Quarterly Newsletter

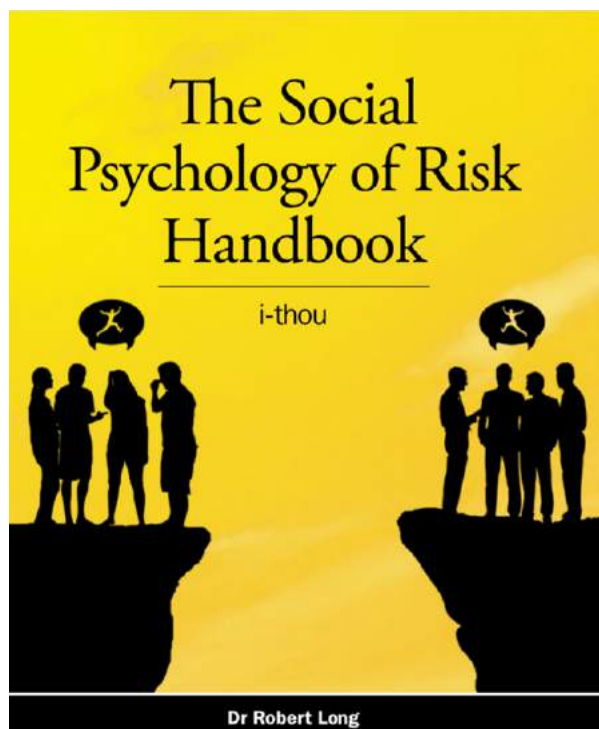## THE CENTRE FOR LEADERSHIP AND LEARNING IN RISK

New Book - The Social Psychology of Risk Handbook, i-thou

The Social Psychology of Risk Handbook, i-thou is now published and on sale (**https://www.humandymensions.com /product/the-social-psychology-of-risk-handbook/**).

At long last there is a complete map of studies in this unique approach to understanding risk. There is no other place globally to study this approach than with the Centre for Leadership and Learning in Risk (CLLR) in Australia. Since Dr Long founded the Social Psychology of Risk (SPoR) © in 2003 there have been thousands of people globally who have studied, appreciate and value its constructive contribution to the genre of risk.

The book is compiled in 260 pages as an apologetic for the discipline in three sections with the final section providing a complete curriculum for SPoR studies. The first two sections of the book outline the unique SPoR Body of Knowledge in section one on Foundations and section two on Critical Concepts in SPoR. The book can be purchased here: **https://www.humandymensions.com /product/the-social-psychology-of-risk-handbook/**

I read a Master's thesis recently that quoted some of my work and it demonstrated just how much SPoR is misunderstood. One cannot come to SPoR from a STEM (Science, Technology, Engineering and Maths) focus as if such a perspective can step outside of its own paradigm. SPoR stands in contradistinction to a STEM worldview. This means that the risk and safety paradigm and orthodox studies in risk, safety and security will generally struggle to understand this new discipline.

This book provides the groundwork needed to step across paradigms and understand a truly different approach to tackling risk. The book doesn't seek to be a translation of SPoR but rather a methodical and methodological outline of its foundations, history, critical knowledge and curriculum structure.

The past seven books in the series on risk have presented SPoR through stories, dialogue and a topic-centred approach to risk. This Handbook brings together foundational concepts in SPoR in a structure that demonstrates its difference in understanding and tackling risk.

Post Graduate Studies in the Social Psychology of Risk at Federation University

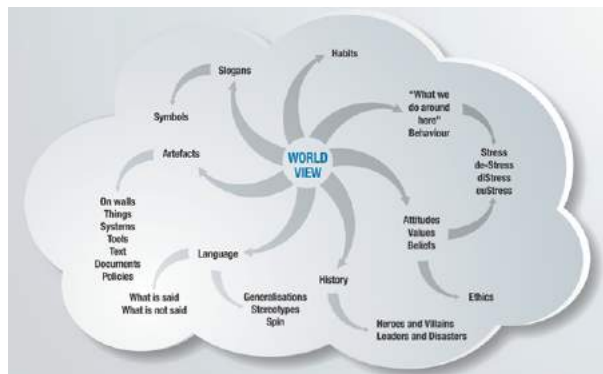Those who wish to study at Masters or PhD level in the Social Psychology of Risk at Federation University can register here: **e.seaward@federation.edu.au** Apart from Federation University, no other University in Australia or globally has permission to use Dr Long's curriculum, tools or materials. Indeed, unless one is qualified in SPoR it is not likely that anything branded as such is authentically about the Social Psychology of Risk (SPoR).

Enrolments can be made now for studies in 2020.

Any studies already undertaken with the Centre for Leadership and Learning in Risk can be accredited with Federation University.

Culture Workshop – Canberra 11-13 September 2019

Dr Long will be conducting the 3 day workshop on Culture and the Social Psychology of Risk on 11-13 September in Canberra. You can see an overview and register here: **https://cllr.com.au/product /culture-leadership-program-unit-15/**

Only 3 places remain, so get in quick.

The workshop has a focus on culture as the collective unconscious and includes and extensive manual of practical resources and tools for analysis and onsite assessment. You can download a comprehensive flyer here: **https://www.humandymensions.com/services-and-programs/culture-program/**
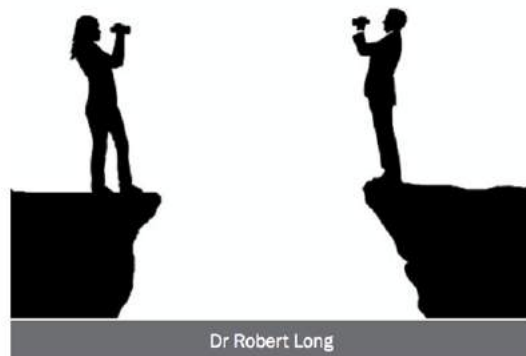
Let Sleeping Dogs Lie - The Need for Vision

It was Chaucer (Troilus and Criseyde, circa 1380,) who first put forward the idea that disturbing a sleepy dog was a dangerous activity. The metaphor implies that it is a better to keep a sick process alive than to disturb and create turbulence. The metaphor rings the same with 'leave well alone'. Such a

phase echoes often when people want corruption or dysfunction to be ignored when powerful people and institutions are involved. Keeping everything as it is often favours the powerful and corrupt. It makes great script for espionage movies and political intrigue. Unfortunately, when compliance is the rule then ethical contestation becomes evil. Those who challenge compliance are made political enemies and are often demonised. So if its best to leave sleeping dogs lie, when is it best to wake up?

Sleep was once regulated by light, seasons and natural time. Nature was the time keeper as were the needs of the field and livestock. Cronos time is about constructed time, most often associated with 'father time' and the myth of a diety turning the zodiac wheel. Cronos is depicted by Romanelli in 'Cronos and Child' (17th Century) as the Titan god Saturn of the harvest and depicted by Rubens as devouring his own child (**https://brunelleschi.imss.fi.it/galileopalazzostrozzi/object /PeterPaulRubensSaturnDevouringOneOfHisChildren.html**). I have seen this horrifying painting and that of Goya (**http://homepages.wmich.edu/~johnsorh/Myth/not.cronus.html**). The story of Cronos is about threat to political rule and the cost of even devouring one's own children for the tyranny of time. Cronos symbolizes the end of an era in a similar way to the Adam and Eve myth of fallibility.

The brother of Cronos is Kairos and a metaphor for 'the right time'. The juxtaposition of Cronos and Kairos time is frequently discussed by the Apostle Paul. For Paul, both forms of time held great significance as he often spoke about the state of the times (Cronos) and the *technique* of empire. Paul also spoke about rejecting the darkness of greed and accumulation and the time (Kronos) for change. This focus on time was later to be echoed by Dylan in the 1964 anthem The Times They're a Changin' (**https://www.npr.org/2018/09/24/650548856/american-anthem-the-times-they-are-a-changin**). The metaphor of 'waking up' is common in discourse on rebellion, realization and lethargy associated with 'let sleeping dogs lie'.

What Paul and Dylan evoke is the necessity to respond to the social politics of just letting things tick over without need for alarm. Don't cause trouble, don't speak out, don't call for change and sit steady with time as constructed. Hear no evil, speak no evil and see no evil. The metaphor of the 3 monkeys is neither good advice nor a message for wisdom. Thinking without discernment and action is not wisdom. What has this got to do with risk?

The risk industry now holds political sway in how we do everything. Its discourse of zero is now all-pervasive and influences everything from children's play to suicide. Yet it seems that few 'see' where this discourse is taking us. Like frogs slowly cooking to boiling water the risk industry doesn't know how to back out of a toxic trajectory of its own making. When compliance is the discourse then vision takes an exit. How perfect that the risk industry is now in love with no vision – zero vision indeed.

The idea of 'vision' has always been associated with imagination and insight, being able to see ahead and foretell trajectories. In the past we associated vision with seers, 'wize men', oracles, astrologers, mystics, prophets, fortune telling, soothsaying, poets, priests, radicals, mavericks, dreamers and psychics. What all these had in common was the necessity to speak up about what they saw regardless of outcome, often persecution. They often spoke up about compliance to powers and corruption and thus were demonized and dispose of. Who are the modern visionaries?

Dr Robert Long

Today we look to the arts, movies, poetry, novels, drama and performance for visionary thinking, we rarely find it in the domains of business, risk and government. In business, risk and government it seems more than ever that the language of compliance shapes modern activity and psyche. Recent discourse by heads of government have enacted this silly binary discourse of 'if you criticize me, you are against me' attitude exemplified in the chant of 'send her back'! (**https://www.theatlantic.com/ideas/archive/2019/07/send-her-back/594253/; https://thenewdaily.com.au/news/state/nsw/2019/08/10/kristina-keneally-cpac-twitter/**). There can never be imagination, discovery, learning, vision and wisdom in the binary world of zero and ones. It is only in acceptance of dialectic that there can be movement and learning. In zero there is only stasis, 'let sleeping dogs lie'.

The documentary 'The Great Hack' (Netflix) sets out why we shouldn't let sleeping dogs lie. Complacency regarding unethical practice simply emboldens the powerful and greedy. In The Great Hack we 'see' how Cambridge Analytica (**https://www.theguardian.com/news/series /cambridge-analytica-files**) normalized corruption in the name of good. It was only through whistleblowers and investigative journalism that the truth emerged of gross dishonesty and deviance in the use of online data to sway Nations and elections in the name of political power. Truth only came to this story through The Third Estate (**https://alphahistory.com/frenchrevolution /third-estate/**) not through those entrusted with the common good in governance. Without the vision of the media the corruption and greed of government in bed with Cambridge Analytica and social media giants like Facebook would remain and continue to exploit and manipulate social politics for the rich and powerful.

Vision is needed wherever vested interests justify bad in the name of good. This is most pronounced in the risk industry where all kinds of unethical practice are justified in the name of safety. It seems as long as the language of safety is invoked one can do whatever one wants to others. How absurd that one could brutalize and demonize others in the name of safety as if that is good. How absurd to declare an ideology of zero harm and then justify harm in the name of zero!

The ninth book in the series of risk is about vision and how compliance discourse limits learning and understanding in risk. It is expected to be published sometime in 2020.

Discernment, Critical Thinking and Propaganda

1. Where is the power? Who does it serve?
2. What is the social political order? Hegemony?
3. Who are the social groups?
4. Who and what is privileged?
5. By what methods is power sustained?
6. Who is de-humanised? Demonised?
7. What is the trajectory? Trade-offs?
8. What is the propaganda?
9. What is the hermeneutic? Discourse?
10. What is the semiotic? Semiosis?

CRITICAL POLITICAL QUESTIONS
www.cllr.com.au

One of the strengths of the SPoR approach is its tradition in Critical and Cultural Theory. Critical and Cultural Theory emerge out of post-Marxists traditions and understand organisations, leadership, management and discourse through the lens of politics and power (**http://www.urbanlab.org /articles/Articles%20S.%20Mayor/methodologie /-%20The%20Routledge%20Companion%20to%20Critical%20Theory.pdf**).

In Module 14 the *Social Politics of Risk* we explore that ways in which the risk and safety industry mask the use and misuse of power in the name of good. As part of the study we work through the use of a number of tools to assist critical thinking. These are the *Social Politics of Risk tool* and the *Critical Political Question Tool (pictured above)*

It is naïve to imagine that the activities or risk and safety are culturally, ethically and politically neutral. Such naivety is also present in the way the risk and safety industries immerse themselves in religious discourse and somehow think such language is secular.

A critical aspect of the module in social politics is developing the skills to discern fake news, spin and propaganda. These skills come from work in Historiography (**http://shora.tabriz.ir/Uploads /83/cms/user/File/657/E_Book/History /History%20Skills%20A%20Students%20Handbook%202nd%20ed.pdf; https://trove.nla.gov.au/work/18946601**) and understanding the nature of evidence. These skills also provide very helpful skills in sharpening investigations techniques that are explored in the SEEK Module (**https://cllr.com.au/product/seek-the-social-psyvhology-of-event-investigations-unit-2/**).

On of the foundational texts for the module is that of Jacques Ellul Propaganda (1973) an essential text for anyone seeking to be intelligent about risk and investigations. You can download Ellul's book here: **https://monoskop.org/images /4/44/Ellul_Jacques_Propaganda_The_Formation_of_Mens_Attitudes.pdf**

One of the reasons people 'let sleeping dogs lie' is because they lack the skills and training in critical thinking that supports discernment. Unfortunately, the skills required for such thinking are not part of any curriculum in risk and safety.

A useful download:

https://www.academia.edu/15288716 /Practicing_Communication_Ethics_Development_Discernment_and_Decision_Making

Social Influence Poster - Free Download

MAPPING SOCIAL INFLUENCE STRATEGIES

A critical aspect of developing discernment is understanding the nature of social influence. It doesn't matter what social context one is in, there are forces and dynamics at work that influence decision making.

Similarly, you may influence those about you or your social situation may influence decisions of which you are not conscious. You can download the free Mapping Social

Influence poster here: **https://spor.com.au /downloads/posters/**

This is a full A3 size download that can be printed out on A3 card or paper.

We study the nature of social influence in many of the courses offered by The Centre for Leadership and Learning in Risk (CLLR). You can see the work of CLLR here: **https://cllr.com.au/**

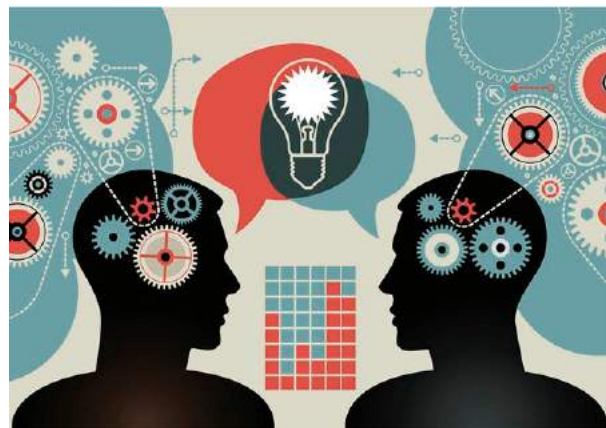## OnLine Learning with CLLR

If you are interested in studies with CLLR and don't live in Australia you can study online here: **https://cllr.com.au/online-courses-overseas-students/**

The online learning coordinator is Hayden Collins and he supervises the program. The program includes watching a lecture series on the module of choice, interacting with Hayden via Skype and emails and practical exercises in embedding knowledge and skills. You can contact Hayden directly here: **hayden@cllr.com.au**

Safety Neuroscience as a Return to Behaviourism

One of the surest things about dumb down safety is that when one paradigm fails rather than challenge the assumptions of the paradigm, the industry simply creates a new language for the old wineskin. There is no clearer example for this assertion than observing the linguistic gymnastics of the safety neuroscience fad.

After the failed Behaviour Based Safety (BBS) fad it became clear that BBS was a recipe for brutalism masked in the ideology of zero. It is clear now that BBS is code for surveillance, policing and punishment. Of course the attraction of BBS to the safety industry has always been the seduction of quantifying behavior, measurement and punitive correction. The delusion is that humans are the sum of inputs and outputs which ignores the complexities of human embodied enactment and a host of socialpsychological factors that the industry choses to ignore (see the above Mapping Social Influences).

The seduction to measure and quantify in safety has now shifted to the attraction to cognitive behaviourism founded in a naïve understanding of neuroscience. This approach believes that the human mind and brain are one and the same and that the brain can be controlled and therefore behavior can be mechanistically controlled through brain programming. We see example of this in the following:

- **http://blog.prochoice.com.au/workplace-health-and-safety/using-neuroscience-behavioural-science-influence-safety/**
- **https://www.ausimmbulletin.com/feature/social-neuroscience-the-brains-behind-positive-**

- **safety-culture/**
- **https://www.thesafestep.com.au/news/the-neuroscience-of-personal-safety/28472/**
- **https://www.sentis.com.au/brain-animation-series/**
- **https://www.habitsafe.com.au/about**

Of course what we don't see is any fundamental critique in anthropological assumptions in these approaches. The basic mechanistic assumptions we find in behaviourism remain intact in this new fad of neuroscience safety. It is no coincidence that the zero cult is attracted to such fads. Rather than dump the absurd denial of fallibility, mortality and human vulnerability, the safety industry now clutches at straws looking for the panacea for perfection in the neuroscience fad and the seduction of absolute control over humans. Similarly, we see Safety attracted to the delusions of 'machine learning' and the definition of human as a composite of computer-like algorithms. Nothing could be further than the truth.

If one is interested in a different perspective on human judgment and decision making try these:

- **https://monoskop.org/images/b/b2/Varela_Thompson_Rosch_-_The_Embodied_Mind_Cognitive_Science_and_Human_Experience.pdf**
- **https://pdfs.semanticscholar.org/636c/188034be12926c97c50798cf9856a8d4f21d.pdf**
- **https://mitpress.mit.edu/books/embodiment-enaction-and-culture**
- **https://www.researchgate.net/publication/306570122_Intercorporeality_and_Interaffectivity**
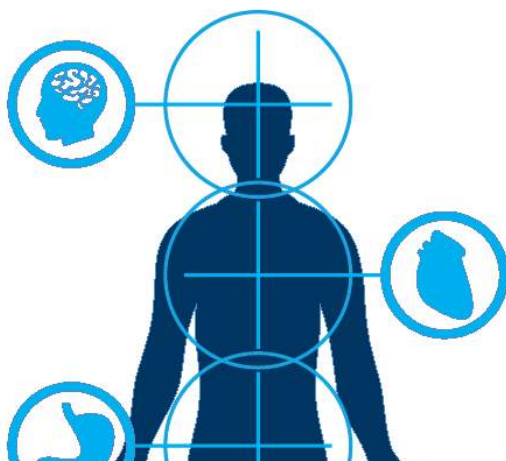- **https://www.ics.uci.edu/~redmiles/ics203b-SQ05/papers/Lakoff1999Chapter3.pdf**

What is fascinating about the emergence of the safety neuroscience fad is complete ignorance of competing theories of human 'being' and a lack of critical thinking in politics, ethics, power and socialpsychological discourse.

The trajectory of the language of safety neuroscience masks the desire for authoritarian power over workers, transhumanist discourse (**https://www.humandymensions.com/product/fallibility-risk-living-uncertainty/**) and maintenance of the myth that 'safety is a choice you make'.

If we wish to humanize the process of safety in the workplace then we need to approach a holistic understanding of human 'being'. We discuss this in the CLLR Program on Holistic Ergonomics (**https://cllr.com.au/product/holistic-ergonomics-unit-6-elearning-face-to-face/**).
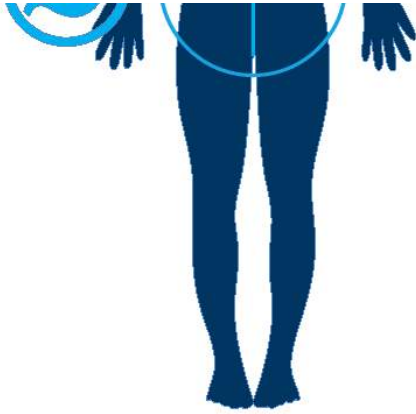
For a report on recent International workshops held in August in Canberra: **https://safetyrisk.net/international-intensive-spor-workshops-august-2019/**

Understandings Neural Codes

If you wish to gain a good understanding of neural embodiment a recent article by Dalton is instructive (*Scientific American Mind*, Decoding the Language of Neurons, July 2019).

Dalton demonstrates that neural codes are like spoken languages and are tasked with conveying information all over the body. As a helpful metaphor Dalton explains that neural codes are somewhat like Morse Code for the human body. It is clear from the research that our body rewires itself (neural plasticity) in such a way that decision making can be

undertaken automatically without consulting the brain for coordination. It is this neural code that enables unthinking habits and heuristics for fast and efficient decision making.

As a helpful source I recommend reading Claxton, Intelligence in the Flesh (**https://yalebooks.yale.edu /book/9780300208825/intelligence-flesh**) to better understand how humans really make decisions.

Observations and Conversations Using the Socratic Method

One of the things most sought after of all Human Dymensions training is skill development in effective observations, conversations and listening. Using the Workspace, Headspace and Groupspace tool (**https://spor.com.au/downloads/tools/**), it is surprising how quickly people learn to better frame and reframe questions to create more critical thinking about a task at hand.

The foundation for effective observations and conversations is not a behaviourist paradigm but rather understanding the essentials of Socratic Questioning (**http://www.criticalthinking.org/files/SocraticQuestioning2006.pdf**). Socratic questioning seeks to extract rather than inject, it doesn't 'tell' but provokes thinking, discovery, ownership and listening. These skills are learned through the Observations and Conversations (**https://www.humandymensions.com/services-and-programs/mirisc-workshop/**) workshop and Superviz (**https://www.humandymensions.com/services-and-programs/supervisor-program/**) workshop .

If you want to improve the way you observe and undertake conversations in socratic questioning contact: rob@humandymensions.com

Further read: **http://www.criticalthinking.org/files/SocraticQuestioning2006.pdf**

Free Books and Downloads

There are now three books available for download in the series on risk, these are:

For the Love of Zero, Human Fallibility and Risk
https://www.humandymensions.com /product/for-the-love-of-zero-free-download/
Real Risk, Human Discerning and Risk
https://www.humandymensions.com

/product/real-risk/

and

[Fallibility and Risk, Living with Uncertainty](https://www.humandymensions.com/product/fallibility-risk-living-uncertainty/)
https://www.humandymensions.com/product/fallibility-risk-living-uncertainty/

There are also other downloads from *Risky Conversations* book:

[Talking Book](https://spor.com.au/podcasts/risky-conversations-talking-book/)
https://spor.com.au/podcasts/risky-conversations-talking-book/

[Video Series](https://vimeo.com/showcase/3938199)
https://vimeo.com/showcase/3938199

Competition – Copy of latest Book

Here is your chance to get you hands on a free copy of the latest book *The Social Psychology of Risk Handbook, i-thou*
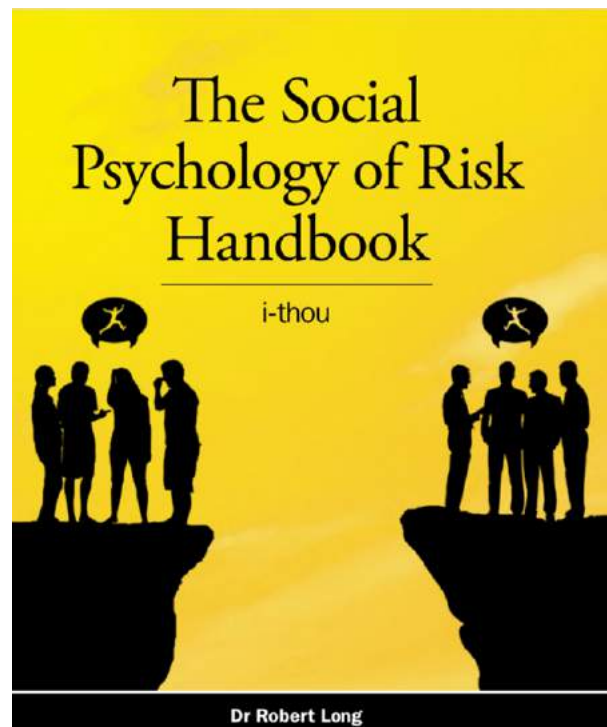
What happens in the following clip?
https://www.reddit.com /r/blackmagicfuckery/comments/7o7rjv /keep_your_eyes_on_the_cross/

and here is the tough part - Why?

You may need to do a little extra research to find out why this effect takes place but that will make winning a book even more worthwhile.

In your submission include your postal address. First 5 correct entries win a copy of the new book *The Social Psychology of Risk Handbook, i-thou*

Contact

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