



# Just Culture: Balancing Safety and Accountability

*Sidney Dekker*

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## **Just Culture: Balancing Safety and Accountability** Sidney Dekker

Drawing on his experience with practitioners (in nursing, air traffic control and professional aviation) whose errors were turned into crimes, Sidney Dekker lays out a new view of just culture. He shows how to create an environment where learning and accountability are fairly and constructively balanced.

## **Just Culture: Balancing Safety and Accountability Details**

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## From Reader Review Just Culture: Balancing Safety and Accountability for online ebook

### Noladishu says

Very dry, but raises some interesting points.

This book got famous because it was what Sully Sullenberger was reading when his plane went down.

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### Alastair Lack says

The quote in another review 'bad stuff happens to good people' is so true, and this should be required reading for every HR manager and CEO. Slightly complex language, but the messages are clear.

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### Terry Tucker says

This is good reference book. The author uses a number of case studies to illustrate his points. I am in Safety Risk Management. We are always looking for ways to improve the reporting, self-disclosure and investigative process. We use the typical RCA tools that others use - Bow Tie, HFACS, Fish Bone..etc. This booj helps bring together a few of the more esoteric elements that organizations have trouble with. All in all, a good book, it could have been shorter, but then it wouldn't sell as a book and would have been a paper.

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### Jerry Mahn says

Dekker looks at the issue of what organizations do when something goes wrong. Do we find the easiest employee to blame, and fire them, thus feeling we took care of the problem, or do we create a culture in which employees feel empowered to admit mistakes, evaluate the circumstances that led to it, and then learn from the mistake as an organization? Very interesting issues...

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### Kate says

The book is about how punishing a single person for an unintended loss of life does not help the system (healthcare, air traffic, etc) keep similar incidents from happening again and is inappropriate because that single person is 1) part of a larger system 2) probably trying to be safe 3) also traumatized by inflicting injury unintentionally. The other main idea is that people tend to make judgements based on the outcome rather than on the situations and actions that they are actually supposed to be judging.

These two points are good and the many, many examples used to make the points are captivating, but I felt like the book spent too much time trying to convince the reader of these two points and not enough time

helping the reader put in place alternative systems to actually support a more just and accountable culture at their organization. Everything in the book probably could have been edited down to an essay, perhaps a single chapter in a book about workplace culture that has other chapters drawn from edited down versions of other long winded books making 2-3 points over hundreds of pages.

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### **Emmalittle100 says**

Good read

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### **Matthew Horvat says**

Bad stuff happens to good people. The truth turns into people's versions. Something serious can draw media and even court attention. A code of silence typically ensues because it is too easily to be unjustly accused. And it is no wonder why this happens. Rather than increase reporting of accidents, the author suggests that we generate a culture of honestly disclosing accidents with the only intention of learning to avoid repeated mistakes.

The book is littered with examples from real cases where ethics and legal issues collide. My heart poured to repeatedly see how people are punished for their unknown involvement in a supposed crime.

Just Culture is about accountability, therefore trust. Without respect for the worker and an understanding of the system they work in along with a devotion to improving the system the worker works in - there will be no accountability - no ownership. The author repeats his praise for learning. A very lean message indeed. If your team discusses near misses, authentically, you are already on your road to blameless learning when incidences occur.

Forward looking accountability ensures someone is responsible for reducing the probability of a repeat. Getting this in your organization is laid out in the last chapter. Throughout the book are tips on how to avoid not having a just culture: bad morale, low commitment to the organization, poor job satisfaction and a low level of willingness to do that little bit extra.

Don't forget to read in groups and discuss what to do together if you really want to make a difference.

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### **Jackie says**

Must read for everyone working in a high stakes profession, from medicine to mining to aviation. And for lawyers.

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### **Gallottino says**

Un libro controcorrente.

Why do we blame? In this book Dekker starts from a terrible story about a nurse, with 25-years of experience, charged and convicted for manslaughter because she erroneously mixed the wrong dose of

xylocard causing the death of a 3 year old baby.

We need to blame to try to explain what went wrong, finding a scapegoat, a bad apple but we never yet understood the lesson. Healthcare is a risky business. A just culture don't blame nobody but searches problems and stimulates incident reporting.

A book useful for many "managers" without culture. Also and above all for italian politicians, judges and journalists.

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### **Nikolay Theosom says**

pretty great. his rhetoric around criminalization of human error is top notch

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