well it's like she loses her ears, she's like an oil tanker without control, just moves forward in a straight line.

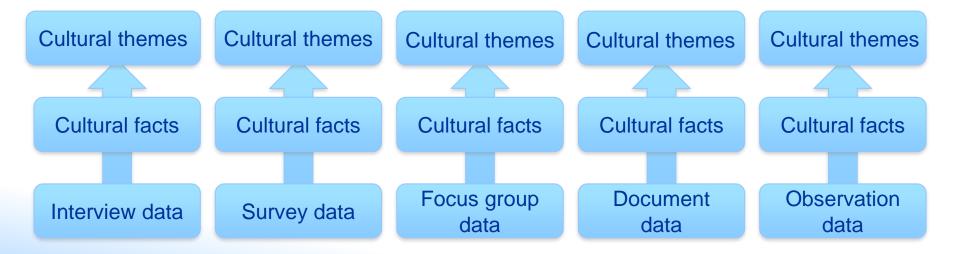


Descriptive and Normative Analysis



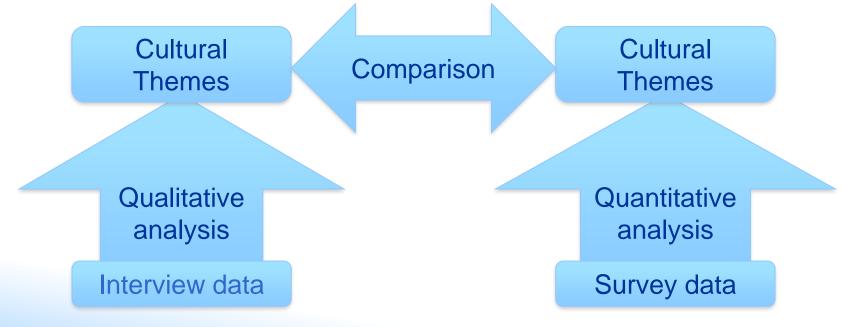


Overarching themes; Images of culture

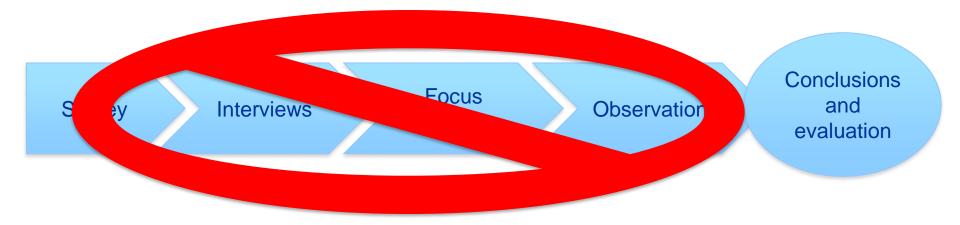




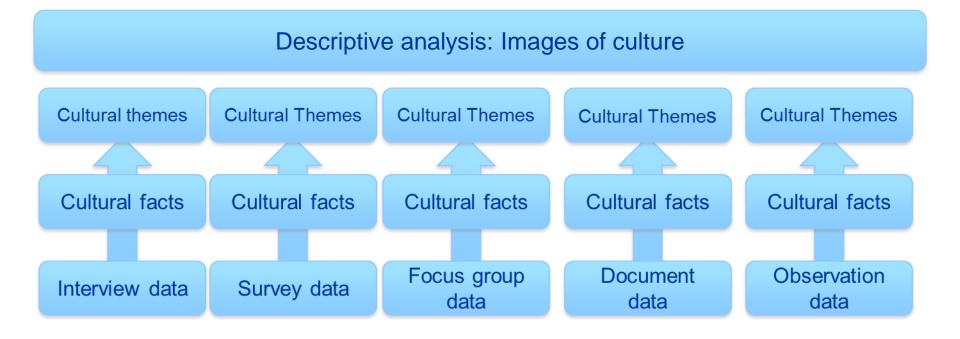
- Each technique for gathering data has its own analytical logic
- Different data sets cannot be compared with each other on a data level
- Before comparing, we must move from data to conclusions:











Doing Descriptive Analysis



- Create themes: statements on different topics (e.g. leadership, safety...) are gathered
- How?
 - read and re-read your data, i.e. collect the data from e.g. interviews and read them several times until the content is familiar
 - keep track of themes, hunches, interpretations, ideas as they emerge and have a clearly established relation to data
 - *identify emerging themes* by searching for topics, vocabularies, recurring stories, feelings...
 - *identify sub-themes* that support, provide nuances, contradict...
 - include ambiguities, contradictions and/or paradoxes these should not be omitted or downplayed

Doing Descriptive Analysis

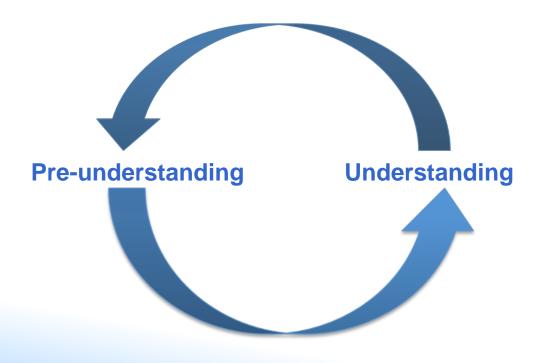


- Taking an 'inside' view does not mean that the analysis is limited to organizing and sorting statements or observations
- The actor's point of view is the input to analysis, not the output of it
- Thus, statements from respondents or focus groups about the state of things in the organization are analysed as the meanings given to these phenomena, not as truths about them

Iterative and Exploratory

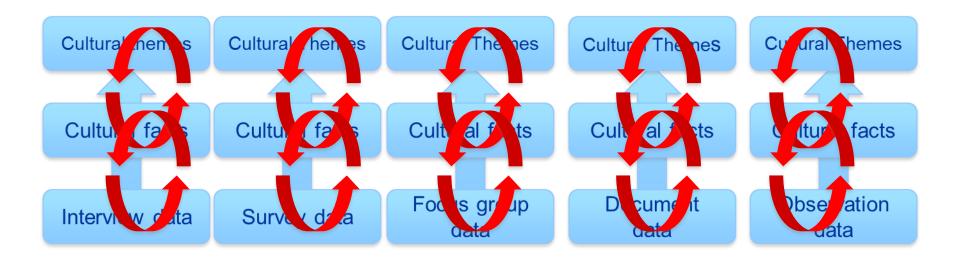


The interpretation work is often rather unstructured and explorative and consists of reading, taking notes, marking up sections of phrases of significance, re-reading notes and material, arranging and re-arranging



An Iterative Process

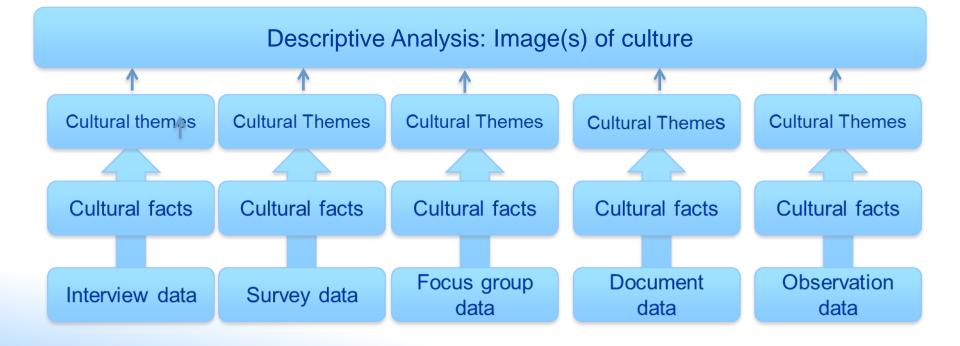




Normative Analysis

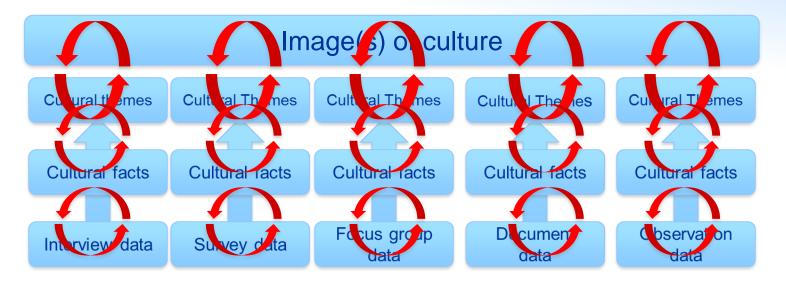


The comparative analysis works from the conclusions of the various methods The comparative analysis produces an/several image(s) of the organizational culture



Logic of Descriptive Analysis





- The non-linearity of the process means that there will be a constant flow between data, conclusions and evaluation
- Core processes are:
 - reading and re-reading
 - thinking and re-thinking...



Summary

- Descriptive analysis is intended to create an image of the culture...what it looks like
- More interested in the **meaning** given to stories by the organization, than the content of stories themselves
- Cannot compare data across methods need to formulate conclusions and then compare
- Analysis is an iterative process of reading, thinking, grouping
- Team members should all be involved in this process



Thank you!

