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Safe System

Cultural Maturity Playbook



Cultural Maturity Playbook

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INTRODUCTION

Scotland's road safety framework sets out our ambition to have the world's safest roads by 2030 and our commitment to the Safe System as a means of achieving it. The Safe System is the international benchmark of best practice in preventing road traffic injury, reducing death and serious harm. It enables systemic focus across different components of the road transport system, with responsibility shared by those who own, design, manage, maintain, and use the road network.

Recent studies have highlighted that the prevailing culture in the organisations responsible for delivering the Safe System is a vital component that can support or undermine our goals. Developing culture involves a deliberate decision by leaders and requires considered investment in a range of action areas.

Whether you are working in national governments, enforcement agencies, local authorities, emergency services or fleet operators, ensuring that there is a deep understanding, shared language, performance expectations, and key roles in place will be essential for all organisations to contribute their efforts towards the safety of the system overall.

WHAT IS A PLAYBOOK?

This playbook, a global first for any road authority, introduces a new approach to investing in the kind of culture that will support our road safety ambitions. It also draws on an analysis of current culture to provide targeted advice, tools and techniques that can be used as we grow together as a community of professional practitioners.

It is called a playbook rather than a strategy because we want it to reflect the dynamic nature influencing culture. This is a creative process that needs to balance both ambition (for where we want to get to) with flexibility (in how we get there).

In sport, a playbook is a set of rules and a suite of actions that a team will follow at different stages of the game. The goal remains the same, but tactics will need to change according to the state of the game.

So, this playbook is a set of guiding principles and a collection of tools and techniques that will help organisations to develop the right sort of culture to become increasingly mature in their delivery of Safe System. It aims to provide enough structure to allow creativity to flourish, with enough constraint to avoid wasted effort and resource.

It is also part of a dynamic process of finding what 'works' – so we don't want to be rigid. Rather we want to be open to learning about which tools and techniques worked well, which ones need refinement, and some may need revising out altogether! As creativity gives rise to new approaches, we want to evaluate these and consider their inclusion to support colleagues across Scotland as we look to develop the Safe System together.

HOW TO USE THIS BOOK

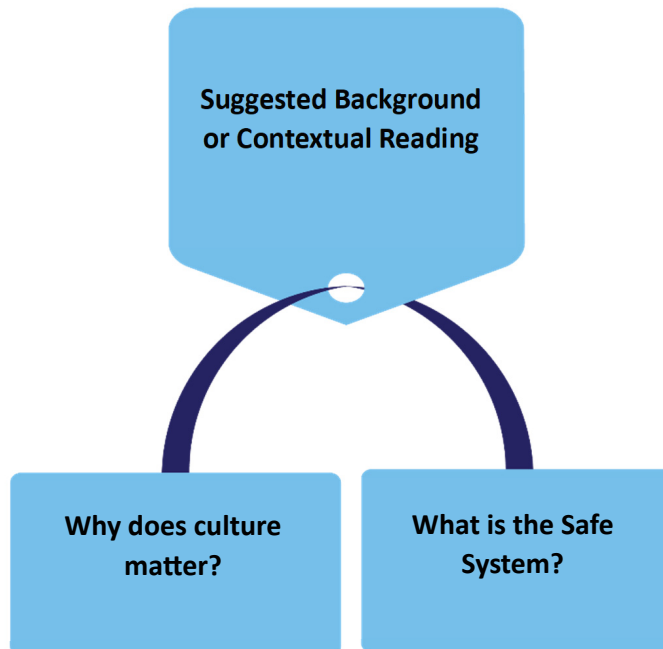
This first Safe System playbook is designed to equip you with a variety of tools and techniques to foster a Safe System culture within your organisation. We recognise the multifaceted nature of culture and have therefore endeavoured to address multiple dimensions that can influence your organisational environment. This playbook offers an extensive array of resources to help you identify and implement strategies tailored to your specific needs.



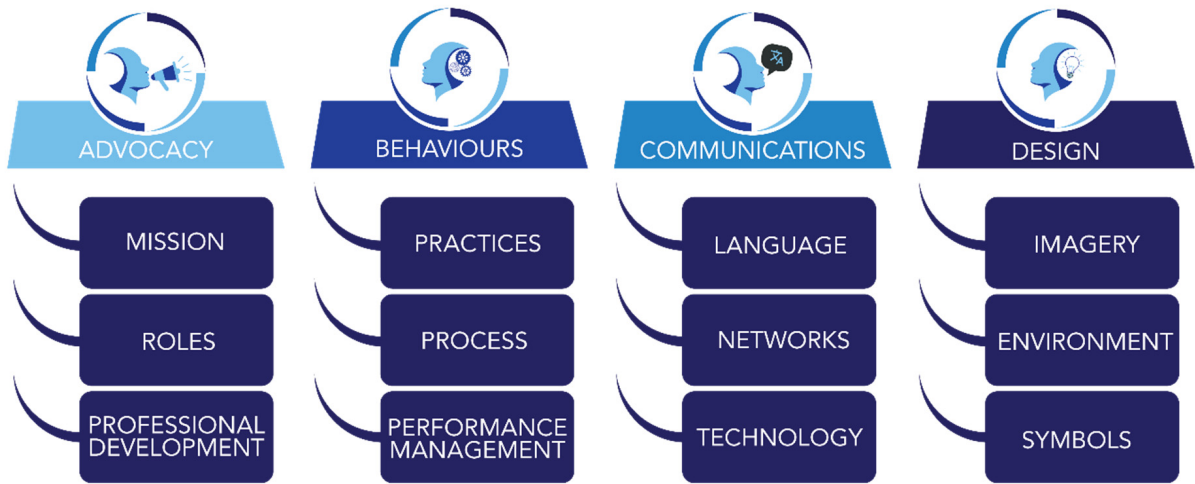
If you want a quick overview click here to read '4 Cultural Plays'

Feel free to navigate this playbook in any order that suits your interests and needs. While each section is valuable, we highly recommend the "[Four Cultural Plays](#)" chapter. This essential section succinctly outlines the ABCD of cultural change: **A**dvocacy, **B**ehaviour, **C**ommunication, and **D**esign. The preceding chapters provide a foundational understanding of culture, the Safe System, and the significance of these elements.

You may be coming to this playbook with deeper questions either about the importance of culture, or with a desire to understand the Safe System in a bit more detail. We have tried to ensure that there is some good background content on these issues in case you would like to dig a little deeper.



Within this book, you will find practical techniques and case studies showcasing organisations that have successfully transformed their cultures, providing real-world examples of effective practices. Our goal is to inspire creativity and help you discover what works best for your organisation. If you just want to dip in and find some inspiration, then try clicking on any of the sections from the graphic below:



Dive in wherever you find most relevant, and let this playbook guide you in embracing a Safe System culture in your organisation. At the bottom of each page there is also navigation to take you back to the table of contents, to the section on the Safe System, or the guide to Culture.

BACKGROUND

Research ¹has confirmed that there is a correlation between the maturity of road safety initiatives and the frequency of road safety collisions, such that performance in countries with a high level of Safe System implementation, is shown to be highly effective. Put another way, the occurrence of road death and traffic injury reflect the levels of knowledge, skills, experience, and determination that are present within the leadership, management, and operation of the road system.

As a result, measuring and understanding an organisation's ability to lead, manage, and operate a safe road system is of great importance and has led to a large body of work to codify road safety management and transfer good practice to improve performance at national, regional, and local level.

Recently, following earlier developments in occupational health and safety, progress has been made in the development of road safety maturity measurement; in particular, an approach to exploring Safe System cultural maturity². Such a framework can be used by government representatives, road authorities, and civil society to decide to what extent the road safety problems they face match their application of effective interventions. These frameworks consist of concentrated descriptions of best practice, while allowing for adjustment to specific local situations and new road safety challenges.

While this area of work is new, Scotland is pioneering with the development of a Cultural Maturity Playbook, that embraces this novel approach to support our road safety efforts.

In 2023, we launched a survey among road safety stakeholders in Scotland, designed to understand the current level of cultural maturity. The responses to this survey have been used to shape this playbook and will help guide its development in the years to come.

¹ (Fosdick et al., 2024; Small et al., 2023; Stipdonk et al., 2024)

² (Fosdick et al., 2024)

WHY DOES CULTURE MATTER?

“CULTURE EATS STRATEGY FOR BREAKFAST, OPERATIONAL EXCELLENCE FOR LUNCH AND EVERYTHING ELSE FOR DINNER.” Peter Drucker

All great organisations, regardless of size or objectives, understand the importance of culture and are tireless in creating a culture that carries their values and is invested with their ambitions. Over the last 30-50 years, the world of management consulting has realised that, unless you address your culture, you can invest as much as you like in processes, systems, and technology and will not achieve the result you are looking for. The famous Drucker quote epitomises this realisation.

It starts with a recognition that every organisation has a culture. No matter how big or small, emerging, or established the entity is, you will be able to observe its culture in the language, customs, and symbols that it adopts. For us, our culture is rooted in the ethos of doing good for the people of Scotland *together*. This sentiment is encapsulated in the strapline to our road safety framework: ***‘Together making Scotland’s roads safer’***. While these externalised cultural markers are aspects of the way our culture is communicated, they are also reflective of the underlying beliefs, values, and rules out of which the culture has been constructed.

Once we recognise that having a culture is unavoidable, the next question that we are forced to engage with is: ‘what sort of culture do we want’?

The idea of a Safe System Culture is one where the ideas, concepts, and practices at the heart of the Safe System, become central to our organisations; how they operate, collaborate, and prioritise their work. In addition to doing right by people, we also need to ensure that the safety of inhabitants is a proactive approach. A Safe System culture will help this very aim and will help us in uplifting our traditional Scottish culture of keeping people at the centre of our approach. This will also help in ensuring that we fulfil our long-term mission of achieving zero fatalities on Scottish roads by 2030.

The challenge then, is creating the culture that we want, rather than accepting the one that emerges.

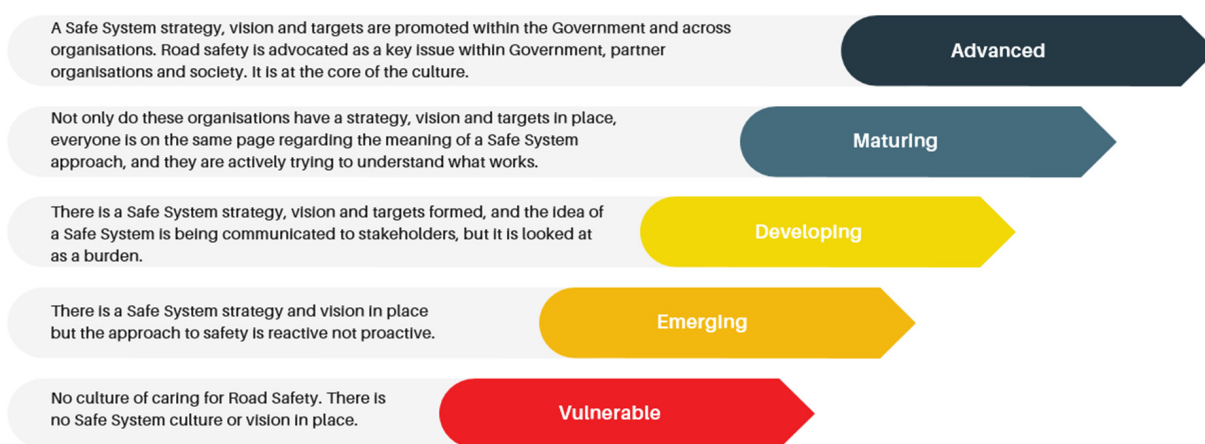
WHAT DOES GOOD CULTURE LOOK LIKE?

A culturally mature organisation is characterised by a robust safety culture, which plays a pivotal role in enhancing road safety outcomes. In general, there is a clear correlation between the maturity of road safety initiatives and the frequency of road collisions. As organisations evolve towards maturity, they increasingly prioritise safety, embedding it at the core of their operations and decision-making processes.

A mature safety culture is characterised by a shared commitment to safety, where stakeholders at all levels place a high value on safety and uphold beliefs, values, and attitudes that foster a culture of safety excellence. This commitment transcends mere compliance with regulations, extending to proactive efforts to identify risks, implement preventive measures, and continuously improve safety performance.

Based on recent studies (Fosdick et al., 2024; Small et al., 2023), Figure 1 describes the typical journey an organisation might take towards increased maturity. The progression shows the stages that an organisation needs to transcend to have the Safe System at the heart of their culture.

Figure 1- Safe System Cultural Maturity Stages



The Vulnerable stage showcases that road safety is not a priority in the organisation's culture wherein there is no plan or vision for advancing the Safe System. On the other hand, the Advanced stage highlights the Safe System as a core value, with clear goals and strategies integrated into organisation's policies from the outset.

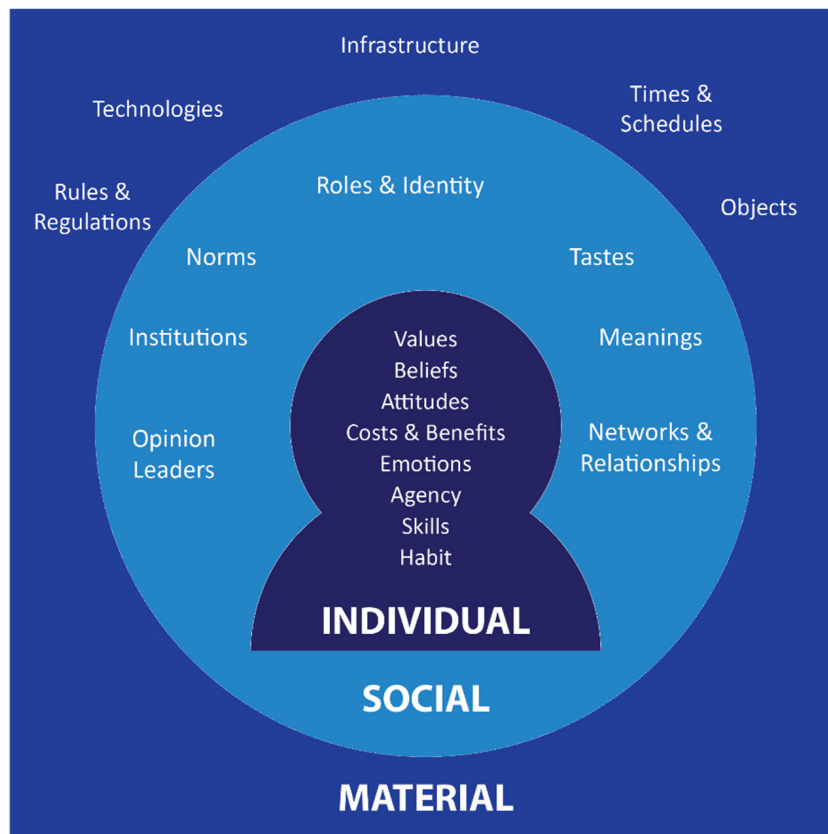
As we strive to prioritise safety within our organisational culture, it becomes crucial to understand how to effectively drive cultural change and influence our collective mindset.

HOW DO WE INFLUENCE CULTURE

When shaping culture, many focus solely on the individual, overlooking the broader social context in which individuals exist. The Individual (I), Social (S), and Material (M) model, stemming from Southerton et al.'s research offers insights into behaviour change. Developed further by the Scottish Government and collaborators, it provides a practical framework for fostering behaviour change by comprehending the broader operational context (Darnton & Horne, 2013).

Figure 2 illustrates the three interconnected layers of this model. The individual remains at the centre of the model encompassing values, beliefs, attitudes, and habits crucial for driving behavioural change. The ISM model propounds that to derive behaviour change one needs to focus interventions on not only the individual level but also the social and material level.

Figure 2- ISM Model (Darnton & Horne, 2013)



The social context encompasses factors beyond an individual's control that still significantly influence them. These include social norms, interpersonal relationships, cultural preferences, sources of identity formation, and the influence of respected leaders, among others. These elements often shape our decisions, sometimes at an unconscious level.

On the other hand, the material context pertains to the tangible infrastructure that frames our actions and choices. This includes explicit factors like rules and regulations we must adhere to, as well as more subtle influences like time constraints that impact our decision-making process.

The essence of the ISM model lies in recognising that to effect behavioural change, it is essential not only to target interventions at the individual level but also to consider the broader context within which individuals operate.

Application of the ISM model to Embed Road Safety

We can use the power of the ISM model in several ways to develop the Safe System in Scottish organisations. Table 1 highlights its application.

Table 1 - Application of the ISM model to Road Safety in Scotland

INDIVIDUAL

We need to ensure that individuals have the need and motivation to behave in line with the Safe System. Stakeholders should feel confident in their procedural know-how of the Safe System and applying it within their context. They must be able to understand the strengths and weaknesses of the approach.

How can we help change this?

- **Comprehensive Training** – Offer tailored programs to equip stakeholders with the necessary knowledge and skills to understand and implement the Safe System effectively.
- **Periodic Surveys** – Conduct regular surveys to gauge stakeholders' confidence levels in explaining the Safe System, their perceived understanding of the system, and perceived ability to influence partners. Gather feedback regarding training through surveys and incorporate it into future sessions thus, improving training and empowering stakeholders.
- **Peer Support Networks** – Create peer support networks where stakeholders can exchange insights, share best practices, and offer mutual encouragement in embracing the Safe System.
- **Normalize a Safe System Culture** – Put up posters on office walls highlighting the meaning and application of a Safe System in various parts of the workplace. Make people realise that this is the new norm. Along with this, create a central accessible repository of resources which showcase the meaning and application (case studies) of the Safe System.

SOCIAL

Our identity is shaped by our social context, emphasising the importance of integrating the Safe System not only at the individual level but also within our systems and teams. To ensure alignment, it is essential to assess the adoption and understanding of Safe System principles among influential leaders and teams.

How can we help change this?

- **Leadership Engagement** – We can arrange regular talks with leaders to understand what they have done to embrace the Safe System. Ensure that leaders feel confident in explaining the meaning of the Safe System to their team and influencing them to adapt it. Deeper insights could be gained using focus groups that highlight potential pain points or pathways to improvement.
- **Cross-Functional Collaboration** – The Safe System hinges on collaboration. Promote teamwork by holding regular meetings with diverse groups. Share ideas on how to integrate the Safe System, thereby helping in fostering the desired culture.
- **Harness Social Norms** – Express appreciation for the teams that are incorporating the new culture, rewarding them where possible. This will make the other teams feel that they are missing out on something and induce a gradual change.

MATERIAL

Ensuring alignment between formal and informal rules and regulations is crucial for effectively embedding the Safe System within organisations. If our advocacy for the Safe System does not align with resource allocation and priorities, it will hinder meaningful behaviour change. It is essential to harmonise formal regulations, such as road design standards and vehicle safety protocols, with informal rules such as time allocation and prioritisation.

How can we help change this?

- **Policy Integration** – Integrating Safe System principles into organisational policies, procedures, and guidelines to ensure consistency and alignment with the road safety objectives.
- **Resource Reallocation** – Allocating resources, including time, budget, and manpower towards road safety initiatives and infrastructure improvements that support a Safe System implementation.

Case Study – Application of the ISM Model in Scotland

We have used the ISM model across a variety of contexts in Scotland such as reducing the carbon footprint, addressing alcohol misuse, inducing recycling behaviour and many more. This is a brief case study of how we made recycling the norm through using the ISM model (Darnton & Horne, 2013).

- **Individual** - This level was targeted by effective messaging using slogans such as *'Do your bit'* which aimed to target people's emotions and attitudes. Moreover, residents were made aware of the importance and advantages of recycling through messaging. Motivation was enhanced

by highlighting people’s ability to recycle and empowering them to take action. Overall, the aim was to change attitudes and make it easier for everyone to recycle.

- **Social** – Social norms were harnessed in driving behaviour change by highlighting who was participating and engaging with the recycling initiative. Recycling was normalised through its promotion in educational institutions, workplaces, and public spaces. Additionally, slogans like "Recycle for Scotland" were utilised to foster a shared community identity and cultivate a national commitment to recycling.
- **Material** – The overall regulations reflected the emphasis on recycling such as the European Union (EU) directive on waste management. Barriers to recycling were reduced by making recycling more accessible through increasing the collections, making the ‘how to recycle’ part more accessible along with various other aspects. These measures contributed to driving change across all the levels.

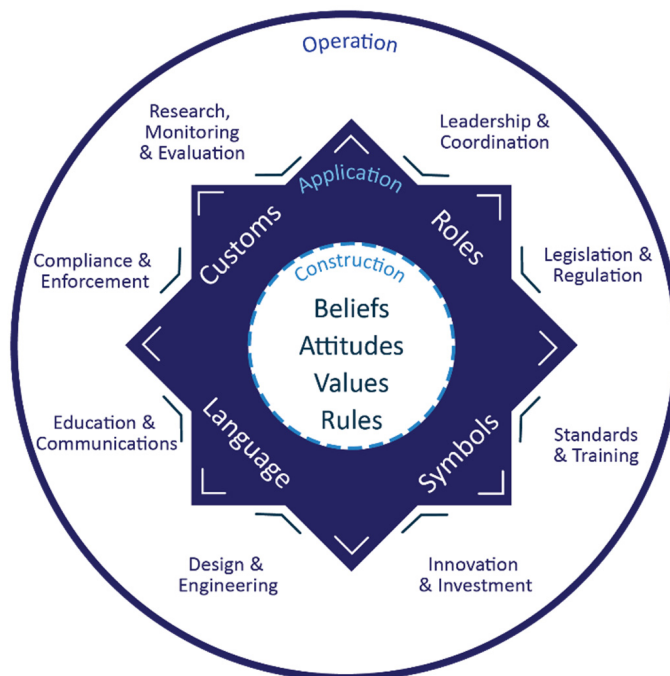
Similarly, we can use the ISM model to drive behaviour change in the road safety context.

SAFE SYSTEM CULTURAL MATURITY MODEL

A helpful model integrating the Cultural Maturity stages and the ISM model is the Safe System Cultural Maturity Model (SSCMM) collated by Fosdick et al., (2024) and outlined in Figure 3. This framework helps organisations in integrating the Safe System and measuring the level of cultural maturity to determine the actions required to bring about a change.

The model delineates three key stages: Construction, Application, and Operation, mirroring the ISM model's Individual, Social, and Material stages to bring about a cultural shift. This model underscores the multifaceted nature of behaviour, emphasising that driving change extends beyond individual-level interventions to encompass broader social and material dimensions.

Figure 3 - Safe System Cultural Maturity Model



Construction Level – This level showcases the individual and their beliefs, attitudes, values, and rules that they hold. To bring a change at the individual level, it is essential that individuals are motivated to bring about a Safe System culture and believe in the same.

Application Level – This level underscores the social context under which the Safe System needs to be brought about. Bringing about a cultural shift is more than just beliefs and inducing motivation; it involves reflecting whether the language, symbols, roles, and customs in the organisation reflect the integration of the Safe System.

Operation Level – The outer sphere involves the change mechanisms through which change will be reflected. For example, if the leaders do not value the Safe System and do not symbolise the same culture that we are trying to bring about then the change will be restricted.

SSCMM is a valuable mechanism to consider while developing a cultural shift. More information on the model has been detailed in Appendix III.

WHAT IS THE SAFE SYSTEM?

A Safe System involves those who manage and design the roads and vehicles as well as those who use them; each is responsible for, and must contribute to, eradicating fatal and serious injuries. Ultimately, all road users are expected to use the roads safely and comply with the rules.

The Safe System recognises that humans are both fallible and vulnerable, therefore placing far greater responsibility on the system designers and managers to create robust networks where the consequences of system failure are mitigated to prevent catastrophic outcomes. Traffic crashes cannot be completely avoided; the goal of a Safe System is to ensure that collisions do not result in serious human injury.

SYSTEM PRINCIPLES

The system represents the interaction of users of different modes within the road space, and the safety of that system requires an understanding about the nature of humanity, the effects of these interactions, and a shared expectation about minimum standards for system operation.

People make mistakes

Humans are fallible. We cannot expect their behaviour to be completely consistent and their performance will vary. We need to ensure that they do not suffer tragic consequences from making minor mistakes.

Humans are vulnerable to injury

The human body can only withstand small amounts of force before it suffers serious harm. This means that impacts with extremely heavy objects (such as vehicles), especially at higher speeds, will almost certainly result in serious or catastrophic injury.

Death and serious injury are unacceptable

We cannot accept a system in which these catastrophic outcomes are experienced. We have a moral responsibility to manage the system to eradicate the most severe side effects.

Responsibility is shared

When someone is injured, it is an indication of the system overall failing to protect users. Strengthening the system as a whole requires efforts from road designers, operators, users, providers of post-crash response, and private sector partners.

Our approach is proactive

We cannot wait for the system to malfunction, and people to be seriously injured, before we intervene. Data about safety performance should be used to strengthen the system reducing this risk.

Our actions are systemic

All parts of the system must be strengthened to multiply their effects. Improving relationships among parts of the system will support the optimisation of the whole.

SYSTEM OUTCOMES

To help achieve our vision, Scotland's Road Safety Framework to 2030 identifies five outcomes (Safe Road Use, Safe Roads & Roadsides, Safe Speeds, Safe Vehicles and Post-crash Response) which describe

the road safety environment it aims to deliver. These outcomes align with the five components of the Safe System.

Safe Road Use

Safe road users are competent at all levels, including: paying full attention to the road ahead and the task in hand; adapting to the conditions (weather, the presence of other users, etc.); travelling at lower speeds; not driving while impaired through drink, drugs (including medicines) or fatigue; not being distracted by in-vehicle technology (mobile phones, entertainment systems, sat navs, etc.); and giving sufficient room to all other road users, no matter what their mode of travel. Safe road users are mindful of the hierarchy of road users, which ensures that those road users who can do the greatest harm have the greatest responsibility to reduce the danger or threat they may pose to others. They respect other road users at all times and assume responsibility for others' safety as well as their own.

Measures to encourage safe road use also include working together to reduce car-based traffic, inspiring people to use active modes, such as walking, wheeling, or cycling or to use public transport rather than their own vehicles.

Education interventions are also important to ensure road users are risk-aware, can develop coping strategies for high-risk situations, and act appropriately to keep themselves and others safe on the road.

Safe Roads and Roadsides

In a Safe System, roads and roadsides are designed to reduce the risk of collision, and to mitigate the severity of injury should a collision occur. A combination of the design and maintenance supported by the implementation of a range of strategies to ensure that roads and roadsides can be as safe as possible can reduce casualties on our roads. One way in which this can be achieved is to both segregate different kinds of road users and the traffic moving in different directions or at different speeds. If this is not possible, promoting positive behaviours and safer sharing of spaces, as well as the appropriate use of speed limits and signage, can also be a much more affordable and sustainable way to protect the most vulnerable road users.

Safe Speeds

Speed limits in a Safe System are based on aiding crash-avoidance and reducing the speed at which impacts occur. This ensures the body's limit for physical trauma is not reached or exceeded. The Safe System aims to establish appropriate speed limits according to the features of the road, the function it serves, and the physical tolerance of those who use it.

The key factors that should be taken into account in any decisions on local speed limits are:

- history of collisions
- road geometry and engineering
- road function
- composition of road users (including levels of vulnerable road users)
- existing traffic speeds
- road environment

Safe Vehicles

Vehicles are designed and regulated to minimise the occurrence and consequences of collisions to road users. This applies not only to vehicle occupants, but also to pedestrians, cyclists, horse-riders, and

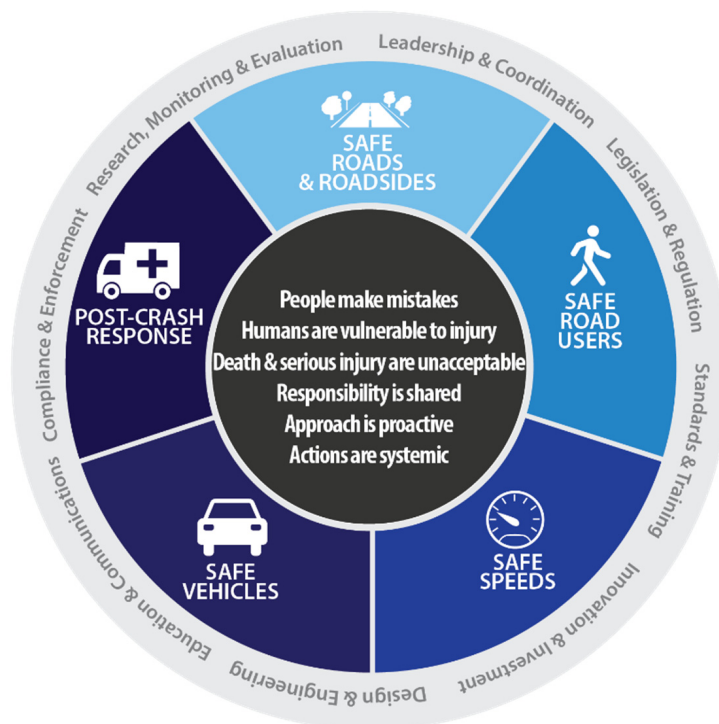
motorcyclists. Making vehicles safer involves both ‘active’ safety measures, such as autonomous emergency braking, which can prevent collisions occurring in the first place, and ‘passive’ safety measures, such as seatbelts and airbags, which protect occupants (and other road users) if a collision does occur. It is also vital to ensure vehicle roadworthiness is regulated to the highest standards. Technology within vehicles, such as feedback from the speedometer and seatbelt reminders can also educate road users about safe road use.

Increasingly, roads and vehicles will be managed within an intelligent transport system, relying on ever-more autonomous vehicles and smart infrastructure. As safety becomes hardwired into vehicle technology and road design, there is potential to further reduce road casualties and deaths through this route.

Post-crash response

It is vital to work with the emergency services and the National Health Service (NHS) to enable the best possible response to collisions, ensure victims are effectively cared for, and facilitate meaningful investigations into the causes and potential solutions for the future. Health outcomes for victims rely on the ability of the system to quickly locate and provide emergency first responder care, in order to stabilise victims and transport them to hospital for further specialist treatment.

Figure 4: The Safe System



4 CULTURAL PLAYS

To keep this simple, we have created '4 Plays' that are easy to remember because they are the ABCD of developing culture. Each of these Plays is underscored by activity areas considered useful when developing competence within each of the Plays.



There is a chapter devoted to each of the Plays, which will explore the rationale, as well as relevant case studies, tools, tips, and techniques that might be appropriate for your organisation to consult when thinking about how the Safe System can be made more meaningful and how your culture can be enriched:

- **Advocacy** - Building support by actively championing our cultural ambitions
- **Behaviour** - Embedding the customs and practices that express our desired culture
- **Communication** - Developing the shared vocabulary that ensures clarity of purpose
- **Design** - Visually reinforcing our aspirations through relevant images and symbols

Each of these Plays is supported by a group of activities. These help us to think more systematically about how we develop the right culture. In the chapters that follow, these groups are unpacked to form a suite of interventions that might help you to develop a more robust Safe System culture with your colleagues, partners, and stakeholders.

EXPLORING THE MODEL

A is for Advocacy

Effective cultures don't develop by accident. They are shaped purposefully by advocating clearly for the kind of purpose, people, and practice we want to embed, as a reflection of how we operate. This means advocating to promote our shared missions, roles, and the way we develop professional practice.

Mission

Our Safe System mission, expressed through Scotland's Road Safety Framework to 2030, provides a clear shared understanding of what we aim to achieve together, helping staff and stakeholders to prioritise actions that support the mission. Mission is critical to Safe System culture for several reasons:

Alignment: The mission defines the purpose and goals, aligning everyone toward a common objective. It allows us to align resources and relationships within, and between organisations, towards a Safe System goal. A well-defined mission also serves as a guide for decision-making, helping us to focus consistently on the actions that have the greatest impact.

Identity: Our Safe System mission communicates the identity and values that we share – a future where death and serious injury are no longer consequences of using Scotland's roads.

Motivation: Our Safe System mission inspires and motivates. The sense of shared purpose that arises from knowing we are all working together to achieve a safer future helps individuals and organisations to understand the significance of their work; they are more likely to feel engaged, and committed. This sense of purpose can drive higher levels of performance and dedication.

Roles

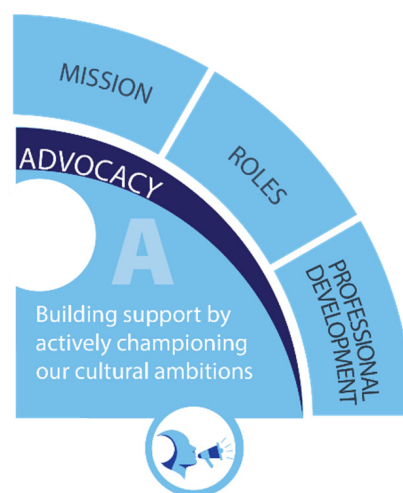
Across Scotland, we need to ensure that we have the roles in place to support our Safe System ambitions. This is not just about appointing officers who are dedicated to road safety activities, it's about ensuring that among our partners and stakeholders we have people who are advocating for Safe System delivery.

Leaders: The long-term nature of working towards a Safe System requires leaders who will cast a compelling vision, devise strategy, and maintain a steadfast focus on results.

Champions: Advocacy needs the enthusiasm of champions who will regularly call everyone's attention back to the challenge. Their innovative and entrepreneurial approaches are vital in maintaining energy for the cause.

Scholars: Enthusiasm on its own is insufficient, it must be paired with expertise. Scholars provide the technical specialism required to support Safe System delivery, ensuring alignment to evidence, and exemplifying good practice.

Connectors: In a Safe System, which requires extensive coordination among a wide range of actors, the role of connectors should not be underestimated. Connectors are key to maintaining the professional and relational networks that support effective practice and recognise the need for fostering alliances that will support delivery.



Professional Development

Our Safe System culture will be strengthened through our investment in professional development that embeds our understanding and enables colleagues to grow in their practice.

Induction: New staff coming into our partner organisations should be introduced to the Safe System early, as part of their induction process. We want to ensure that they benefit from and contribute to a safe network, so outlining how they help us to achieve our shared goals is important.

Onboarding: Across our partners and stakeholders, we have an extensive network of colleagues who can similarly contribute to our ambitions. Ensuring that we introduce our co-workers to the Safe System concept and explore why it is central to our corporate culture will aid their understanding of our priorities and investment decisions.

Training: If we don't provide training, we cannot expect staff to develop a comprehensive understanding of Safe System and their role as contributors. Training will need to be tailored, so that it is available through a variety of channels and provides an appropriate level of technical depth according to the needs of different professionals within the system.

Accreditation: At a certain point, training needs to be validated to ensure that professionals have attained an agreed level of knowledge or competence in applying their part of the Safe System. Whilst numerous routes to accreditation exist, the key is that it is consistently applied and commands confidence from colleagues.

B is for Behaviours

Our behaviours reveal a great deal about our corporate culture. Someone once said: "it is easier to act yourself into right thinking than to think yourself into right acting!" So, if we can put in place the right sort of behaviours, they will support the right kind of culture.

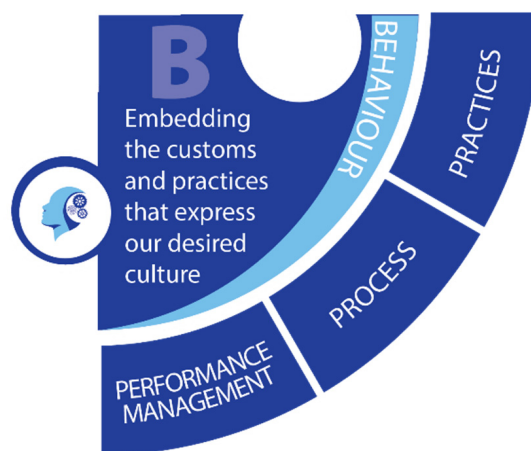
Practices

Our culture is most observable from the things we do: our practices. How these practices reflect aspects of the Safe System in our day-to-day operation will reveal much about how our culture aligns with our ambition.

Routines: There are numerous ways we can ensure our Safe System principles appear within our routines. For example, we could make sure that road safety is regularly discussed in our team meetings, that all fleet users are expected to undertake daily vehicle checks, that maintenance inspections consider a range of Safe System factors, or by introducing cycle repair clinics for staff and families once a term.

Collaboration: We often see our practices through a different lens when we collaborate with others, so this can provide a great opportunity to identify improvements that will reinforce the Safe System. When we talk about shared responsibility, and working in partnership, the degree to which we collaborate reflects our ambition.

Innovation: We are asking colleagues to work with us on our culture when we invite them to help us innovate. Each time a service is being redesigned, or offices are being moved, we are outsourcing or



problem solving, and there are opportunities to think about how we could introduce safety innovations with others.

Processes

We can intentionally embed behaviours by making them part of formal and informal processes that reinforce our expectations, transforming them from articulated values into enacted behaviours.

Systems: Organisations can do a great deal to reinforce their goals through the systems that they operate. Procurement systems that prioritise safety outcomes from projects, a workplace travel policy that encourages use of the safest modes, or incentives for teams that reduce their car dependency are examples of control systems that might contribute.

Standards: The standards that underpin our work can be great ways of ingraining Safe System. Just think about how our standards for traffic management affect roadworker safety, our standards for engineering design can protect vulnerable road users, or our standards for hire vehicles can ensure the latest safety systems are in place.

Non-Conformance: How we manage processes when they go wrong is just as important as when they work seamlessly. Making sure that we learn from mistakes, identifying when standards aren't delivering the desired outcomes, or systems seem to produce poor results, is a critical part of building a healthy culture. No blame, non-conformance reporting helps highlight opportunities for systemic improvement in our processes.

Performance Management

By measuring what we value and rewarding behaviours that deliver these outcomes, we can develop a reinforcement cycle of continuous improvement. Attending to a number of areas will help to maintain momentum:

Expectations: Any high-performance culture starts with high expectations. Leaders can set the tone here, but it is important that expectations are shared. The Road Safety Framework sets out detailed performance expectations that the whole community can work towards. Staff and stakeholders should feel that they are contributing to the achievement of these agreed performance expectations.

Accountability: Where organisations and staff have a direct responsibility for delivering parts of the Safe System, accountability is another important aspect of performance management. We are looking for ownership because we know that this also inspires high levels of commitment.

Evaluation: Critical to understanding the impact that certain actions have on our collective performance is the process of evaluation. Without evaluating our work, we cannot identify how to increase productivity through reducing wasted effort and concentrating on effective actions.

Monitoring: Even when we have evaluated activities to prove their efficacy, we need to institute a program of monitoring. This will help us understand whether our actions continue to be effective over time or whether changes in the environment are influencing longer-term effects.

C is for Communication

If we want our culture to be transmissible, we must find appropriate ways to communicate it effectively within and outside our organisations.

Language

Every profession, every group, every culture has its own vocabulary, the vernacular it uses to convey its shared values, purpose, and expectations. If we want to introduce a deeply ingrained Safe System culture, we need to attend to the language we use ensuring our consistent application of:

Terminology: our choice of terms is invested with meaning and when we are embedding culture, shared terminology is key. Using terminology consistently and ensuring that its meaning is widely and clearly understood is critical for colleagues and stakeholders to participate in a community of practice.

Concepts: underneath the vocabulary we choose are the concepts we are conveying. Again, the greater the clarity about the core concepts that are central to a Safe System, the easier to build consensus and share purpose.

Stories: storytelling is central to all cultures. They encapsulate truths whilst also being highly transmissible within groups. Stories can elicit emotion, reinforce our sense of belonging, and deepen our understanding.

Networks

As culture is a social phenomenon, we also need to take into account the dynamics of social networks. They are key to transmitting the kind of culture we are looking for, but if we don't harness them effectively, they can potentially undermine our efforts and create countervailing effects.

Groups: formal and informal groups provide significant opportunities to shape culture when they are engaged effectively. Consider the different groups of colleagues and stakeholders that you might need to work through (professional bodies, management teams, regional groups, audit boards, political committees etc.) to ensure that Safe System is effectively understood and influences decision making.

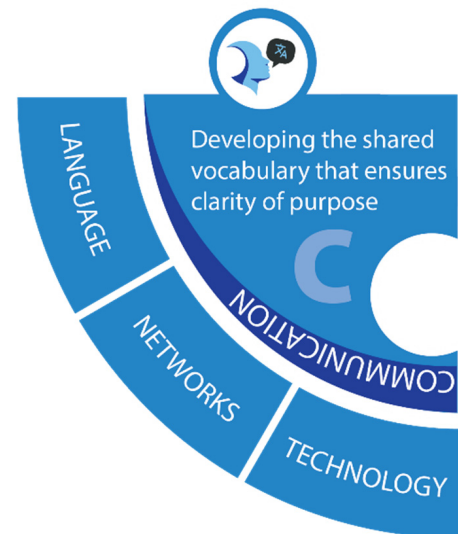
Meetings: often the most efficient ways of engaging groups is through their regular meeting structure, but it is also important to think about the kinds of meetings you could convene in order to bring people together around the Safe System concept and advance understanding.

Channels: outside of meetings, there are numerous other channels that can provide a platform for effective communication. Think about the value of things like conferences, webinars, workshops, clinics, and newsletters as channels for transmitting Safe System culture.

Technology

In developing culture, we must be increasingly cognisant of the value of technology in facilitating connections between individuals and communities of users, traversing traditional organisational boundaries and supporting the sharing of ideas and practice in novel ways.

Platforms: with the emergence of social networks, and comparable network formation through business productivity tools, many platforms have now blurred the lines between tools that are strictly



for professional communication and those which are more social in nature. With careful navigation, this creates opportunities for working across a range of platforms to promote Safe System culture and practice.

Data: in an increasingly data literate world, we need to ensure that data which can drive insights and inform decision making is readily accessible. Communicating effectively with data can provide a common language that is shared within and across organisations.

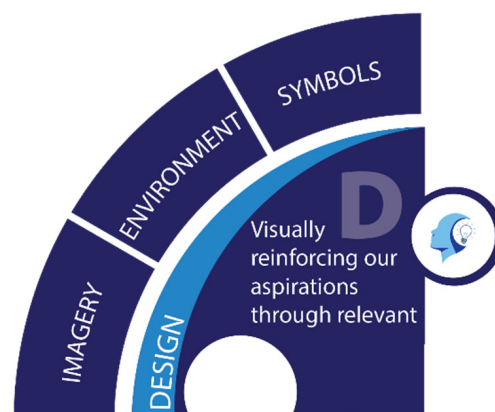
Engagement: if we are looking to influence culture, we must go beyond using technology to broadcast messaging and consider how we enrich the level of engagement. Exploring how technology can help us move from informing, to consulting, involving, and collaborating will drive a healthier culture.

D is for Design

We remember far more of what we see and do, than what we read or hear, hence the old adage that a picture paints a thousand words. That means that design is critical for helping our community to understand and recall important components of the Safe System, which is vital if we want them to apply and embody them.

Symbols

From cave paintings and hieroglyphs, human history conveys aspects of its culture and practices through symbols; they are powerful communicators that connect our lives with others.



Pictures: the ability to visualise what the Safe System looks like (or indeed doesn't look like!) in practice can be critical in persuading people of its value. Effective imagery can evoke an emotional response that deepens understanding.

Models: whether physical or digital, think about the power of a model to facilitate engagement with the layout of a shopping centre, the latest car design, or the historic structure or archaeological site. We live in three dimensions and often think that way too; models can mediate concepts and bring them closer to reality.

Objects: interacting with Safe System elements can breach the wall between theory and reality, helping us to understand how we can inhabit the new culture we are describing. Trying out novel safety equipment and seeing how it functions in the real world, can transform our understanding of what is achievable.

Imagery

Consider the power of your favourite brands – whether they are technology giants like Apple and Google, vehicle manufacturers such as BMW or Ford, or ubiquitous fast-food chains like McDonalds and KFC – most of us can associate their design (logos, adverts, straplines etc.) with the brand.

Design: creating a connection with our concept of Safe System through the use of visual elements such as logos and diagrams is important. Doing so consistently and repeatedly is vital to create a shared visual language that prompts recall of the underlying principles and can motivate action.

Video: in competing for attention and engagement, it has become increasingly important to use video to create a more immersive experience. Video facilitates richer narratives and more personal storytelling about the culture we are looking for.

Interactivity: from VR to eLearning, social media to gamification, experiences are increasingly interactive, demanding our attention whilst also building our commitment to keep competing, contributing, and collaborating.

Environment

We often fail to realise how successfully we can influence behaviour by thinking about the environmental cues that direct us.

Layout: the planning of our physical spaces can shape the decisions that we make, influencing speed choice as drivers, purchasing decisions as shoppers, or physical activity depending how far it is from our desk to the toilets! We can reinforce positive behaviours or undermine our ambitions by how we use space.

Norms: we do what we see others doing, so if we can use the environment to create and sustain norms that align to our desired culture, we have a great chance of turning it from novel into normal.

Nudges: embedding cues in the environment can make it easier to navigate and makes 'doing the right thing' more obvious. Guiding actions in this way can support the kind of culture we want without demanding lots of attention.



CHAPTER ONE: ADVOCACY

“Champions are made from something they have deep inside them – a desire, a dream, a vision” - Muhammad Ali, Boxer

The world is changed by those who advocate for the alternative. Who can ignore the impact of a Greta Thunberg or a Martin Luther King Jr. It begins with making the case for a different future.

Our vision is to the best road safety performance in the world. That’s the desire, but for it to become a reality it has to become shared. We will do this together!

The word **'together'** embodies the Scottish ethos of unity and collective effort towards achieving the shared vision of safer roads for all. We won't cultivate the desired culture unless we advocate for it wholeheartedly.

MISSION

The mission serves as a powerful tool for setting clear expectations and ensuring alignment among all stakeholders. It not only highlights the significance of the problem at hand but also helps to motivate and mobilise the organisation. For example 'Scotland to have the best road safety performance in the world' (Road Safety Framework, Transport Scotland, 2021) encapsulates our ambition and drives our actions.

This ambitious target underscores our unwavering dedication to enhancing safety standards and positively impacting the lives of the people we serve. Below are some actionable steps that we can work on to ensure that our partners and stakeholders across Scotland are on board with the mission and motivated to play their part.

Alignment

Alignment with the mission ensures that all relevant stakeholders understand, embrace, and collaborate towards the shared purpose and objectives outlined by the mission. Achieving the integration of the Safe System demands collective effort across all Scottish organisations like local authorities, Police Scotland, the healthcare system, and civil society. To ensure alignment, it is essential that every organisation understands that they need to be a contributor.

The following questions can help us to consider current alignment with our collective mission (adapted from Bonchek, 2013):

- What is the mission that we and our partner organisations can work on together?
- What is the mission that is a natural expression of who we are?
- What is the mission that all of us stand for?
- What is the mission that shows our public contribution?

With everyone aligned to the mission, we foster a unified purpose and clarity in pursuing the necessary steps to realise our long-term goals successfully. Ensuring that organisational objectives cascade from and are aligned to this overall mission is a vital step.

Defining Clearly Aligned Objectives



Breaking down the mission statement into objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) will help in refining the daily operations with the mission and long-term goals. As management guru Peter Drucker says: *‘What gets measured gets managed.’*

Breaking down the mission into smaller discreet goals helps in effectively planning the path to achieve the overall ambition. In this manner, the long-term goal seems more achievable, making all parties more accountable.

While we already have SMART objectives at the national level, framing objectives for each organisation can help us to establish targets locally, contributing to and integrating with the Safe System nationally. Table 2 shows what needs to be considered when developing SMART objectives and questions to be considered before setting these objectives.

Table 2 - Description of SMART objectives

<p>Specific</p>	<p>Clearly define what you want to achieve, avoiding vague or general statements.</p> <p><i>What exactly do we want to accomplish? Who is involved and what resources are needed? Is it reductions in casualties, or intermediate measures such as vehicle speeds, or seatbelt wearing?</i></p>
<p>Measurable</p>	<p>Include criteria that allow you to track progress and determine whether the objective has been met.</p> <p><i>How much change are we looking for? How will we measure progress and success? What metrics or indicators should be used?</i></p>
<p>Achievable</p>	<p>Set realistic goals to achieve the objectives and ensure that there are adequate resources to fulfil those goals.</p> <p><i>Is this goal realistic given the available resources, time, and constraints? What challenges or obstacles might we encounter and how can we address them? Do we have the necessary skills, knowledge, and support to achieve this goal?</i></p>
<p>Relevant</p>	<p>Ensure that the objective aligns with our broad Scottish identity and our national goals.</p> <p><i>Does this goal align with organisational priorities and our broader Scottish mission? Will achieving this goal have a positive impact on stakeholders and Scotland?</i></p>
<p>Time-bound</p>	<p>Establish a proper timeframe for achieving the set goals and objectives that will help in tracking the progress and providing a clear deadline to work towards.</p> <p><i>What is a realistic deadline or timeframe for achieving this goal? Are any interim milestones or checkpoints required?</i></p>



What is the action plan or timeline for completing tasks and activities related to this goal?

So, we might end up with a SMART objective that looks like this:

Achieve a 10% (measurable) reduction in serious road traffic collisions (relevant) in Glasburgh (specific) within the next two years (time-bound) through a programme of speed management on local roads (achievable).

Template

To ensure that this is not just a process that sits at the backend, a simple template of SMART objectives has been developed and can be found in Appendix IV. Each goal or objective should go through a SMART form before dedicating resources to it. This will help in integrating a targeted approach into the planning process.



Etsy

Case Study

Aligning Mission with Culture

(Jassy, 2016) (Sairam, 2018)

Introduction:

Etsy is an e-commerce platform specialising in handmade, vintage, and craft items. With a brand identity centred around 'keeping business human', Etsy has built a reputation as a unique marketplace that celebrates creativity and craftsmanship. By 2016, Etsy recognised a growing misalignment between its mission and business practices. To address this, they took steps to realign its mission and values across culture, products, and leadership.

Strategic Initiatives:

Created a Dedicated Position - Etsy introduced a new role focused solely on aligning the company's mission and values with its culture, products, services, and leadership. This position played a pivotal role in bridging the gap between Etsy's mission and its day-to-day operations.

Employee Advocacy - Etsy promotes its products internally by offering employees a \$50 credit during onboarding for purchasing Etsy products. They are then encouraged to do a play with the products that they chose to buy during a meeting. This initiative not only encourages employees to experience Etsy's marketplace firsthand but also fosters a sense of pride and advocacy for the products they sell.

Outcome: By aligning its mission with its culture, Etsy has created a cohesive and values-driven work environment. This alignment has not only strengthened Etsy's brand identity but also enhanced its ability to attract and retain creative talent.

Application:

Do you have a central position that advocates for the Safe System and enables integration of the Safe System? Do you measure goals to achieve the integration of the Safe System?

- Create a **Safe System Advocate** role that is specifically responsible for advocating for the Safe System and ensuring that it is seamlessly integrated within the organisation. The advocate should directly report to the top management to avoid multiple friction points in the process of integration. This will also enable the top management to be directly involved in imbuing the Safe System.
- Clearly define what you want to achieve, avoiding vague or general statements.
- Include criteria that allow you to track progress and determine whether the objective has been met.
- Set realistic goals to achieve the objectives and ensure that there are adequate resources to fulfil those goals.
- Ensure that the objective aligns with our broad Scottish identity and our national goals.
- Establish a proper timeframe for achieving the set goals and objectives that will help in tracking the progress and providing a clear deadline to work towards.
- Use the SMART template and ensure that every goal or target needs to be framed using SMART.



Identity

The mission helps organisations in creating a character or identity of their own. It establishes shared purpose and clarifies our priorities. The mission plays a vital role in shaping our identity, while being shaped by our vision and values. Still, we must ask the question, how do we ensure that we are striving for the right identity?

Clarity

Ensuring that leaders across the organisation (whether those with executive authority or those with soft power and influence) have a clear understanding of the mission and how it is shaping the actions or the organisation. It may be necessary to map out the key influencers within the organisation and then explore some of the following questions:

- *What are your perceptions of the organisation's commitment to implementing and promoting the Safe System?*
- *Do you feel that our organisational values and priorities align with the principles and objectives of the Safe System?*
- *Are there any areas where you see discrepancies or inconsistencies between our culture and Safe System values?*
- *What challenges do you perceive in maintaining and enhancing a culture that effectively supports the deployment of the Safe System?*

These discussions are often considerably more effective at surfacing disagreement than corporate presentations. As leaders and stakeholders engage with 'what this might mean for us' if makes the principles and practice more meaningful, creating a platform to explore commitment.

Commitments

Now we advance the conversation from 'What does this mean for us' to 'what does this mean for you?' Without clarity around our corporate identity, it will be extremely challenging to secure commitments from leaders and stakeholders.

At this stage, we are looking for colleagues to demonstrate their understanding of how integral Safe System is to our shared identity, through specific commitments. This may be allocating time for training, reviewing standards, evaluating existing measures, or many of the other cultural investment initiatives outlined in this playbook.

Even small commitments demonstrate a growing awareness of our Safe System identity and determination to embed the approach within our practice. This will transform our approach to communication.

Communication

The clarity and commitment will radically improve the quality of our communication because it increases the authenticity and accountability of our messaging, i.e. people will see the deeper connection between what we say and what we do.

As leaders embody what it means to embrace the Safe System themselves, it sets an example for staff and provides permission for others to make progress. They will be helped by the following:

Regular communication – Not only advocating the Safe System in meetings but also providing regular updates, progress reports, and feedback to colleagues on implementation of the Safe System.



Discussion of challenges and success – The honesty of senior colleagues about some of the challenges being faced increases the sense of integrity and thereby trust in the message. Demonstrating where the organisation or its partners are succeeding encourages colleagues that progress is possible.

Recognize and Reward – It is essential to recognise stakeholder effort and reward teams that exemplify Safe System values, fostering a culture of appreciation and motivation.

The key to fostering a Safe System culture goes beyond merely communicating the mission and vision. It is essential to implement actionable steps that enable individuals to embrace and integrate these principles into their daily actions and decisions. Without tangible improvements in the organisational culture, relying solely on communication can lead to scepticism and disengagement, as people may perceive the mission as aspirational rather than achievable. Therefore, combining clear communication with concrete actions is crucial to building trust, fostering belief, and driving genuine commitment towards realising the Safe System mission.

We versus Us

Following are two missions to understand how important it is to move from the corporate ambition to a shared purpose that others can connect with:

Adidas: *'The Adidas Group strives to be the global leader in the sporting goods industry with brands built on a passion for sports and a sporting lifestyle.'*

Nike: *'To bring inspiration and innovation to every athlete* in the world.
If you have a body, you are an athlete.'

Adidas' mission statement showcases corporate ambition, but it misses the element of a shared purpose. On the other hand, Nike's mission helps us connect to their mission and make it our own.

eBay's Mission Driven Leadership

(Ventures, 2021)

Introduction:

eBay is an ecommerce platform that enables people to buy and sell items. eBay's prior CEO Meg Whitman wanted to bring about a cultural shift to move eBay beyond a transactional platform; the organisation wanted to change its identity to one of empowering individuals and building vibrant communities. eBay aimed to strengthen its brand identity and foster a deeper connection between its employees and the company's mission, emphasising purpose-driven engagement. Meg integrated storytelling into eBay's corporate communications, to inspire and resonate with employees on a personal level.

Key Messages:

- **Changing Lives:** Meg shared stories illustrating how eBay's platform empowered individuals to achieve financial independence, start their own businesses, and pursue their dreams, inspiring employees to facilitate transformative experiences.
- **Fostering Connections:** She highlighted narratives of people finding community and belonging on eBay, connecting with fellow collectors and enthusiasts globally and encouraging employees to recognise the impact of their work in creating these meaningful connections.
- **Mission-Driven Culture:** Meg reinforced eBay's commitment to hiring "missionaries, not mercenaries," emphasising the importance of employees who are passionate about making a positive impact and driving change, fostering a culture of purpose and unity.

Outcome:

By incorporating these authentic and inspiring stories into eBay's communications, Meg strengthened the alignment between the company's mission and its employees' values and aspirations. This approach cultivated a sense of pride, purpose, and belonging among eBay's workforce, motivating them to contribute their best efforts towards realising the company's vision and making a difference in people's lives worldwide.

Application:

Do the leaders show that the Safe System is important to them?

- Start your meetings highlighting how the Safe System is important to you and what steps are you taking to achieve the same. Identify an influential leader to reinforce the mission during periodic meetings.
- When welcoming someone new into the organisation, talk about how having a Safe System culture is at the heart of our approach.
- Provide regular updates, progress reports, and feedback to team members on the implementation of the Safe System.
- Recognise and reward steps taken for embracing the Safe System.

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Motivation

Our mission will only be fulfilled if stakeholders are motivated enough to work towards it.

Harvard Business Review reports that employees at companies with strong mission statements are more likely to feel motivated (63% compared to only 31% at organisations with unclear mission statements) (Babcock, 2020).

Building motivation is also fundamental in driving behaviour change, but we must recognise that there are numerous ways in which we can influence motivation.

Automatic Motivation

Automatic processes, such as our desires, impulses, and inhibitions

Reflective Motivation

Reflective processes, such as making plans and evaluating things that have already happened

Intrinsic motivation

When you engage in an activity for its own sake rather than from the desire for some external reward. The behaviour itself is its own reward.

Extrinsic motivation

When we engage in behaviour not because you enjoy the activity itself or because we find it satisfying, but because we expect to get some reward or avoid something unpleasant.

External rewards to generate extrinsic motivation can be important to motivate colleagues to do something new or to activate interest in something they are not already engaged with. If colleagues are already highly motivated, then harnessing this with additional responsibility and praising them for their efforts will increase intrinsic motivation. In particular, think about how this connects with the next section on [‘Roles’](#) and how we can harness existing motivation to secure engagement in a champions programme. Extrinsic motivators such as training and accreditation, as discussed in the section on [‘Professional Development’](#) can help to build commitment to the mission.

A shared purpose is something that every organisation has; one must just identify it and connect it. The mission should be formulated in a manner that emphasises collaboration instead of everyone individually taking action.



patagonia®

Driving Impact through Purpose-Driven Initiatives

(Mckinsey & Company, 2020)

Introduction:

American outdoor clothing company, Patagonia, wanted to be strongly associated with its commitment to environmental sustainability and drive a culture where all business decisions are consciously viewed through this angle.

Initiative:

To enhance environmental sustainability and induce this cultural shift, Patagonia's founder, Yvon Chouinard decided to anchor their shared purpose more effectively in this commitment to environmental protection. In 2018, he highlighted the purpose as "**save our home planet**" thus elevating its focus on environmental activism and investment in solutions.

Investment:

Patagonia expanded into sustainable food businesses, promoting regenerative agriculture. Through films, books, and storytelling, they amplified environmental advocacy to mobilise public support. Meanwhile, they connected volunteers with environmental causes, facilitating community engagement.

Lessons Learned:

By aligning clear action with its mission, Patagonia has developed a strong following, resonating with environmentally conscious consumers and building loyalty. This approach goes beyond clothing sales, it has facilitated significant investment in the organisation's corporate objectives while unlocking collective action from consumers and stakeholders.

Application:

*Do we effectively communicate our **shared purpose** around the Safe System? How could we make this more meaningful to colleagues and allow them to support our efforts?*

*Is it clear how partners, stakeholders and the public can **collectively contribute value**? Are there ways we can facilitate more community action?*

Can we reward participation? This could be socially through acknowledgement of efforts and conferring status (kudos) or materially through discounts and incentives.



ROLES

While ensuring that the mission supports the cause, it will only be effective if there are the right people in place guiding and sustaining the change in culture. There are several role types that will benefit from strengthening if we want to mobilise our workforce and partners into this mission and create the culture we are looking for.

Leaders

Leaders translate the Safe System mission into momentum by developing actionable strategies, setting the agenda, managing expectations, and providing guidance. Leadership has long been recognised as one of the fundamental change mechanisms necessary to bring about a culture shift and make progress on Safe System delivery. It is essential that leaders advocate strongly for the Safe System, reflecting its principles and driving changes in delivery that align with evidence-based practice.

The following are some steps that leaders can take to ensure that they play an effective role in guiding this change:

Recognise the Need for Change

Leaders look beyond present practice, understanding that current efforts will deliver comparable success. Changes, whether through policy, technology, resourcing, or delivery, will be required to make a significant impact. To achieve this, leaders can adopt the following approaches:

Leaders look for emerging good practice – scanning for new practices and fresh evidence, leaders are willing to evaluate and embrace ideas from others.

Leaders innovate where necessary – where leaders recognise gaps, they are willing to invest in testing innovative ideas.

Leaders learn and adapt – whether transferring practice or innovating afresh, leaders ensure that new practices are evaluated and are courageous at sharing results.

Define Clear Safe System Vision

Develop a clear and compelling vision that contextualises the Safe System ambition, emphasising a commitment to creating a safe transport system. This will inspire and align stakeholders towards a common goal aiding in changing the culture.

Align Strategy with the Safe System

Ensure that corporate strategies embrace Safe System principles. Beyond the road safety strategy, this could include influencing strategies to address transport planning, development control, air quality, active travel, corporate travel for work etc. A Safe System culture will only be possible when the overarching strategy and language used by the leader aligns with the intended shift.

Set an Agenda that Incorporates the Safe System

Establish a structured agenda outlining key initiatives, milestones, and timelines for implementing the Safe System across the organisation. For example, if the main short-term aim is improving perceived safety on roads to reduce pedestrian casualties, then the agenda should have specific steps highlighted to achieve this through various mechanisms such as reducing traffic speeds, increasing segregation, footway provision, and controlled crossings.



ADVOCACY

Provide Guidance to Stakeholders

Good leaders will convince colleagues that there is value in adopting a new approach, highlighting the benefits that it will bring to the organisation and wider society.

Leaders provide guidance on aspects such as:

- Managing resources to incorporate this new approach
- Developing an integrated workplan to deliver on Safe System ambitions
- Measuring success and meet KPI's associated with the Safe System

Effective Communication for Setting Expectations

Clearly communicating organisational expectations regarding compliance with the Safe System principles and ensure that everyone is on the same page. It is necessary for leaders to have continuous feedback when trying to incorporate a new change, facilitating their ability to check what works, recalibrate and move ahead.

Introduction:

Satya Nadella took the helm as CEO of Microsoft with a vision to transform the company's culture and reignite innovation. He was appointed at a time when Microsoft was on the verge of folding, with a corporate culture lacking innovation and embroiled with toxic competition.

Key Initiatives:

Replacing Bureaucracy with Innovation:

Nadella replaced the bureaucratic culture with a more agile and innovative mindset, introducing hackathons to encourage innovation, fostering creativity across the organisation.

Promoting Teamwork and Collaboration:

He addressed internal politics by emphasising the importance of teamwork, reducing work in silos and introducing TechFest events to promote openness and collaboration.

Cultivating a Growth Mindset:

Nadella emphasised continuous learning and adaptability. He supported employees in taking time off every quarter to work on new ideas or concepts, providing the resources and freedom to innovate.

Empathy as a Driving Force for Change:

Nadella recognised the importance of empathy; he highlighted its importance in driving change and achieving the company's mission. In his 2017 book, 'Hit Refresh,' he talked about empathy being a key principle for achieving the goal of empowering every person and organisation to achieve more.



Satya Nadella's Transformation of Microsoft

(Ray, 2019)

Outcome:

Under Satya Nadella's leadership, Microsoft experienced a cultural transformation characterised by increased innovation, collaboration, and a renewed focus on customer-centric solutions. His strategic initiatives and emphasis on empathy and teamwork have contributed to Microsoft's resurgence as a leading technology innovator, aligning the company's culture with its mission to empower individuals and organisations worldwide.

Application:

Do leaders understand what change needs to be brought about? Are your leaders advocating for the Safe System?

- Recognise the need for change. Engage in active listening to understand your organisation's stance on the Safe System and incorporate changes.
- Align your strategy, vision, and agenda with the Safe System.
- Provide guidance to stakeholders through trainings, workshops, and other mediums on how to adapt to this new change.
- Clearly communicate your expectations on how you want to adapt to the Safe System.



Champions

A Champions programme typically refers to a structured initiative within an organisation aimed at recognising, developing, and empowering high-performing individuals, or in some cases, teams. A Champions programme is designed to encourage excellence, foster innovation, and build momentum around emerging areas of practice.

As enthusiasts for the Safe System, Champions will look for opportunities to connect with experts, pilot initiatives, and share results, all of which helps to reinforce the kind of practice that we are looking for. There are several key aspects to developing a successful Champions programme:

Selection

Ensuring that you pick the right people is important. Are they aligned to our ambition for the Safe System? Do they share our values of applying evidence to practice? Are they capable of communicating their own enthusiasm to others?

Develop a selection process for your champions so you select the best candidates. This could include a brief application form or informal interview, asking them to express why they would like to be involved and what they think they could contribute. It will also give you an opportunity to talk more about your expectations and opportunities.

Networking

The value to participants is key to the success of a Champions programme and for many this comes through the networking opportunities that arise from engaging with the programme. This networking could be with colleagues across the organisation or the opportunity to network externally. Either way it can facilitate the exchange of new ideas, increased collaboration and growth for the individual concerned.

Ensure that there are clear networking opportunities built into the Champions programme. Consider how you can encourage exchange between Champions through virtual or in-person gatherings and look to expose Champions to thought leaders who will inspire and provoke fresh thinking or challenge current practice.

Development

Anyone wanting to participate as a Champion is almost certainly looking to enhance their knowledge and skills through the programme, even as they are keen to help the organisation to improve its capabilities to deliver the Safe System.

Create professional development opportunities for Champions such as workshops, seminars, mentoring, or priority access to training courses.

Assignments

Ultimately, we are looking to change the way we practice, ensuring that it is effectively aligned to the Safe System. Assigning Champions to special projects or advisory groups will allow them to stretch their abilities, showcase their talent, and make a broader impact within the organisation.

Look for opportunities to get Champions working across the organisation or with stakeholders and partners where they can influence for adopting the Safe System. Get them to run presentations, discussion sessions, workshops, or clinics so that they can share their enthusiasm and burgeoning expertise with others.

**Support**

Champions are unlikely to be fully formed experts, rather they are developing in their knowledge and understanding, and being a Champion will only be a small part of their role and wider responsibilities, so they will need support to be effective.

Consider how Champions can be 'Tooled Up' for the job with pre-prepared presentations, workshop guides, facilitation notes, illustrations, and access to expertise, reducing the barriers to them being effective communicators.

Harnessing Behavioural Science in National Highways

Introduction:

National Highways recognised that the application of behavioural science was limited to a few leading practitioners. To improve the application of behavioural science, National Highways went out across the business to find colleagues who were trying to apply novel behavioural approaches in their work. They found teams in major projects, operations and communications who were looking to apply behavioural science to the way roads were engineered, effective speed management, minimising litter on the network and nudging compliance with road traffic laws.

Bringing these colleagues together they provided access to a small pool of external experts and advisors who ran workshops, provided coaching, developed guidance materials, created newsletter articles, and could support with intervention design or evaluation. They did this in the following manner:

Raise Prestige: Celebrating and promoting well-informed, evidence-based behavioural intervention to establish them as the norm within the organisation.

Seize Opportunities: Providing champions with the confidence and resources necessary such as ready-made material and quality guidance to advocate for best practices across the organisation.

Supporting Community – Fostering a supportive environment for champions through networking, peer support, mentoring, and advice, thereby ensuring their continued motivation and effectiveness in driving change.



Application:

Within your organisation or stakeholder community, could you create a Champions Network?

- Identify a group of enthusiastic practitioners who want to be more effective.
- Start an informal network to encourage new thinking and share good practice.
- Connect with external advisors or experts to stimulate growth and credibility.
- Develop some resources that will enable consistent and credible engagement.



Scholars

Scholars aren't necessarily academics; we use the term to refer to key professionals who have the deep technical expertise to guide the organisation into new forms of practice. They may already operate within the organisation, or they might be working for partner organisations (research bodies, consultancies, non-governmental organisations etc.) The Safe System demands technical leadership to address complex aspects such as road design, vehicle systems, behavioural interventions, and trauma care; it is vital to use their knowledge and insights while driving change.

With their specialised knowledge and technical expertise, scholars can support the development and implementation of evidence-based, innovative solutions, tools, and technologies tailored to the unique challenges and needs of Scotland's road safety landscape. The following steps can be taken to integrate scholars into the cultural development process:

Identification

The first step involves identifying your Scholars who have relevant technical expertise to support your Safe System ambitions; it will also help if they are already aligned with your mission, vision, and proposed approach.

A mapping exercise considering elements of Safe System practice that need strengthening will begin the process of identifying scholars from a variety of domains, ensuring that solutions are rooted in deep expertise and evidence-based approaches.

Engagement

Most colleagues with significant expertise to contribute are keen to be involved in shaping strategy or policy; the next challenge is to create a context for their contribution. An environment must be created where Scholars feel comfortable in sharing their expertise and recognise that it will be valued and accounted for.

The precise setting will depend on the area where their expertise is being engaged; it could be:

- Expert panels or workshops
- Reviewing technical guidance or standards
- Drafting discussion papers or articles
- Presenting latest thinking through conferences and symposia

Considering how these Scholars could be used in conjunction with your Champions programme and professional development will maximise the impact that they can have on culture.

Recognition

Express gratitude and appreciation for the Scholar's time, expertise, and contributions, ensuring that they are cited within any reports and publications. Recognising the contribution of Scholars in this way serves two distinct purposes:

Firstly, their involvement will add gravity to your work. The fact that you have consulted with and involved colleagues with recognised expertise will ensure that the work aligns to the evidence and is more authoritative, giving it increased credibility with partners and stakeholders.

Secondly, providing recognition for these leading professionals raises their profile, strengthening their intrinsic motivation to support your efforts further, raising the bar for Safe System practice within the organisation and beyond.



Pfizer's Lightspeed Initiative for Accelerated Covid-19 Vaccine Development

(Reeves et al., 2023)

Introduction:

Pfizer faced the urgent task of developing a COVID-19 vaccine in just nine months amidst a global pandemic, requiring unprecedented coordination among academics, policymakers, and other pharmaceutical companies while ensuring rigorous safety standards. The following steps were taken to ensure the integration of the 'Scholars' in the vaccine development process:

Initiatives:

- **Engaging Scholars:** Pfizer identified leading experts in virology, immunology, and vaccine development, fostering collaboration and knowledge-sharing.
- **Collaborative Research:** Facilitated collaboration between internal teams and external scholars through meetings and forums. Co-created innovative solutions and accelerated research efforts.
- **Peer Review and Validation:** Involved scholars in peer reviews and validation processes, ensuring vaccines met highest standards, gaining global credibility.
- **External Mobilisation:** Adopted flexible market-based mechanisms to reduce complexity. Assessed and aligned with stakeholders' missions and approaches. They also succeeded by fostering trust-based cooperation and open communication.

Outcome:

Pfizer successfully developed and delivered a safe and effective COVID-19 vaccine, leveraging scholarly expertise and strategic collaboration to address a global health crisis. This case study highlights the critical role of scholars and collaborative partnerships in driving innovation, overcoming change, and achieving ambitious goals.

Application:

Have you identified the right scholars that align with your mission, vision, and culture that you want to develop?

- Conduct preliminary discussions or interviews to understand scholars' interests, perspectives, and willingness to collaborate. Ensure that they align with the change that you want to bring about.
- Create an environment where suggestions and inputs from scholars will be valued. Make it clear that you would like to adopt an evidence-based approach.
- Create cross-collaboration forums to engage scholars with other relevant parties.
- Recognise and reward scholars for their contributions.



Connectors

Connectors are stakeholders that help in achieving seamless co-ordination amongst multiple parties. The success of incorporating the Safe System requires extensive co-ordination from stakeholders. Hence, connectors will play a vital role in ensuring that there is an environment where people can effectively collaborate and decide the future course of action. The following are some mechanisms that can enable connectors to effectively play their role in incorporating a cultural shift:

- **Identify the Right Connectors**

Just as identifying appropriate champions and scholars is important, it is beneficial to ensure that we identify connectors that are suitable for ensuring seamless co-ordination among teams. Connectors must possess some qualities such as good communication skills, influencing skills, sector knowledge, networking abilities, and leadership qualities. For recruiting ideal connectors, identify if there are any individuals or groups who have a history of bridging communication gaps, fostering collaboration, and driving initiatives forward.

Interviews could be scheduled for recruiting connectors that evaluate their communication skills, problem-solving abilities, and collaborative mindset. Potential connectors could also be given an assessment to enhance collaboration between two groups to evaluate the skills required.

- **Establish Clear Communication Channels**

Once the right connectors have been recruited, setup periodic meetings, workshops and communication platforms that create an environment to facilitate open dialogue. It is essential to foster a culture of transparency, trust, and mutual respect among stakeholders. There must be an environment where it is routine to share insights, best practices, and innovative ideas. A connector can help in facilitating this exchange of information.

- **Monitor and Evaluate Collaboration Efforts**

Conduct regular reviews to identify areas of improvement and adapt strategies. Implement metrics and KPIs to measure the effectiveness of collaboration and alignment with Safe System goals.



Parliamentary Advisory Council for Transport Safety

([PACTS.org.uk](https://www.pacts.org.uk))

Introduction

Gathering momentum behind new seatbelt legislation in the early 1980's was not easy. There were many voices that considered the novel technology to be a clear display of the state overreaching its powers and imposing on the freedom of the motoring public. By the turn of the century, seatbelt wearing rates in the front seats of vehicles were well above 90%, but how have we come so far?

One organisation that played a hugely important role in this phenomenon was the Parliamentary Advisory Council for Transport Safety (PACTS). There was a significant need at the time to 'connect' the work of academics, advisory groups, media voices, lobbyists, and parliamentarians so that an evidence-based policy on seatbelt wearing could be formulated, promoted, and ultimately legislated for. Since that time, PACTS has been an important 'connector' for transport safety, providing policy working groups that bring together industry and academia with senior practitioners and working with parliamentarians to translate the scientific evidence into regulatory and legislative reform.

The network continues to grow, particularly through relational networks of researchers and practitioners that are providing fresh connections all the time.

Application:

Application:

Have you identified connectors that possess inherent qualities such as communication skills, influencing skills, sector knowledge, networking abilities and leadership qualities?

- For recruiting appropriate connectors, conduct interviews that test their communication, problem-solving, and influencing skills. Give them an assignment of enhancing collaboration between two groups that do not already have established collaboration between them to test their skills.
- Ensure that you have systems in place to have open dialogue such as periodic meetings and forums.
- Setup KPIs to measure collaborative performance.



PROFESSIONAL DEVELOPMENT

Our Safe System culture will be strengthened through our investment in professional development that trains practitioners and enables them to grow in their practice. Through effective professional development stakeholders will be able to not only carry out their role effectively but also align with the organisation at all three levels as mentioned in the SSCMM model – Construction, Application, and Operation.

Induction

An induction is a process that introduces employees to the organisation's line of work, procedures, and rules, along with the organisation's culture, mission, and vision. This orientation helps people to understand their responsibilities and how they can contribute to the company's success. Here are some steps that organisations can take to ensure that their induction process advocates for the renewed mission of inculcating the Safe System at the heart of what we do.

- **Develop a Comprehensive Induction Program**

Create a structured induction program that introduces new stakeholders to the organisation's mission, values, and the Safe System. Design a detailed agenda covering key topics such as organisational culture, Safe System principles, road safety initiatives, and stakeholder roles and responsibilities.

- **Customise Content to Align with the Safe System**

Ensure that induction materials and sessions are tailored to emphasise the importance of road safety and the organisation's commitment to implement Safe System strategies.

- **Engage Senior Leadership and Scholars**

Foster leadership alignment and provide newcomers with insights from key decision-makers and subject matter experts. Schedule interactive meetings with senior leaders and experts to share their perspectives, experiences, and vision for promoting the Safe System. This will help the new joiners to understand that the Safe System is an important aspect to incorporate. The senior leadership and experts should be on the same page for embracing the new culture which will ideally be visible through their language, role, and beliefs.

Paychex - Prioritising Customised Induction Approach

(Indeed Editorial Team, 2023)

Introduction:

Paychex specialises in offering payroll, human resources, and benefits management solutions tailored for small and medium-sized businesses. Paychex tailors its induction program to equip new hires, especially in services and sales roles, with the knowledge and skills they need from day one. The following are some of the steps that the company takes to ensure this:

Customised Training:

- **Online Training:** Introduce employees to company culture, values, and role basics remotely before joining the company. This ingrains an image that Paychex wants to provide before even starting the new role.
- **On-site Workshops:** Paychex offers hands-on experiences and role-specific insights on joining the company. The applied nature of the workshops helps newcomers to ingrain the required skillset in an effective manner.
- **Company Values and Culture:** Paychex integrates its core values and culture into the training, ensuring new hires align with the company's mission and vision.

Outcome:

- **Online Training:** This early engagement builds a sense of belonging and commitment. This helps in ingraining the desired culture before even starting work.
- **On-site Workshops:** The applied nature of the workshops enhances job-specific competencies and aligns them with the culture.
- **Goal Alignment:** Prepares employees to contribute effectively to company objectives.

Paychex's tailored induction approach sets the stage for success, empowering new hires to make impactful contributions from day one.

Application:

Do you ingrain your shared values and mission into new hires through an induction?

- Develop an online general training programme that highlights your mission, vision and culture emphasising the Safe System. This should be provided to practitioners before joining the company.
- Create a comprehensive induction by including vital aspects such as the mission, vision, the Safe System and ensure that new hires talk to leaders and team members during their induction.





Onboarding

The onboarding process equips employees with the necessary tools, resources, and knowledge that they need to carry out their work and be successful in their new role. Onboarding also orients employees regarding the company culture, values, and expectations. Introducing co-workers of different teams and emphasising what the Safe System is and why is it integral to our organisation will help the newcomers to understand its significance. *If the desired values and beliefs are ingrained when joining the organisation, then we will not have to dedicate resources separately in the future to deliberately ensure that we achieve a cultural shift.* The following are some ways in which we can advocate for a Safe System culture through our onboarding programs:

- **Safe System Workshop Series**

The on-site workshops from the induction program could either be clubbed together with this workshop series or it could be two different workshops that focus on different aspects of the Safe System. One workshop could introduce new joiners to the theoretical aspect, and another can have a more hands-on approach. The interactive workshops can include practical exercises on all the major components of the Safe System. Alignment of the Safe System with the organisation's mission can also be discussed.

- **Team Discussions**

Schedule cross-functional team meetings within the first week for new hires to interact with various departments. Provide discussion prompts or questions related to the Safe System to facilitate meaningful conversations. This will help new hires to understand how the Safe System is currently integrated within the organisation through diverse viewpoints and what can be done further. This will also help them in understanding what the Safe System means to each team. Moreover, through these discussions, the newcomers will get a holistic view of the organisation.

- **Safety Pledge**

Design a safety pledge card or digital form for new hires to sign, committing to uphold the Safe System principles. Display these pledges prominently in common areas as a visual reminder of individual and collective commitments. When we sign on something, we tend to reflect and adhere to it on a conscious level thus, helping integrate the culture further.



Square's Onboarding Approach

(Workleap, 2022)

Introduction:

Square is a leading financial services and mobile payment company. The company prioritises initial impressions during its onboarding process. It recognises the lasting impact of first-day experiences on new employees and leverages this to foster a positive and informed start. Square does this through:

Company Orientation

Square introduces the company's mission, vision, and values and emphasises on the culture element. The orientation also educates new hires about Square's products, services, and industry position.

Team Integration

They facilitate introductions to various teams and departments. Further, team-based activities are organised to foster collaboration and understanding to avoid employees working in silos.

Individual Role Clarity

Square conducts one-on-one sessions with managers to discuss specific roles, responsibilities, and expectations. The managers help in setting clear short-term and long-term goals to guide performance and growth.

Outcome:

Employees often express appreciation for Square's comprehensive onboarding, highlighting the company's level of preparedness and commitment. Square successfully manages to transmit their culture to new staff advocating for it through the mission, vision, and language of co-workers. This structured approach ensures that new hires are well-equipped with the knowledge and connections to contribute effectively from day one.

Application:

Does your onboarding programme inculcate your shared values and beliefs?

- Conduct Safe System workshops as part of the onboarding process. Conduct both theoretical and applied workshops.
- Schedule meetings with different teams so that new hires get to understand different perspectives, roles, and responsibilities.
- Make new hires sign safety pledges. Take a printout of those pledges and put it up in corridors or areas that are seen often by multiple people such as the kitchen.



Training

Giving stakeholders effective training of the Safe System will help them to gain technical expertise, understand the Safe System components and apply it to their line of work. Training will also help stakeholders to recognise the benefits and importance of incorporating the Safe System. Here are some ways in which training related to the Safe System can be incorporated:

- **Identify Training Needs**

Conduct an initial assessment to understand practitioners' understanding of the Safe System and its application. It could include questions like:

How would you rate your current understanding of the Safe System?

What challenges do you face in implementing Safe System measures in your role?

What specific training topics would you find most beneficial for your role in promoting road safety?

How would you rate your ability to communicate the importance of road safety to stakeholders?

Post this, deeper insights can be gained through focus groups consisting of a diverse range of practitioners to understand what type of training they would like to receive. This will help stakeholders to feel empowered and increase their motivation to participate in the training.

- **Design Training Programmes**

With the input from the assessments and focus groups design training programmes that not only cover the basics of what the Safe System is but also how to apply it. This can be done through introducing stakeholders to case studies of the application of the Safe System in various countries. Make sure to include hands-on workshops which include elements of scenario-based thinking to incorporate the applied side of the concept.

- **Evaluation Training**

Once practitioners have successfully grasped the concept of the Safe System and applied it within the organisation then must be trained in how to evaluate the effectiveness of interventions. Practitioners could be trained in basic qualitative and quantitative research techniques, including using research methodologies such as conducting interviews, focus groups, and surveys, or in commissioning external evaluation services.



Introduction

Under the leadership of former CEO Hubert Joly, Best Buy (a major consumer electronics retailer) underwent a transformative journey to prioritise customer service and human-centred approaches as key differentiators in the consumer-electronics retail industry. Central to this transformation was a robust training programme aimed at empowering employees, fostering a customer-centric culture, and reinforcing the company's mission to enrich lives through technology. The Best Buy training programme, among the best in the world, works as follows:

Best Buy Certified Programme

They offer a special certified programme to their in-store sales staff. Customers look to staff for relevant expertise hence, it is imperative to train the staff on a full product portfolio. Best Buy does this through a blended mix of classroom training, virtual classrooms, and multiple handy tools that are helpful to learn.

Manager's Approval

After completing the training programme, validation does not come from the course trainer, rather the employee's manager will be the one to approve whether a satisfactory grasp of knowledge and skills has been achieved. Even with the manager's approval, they must continue to maintain this certification through bite-sized learning opportunities creating a continuous programme of training which helps them to maintain performance and ensures that managers are well engaged in their staff member's development.

Best Buy

(Mckinsey & Company, 2020) (Vomhof Jr., 2019)

Outcome:

Focused training enhanced service quality and made business interactions more enjoyable for customers and employees alike, reinforcing Best Buy's leadership in consumer electronics. Moreover, Best Buy's Net Promoter Score for Customer Satisfaction rose consistently post customised training demonstrating that the training has had an impact.

Application:

Have you trained practitioners in adapting the Safe System? Have you customised your training to incorporate a cultural shift?

When trying to improve training in your organisation, think about use of the following 5C's:

- C**irculate surveys and conduct focus groups to evaluate practitioners' understanding of the Safe System.
- C**ustomise the training programme according to practitioners' knowledge.
- C**onduct training through a variety of mediums such as classroom training, online training, and workshops.
- C**reate a system wherein the Manager's approval of skills learnt is central to the process.
- C**urate bite-sized learnings and gamify the process of training to ensure continuous learning.



Accreditation

Accredited training refers to a training programme that has been evaluated and approved by a recognised accreditation body. Achieving an accreditation ensures that the training programme meets the quality standards required to effectively train employees. While it is important that practitioners get basic internal training of the Safe System, eventually an organisation must plan for accreditation to ensure that the training is consistent and credible. This will help in bolstering practitioner's confidence in applying the required skills to their work. We can do this through:

- **Define Objectives and Outcomes**

Assess the training programme that you have in place and determine who needs to be trained, and in what. Analyse practitioners' feedback on current training and determine the set of learning objectives and outcomes in line with the accreditation body.

- **Engage Subject Matter Experts**

While designing the content and structure of the programme, experts must be included in the process to add credibility and depth to the content. Collaboration with experts from various domains can enhance the training.

- **Pilot Testing**

The recently created training programme can undergo testing with a small group, allowing for feedback evaluation and subsequent customisation based on that feedback. This process ensures refinement before implementing the training programme on a larger scale.

- **Seek Accreditation**

Once the training has been developed in an effective manner and tested on a small audience then the training programme can be submitted to an accreditation body. Look at various accreditation bodies that evaluate training programmes such as the Continuous Professional Development (CPD) certification. CPD is suitable for organisations across multiple sectors and is present in over 100 countries (CPD, n.d.). They are an independent third party that evaluates training, conferences, and events aimed at the development of employees.

Once the accreditation body evaluates the training, their feedback must be incorporated into the programme to gain an accreditation which will help in ensuring consistency and adequacy of the training.

- **Maintain Accreditation**

Once the programme has been accredited, it is equally important to maintain the accreditation and ensure that all steps are taken to ensure that the quality and consistency of the training programmes is maintained.

Mitsubishi Electric

(Mitsubishi Electric, n.d.)

Introduction:

Mitsubishi Electric is a Japanese manufacturing company that specialises in electronics and electrical equipment. They have various aspects of their training and guides accredited by CPD especially in the construction domain. The following are some training resources that have been accredited:

Guides, Courses and Seminars

They have produced industry guides to understand the landscape of the construction industry along with some courses and seminars held in various offices. All of these are accredited which helps Mitsubishi in maintaining the quality of the training and enhance consistency. Employees are incentivised to attend courses and seminars while earning CPD points when they attend either. Usually, one hour of active learning demonstrates one CPD point which helps in tracking the amount of active learning that has taken place.

First-Hand Product Experience

Mitsubishi also customises its training through giving their employees a feel of the product through equipment (internal and external) installed within the office and present in their on-site training experience. This makes it easier for the sales staff to sell products once they have a good feel of how the product looks and performs.

Outcome:

Employees were able to stay on top of trends in their roles and their industry through various active learning sessions. Employees gave positive feedback to Mitsubishi claiming that they received the knowledge of everything that they need to know with guidance from case studies and practical solutions.

Application:

Have you considered getting an accreditation for your training programmes?

- Shortlist a relevant accreditation body based on the training programme.
- Evaluate training needs, develop the training based on the requirements of the accreditation body and run a pilot of the programme.
- Submit programme to chosen accreditation body.
- Once an accreditation is received, ensure that you maintain it.

Consider how you can get your training programmes accredited by selecting an appropriate and relevant accreditation body. It is worth considering how employees can be incentivised to attend training. CPD has the concept of CPD points similarly, the allocation of points could be gamified by allocating points to practitioners based on hours of active learning and a threshold of points could be decided which allow them to progress to the next level. The employees with a higher level can receive some form of reward or delegated some important project. This will highlight that learning is central to the organisation and will motivate practitioners to engage with it.





CHAPTER TWO: BEHAVIOUR

'The human brain is the most complex structure in the universe' (Dolan, 2007)

While we may intend to do something specific, we often end up doing something else altogether. Consider these questions:

When you go to some place that is not part of your routine, do you still perform your everyday route unconsciously?

Do you often push the door when it says pull?

Do you end up eating more starters that are kept in front of you before dinner, even when you know that there is plenty of dinner to eat later?

Most of us have noble intentions but end up diverging from our original plans. These everyday occurrences underscore the complexity of human behaviour, often overshadowing our noble intentions. Culture is intangible but undeniably influences our actions. While we aspire to instigate cultural shifts, we must acknowledge the intricacies of human nature.

To effect lasting change, we must address behaviour directly. Let us not only advocate but actively cultivate an environment conducive to behavioural change, wholeheartedly embracing the Safe System for the betterment of Scottish inhabitants.

Let us see what actionable steps we can take to change behaviour through practices, processes, and performance management to ensure a cultural shift to imbibe the Safe System.

PRACTICES

Our culture is best reflected in our actions and daily practices. By integrating aspects of the Safe System into our daily operations, we can gauge how closely our culture aligns with our overarching goals and ambitions. These practices serve as tangible indicators of our organisational values and priorities.

Routines

All companies have some sort of routine in place whether consciously or unconsciously. Some organisations have a routine of weekly team meetings, coffee breaks, or lunch breaks at a particular time. On the other hand, there are more strategic routines like monthly financial reviews, strategy reviews, and planning sessions that organisations deliberately schedule and foster. Individuals will only follow a routine when they can see a clear reward either at the conscious or unconscious level or it is the norm of the workplace. Forming habits that embed the Safe System in our day-to-day operations will help us in successfully integrating a culture driven by the Safe System. These are some steps that we can take to build effective routines:

- **Observe Current Practices**

It could be possible that routines already exist within teams that just need to be enhanced or highlighted. Take note of the existing routines and practices within the team. It could be simple routines in the team like –

Do co-workers have lunch together on a particular day?

Do they have coffee runs at a particular time of the day or in a specific fashion?



BEHAVIOUR

Are there any specific meetings wherein the Safe System is regularly discussed?

Do teams have any existing routines related to any of the components of the Safe System? Periodic vehicle checks? Cycle repair clinics?

Are there any audit committees or Safe System committees that can enhance Safe System integration?

The basic idea is to determine if there are any existing practices that can be banked upon to enhance a Safe System culture or identify if a new routine needs to be created. The reason for emphasising basic routines such as lunch and coffee runs is that such basic routines can help in enhancing collaboration which is an essential component for embracing the Safe System. For instance, at Agilysis, employees often extend offers to prepare hot drinks for teammates when making their own, fostering a culture of generosity and collaboration. Such simple rituals can help in enhancing an open and collaborative culture which can be used as a basis for exploring further collaboration around the Safe System.

- **Involve Practitioners in Development of Routines**

Idea-storm with practitioners about which routines can take place to enhance the Safe System within the organisation. If stakeholders are involved in the process from the start, then there is a higher probability of them engaging with the newly established routines. Ideas generation can be done through an open workshop or seminar where stakeholders' views are considered.

- **Establish Comprehensive Routines**

Develop routines across daily tasks in line with individual goals. The routines need to be meaningful and motivating for the team, leading to greater engagement and adherence. Some routines that could be established include:

- **Periodic meetings** that discuss the Safe System mission and vision. Moreover, every meeting must discuss the Safe System in some or the other way, with 'Safe System Moments' a way of opening meetings. These are short examples or stories related to Safe System good or bad practice; observations of organisational or road user behaviour and how the Safe System can eliminate risk; or analogies from other sectors which are relevant to the Safe System.
- **Introduce simple routines** like undertaking daily vehicle checks for fleet users, or cycle repair clinics for staff and families once a quarter which will help in incorporating a Safe System culture.
- **Review the formal mechanisms** that exist at the team, divisional, organisational, and sector level. Formal mechanisms include processes in place for enabling a Safe System (more on this below). The procedures eventually determine the routine that stakeholders need to follow to embed a Safe System. The processes could include simple things like filing paperwork in a particular way, or reporting and generating feedback from stakeholders. Removing friction at various major points is essential to imbibe a cultural shift.

For example, Virgin Atlantic wanted to achieve a change in flight captains' behaviour and induce them to reduce fuel usage. They conducted an experiment and observed that by simply informing captains about monitoring their fuel usage and by providing them with reports of their fuel usage, Virgin Atlantic manage to reduce its fuel costs by £3.3 Million (Güntner & Sperling, n.d.; Schaninger et al., n.d.) Virgin Atlantic managed to create a new



habit that achieved the behaviour that they wanted to achieve through a simple process of just adding in usage reports. It could be evaluated if there are similar routines that can just be inputted to achieve an output of an enhanced Safe System culture.

- **Provide Necessary Resources**

Ensure that along with the creation of routines the required resources are easily accessible. For example, if the culture of having coffee is to be established then ensure that there is easy access to a coffee machine or a coffee shop. Organisations can also consider sponsoring occasional coffee breaks.

- **Celebrate Successes**

It is vital to celebrate successes and milestones achieved through the adoption of new routines. This will reinforce positive behaviours and motivate continued adherence to the Safe System culture. Successes could be celebrated through showcasing virtual appreciation on Teams/Slack or similar platforms, or it could be having a meal with the team and appreciating them for adhering to the routine.

Introduction

'Safer Together' is a not-for-profit, member-led organisation of operating and contract partner companies committed to creating the leadership and collaboration needed to build a strong and consistent safety culture in the rapidly evolving natural gas industry.

The industry believes all workers have a duty to work safely as well as the right to stop work if it is unsafe. Safer Together develops industry-wide solutions that are expected to eventually become the industry requirement, with implementation eventually required by all companies, whether or not those companies are members of the forum.

Outcome:

Companies that adopt standardised Safer Together specifications evaluate them to consider incorporating the requirements into their Systems. Health Safety and Operations leads are also introducing monitoring of land transport KPIs at an industry level, which will allow a consistent overview and understanding of industry performance, particularly in the area of serious crashes and driving statistics, such as seatbelts, fatigue breaches, and speeding infringements

Application:

Safety moments play a crucial role in enhancing safety culture by encouraging open communication, active participation, and continuous learning. They provide a platform for employees to voice concerns, share insights, and suggest improvements, fostering a sense of ownership and accountability for safety within the organisation.

Could you develop a resource of some safety moments that colleagues could use in their meetings?

Safety Moments:

Safety moments are brief, informal discussions or presentations focused on a specific safety topic or concern. Safer Together has developed a pack of 52 Safety Moment cards to help companies promote safety leadership within their organisation. Safety Moments are commonly used as an opportunity to have a brief conversation about a safety-related topic at the start of a meeting or shift.

The aim of the Safety Moment cards' initiative was to develop a simple, practical tool that provided inspiration for better quality safety conversations in the workplace as well as developing common understanding of good safety leadership. Individuals simply draw a card from the deck and take the safety conversation from there.

Safety Moments by Safer Together

(National Road Safety Partnership Programme, ARRB, 2018)





Collaboration

The Safe System hinges on shared responsibility across various actors within the system. Enhancing collaboration within our organisation and across organisations will help us in achieving these goals. The following are some ways in which we can enhance collaboration and avoid working in silos.

- **Create Joint Units**

Establish dedicated units focused on specific agendas, convening them regularly to drive collaboration and progress. For instance, if the goal is to improve cycling safety, the joint unit should not only be comprised of independent organisations responsible for improving cycling but also allied organisations such as transport authorities, police, healthcare authorities, and civil society among others.

To further illustrate the effectiveness of collaborative units, Unilever serves as an exemplary case. By establishing innovation hubs and partnerships with universities, such as relocating its research and development group to Wageningen University, in Europe and creating a Materials Innovation Factory at the University of Liverpool, Unilever enhanced its research capabilities and reduced costs (Manly et al., 2023). Through this collaboration, Unilever could gain access to ideas from young talent and research facilities. This strategic approach mirrors the concept of creating joint units to drive collaboration and progress in specific agendas, as previously discussed.

- **Establish Cross-collaboration Forums**

While establishing dedicated units for specific agendas is beneficial for conducting periodic meetings and setting clear objectives, the integration of cross-collaboration forums can further enhance organisational dynamics. These forums act as interactive platforms where practitioners from various departments and disciplines can engage regularly. This frequent interaction not only promotes knowledge sharing but also accelerates problem-solving by providing a space for addressing minor and major queries in real-time.

- **Provide Indicators for Progress**

Provide stakeholders with real-time progress indicators or incorporate them into routine discussions during periodic meetings, joint units, and cross-collaboration forums. These dynamic indicators offer visibility into ongoing efforts, fostering a shared understanding and commitment towards common objectives. Scotland's National Performance Framework emphasises improving health, education, and poverty reduction outcomes through accessible government progress indicators. Your organisation can provide live performance monitoring to make sure that everyone is on the same page.



EXIT Project

(www.theexitproject.co.uk)

Introduction

Historical methods of caring and removing patients from vehicles after road traffic crashes were designed around 'Movement Minimisation', aiming to keep the patient as still as possible at all costs. This approach leads to significant delays in patients receiving optimal and timely care. Funded by the Road Safety Trust, the EXIT project utilised innovative, multi-modal approaches to provide an evidence-based evaluation of current extrication methods, recognising their potential flaws and identifying a route to evidence-driven and patient-centred solutions. The project produced nine peer-reviewed papers to explore issues such as the varying injury patterns in patients of different sex and age, the biomechanics of extrication, people's experience of being extricated and consensus on evidence-based guidance.

Collaboration:

Transforming this research into updated practice, especially in something as complex as emergency medical response and trauma care, requires an inter-disciplinary approach that draws on expertise from a wide range of organisations. EXIT benefited not only from the funding that came through the Road Safety Trust, but partnerships with The Royal College of Surgeons, The College of Paramedics, National Fire Chiefs' Council, United Kingdom Rescue Organisation, National Hems Research and Audit Forum, and Pre-Hospital Trainee Operated Research Network alongside lead researchers from Devon Air Ambulance and Heart of England NHS Foundation Trust.

Outcome:

EXIT demonstrated that the historical paradigm of absolute movement minimisation was without a justifiable evidence base; principles that have remained unchallenged for at least four decades.

Now through the collaborative effort new guidance is emerging and continuing work with professional colleges is leading to changes in practice based on the emerging evidence.

Application:

Culture and practice can be established around the ways 'we have always done things' even when they don't achieve the best outcomes. Through extensive collaboration, EXIT has created the evidence for new ways of working and is now using its collaborators to create a new culture aligned to this evidence. Who could you be collaborating with to challenge and change cultural practices that are not longer fit for purpose?



Innovation

Innovation is essential to improve service delivery, enhance efficiency and provide better outcomes for inhabitants. Having an innovative culture will help us to recognise if there are any fresh changes that need to be made in our services and how can we go about making those changes. Moreover, when we make new changes, such as designing a service in a new way, changing policies, or changing offices, then we can introduce innovations related to the Safe System. It is easier to bring about new changes when we are already in the process of consciously changing. These are some ways in which we can enhance innovation:

- **Foster an Open Culture that Promotes Idea Generation and Sharing**
 Setup dedicated channels such as safety forums or suggestion boxes in the office, where practitioners can safely offer their suggestions for what changes can be brought about in the organisation. The suggestions must be considered, and feedback should be given on whether the suggestion can be adopted. It is essential to incorporate a culture where idea generation and sharing is appreciated and implemented.
- **Allocate a Specific Budget for Innovation**
 Organisations typically allocate a specific portion of their budget towards research and innovation. A percentage can be decided upon and dedicated specifically to bring about innovation within the organisation.
- **Create Innovation Teams**
 Create a cross-functional team(s) with a diverse group of practitioners to facilitate varied perspectives. Looking at a problem from diverse perspectives can help in developing wholistic solutions that connect across various teams. The innovation teams must have a protected environment to think about problems and derive solutions. Leaders must understand that failure is a part of innovation and embrace it.
- **Adapt Rules and Procedures for Innovation**
 It can be useful to reduce the levels of hierarchy that an idea needs to go through before a decision is made to implement or reject the change. There can be a system wherein the idea only needs to pass through two levels of hierarchy (which can be the senior leaders at the topmost level).
 The rationale for this adaptation lies in the challenge of navigating numerous layers of leadership, which can lead to rejection and dilution of good ideas. Experiencing excessive friction points in effective change within the organisation can be demotivating for innovators.



3M's Innovation Culture

(Trivedi, 2021)

Introduction:

3M, an American multinational corporation operates across diverse sectors including consumer goods, healthcare, and worker safety among others. Their extensive portfolio spans a wide range of industries, showcasing their versatility and impact on various aspects of daily life. 3M wanted to create a culture where employees constantly experiment with various ideas and convert them into products. In this regard, in 1948, 3M invented the '15% rule'.

Strategic Initiatives:

15% Rule

The 15% rule allowed employees to dedicate 15% of their time to innovation. 3M extended this rule to every employee in the company as ideas could stem from anywhere and they were willing to accept failure as part of the process of innovation. This approach led to iconic products like Post-it notes and over 118,000 patented innovations.

30/4 Rule

3M's 30/4 rule aims for 30% of the profits to come from products introduced in the last four years, thus helping in driving rapid innovation and maintaining market competitiveness while constantly innovating.

Outcome:

3M's 15% rule was so massively successful and popular that companies like Hewlett-Packard and Google have adopted similar initiatives to fuel innovation. Google implemented a 20% time rule that lets employees dedicate 20% of their time to innovation. This approach has led to the development of transformative products like Gmail and Google Earth. 3M's commitment to innovation through structured time and profit-driven goals serves as a blueprint for fostering creativity and continuous improvement across industries.

Application:

Have you dedicated some budget to research and innovation? Do you have innovation teams? Do your rules and procedures give room for innovation? Do you give practitioner time to innovate?

- Setup dedicated channels or provide suggestion boxes for promoting idea sharing and innovation.
- Dedicate a specific portion of your budget towards research and innovation.
- Create teams dedicated to innovation with a diverse group of practitioners.
- Reduce the number of levels that an idea needs to go through.
- Accept failure as part of innovation and let practitioners take some time off for idea development.



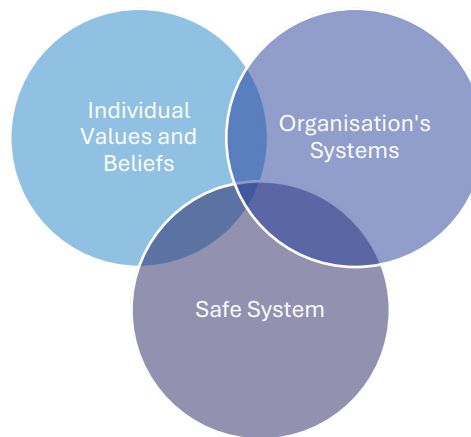
PROCESSES

Processes serve as both formal and informal frameworks that guide practitioners within an organisation. While establishing a supportive environment through embedded practices is crucial, it's equally important that our processes actively reinforce the desired changes. In essence, our processes should be designed to consistently reflect and reinforce the shift towards the Safe System. This ensures that our cultural change is not just at the surface level but deeply ingrained in our organisation's day-to-day operations.

Systems

Systems help in combining several components together to achieve organisational goals. We want to use systems in a manner that reduces the friction points in embedding the Safe System. Figure 4 shows the interrelationship of systems and how one is linked to the other.

Figure 5 - Interrelationship of Systems



The following are some ways in which we can create systems that can enhance the adoption of the Safe System:

- Look at the Forest Instead of the Tree**
 Thinking at the systems level requires big picture thinking as we need to understand the interlinkage of various systems. To practice this, first make a map of the overall system that your organisation operates in. Target solutions in the manner they fit into the system and satisfy your organisation's demands. For example, if you are going to install new crossings on roads in Scotland where people inherently cross but no proper crossing currently exists then that solution will have an impact on the road infrastructure system, vehicle system, human behaviour system, regulatory system, and emergency response system among others. Looking at the forest involves thinking about how your approach to solving a problem can impact the whole system instead of just your organisation.
- Align Systems with Mission**
 Once you recognise the overall system that your organisation operates, in then you can design systems aligning with the Safe System mission. For example, designing effective health and safety management systems in the workplace will prioritise safety in all aspects of the workplace. Moreover, incorporating safety criteria and performance indicators into



BEHAVIOUR

procurement and project management systems will ensure that safety considerations are integral to project planning, design, and execution.

- **Practice Effective Cross-Collaboration**
Routinely meeting people from different systems will help in integrating big picture thinking and understanding all the systems that play a role.



The Sustainable Food Lab

(Dreier et al., 2019)

Introduction

Founded in 2004, the Sustainable Food Lab (SFL) brings together over 40 organisations committed to advancing food-systems sustainability. Through open dialogue, reflection, and shared learning, SFL members collaborate on initiatives with system-wide impact.

Initiatives:

The Individual System

SFL's Impact Lab nurtures organisations through hands-on workshops and coaching sessions. Fellows from leading food companies engage in learning journeys that equip them with the skills to drive sustainable change within their organisations.

The Community System

SFL serves as a hub for collaboration, fostering partnerships among diverse stakeholders. Initiatives support alliances among producers to mitigate competition and improve sustainability, as well as creating a platform with shared tools to measure and manage emissions.

The Whole System

By hosting communities of practice, SFL enables stakeholders to exchange knowledge and resources on topics such as food loss & waste and living income.

Outcome:

SFL's approach creates a ripple effect across the food system. Individual leaders gain skills and insights, collaborative initiatives scale impact, and stakeholder engagement fosters a culture of continuous learning and innovation. Through its holistic Systems Leadership approach, SFL catalyses meaningful change towards sustainable food systems.

Application:

Do you solve problems considering the wider system? Do you recognise the systems in which your organisation operates?

- Practice big picture thinking and look at the problem through a holistic lens that considers the wider system that you operate within.
- Align the mission with the initiatives at the system level. Develop initiatives considering what your mission is, the culture that you want to incorporate and how will it benefit the wider systems.
- Make it a routine to meet people from various systems.



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Standards

Standards refers to the established criteria or benchmarks that organisations set to guide behaviour, processes, and outcomes. These standards serve as a reference point to ensure that practices align with organisational goals, values, and safety objectives. Here are some ways in which we can set appropriate standards:

1. What we buy

The goods and services we buy reflect the standards we accept for corporate activities, operational assets, as well as associated supply and value chains. A purchase naturally involves acquiring products developed to standards that may be outside of the purchasers' direct control. By purchasing goods and services that align with the high standards of design and operation incumbent in the Safe System, we can help to set the level of accepted standards more broadly.

2. What we do

Standards across corporate activities and business operations are a direct expression of the level of ambition and drive that is present to implement Safe System solutions. A strong permeation of recommended standards across all operations demonstrates the value an organisation places on quality assured process and outputs.

3. What we deliver

To deliver effective solutions, standards that meet the high level of challenge set out within the principles and actions of the Safe System are fundamental. By delivering in line with recommended standards, practitioners significantly enhance the efficacy of programmes and physical measures.

4. Outsourcing

Outsourcing occurs when external resource, often in the form of specialist input, is leveraged in order to deliver projects comprehensively and in a timely fashion against agreed specifications. The standard of outsourced input and deliverables have a significant impact on overall quality, meaning investing time in agreeing set standards of delivery can really elevate the value of project outputs.

5. Procurement

Goods and services acquired through procurement are often a sizeable component of an organisation's total assets. Selecting procurement partners whose standards are pursuant with the Safe System across supply and value chains is an effective way of not only promoting high standards across the sector, but also demonstrating leadership on critical system components where standards are critical to success (Vehicle fleets and infrastructure management etc.)

Introduction

Sussex Police is responsible for policing the area covering East Sussex and West Sussex. The current Chief Constable also holds the portfolio for national roads policing through the National Police Chiefs' Council (NPCC). Current strategic focus at the operational levels of policing in Sussex include strengthening local policing capabilities and measuring progress against public priorities.


Initiatives Taken:

Serving Sussex 2015 programme: This public service transformation and efficiency initiative centred on developing leadership capabilities across the force (alongside the force's Future Workforce Strategy). The programme is underscored by key organisational values agreed with staff.

Sussex Police & Crime Plan 2021/2024: This Plan for Sussex identifies current strategic priorities for the force and how they will be achieved. These include strengthening crime prevention, disruption of organised crime groups, and safeguarding victims. This plan was developed in line with a new local policing model and Serving Sussex 2015.

Sussex Police's strategic initiatives outlined were all conceived around building a new consensus for how the force builds leadership capability. This was considered particularly important by the Chief Constable in order to continue to deliver on priorities to keep people safe, ensuring robust neighbourhood policing, and making the best use of resources against a backdrop of tough financial workforce decisions having to be made.

As part of this drive to improve leadership across the organisation, the Chief Constable asked the force's HR director to bring the professional standards department under the same portfolio of work to allow better working between the two areas. The force's engagement with the Tom Winsor review recommendations also heightened the focus on standards



Leading Professional Standards and Changing the 'Psychological' Contract

(Sussex Police)

Outcome:

These efforts were built upon improving professional standards, with the force's HR director stating that this would 'fundamentally change' the psychological contract underpinning the force – moving away from the whole concept of you simply 'do your 30 years and then you get your pension'.

Application:

Leading on professional standards is something that has huge potential for increasing the effectiveness and quality of work overall by practitioners across the Safe System. With high standards that are adhered to, organisations can be more confident that colleagues across the sector are behaving and performing in a way that contributes to better safety outcomes.



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Non-Conformance

Managing road safety and implementing the Safe System are often challenging. With this comes the inevitable prospect of things going wrong. Whilst instances of non-conformity should be avoided, they provide an opportunity to address and learn from mistakes when they do occur. Raising standards, improving delivery, and making systems more effective almost always involve honest reporting and transparency around non-conformance.

1. Reporting

Honest and accurate reporting is critical to addressing non-conformance. A culture where reporting is encouraged and acted upon in a way that supports colleagues to report issues confidently without fear of reprisal or blame really helps to deliver fewer non-conformance across the board.

2. Transparency

To get the most out of a culture that values honesty and accuracy in reporting non-conformance, institutional transparency is key to providing a cohesive corporate culture that takes those values seriously. Making processes of reporting as transparent as they can be means reviewing not just the process by which colleagues report non-conformances, but also that of progressing these instances into actions adopted at the organisational level.

Travel for Work Policy

(Agilysis, 2024)

Introduction

Common to many areas of process management is the idea of non-conformance reporting – recognising when performance has been sub-optimal as a means of learning and improvement. Transport consultancy, Agilysis, have built non-conformance reporting into their travel for work policy to help ensure that staff understand the culture and expectations of being safe in every aspect of their work.

The policy *“endeavours to maximise the value that travel provides to the business and our employees whilst minimising risk to staff and the wider community and reducing harm to the environment.”*

This means that all journeys the team make should reflect the principles of *Safety, Security, Sustainability and Activity*.

Staff can raise a non-conformance at any point, but they are also explicitly sought whenever a staff member makes an expenses claim for travel to ensure that the team are regularly considering whether their journeys meet the expectations of the working culture.

Practice:

One example involved a director who had selected to make a journey by train, but a cancellation left him being put into a rail-replacement taxi for a long drive in the early hours of the morning. While the circumstances were not of his making, the decisions of the rail company and the behaviour of the taxi driver meant that the journey left them feeling at risk as well as being a poor choice in terms of sustainability.

Through the non-conformance process, this event has been turned into training material for colleagues to consider how the Safe System works when our plans need to change.



Outcome:

Agilysis’ policy has empowered staff to engage in ‘no-fault’ analysis of journeys that are taken for work, no matter which mode was selected. They are encouraged to critique whether the journey could have been improved giving, consideration to their own safety and also in respect of sustainability. Non-conformance isn’t something to be feared, but a precious opportunity to learn as an organisation.

Application:

Review your own processes, especially Occupational Health and Safety, to see whether non-conformance reporting is being used to create learning events that support the Safe System improvements.

Does your corporate travel policy have a non-conformance reporting process? If not, consider introducing one.

Are there any non-conformance events that you could translate into training to support Safe System outcomes for your team?



BEHAVIOUR

PERFORMANCE MANAGEMENT

Measuring the performance of organisations against set values and incentivising behaviours that support them add real value to the measurement and enablement of Safe System actions (through SPIs etc.). This is because culturally mature organisations know that internal development directly influences decision making and what is prioritised when innovating and implementing safety interventions.

Expectations

1. Setting the tone

Leaders have a duty to create and communicate high expectations as a basis for strong individual and collective performance. This means being ambitious alongside being honest as to the level of challenge inherent in generating success. Setting the tone provides direction for colleagues who are as a result more informed, acting in alignment with stated ambitious and feeling that they can empower other stakeholders across the sector and beyond.

2. Agreed performance

Detailing agreed performance, both quantitatively (for example, in numerical terms) and qualitatively (such as through behavioural norms) is important for generating progress towards better outcomes. Agreed performance metrics help bring a shared sense of mission to day-to-day working, with colleagues more likely to feel like they are contributing to the achievement of such goals. Targets are known to incentivise action more generally.



Toyota – Management interactions with employees

Introduction:

Toyota, operating as Toyota Motor Corporation, is the world's largest automobile manufacturer. The company, Toyota Industries, forms part of the Toyota Group as one of the world's most prominent conglomerates. Toyota has pioneered the development and sale of some of the best-selling automobiles, in addition to more fuel efficient and hybrid electric vehicles.

Strategic Initiatives:

'Lean' Manufacturing Process: Initially developed during the post-war period, this approach to manufacturing is centred on conserving resources and being efficient, primarily through the elimination of waste. This approach is heavily influenced by the Toyota Production System (TPS) or 'Toyota Way' originally developed by key engineers involved in the company's early phases of growth.

New Management Philosophy: Based on the words of Toyota Chairman Fujio Cho (*'Go see, ask why, show respect'*) the company developed a new management approach that is now closely associated with lean-production processes, a mantra that is cited as the key tenet of how management should interact with employees to generate efficiency together.

Go see, ask why, show respect: This approach to management was envisaged as a way of supporting wider values and business success. The ethos was the culmination of decades of development having pushed forward the move towards new models of operation and transformation in organisational culture. It means committing to regular management interactions with frontline personnel. It involves observing, asking why things are done, and cultivating enthusiasm for better working practices.

Outcome:

From a management perspective, a key enabler of strong outcomes for this approach has been identified by Toyota themselves as the "Gemba Walk" (also integral to the wider TPS / lean processes). "Gemba" translates roughly as 'the workplace where value is added' and is taken from the Japanese phrase 'go and see' (*'genchi genbutsu'*). This popular management technique means taking the time to talk to the people who work on the frontline of delivery and observe how work processes are carried out in practice. This adds real value in identifying day-to-day problems and how processes could be improved across all levels of seniority, leveraging a culture of continuous improvement.

Application:

For Safe System delivery, the application of Toyota's management ethos and associated best practice work processes have several applications. For performance management across and between organisations, these ways of working can help bridge any gaps between leaders and practitioners where there are complex processes involved around development and rollout. Safe System implementation can only be efficient if problem-solving and developing solutions are carried out as a collaborative exercise where both managers and employees envisage strong contractual obligations to deliver safety in their respective domains.



Accountability

1. Ownership

Owning an action and being accountable for it inspire dedication among responsible colleagues and stakeholders. Ownership of an action, whether as an individual or group, contributes to enthusiasm and belief in delivery. Likewise, direct ownership demonstrates leaders' trust and value placed in colleagues' potential to really deliver against their designated responsibilities and portfolios.

2. Commitment

Increased levels of commitment to strong delivery and performance are natural benefits of implementing a culture of accountability amongst colleagues and partners. Colleagues who feel passionate about their areas of delivery will be more committed to overall strategic objectives and policy goals, reflective of a culture where accountability is expected. Evaluation

1. Valuing appraisal

Evaluating what activities are undertaken and how they are delivered is critical to understanding the impact actions have and how effective the delivery methods are. Evaluation is a tried and tested way of demonstrating success and value for money. Valuing appraisal on a sector-wide level can really help organisations leverage collective resource and expertise to overcome cost and time barriers associated with appraisal.

2. Using results

The results of evaluation studies should be shared openly and actively disseminated where possible. This is particularly important for interventions that are widely used but lack a comprehensive evidence base. Dissemination of results and their application in the policy feedback process is symptomatic of a culture that values continuous improvement and best practice.

Safer Roads Fund Process Evaluation

(Kantar Public)

Introduction

The Safer Roads Fund (SRF) was introduced by the Department for Transport (DfT) as a significant investment package for England's road network. SRF targets the fifty most dangerous roads in England, as identified through the Road Safety Foundation's (RSF) analytical assessment. These roads were selected based on analysis of the country's major road network outside of urban conurbations – looking at collision rates to identify the 10% of the network on which over half of all fatalities occur.

With the support of RSF engineers and analysis tools, responsible local highways authorities have been encouraged to develop proposals and design schemes as part of a non-competitive bidding process (100% capital grants are available). SRF has been developed as not only a grant-giving scheme, but also to generate engagement with the Safe System as part of a broader culture change in road safety management and development of system-level resilience in tackling risk on national and local road networks.

Independent Evaluation

Kantar Public (now Verian Group) a leading research, evaluation and communications agency providing services to governments was invited to undertake the independent evaluation.

Outcome:

The process evaluation looked at both DfT's administration of SRF as well as specific features of the programme based on local highway authority experience:

- Targeted approach and non-competitive elements were well received;
- Strong administration process and support from engineers
- Strategic barriers to embedding Safe System were present:
 - Local authority capacity and willingness to understand and engage with the Safe System
 - National versus local expectations around the need for scheme support can be different
 - Technical understanding around the use of supporting tools and software
 - Levels of shared understanding and what best practice case studies exist

Application:

This process evaluation has significant relevance for any programme (particularly infrastructure and grant-giving initiatives) within the context of Safe System capacity building. It provides useful results that bring into focus practical issues potentially stemming from the rollout of such programmes as well as policy development opportunities and barriers.





Monitoring

1. Monitoring regimes

To fully realise the benefits of appraisal as an established practice, it is necessary to implement dedicated programmes of monitoring to understanding the performance of specific aspects of the system. This facilitates granular measurement, the results of which provide the rationale for targeted actions that are directly connected to areas where there are gaps in resilience.

2. Changing circumstances

Monitoring is also vital in understanding the lasting effects of selected interventions, eliciting their continued relevancy (or lack of) as systems of operation and contextual dynamics change. As circumstances change, the strategies used to affect positive change also need to change. Alongside regular evaluation, monitoring acts as a powerful tool in prioritisation.

Monitoring Culture Change for Better Partnership Working

Introduction

Arts Council England are a national agency dedicated to cultural and creative development. The agency's strategic vision is centred around generating creativity for, and within, everyone as a societal objective. This involves advocacy and cultural programme development to help give everyone a chance to participate in cultural activities. The Council champions, develops, and invests in research and outreach programmes to fulfil its vision.

Strategic Initiatives:

- 1. Grant funding process consolidation and centralisation:** An internal review into the Council's 2007 spending round (when the organisation gives grants to arts organisations) found that inconsistencies in the process and poor communication between offices was resulting in a 'siloes' mentality. The Council subsequently created a new centralised team ('Grants for the Arts') with online system capabilities.
- 2. Enhanced structure and relationship management:** New posts of relationship managers were created in order to perform new relationship management tasks across a much broader remit than those in place previously.



Summary:

Arts Council England set up a change programme board with a remit to design an organisational structure that would better support partnership working and embed the organisation's strategy 'Great Art for Everyone'. To monitor this programme of change, a culture group was set up involving 15 representatives from every department and every region across the country to ensure there was buy-in from all aspects of the organisation and the group represented a cross-sectional slice of the organisation. The team then spent six months forensically examining the type of culture that was needed to support the organisation over the coming years. Once this new culture had been 'mapped out' the culture representatives' or 'champions' briefed their respective teams and departments.

Outcome:

- To consolidate this culture change at the organisational level, 'values' workshops were delivered led by the representatives – with over 300 employees engaging with these workshops.
- The next outcome of this culture change was to monitor team performance in how well they each performed in the identified areas – bringing together a new set of values and collective organisational competency. The outcomes of these 'Ways of Working' workshops resulted in individually-tailored plans for each team and a post six-month monitoring exercise.



CHAPTER THREE: COMMUNICATION

'The stories we tell literally make the world. If you want to change the world, you need to change your story. This truth applies both to individuals and institutions.' – Michael Margolis

In the realm of successful teams, a vibrant culture is the linchpin of achievement. Central to this culture is the narrative we weave and the identity we project—a narrative that embodies our values and resonates with stakeholders, igniting a collective vision for Scotland.

Communication is not just about conveying facts; it is about sculpting perceptions, fostering trust, and rallying engagement for the betterment of Scotland's communities. By articulating our goals and values clearly, we mitigate confusion, overcome resistance to change, and inspire active participation from stakeholders across the nation.

Crucially, our communication channels must reflect the Safe System and mirror our cultural ethos, connecting with our audience on a profound level. As we journey towards a brighter future for Scotland, let our communication be a catalyst for transformation, uniting us in a shared commitment to imbibing the Safe System.

LANGUAGE

Every sector and job role has their own unique language which are linked to the culture of the organisation. There will be some language terms that are universal in the sector and some that are specific to your organisation. Our aim should be to align our language to the overall system that we operate in and develop organisation specific terminologies that will help stakeholders to identify themselves with the mission to embed the Safe System.

Terminology

Terminology refers to the specific terms, jargons, and phrases that we want to use to communicate our mission for absorbing a Safe System culture into our core. Here are some aspects to consider for ensuring consistent terminology that will help us in embedding the Safe System:

- **Accessible:** If our language is overly technical, it communicates the need for a high degree of specialism to engage with, resulting in many colleagues feeling that they would need deep domain expertise to contribute. The road safety sector is known for using a lot of jargons and acronyms. We need to steer away from using such language as we want diverse people to engage with our mission. A Safe System culture recognises the need for wide participation, and therefore terminology, which is accessible to all.

This can be achieved through:

- Reviewing all internal and external communication materials for clarity, simplicity, and inclusivity before dissemination. Include plain language, examples, and definitions.
- Create infographics, diagrams, or videos that visually explain complex concepts in an easy-to-understand manner that supplements the written materials.

- **Clear:** Establishing a clear narrative about the Safe System and effectively communicating its benefits can foster meaningful engagement. This is particularly crucial when engaging with non-specialists who may not have the capacity to delve into intricate concepts.

This can be achieved through:



COMMUNICATION

- Creating a concise and straightforward message about the Safe System that highlights its key principles and benefits.
 - Avoiding jargon and technical terms. Instead, use language that is easily understandable by people from various backgrounds and expertise levels.
 - Adapting your message based on your audience's knowledge and interest in the Safe System. For non-specialists, focus on the practical implications and benefits.
- **Inclusive:** Communicate in ways that are representative of the colleagues and stakeholders that you want to partner with. This will help in inculcating a wider participatory culture.
This can be achieved through:
 - Ensuring that your communication materials feature diverse images, stories, and examples that represent the various communities of colleagues and stakeholders that you aim to engage with.
 - Providing major communication materials in multiple formats such as audio, video, and text, and languages to ensure that they are accessible to a wider audience.
 - Use inclusive language that respects and acknowledges diversity.



KNOW YOUR LEMONS®

Know your Lemons Foundation

Introduction:

Know Your Lemons Foundation is a charity that is dedicated to educating people about breast cancer in a creative manner. They typically focus on educating people about conducting breast self-examinations to diagnose breast cancer at an early stage.

Challenge:

Talking about breast cancer is a taboo issue globally. Because of that, most of the people fail to discuss and identify the early signs of breast cancer. According to the Australian Institute of Health and Welfare (2022), 99% people can survive breast cancer if it is diagnosed in Stage 1.

Initiative:

The foundation decided to make breast self-examination as the new norm. To make the initiative more accessible and clearer, the nonprofit came up with creative ways to inform people on how to conduct a breast self-examination and assess if something is wrong. They made the highly technical terminology related to breast cancer more fun and accessible through comparing breasts with lemons and using very simple terms. They not only portrayed what the symptoms look like but also told people what they would feel like.

Outcome:

This made men and women alike feel more comfortable while discussing a topic that has traditionally been considered taboo. It helped in increasing the number of people performing a breast self-examination. They achieved this through getting creative and using simple and fun language.

Application:

Is your language overly technical? Is your communication clear? Can you use more inclusive media in your communications?

- Make your internal and external communication materials clear, non-technical, and inclusive.
- Use a visual method such as infographics, diagrams, and videos to communicate technically loaded concepts.
- Adapt your message based on the audience's knowledge and interests.
- Ensure that your communication features diverse images, stories, examples, and languages.



Concepts

Beneath the words we select lies the essence of the ideas we wish to communicate. The clearer we are about the fundamental concepts of the Safe System, the more straightforward it becomes to foster agreement and a unified purpose among stakeholders. We, as practitioners, can sometimes find it difficult to communicate complex concepts in a simplified way as we already know too much about the topic and we find it difficult to come down to the level needed to explain it to someone else.

As Steve Jobs quoted:

“Simple can be harder than complex. You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.”

The Heath brothers call this as the ‘curse of knowledge’ in their book, *Made to Stick*, that talks about how some ideas tend to stick in people’s minds and others do not. The following are some steps that we can take to ensure that we convey complex ideas in an understandable manner:

- **Study your Audience**
Before even presenting something written or oral, understand who your audience is and their technical expertise. Reflect how would they like you to communicate something and understand how you can keep their interest maintained. If you do not know your audience, then you should stick to breaking down the concepts clearly. Always use every day simple language, avoid using jargons, and niche technical phrases.
- **Give Comparisons**
Once you have built the stance, the next step would be to compare it to a similar thing or point out the differences between something that is already known. This will engage your audience and help them comprehend the concept in more detail.
- **Visually Represent your Concepts**
People learn and relate to a concept in different ways. Some people prefer reading it, others prefer visual imagery. For technically loaded concepts related to the Safe System, it can be especially useful to develop visuals to help people easily relate and understand the complex things that you want to communicate.
- **Provide a Summary**
Once you have completed a significant chunk of the content that you wanted to communicate, it is important to take a step back and briefly run over the things that have been discussed. This will help the audience to connect the dots and understand what you want to communicate in a clearer manner.
- **Group Concepts Together**
Often people do not directly understand the interrelationships between concepts. It is worthwhile to help them link terminologies and concepts together. Show how various components of the Safe System link together. A visual aid could be used for this to help people connect the dots.

Ikea's Iconic Assembly Manuals

(Pavlus, 2015; Zhuang, 2018)

Introduction

Ikea is a Swedish multinational company known for its affordable ready-to-assemble furniture, kitchen appliances, and home accessories. With a focus on affordability, quality, and minimalist design, Ikea has become a global leader in the home furnishings industry. When Ikea had to design its assembly manuals, they chose to focus on minimalistic design. They utilised the power of objects in the form of cartoon characters to convey complex assembly information.

Assembly Manuals as Visual Storytelling

Ikea's assembly manuals are renowned for their unique approach to providing assembly instructions. Instead of relying on written language, Ikea utilises visual storytelling akin to a comic strip. Each manual features a cartoon character, known only as the assembly figure, guiding users through the assembly process using illustrations of the furniture pieces and tools involved.

Diverse Expertise in Manual Creation

The team responsible for crafting these manuals comprises of a diverse mix of professionals, including designers, illustrators, sales experts, engineers, and even individuals with backgrounds in truck driving. This diverse expertise ensures that the manuals are both visually appealing and practical in conveying assembly instructions.

Emphasis on Clarity and Continuity

Ikea's assembly manuals prioritise clarity and continuity in their design. The illustrations are carefully crafted to be easily understandable, even for individuals with limited technical knowledge. Additionally, the assembly figure provides helpful tips at the beginning of each manual, such as recommendations for working surfaces and the potential need for additional assistance.



Outcome:

While Ikea's assembly process may be notorious for causing frustration among some customers, the brand has successfully cultivated a loyal customer base. Despite the challenges posed by assembly, customers often take pride in successfully building Ikea furniture, contributing to the brand's reputation for affordable yet stylish products. Through merely using objects in the form of cartoon characters, Ikea exemplifies the power of simplifying complex information through visual objects.

Application:

Do professional stakeholders easily understand key pieces of information based on the narrative and visual elements of agreed Safe System documentation

- Carry out a stock-take of Safe System recall and memorability alongside sector professionals / practitioners
- Ensure that complex information is distilled and accompanied by visual objects and features to aid understanding and application



Stories

“The most important person in the room is the storyteller. The storyteller sets the vision, values, and agenda of an entire generation that is to come” – Steve Jobs

Throughout our lives, storytelling has played a pivotal role in shaping our understanding and memory retention. Many of us recall fond memories of falling asleep to bedtime stories as children, highlighting the power of narratives in capturing attention and conveying complex ideas in an engaging manner throughout our lives.

Storytelling enables us to introspectively evaluate our beliefs and values while also helping us to understand how they align with those of others. Leveraging storytelling techniques can be particularly effective when communicating intricate concepts such as the Safe System.

Storytelling not only simplifies complex information but also humanises it, making it more relatable and impactful. The following are some ways in which we can leverage storytelling techniques:

- **Audience Analysis**
As with any piece of communication, it is essential to identify your target audience’s demographics, interests, and concerns. This will help to make the story more engaging and relevant for the audience.
- **Craft your Core Message**
Define a clear, concise, and compelling message about the core theme – the Safe System. Highlight the story in the form of a journey with inflection points. Showcase in a clear manner why the Safe System is important to your organisation and why you chose to embrace it.
- **Develop a Narrative Structure**
A story must have a personal touch which makes it authentic and engaging to listen to. The story must have 3 core elements – Challenge, Growth and Success. Talk about the challenges and consequences of ensuring public safety, show stakeholders how the Safe System can aid in overcoming those challenges. Finally, show them what success would look like once it is embedded within your organisation.
- **Craft your Story**
Start by setting the scene and establishing context. Introduce characters, challenges, and conflicts that reflect the journey toward your vision. Highlight pivotal moments, successes, and setbacks that demonstrate progress and resilience. Use descriptive language, vivid imagery, and emotional appeals to captivate your audience and draw them into the story.
- **Showcase Impact**
Illustrate how your vision has the potential to create positive change and make a difference in the world. Share real-life examples, testimonials, and case studies that demonstrate tangible benefits of pursuing your vision. Help your audience envision themselves as part of the story and the impact they can contribute to.
- **Engage Emotions**
Emotions are a powerful tool for connecting with your audience on a deeper level and inspiring action. Incorporate elements of empathy, hope, passion, and determination into your story to evoke emotional responses and foster empathy. Encourage your audience to empathise with the characters in your story and see themselves as part of the narrative.
- **Provide a Call to Action**



COMMUNICATION

Conclude your story with a clear and actionable call to action. Encourage your audience to join you in embracing the Safe System and play their part in making it a reality. Tell them how they can help you and contribute to the mission of embracing the Safe System.



Dove – Real Beauty Campaign

(Stankovic, 2023)

Introduction

In the realm of brand storytelling, Dove stands as a testament to the power of authentic narratives. Dove is a personal care brand that offers a range of beauty and skincare products. Dove is known for its commitment to promoting a positive body image mainly through its advertising campaigns. By challenging conventional beauty standards, Dove has crafted campaigns that resonate deeply with audiences, promoting self-acceptance and redefining the concept of beauty. Dove uses the power of storytelling in the following manner to redefine beauty standards:

The 'Real Beauty' Campaign

Dove celebrates diverse women, showcasing their unique beauty instead of relying on airbrushed ideals. This authentic approach resonates globally, fostering self-worth and acceptance.

Audience Engagement

Dove uses the power of narratives that multiple women can relate to. The company portrays videos wherein women share their individual stories giving each story a personal touch. The stories often leave the reader or viewer to question the societal norms that we have in place.

Dove engages the audience through using the power of stories to define its brand image, question the status quo and drive change. They use models of all shapes, sizes, and colour to embody the change that they want to drive in embracing diversity.

Outcomes:

Dove's 'Real Beauty' campaign exemplifies the power of authentic storytelling, leveraging digital channels to foster inclusivity and positive change. Dove encourages viewers to challenge societal norms and inspires them to embrace broader perspectives on beauty and self-acceptance.

Application:

Do you utilise the power of storytelling in your internal communications?

- Before crafting a story, analyse the audience – their demographics, interests, and concerns to help the content to be more engaging.
- Craft your core message about the Safe System. Ensure that the core message is clear, concise, and compelling.
- Make the story authentic and engaging to listen to. Highlight the inflection points in the story – challenge, growth, and success. Take the audience through your journey of embracing the Safe System.
- Highlight the impact by showcasing how your vision has the potential to create a positive change and make a difference.
- Use the power of emotions – give the audience hope, passion, and determination to implement the Safe System through your story.

Lastly, provide a call to action through encouraging your audience to join the Safe System and tell them how they can join you and contribute.



COMMUNICATION

NETWORKS

Humans are social beings; we feel connected and motivated to contribute more to our work when we have social networks. We spend a majority of our time at work, so it is essential that we give practitioners the right platform to develop these networks. Giving them this space will reflect our open, collaborative, and supportive culture. By facilitating the exchange of ideas, experiences, and expertise, social networks help improve problem-solving, innovation, and decision-making within the organisation (and with partner organisations). Additionally, they contribute to a sense of belonging and community, enhancing engagement, satisfaction, and retention.

Groups

At work, both informal and formal groups play pivotal roles in fostering collaboration and shaping organisational culture. Informal groups create a sense of connection and motivation among stakeholders, enhancing their willingness to contribute to the organisation. On the other hand, formal groups such as audit boards, political committees, and regional groups among others provide structured platforms for aligning the understanding and implementation of the Safe System. By leveraging the influence of both informal and formal groups, we can effectively integrate the principles of the Safe System into our culture, promoting safety and collaboration across all levels. The following are some ways to harness the power of groups:

- **Map Patterns of Collaboration**
Utilise visualisation tools like heatmaps to derive valuable insights of the organisational network and dynamics. By analysing the overall network structure, we can identify existing clusters of collaboration, influential individuals, and areas that require greater integration. This holistic view allows leaders to pinpoint groups or individuals that may be marginalised or overlooked, facilitating targeted interventions to foster inclusivity and collaboration across the organisation.
- **Facilitate Open Dialogue for Required Clusters**
Once the relevant clusters have been identified then look at how you can engage the vulnerable clusters. Some interventions that could be deployed include giving these clusters a platform to interact with each other through meetings and forums. Moreover, mentors could be provided to guide them on how to incorporate the Safe System. The mentors can help in fostering a sense of belonging while successfully integrating identified clusters into the desired culture that you want.
- **Foster a Cultural Shift Through Champions**
Identify champions in the vulnerable clusters that are influential. Train them and mentor them in what the Safe System is and how can they help in embracing this culture. Involve them in enabling a culture of collaboration and fostering the adoption of the Safe System. More pointers on how to identify and train champions can be found in the section on Champions on page 41.



Salesforce's Group-Driven Employee Engagement

(Hyder, 2022)

Introduction:

Salesforce is a global leader in cloud-based customer relationship management software. To overcome a growing disconnect among employees post the Covid-19 pandemic Salesforce implemented innovative strategies to foster meaningful connections and drive employee engagement through the power of groups. Following are some steps that Salesforce took to improve the team experience:

Salesforce encouraged employees to find their groups in at least three professional communities.

1. Immediate Team

This comprises of colleagues who need to collaborate on a daily basis. Despite dispersed teams, Salesforce emphasised the importance of fostering relationships with the immediate team.

2. Local Community

Salesforce recognised the value of proximity and encouraged employees to build connections with colleagues living in the same location. While just 40% of Salesforce employees work in the same location as their manager, 75% reside close to an office. Hence, Salesforce focuses on building a local community to foster connection.

3. Affinity Groups

Salesforce offers 13 Equality Groups, enabling employees to connect based on shared identities and interests. These groups provide avenues for building community beyond physical proximity. 50% of employees participate in one or more Equality Groups.

4. Employee Experience Team

The company also recently established an employee experience team to help foster connections, connect employees to the company's culture and help employees to be successful.

Outcome:

By forming groups within professional communities, Salesforce effectively adapted to a cultural shift towards a more supportive and inclusive workplace environment. This strategic emphasis on employee engagement demonstrates a proactive commitment to enhancing organisational success.

Application:

Has your organisation identified which groups need to be integrated in the culture? Have you provided resources for groups to collaborate?

- Use heatmaps or similar visualisation tools to identify which groups or individuals are not engaged.
- Provide the vulnerable clusters with platforms to engage such as meetings, forums, and similar resources.
- Consider how you can utilise Salesforce's concept of Local Community and Affinity Groups for increasing stakeholder engagement and driving cultural change.
- Engage change champions or influential people in vulnerable clusters to spearhead engagement and influence stakeholders to embrace the new culture.



COMMUNICATION

Meetings

Meetings are an effective manner of enhancing collaboration and have become an inevitable part of working practice today. If used correctly, meetings can help in building engagement, collaboration, and enhancing alignment with the mission and culture. Post the COVID19 pandemic, the number of meetings has increased drastically but many of them do not help in driving social networks as some employees may deem the excess number of meetings as unnecessary and a waste of time.

These are some types of meetings which can help in making our interactions count and drive a cultural shift:

A. Brown Bags

A brown bag training session typically refers to an informal, often impromptu, learning session held during lunchtime or other breaks. The term "brown bag" originates from the idea that stakeholders bring their own lunch in a brown bag or other container, making it a cost-effective and convenient way to conduct a meeting. Such informal sessions can help in promoting the Safe System as being the norm of the organisation. The following are some aspects to consider when conducting a brown bag session:

1. **Setting:** Brown bag sessions are held in informal settings like conference rooms or break areas, which helps in fostering open discussion.
2. **Topics:** Sessions can cover diverse topics such as training practitioners in actionable steps to incorporate the Safe System, or how far the company has progressed in incorporating the Safe System (among other topics). Given that stakeholders often perceive lunchtime as a welcome respite from their work, it is important to choose topics that complement this relaxed atmosphere. By selecting topics that are easy to digest and enjoyable to discuss, you can ensure that participants remain attentive and receptive throughout the session.
3. **Presenter:** Usually, experts or leaders from within the organisation lead the conversation. External trainers may also facilitate sessions to offer a diverse perspective and specialised expertise.
4. **Duration:** Sessions typically range from 30 minutes to an hour in length.
5. **Format:** Interactive elements like group discussions or case studies of applying the Safe System in various countries can be used to engage participants. Typically, these meetings are limited to one per month to avoid any perception of encroaching on stakeholders' well-deserved breaks from their usual work routine.
6. **Feedback:** Practitioners can provide feedback at the end to improve future sessions. This can be taken through a QR code to a survey asking participants to rate various aspects of the session or it could be a survey circulated monthly to gauge the effectiveness of these sessions.

Overall, brown bag training sessions provide a flexible and informal way for stakeholders to learn new skills, share knowledge, and stay updated on relevant topics within the organisation, all while enjoying their lunch break.

B. Town Halls

A Town Hall meeting is a gathering where stakeholders come together to discuss important issues, share information, and engage in dialogue with leadership or key stakeholders. These meetings are typically held in a large venue, such as a town hall, conference room, or auditorium, and are often open to all members of the organisation. Town Hall meetings can help in gauging progress made on implementing the Safe System and gathering feedback on its implementation.



Some aspects to consider when conducting a Town Hall session are:

1. **Purpose:** Town Hall meetings can provide transparency and help in gathering feedback on the application of the Safe System within the organisation.
2. **Format:** These sessions are typically engaging and should include presentations, Q&A, panels, or workshops that help in retaining interest.
3. **Facilitation:** A moderator guides the meeting, ensuring focus, time management, and attendee engagement.
4. **Audience Engagement:** An environment must be created wherein attendees can actively participate, share perspectives, and ask questions. This can be achieved through various mediums such as polls, and Q&A sessions among others.
5. **Transparency:** Leaders must prioritise transparent communication regarding all organisational changes or decisions. For instance, when 'Work Better Training' (an Indian Soft Skills training provider) contemplated acquisition, they utilised Town Hall meetings to openly discuss potential acquirers, the rationale behind the decision, and the anticipated cultural shifts. This transparent approach instilled trust among employees, facilitating smooth adaptation upon the subsequent acquisition. Thus, by fostering open communication, leaders cultivate trust and accountability, which is pivotal in embracing the Safe System.
6. **Follow-up:** Organisers must summarise what was discussed and give stakeholders an opportunity for asking questions.

Overall, Town Hall meetings offer a valuable platform for stakeholders to discuss the integration of the Safe System. These meetings foster communication, community engagement, and enable collaboration towards common goals.

C. AMAs

An Ask Me Anything (AMA) is an interactive session where a person, often a public figure or expert in a particular field, answers questions from the audience in real-time. These sessions usually take place online, typically on social media platforms or dedicated forums, but they can also occur in person. These sessions can help in instantly solving queries related to the implementation of the Safe System.

The following are some things to consider when conducting an AMA:

1. **Announcement:** Enhance session participation and engagement by promoting it well in advance. Provide details on the host's expertise, session time, and platform through group channels, emails, or posters. Utilise polls to gather stakeholders' preferred dates and times, selecting the option that aligns with the majority's availability. When stakeholders are engaged in the process of selecting the date, they are more likely to participate.
2. **Platform:** AMAs are commonly held on platforms like Twitter, Microsoft Teams, dedicated forums, or other social media. These platforms provide an open atmosphere to engage with the speaker.
3. **Format:** The usual format involves the host introducing themselves and setting ground rules for the sessions. Participants are then prompted to ask questions and the host provides answers to these questions in real-time. There could be a moderator to ensure that all questions are answered in a systematic format without overwhelming the host or the participants.



COMMUNICATION

4. **Collect Feedback:** It is essential to collate feedback on any session that you conduct. Hence, make it a point to circulate a link or QR code for collecting feedback when closing the session. Make collecting feedback the norm and ensure that you analyse and improve on the feedback.

Overall, AMA sessions provide a unique opportunity for audiences to interact directly with individuals of interest, fostering open communication on the Safe System and the sharing of knowledge. These sessions help in building stakeholder engagement in an accessible and informal setting.

Some pointers to consider while conducting any type of meeting:

- **Start Your Meetings with Emphasising the Mission**
To ensure that meetings help in effectively integrating the team with the culture, start your meetings with how the Safe System is important to your organisation and how the Safe System aligns with your mission. Make it routine to underscore the importance of the Safe System and what steps have been taken to integrate decisions based on the Safe System.
- **Reflect How Often to Meet**
Since the frequency of meetings has increased post-pandemic, reflect on what should be the optimal frequency to conduct a meeting and the duration of the meeting. Stakeholders can view meetings in a negative manner and disengage if there are too many meetings with longer durations. This will defeat the whole purpose of meetings as we want it to be a tool to engage with our stakeholders and drive value. It is necessary to sometimes have some longer meetings but ensure that these meetings are kept to a minimum.
- **Incorporate Storytelling**
Use storytelling to convey key messages, illustrate cultural values, and inspire action. Share anecdotes, examples, or case studies that highlight desired behaviours and outcomes, making the cultural shift more relatable and memorable. More information on how to incorporate storytelling can be found in the section on Stories on page 82.

Introduction:

IBM, a global leader in technology and innovation, recognised the importance of effective meetings in driving organisational success. Prior to the intervention, IBM faced challenges with unproductive meetings that failed to generate valuable outcomes. To address this issue and improve meeting productivity, IBM implemented innovative solutions focused on providing employees with the necessary skills and techniques for conducting effective meetings.

Key Initiatives:

- **Video Jukebox Training:** IBM provided employees with access to a video jukebox containing over 5000 training videos covering meeting facilitation, brainstorming techniques, effective communication skills and more. These resources empowered employees to enhance their meeting-related competencies at their own pace.
- **Integration into Onboarding Process:** The training videos were seamlessly integrated into IBM's onboarding process, ensuring that new hires received comprehensive training on effective meeting practices from the outset. This proactive approach helped equip employees with essential skills for productive collaboration and communication.



IBM's Meeting Structure (Holmes, 2001)

Application:

Do you utilise your meetings in a manner that they help in driving a cultural shift? Do you reinforce key messages and drive employee engagement through meetings? Do you conduct a mix of meetings that reflect the message that you want to deliver?

- Start your meetings with emphasising the mission related to the Safe System. Make it a routine to talk about the progress that you have made in aligning the Safe System in your organisation.
- Conduct meetings in a variety of formats such as brown bags, Town Halls and AMA's.
- Analyse what should be the duration and frequency of your meetings. Take feedback from stakeholders and hold it for an optimal duration to drive engagement.
- Use an engaging format for the meetings and incorporate storytelling in meetings to help people relate to your core purpose and align with the culture.

Based on feedback, check whether you need to train stakeholders for conducting productive meetings.



COMMUNICATION

Channels

Groups and meetings serve as a good meeting point for people to network with co-workers, but it is also essential to provide platforms for stakeholders to network and collaborate, both internally and with external partners. Incorporating various communication channels such as conferences, webinars, workshops, clinics, and newsletters is vital for cultivating a culture aligned with the principles of the Safe System. These channels serve as essential conduits for disseminating information, fostering engagement, and building social networks centred around the Safe System. The following are some ways in which we can utilise channels of communication to foster social networks:

- **Host Periodic Conferences and Seminars**
Organise periodic conferences and seminars focused on Safe System principles. Invite experts or stakeholders to share insights, best practices, and case studies from across the world. Encourage networking opportunities during breaks and after sessions to encourage peer-to-peer learning and connections.
- **Conduct Interactive Webinars**
Host interactive webinars on relevant Safe System topics, allowing participants to engage through live Q&A sessions, polls, and discussions. Record these webinars for future reference and share them internally. These webinars will serve as training platforms for practitioners as well as upskilling them in relevant topics. More information on training can be found in the Training section.
- **Facilitate Workshops**
Arrange hands-on workshops aimed at equipping stakeholders with practical skills and knowledge related to implementing the Safe System. Incorporate group activities and role-playing exercises to encourage collaboration and networking.
- **Establish Safety Clinics**
Introduce Safe System clinics where stakeholders can seek guidance, ask questions, share experiences, and express challenges in the implementation of the Safe System. Invite change champions and experts to lead these clinics and foster peer-to-peer learning.
- **Develop Informative Newsletters**
Establish a routine of creating regular newsletters dedicated to Safe System updates, success stories, upcoming events, and pertinent resources. Each month, mandate that every team contribute one article. A different team member should contribute each time, ensuring diverse stakeholder input within each team to foster engagement with the Safe System. This cyclical process encourages continuous participation and knowledge sharing. Leadership can designate monthly themes, with relevant team articles based on these themes. The topics for newsletter articles should be determined by top management and could be communicated to all teams during townhall or similar meetings for clarity and alignment.



GE's Effective Use of Channels

(Zettelmann, 2023) (Rice, 2017)

Introduction:

General Electric (GE) historically faced challenges with communication and innovation due to hierarchical structures that inhibited collaboration. With over 300,000 employees worldwide across diverse businesses and locations, GE sought to foster a more open culture conducive to innovation and collaboration. GE established the same through the following channels:

Virtual Forum for Global Collaboration:

GE developed a virtual platform connecting 30,000 employees from ten businesses across 91 countries. This forum facilitated the sharing of insights and accelerated problem-solving, providing employees with channels to collaborate and exchange ideas globally. For instance, a project leader in the Power business in Europe successfully identified a solution from the Australia Oil and Gas team that had previously collaborated with the Aviation services team in Singapore. This virtual exchange enabled faster problem resolution and cross-business collaboration.

Experienced Commercial Leadership Program (ECLP):

GE established the Experienced Commercial Leadership Program (ECLP), a workshop aimed at developing leaders and providing effective training. This program equips leaders with the skills and knowledge necessary for effective leadership, promoting collaboration and innovation within the organisation.

Work Out Sessions:

GE introduced "Work Out" sessions, an inclusive problem-solving approach involving employees from various organisational levels. These sessions enable cross-functional teams to come together and tackle business challenges collaboratively, providing individuals with avenues to collaborate and contribute to organisational improvement efforts.

Outcome:

These initiatives at GE resulted in a more open and collaborative culture, fostering innovation and problem-solving across the organisation. By providing employees with channels to collaborate effectively through virtual forums, leadership programs, and inclusive problem-solving approaches like Work Out sessions, GE successfully broke down silos. In this manner, it promoted cross-business collaboration, driving organisational success and agility in a rapidly evolving business landscape.

Application:

*Have you provided effective platforms for people to network and collaborate?
Have you created a culture that incentivises people to embrace these platforms?*

- Host periodic conferences and seminars related to the Safe System and share best practices of implementing the Safe System from across the world.
- Conduct interactive webinars on relevant Safe System topics that can be implemented in Scotland.
- Organise hands-on workshops to equip stakeholders with the necessary skills for incorporating the Safe System in their daily working.
- Introduce Safety Clinics as an open platform for asking question, resolving queries, and sharing insights.
- Circulate newsletters with articles, tips, testimonials written by each team and each month showcase content from different members of the team.



TECHNOLOGY

Technology plays a crucial role in embedding the Safe System within our organisations. It helps in facilitating communication, collaboration, and knowledge sharing across all levels of the organisation. By leveraging technology, we can create platforms and tools that enable stakeholders to access safety information, share best practices, and participate in Safe System discussions regardless of their geographic location. For instance, virtual forums and collaborative software can provide a space for employees to exchange insights, identify challenges, and co-create solutions in real-time.

Additionally, technology allows for the dissemination of training materials, resources, and updates that ensures all stakeholders are equipped with the knowledge and skills necessary to embed the Safe System in their daily activities. Moreover, data analytics tools can be utilised to track performance, identify trends, and proactively address potential hazards, thus fostering a culture of continuous improvement and accountability. By embracing technology as an enabler of our culture, we can empower practitioners to actively engage in Safe System initiatives, drive positive behaviour change, and ultimately enhance overall safety outcomes.

Platforms

Technology platforms complement formal channels by facilitating informal interactions and daily collaboration. Tools like Microsoft Teams, Slack, BaseCamp, and WhatsApp offer avenues for seamless communication and collaboration, thereby enhancing opportunities to embed the Safe System. Some platforms that we can incorporate in our day-to-day working include:

- **Microsoft Teams**

Teams comes under the Microsoft Office 365 package. This platform helps in collaborating with co-workers through features such as chat, audio calls, video calls, screen sharing and more. It also helps in systematic collaboration through its inbuilt feature of forming channels and groups so that stakeholders are not spammed with messages in general team chats. Not only that, but Teams also allows organisations to customise the platform according to their requirements and can integrate applications such as SharePoint, Planner, and OneDrive among others. Thus, it can be helpful to integrate this platform into your organisation.

Encourage the use of Teams' chats over internal emails to minimise internal email exchanges within the organisation. These chats are also perceived to be an informal platform which encourages casual chats and enhances collaboration in the organisation.

How can Teams help in embedding a Safe System culture?

- Create a channel specifically for topics related to the Safe System. Share insights and best practices related to the Safe System.
- Use Teams to regularly update team members on the progress of Safe System implementation. Share success stories, milestones achieved, and upcoming activities related to the Safe System.
- Utilise Teams to provide training modules, resources, and guidelines on Safe System principles and practices. This can include documents, videos, and presentations to educate practitioners on the Safe System.
- Organise interactive discussions and workshops on Teams where stakeholders can openly discuss concerns and ideas related to the Safe System.
- Use the inbuilt feature of polls to gather opinions and suggestions regarding implementation of the Safe System.



- **Microsoft Planner**

This application is included as part of the business version of the Microsoft subscription. As the name suggests, it is an application that helps in planning and collaborating on tasks. It offers features such as assigning a task, embedding a due date, creating a team for delegating tasks and it also shows the progress of the task. It is integrated with other Microsoft products like Teams, Word, Excel and more. Hence, if your organisation already has a Business Microsoft 365 subscription, then it can be easy to keep a track all ongoing tasks and will also help in monitoring tasks related to the Safe System.

How can Microsoft Planner help in integrating the Safe System?

- Break down larger Safe System projects into smaller manageable tasks on Planner to ensure effective execution.
- Create labels related to the Safe System to understand if the Safe System is being integrated into your projects.
- Create specific tasks on Planner related to the Safe System such as training people on Safe System actions. Ensure that you assign a relevant person, input a due date, and monitor the progress of tasks.
- Use Planner to create a library and attach relevant documents, guidelines, and resources related to the Safe System for easy access.

- **Slack**

Slack is a cloud communication software developed by Slack Technologies and acquired by Salesforce, and is similar to Teams. The main difference between Slack and Teams is that Teams documents and chats in Teams are seamlessly integrated through other Microsoft 365 products. Whereas Slack offers a better user experience through its layout making it easy for users to navigate. You can integrate any software that fits well with your organisation's requirements. As Teams is integrated with Microsoft products, Slack offers an integration with Google Drive, Asana and similar software that can help you in managing tasks and storing information.

How can Slack help in integrating the Safe System?

- Similar to Teams, you can create a specific channel for sharing information and catching up with aspects related to the Safe System.
- Use Slack to broadcast important announcements, reminders, and updates related to the Safe System. Utilise @channel or @everyone mentions to ensure that all relevant practitioners receive the information.
- Leverage Slack integrations with task management tools such as Asana to create tasks directly within Slack channels, making it easier to track progress and monitor completion of Safe System initiatives.
- Upload documents such as manuals, guidelines, and training materials directly into Slack channels and utilise its integration with cloud storage platforms such as Google Drive to seamlessly access and share information.
- Use Slack's inbuilt feature of polls to assess stakeholder feedback, awareness and understanding of the Safe System.

- **BaseCamp**

BaseCamp is a project management software that is similar to Microsoft Planner and helps in collaborating and managing various projects in an organisation. Like Planner being integrated



with Microsoft, BaseCamp can be integrated with Slack. This is an easy tool to use wherein you can setup boards for various teams and projects. A helpful feature of BaseCamp is that you can get a holistic view of which projects are going on in the company, it could be small aspects such as recording podcasts as well.

BaseCamp provides easy to use to-do lists and helps in scheduling tasks according to project deadlines. There is also a helpful search bar to look up projects and tasks, with automatic check-ins for completing projects on time. Thus, BaseCamp can help in seamless project management across the organisation.

How can BaseCamp help in integrating a Safe System culture?

- Use BaseCamp to understand what projects the entire organisation is doing and whether the Safe System has been integrated in those projects.
- Organise tasks into specific projects or categories such as 'Safe System implementation' or 'Safe System training initiatives' and assign responsibilities to team members. Use due dates, priorities, and task descriptions to ensure clarity and accountability in executing tasks.
- Create a centralised repository for Safe System documentation within BaseCamp projects, ensuring easy access and version control for all stakeholders in your organisation.
- Create dedicated discussion threads or message boards for discussions concerns and feedback related to the Safe System.

- **WhatsApp Communities**

WhatsApp has become an effective encrypted messaging application to collaborate with people and develop connections. WhatsApp communities enable collaboration and foster connections by sharing work-related insights and optionally sharing personal images or articles.

Organisations that foster connections beyond work help employees feel a sense of belonging and boost productivity. WhatsApp has an advantage of being accessible across geographies. If your organisation does not want to opt for paid collaboration or project management software, then WhatsApp is a useful medium to collaborate. It is also a platform that has an informal touch which can help practitioners feel more comfortable in sharing their opinions.

How can WhatsApp communities be used for incorporating the Safe System?

- Utilise these communities to facilitate informal discussions and Q&A sessions on topics related to the Safe System. Encourage practitioners to share insights, ask questions, and discuss best practices in more relaxed and conversational settings compared to formal channels like Microsoft Teams.
- Host virtual coffee chats on WhatsApp or lunchtime meetups to foster relaxed discussions among practitioners, promoting collaboration and knowledge-sharing in a casual setting.
- Use WhatsApp communities to celebrate Safe System milestones, recognise employees for their contributions, and foster a sense of community among team members. Share success stories, testimonials, and shout-outs for individuals or teams that demonstrate exemplary Safe System practices.

Transforming Collaboration; Target's Journey with Slack

(Slack, n.d.)

Introduction

Target, a leading retail corporation, recognised the need for improved communication and collaboration among its engineering teams. In late 2017, the company responded to engineers' requests by implementing Slack's Enterprise Grid solution.

Initiatives Taken:

Target's technology leadership team led the initiative to centralise communication and streamline collaboration across engineering teams.

Slack's integration capabilities facilitated seamless communication by integrating essential technical tools such as GitHub Enterprise and Jira which are essential for engineers. This integration enabled engineers to access project updates, track tasks, and share code repositories within the Slack platform.

Outcome:

The adoption of Slack significantly enhanced communication and collaboration within Target's engineering teams. Engineers could keep communications organised and easily accessible, eliminating the need to sift through lengthy email chains. Real-time messaging, file sharing, and channel-based discussions facilitated quick decision-making and problem-solving. The user-friendly interface encouraged active participation and engagement among team members, fostering a culture of transparency and open communication.

Target's integration of Slack into its engineering workflow exemplifies the transformative impact of adopting modern communication tools. By centralising communication and streamlining collaboration, Slack empowered Target's engineering teams to work more efficiently and effectively.



Application:

Have you given employees the right platforms to engage with each other? Do you encourage employees to communicate with each other through these platforms?

- Through your chosen communication channel such as Microsoft Teams, Slack or any other channel that you choose, create a channel specifically for topics related to the Safe System.
- Post updates and milestones achieved in relation to the Safe System on these channels.
- Utilise project management software's like Microsoft Planner, BaseCamp or similar platforms to streamline your tasks related to the Safe System. Use this software to assign a relevant person, input a due date, and monitor progress of tasks associated with the Safe System.
- Use informal mediums such as WhatsApp communities to engage stakeholders in casual discussions related to the Safe System.



Data

In an era where data literacy is becoming increasingly crucial, leveraging data to foster a culture ingrained with the Safe System principles holds paramount importance. Making data accessible and using it to drive decision-making will empower us to make evidence-based decisions. By effectively communicating through data, we can establish a common language shared within, and across, Scottish organisations in embedding the Safe System. These are some data sources that we can use to make insight-based decisions and align with the Safe System:

1. **Market Analysis and Segmentation Tools Project (MAST):** Road Safety Analysis provides this paid data source that combines collision and casualty data with socio-demographic insights using STATS-19 data. It is a useful tool to navigate complex data with easy-to-understand dashboards. This can be used to drive deeper insights for areas that require interventions.
2. **Sustrans Walking and Cycling Index:** This is a free data source by Sustrans that provides information on active travel components like walking, cycling, and wheeling across the UK and Ireland. Sustrans is a charity dedicated to making active travel easier for everyone. With this resource, you can gain insights into Scottish areas that could benefit from advanced accessibility for inhabitants.
3. **INRIX AI Traffic:** INRIX uses the power of Artificial Intelligence (AI) to provide users with real-time traffic data on all roads. The access to this data will require a subscription fee. Through this resource, you can predict the speed limit of the lane, real-time traffic congestions, and crashes on roads among others. This can help in managing congestions, crashes, variable speed limits, and making instant changes.
4. **Sweco Build Your Bike Tool:** This tool is a user-friendly interactive platform, provided free of charge. It empowers users to map out and assess potential walking, cycling, and wheeling routes in their vicinity. This tool greatly aids in comprehending active travel networks. You can encourage inhabitants to utilise this free resource and encourage active travel.
5. **Scottish Courts and Tribunal Service Data:** Data on prosecutions related to road traffic offenses is publicly available from the Scottish Courts and Tribunal Service, specifically for criminal proceedings. This data source can be used to advance enforcement efforts wherever required.
6. **National Automatic Number Plate Recognition (ANPR):** This technology provides vehicle location data and is available for free from the National ANPR service (NAS) for police and law enforcement organisations, aiding in enforcement efforts. This data source can be used for tracing repeat offenders of road safety on Scottish roads.
7. **Scottish Household Survey:** This survey has been carried out in Scotland since 1999 and is a key indicator used for policymaking in varied contexts. It provides information on what are the primary mediums of transport? why are people travelling? how are inhabitants travelling for work? Specifically, there is also a separate section in the survey that highlights '*Journeys by Active Travel*' which can be useful for encouraging active travel among Scottish inhabitants. This data source can be used for understanding people's preferences and attitudes for travelling on a national level.
8. **Cycling Open Data Tool:** This is an open data source from Urban Tide that provides various a diverse range of data regarding active travel across Scotland. Cycling Scotland maintains and manages this portal.

Introduction

Despite being collected since the late 1970s, data about road traffic casualties in the UK was typically only analysed on a national basis through a single publication each year. Local data could be interrogated more regularly, but this meant that there were limitations in comparing performance and no-one understood how road danger was distributed around the country because data was focussed on where the crashes took place rather than where the drivers or casualties came from. Insight into the differential risks experienced by communities was also poor, with reliance on a narrow range of demographic identifiers in the data.

Innovation:

Mixing the casualty data with socio-demographic insight provided a breakthrough in the way that analysis could highlight disparity of risks between types of road users and the communities that they come from. Despite being the early days of cloud computing and data as a service, MASTonline was launched in 2009 as a data-driven, online application requiring nothing more than a browser to access. This allowed professional practitioners from across the UK to interrogate national data for the first time; all without the need for specialist software.

Outcome:

Overcoming some complex historical and geographical challenges by tackling the national STATS19 dataset, users can now compare performance with other areas, examine collision migration and crucially, start to understand resident risk; putting citizens at the heart of the analysis. This transformative approach allowed many practitioners to understand an unprecedented level of detail about users who were being injured on their road networks. It also made data the common language for organisations looking to collaborate, facilitating cooperation between authorities and across boundaries; strengthening partnerships that involved many public sector bodies.



roadsafetyanalysis



MASTonline

MAST User Group Session

Click here for full details on the next virtual MAST User Group session

MASTonline

(roadsafetyanalysis.org)

Application:

Data can be transformative to culture when it moves us from anecdote to evidence. Good quality data should inform our investment decisions, align our allocation of resources, create a shared agenda for action and allow us to evaluate the impact of our actions – all of which are key to our culture. What data is driving the decisions that you are making? How could better data allow you to build consensus with partners and have a greater impact on safety?



COMMUNICATION

Engagement

In the journey towards fostering a Safe System culture, stakeholder engagement plays a pivotal role in facilitating the transition. By actively involving employees in the process and creating a collaborative environment, we can cultivate a sense of ownership and commitment towards the Safe System. Without stakeholder engagement, this initiative risks becoming merely known but not actively embraced. Engagement initiatives not only empower practitioners to embrace the Safe System ethos but also foster a collective mindset focused on prioritising safety at all levels of the organisation. The following are some ways to engage stakeholders with Safe System initiatives:

- **Consider Practitioners Opinions before Implementation of Initiatives**

Consider practitioners' views, opinions, and feedback before implementing any initiatives related to the Safe System. Involve them in the decision-making process. For instance, Monopoly designs an online voting poll for determining what people think its new board pieces should look like. Your organisation can use online polls in a similar manner.

Organisations often fear negative stakeholder opinions about initiatives, leading them to mandate practitioner engagement post-launch. However, without prior involvement in the initiative's creation, interest tends to wane and risks the initiative not being integrated in the culture. Hence, it is vital to involve your stakeholders in bringing about a new culture related to the Safe System.

- **Create a Countdown for Initiatives**

Once stakeholders have been engaged in the formation of the Safe System initiative, increase the anticipation by having a countdown for the initiative. Not only will this aid in increasing participation in your initiative but also help in marketing and showcasing initiatives that your organisation places value on. This will help in reinforcing your identity as being aligned with the Safe System. Humans need to receive a message thrice in different formats such as messages, videos, or posters for retention of the message. Consider communicating the same message through different communication avenues to engage and imbibe the Safe System.

- **Embrace Cross-channel Communication**

All practitioners will have a different learning and retention style. In order for initiatives to stick, ensure that you communicate the same message in different ways. For example, if your organisation is launching a newsletter with a section dedicated to the Safe System then inform practitioners about this through multiple communication mediums such as messages on your chosen channel, posters, a short testimonial of what an employee thought, and similar mediums.

- **Make it Easy to Access Information**

Ensure that the information related to the Safe System is easily accessible on the website and other communication platforms. It could be information about what the Safe System is about, what your organisation is doing about it, and what some initiatives are that organisations have taken.

There are default places that you can designate for important pieces of information. You can pin information that you want to highlight in WhatsApp communities, your website, or communication platforms. This will help in removing barriers from engaging with information



on the Safe System, aiding in driving a cultural shift. Creating defaults for certain types of information also helps stakeholders in understanding that the organisation is serious about implementing the Safe System.

- **Celebrate Milestones**

Celebrate all milestones such as birthdays, work anniversaries, and contributions to major projects among others. You do not always have to spend resources on your team for each milestone; celebrating the milestone can also be done by just wishing the co-worker 'Happy Birthday' on the main team channel. Work anniversaries could include a picture of the stakeholder and a message appreciating them for all the things that they have done for the organisation. Similarly, contributions for a major project should be appreciated.

- **Use Gamification**

Gamification can be used in various forms such as 'Case Study: Shopify's Unicorn' outlined above that was created for recognising employees. Gamification leads to more engagement with initiatives and improves productivity amongst stakeholders. You can introduce a game wherein stakeholders need to complete quests related to the Safe System, and they earn badges as they go on completing levels. This will automatically motivate stakeholders to engage with the Safe System initiative and help in the integration of the Safe System.

Revolutionising Cybersecurity Messaging in New Zealand

(Horne & Mulcahy, 2023; Samson et al., 2023)

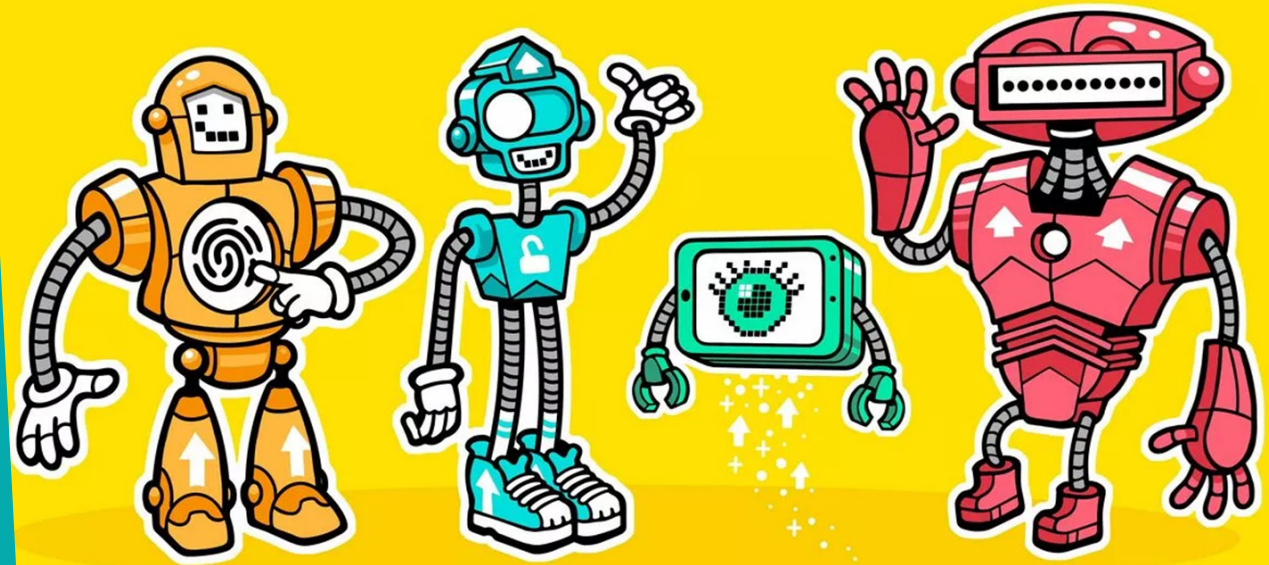
Introduction:

New Zealand's Computer Emergency Response Team (CERT NZ) partnered with The Research Agency (TRA) to address escalating cybersecurity threats to inhabitants during the COVID-19 lockdowns. TRA conducted in-depth research to understand prevailing perceptions related to cybersecurity and developed effective interventions.

Innovation

TRA's analysis revealed that traditional cybersecurity messaging relied on intimidating imagery showing attackers in hooded figures and using militaristic language with words such as "attack" and "defence". Collaborating with CERT NZ, TRA aimed to humanise the discourse by developing empathetic and accessible images and messages focused on real-world impacts and simple preventive measures that do not merely scare people away but help them make a change.

With inputs from TRA, CERT NZ changed the imagery from attackers being portrayed in hooded figures in a dark room to a well-lit room showing people doing their normal tasks with quirky passwords. CERT NZ's social media campaign images portray in a very simple manner, how you can protect yourself by setting strong quirky passwords.



Outcome:

The partnership led to a transformation in cybersecurity messaging, resonating more deeply with the audience. By emphasising tangible impacts and actionable steps, individuals became more proactive in safeguarding themselves online, enhancing cybersecurity awareness and resilience.

Conclusion:

The collaboration between TRA and CERT NZ demonstrates the effectiveness of human-centric messaging in cybersecurity awareness. By shifting away from intimidating imagery and language, they empowered individuals to take control of their online security, fostering a safer digital environment.

Application

Rather than assume that we know what will appeal with our audience, it is vital to undertake user research to understand their preferences. Where might it be helpful for you to do some user testing with either professional partners or the public to ensure alignment in your messaging?



CHAPTER FOUR: DESIGN

SYMBOLS

A symbol is an object or action that comes to represent an underlying belief or concept. Given that culture is made up of many seemingly intangible concepts that can be quite hard to express in words, symbols become a powerful way for us to communicate shared understanding and meaning.

History is a litany of these symbols – cave paintings, hieroglyphs, heraldry, logos, and slogans. The symbol comes to have much greater value than the underlying materials or image because they connect with and create meaning in the minds of the audience. They can help us to identify others who share our values, they can arouse passion, and motivate action; all key components of building a cohesive and effective culture.

Pictures

Pictures have immense value in shaping culture due to their powerful and immediate impact on perception, emotion, and understanding. Pictures can transcend language barriers, making them an effective medium for communication with people from a diverse range of backgrounds.

We are all familiar with the idea that ‘a picture paints a thousand words’ as they convey messages quickly and effectively. This means that, if we can find the right picture, it will communicate powerfully in ways that are hard to do through words alone.



On March 7, 1965, 600 civil rights protesters in the United States attempted a march from Selma to Montgomery, Alabama, the state capital, to draw attention to the voting rights issue. Even if we don't know the events that followed on from this image, the picture (taken by Spider Martin and held by the Bureau of Global Public Affairs of the Department of State) immediately communicates the high levels of tension, the growing potential for conflict, the imbalance of power, and the racial segregation at the heat of the protest.

Pictures can powerfully convey aspects of our mission in delivering a Safe System. The joy of freedom and mobility, feelings of safety and security, the tragedy of life changing injury, the heartbreak of



sudden bereavement are all concepts that might be most effectively communicated in pictures. And when pictures are widely used, they can become symbols in their own right.

Pictures can be used through a variety of media and [channels](#) from visual displays in offices, newsletter articles, websites, and emails to disrupt our current view of normality, attract attention, and strengthen the messaging.

Here are some ways in which you can use pictures to help shape culture:

Common Areas: Identify areas where employees relax or interact, such as break rooms, lounges, and cafeterias as places to locate your pictures.

Presentations: Consider how you can sensitively introduce pictures that speak of the safe system culture we are aiming for into presentation templates.

Newsletters: Develop a library of photos that can be included in newsletters. Ensure that these photos. Convey clear aspects of the culture. That we're looking to develop.

Social Media: Similarly, Make sure that a decent library of photos. Is available for use within social media posts. Consider the applicability of these for both internal and external audiences - what you use on an internal blog post might be different from what you would use on a public platform like LinkedIn or Instagram.

Website: So many people, what they know about your organisation. Will come directly from your corporate website. How do the images that are in use on your website convey the Safe System and our shared ambition.

Event Backdrops: If you are running meetings, conferences, or consultations, think about the ways in which pictures to create a backdrop for these events. Simple pull-up banners can be cheap and effective in conveying messaging from the moment people arrive and before we have said a word.

When Lives Collide

(Paul Whenham-Clarke, 2023)

Introduction

In 2003, photographer Paul Wenham-Clarke initiated "When Lives Collide" looking to use compelling images of real crash re-enactments alongside personal testimonies to draw attention to the tragic issue of road death and its impact for all involved; the casualties, the bereaved and the emergency service personnel who are there to help. The first exhibition, made in collaboration with road safety charity RoadPeace and the support of Arts University Bournemouth, contained images created using actors and make-up to create an arresting visual impact.

In 2023, RoadPeace invited Paul to revisit the subject for their 30th Anniversary. The new work is just as challenging as the original, comprising emotional portraits of road crash survivors and bereaved family members, capturing their raw emotions in fine detail.

These images offer a profound glimpse into the human experience, from tears to smiles, forgiveness, and resilience, and convey powerful insights into life after road trauma.

Outcomes:

These exhibitions made waves in the media and helped support RoadSafe in raising awareness of the often-hidden side of road traffic injury – the bereaved and forgotten. Through exhibitions across the UK and internationally, pictures have been used to convey the stories of victims in ways rarely seen, drawing the attention of major media channels such as ITV news and the BBC.

Application:

Consider the ways in which you could use pictures to convey your message more powerfully than through words.

- Are there spaces where a picture could be used to arrest attention and generate interest?
- Do you have publications or newsletters where carefully selected pictures used could really enhance your communication?
- Are there artists that you could collaborate with to provide visual content that is more challenging or impactful?





Models

Have you ever uttered the words ‘I’ll believe it when I see it!’? – we use it to express doubt about events, or uncertainty about facts. We often find it hard to conceptualise what something will look like or feel like, or how we will respond to it or interact with it, because we simply cannot visualise it.

The value of models (whether physical or digital) is that they can break down the barriers in our own thinking, mediate concepts that are hard to conceive of theoretically, and bring us closer to an understanding of reality.

Models allow people to interact directly with a representation of future reality, making the concept more concrete and easier to grasp. They can represent future environments, structures, or products in a realistic context, aiding in comprehending how these elements will function and fit into the existing landscape.

Models can be particularly important in developing consensus and community participation, as they help us to bridge communication gaps, especially in diverse groups with varying levels of technical knowledge, as they do not rely heavily on specialised language; making it easier for people to understand and contribute to discussions about future projects.

If we want people to grasp what the Safe System looks like in reality, models could be ways of communicating complex or subtle concepts in a way that many partners and stakeholders will be able to understand and embrace.

Here are some of the ways that models could help you communicate in a tangible way about the Safe System:

- **Cultural Exhibits:** These models can provide users with a tangible connection to the imagined future developing a better understanding of how it differs from practices of the past.
- **Urban Planning:** Use physical models to demonstrate changes in geographical locations help colleagues and stakeholders to better visualize new architecture and road layouts associated with a new development, fostering more informed decision-making.
- **Interactive Maps:** Develop interactive physical or digital maps that allow people to explore different sites, events, or changes, so they can develop an understanding of how they might engage with the eventual reality. If working digitally, consider how augmented reality (AR) could provide additional layers of information and [interaction](#).
- **Serious Play:** Getting stakeholders to build their own models that communicate their ambitions, vision, lived experience or desired interactions can be a powerful consultative tool. Concepts like Lego™ serious play can create a format and tools to support this approach to engagement.



Project Graham

(www.meetgraham.com.au)

Introduction

The human body can only withstand certain amounts of force in a car crash. In fact, the impact forces of just 20mph can be enough to be fatal – such as a vehicle striking a pedestrian or a side-on collision with a tree. But what if we were to change? What if our bodies evolved in such a way that we could cope with the impact of a crash? What might we look like?

That was the premise of an innovative project developed by the Transport Accident Commission in Victoria, Australia. They worked with trauma surgeons, vehicle engineers and artists to create a model of the human body if we were built to survive a crash on our roads, emphasising just how vulnerable we really are in comparison. Although our bodies will never look like Graham's, there's a safe system in place that can help protect us in much the same way. And at the centre of this system is the belief that human health is more important than anything else.

Outcomes:

The award-winning model of Graham was displayed in the state library and taken on tour throughout the state and has subsequently been turned into an educational experience to facilitate ongoing engagement. The science behind Project Graham has also been developed into a cross-curricula teaching resource that explores the science behind our physiology, frailty and why Graham looks the way he does.

Application:

Are there ways in which a model would help you to explain the Safe System more effectively? It might relate to human vulnerability like Graham, but it could equally be about visualising safe infrastructure, demonstrating vehicle technology or allowing people to interact with new forms of mobility.

Project Graham shows how partnership approaches allow a model to be used as a focal point – are there ways in which you could bring together engineering, education, marketing, public health and others around ways of communicating the Safe System?



Objects

Objects that Embody the Culture

The Safe System is so much more than a concept – it is an environment filled with physical infrastructure and vehicles – it is a real world of objects. Helping people to interact and engage with those objects, breaching the wall between theory and reality, can support our understanding of how we inhabit the new culture we have described.

In a world of increasing technological complexity, many of the objects that make the Safe System work can seem like magic, and we find it hard to associate with their real-world function. When we experience these objects first hand, we break down the barriers and make our ambitious culture more accessible.

Providing opportunities for people to interact with these objects will enable them to elicit a deeper understanding and appreciation of how the Safe System is working for them, and how they can play their part.

Objects that are Symbolic of the Culture

A second way in which objects can help us to build culture is through shared objects as symbols. Think of how powerful something like a national flag, a football shirt, a crucifix or crescent, or a wedding ring, can be as a symbol of something much deeper. The physical item might be small, but it can speak volumes to others about our motivating passions, our ambitions, our values, and our beliefs.



forward in shaping the culture.

During the first global decade of action on Road Safety, the World Health Organization and its partners developed the yellow tag not only as a logo and branding device for all publications but also as a physical badge and pendant that could be worn to show your support for the initiative.

If we can find ways of using objects, such that they become invested with meaning beyond the physical materials, so that they say something about how we belong to a movement, align to the mission, and share the values of the Safe System, we will have taken a big step



Yellow Ribbon

(Project SARAH, Australia)



Introduction

On 15 February 2012, 23-year-old Sarah Frazer was driving to begin her university degree when her car broke down. She pulled into the emergency breakdown lane and called for assistance. As the recovery vehicle driver was hooking up her car, a truck side-swiped them, killing them both instantly. Since then, SARAH Group (Safer Australian Roads and Highways), which was set up by Peter Frazer (Sarah's father) has campaigned for changes to policy and legislation to ensure that lives are not lost in preventable and foreseeable situations.

Initiative:

SARAH Group have since been the initiators of National Road Safety Week in Australia using the Yellow Ribbon as an identifier of people and organisations that are supporting the road safety effort. As well as being available as an actual Yellow Ribbon, pin badges, T-shirts and other merchandise have become ubiquitous in supporting the road safety cause.

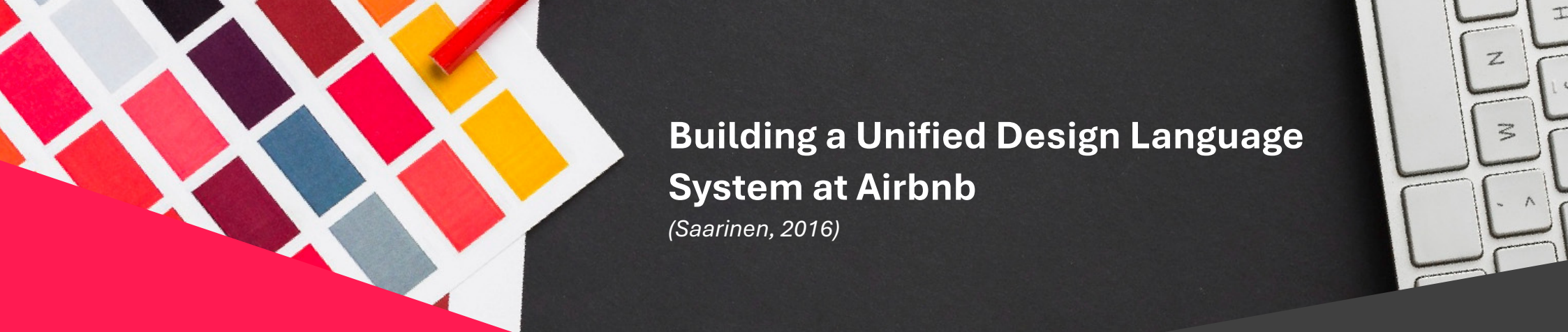
Outcomes:

The Yellow Ribbon has moved beyond an object associated with one family's tragic loss and become a symbol that galvanises effort across the nation. The Yellow Ribbon has been projected onto state building and world-famous landmarks such as the iconic Sydney Harbour Bridge to draw attention to call for road safety to improve. Government bodies and road safety organisations alike have been willing to embrace the Yellow Ribbon as a shared symbol of ambition and hope. Many commercial partners such as Volvo, 3M and the Australian Automobile Association have come on board as supporters, lending their weight to the Yellow Ribbon.

Application:

It is not easy to turn a simple object into a cultural icon, but the Yellow Ribbon has made that transition in Australia, taking several years, consistent campaigning and the willingness of many partners to get on board. It requires organisations who are willing to deemphasise their corporate brands and allow the object to take centre stage of a shared approach.

- Is this something that you could explore with your partners – establishing a shared identity that everyone can support?
- Can this be expressed through an object that becomes a symbol of your shared mission?



Building a Unified Design Language System at Airbnb

(Saarinen, 2016)

Introduction:

Airbnb is a platform that connects travellers with hosts who offer accommodations such as homes, apartments, and rooms usually for short-term rentals. As Airbnb's design department expanded, the team faced challenges in maintaining cohesive experiences across various platforms and accommodating multiple designers. To address these challenges, a small group of designers and engineers dedicated themselves to designing and building a Design Language System (DLS) model that simplified and standardised the designing process.

Initiatives Taken:

The team at Airbnb embarked on developing a Design Language System (DLS) with a focus on four guiding principles: Unified, Universal, Iconic, and Conversational. These principles served as the foundation for creating a cohesive and accessible design language model that resonated with users across diverse demographics and cultural backgrounds.

To implement these principles effectively, the team began by establishing a base model for design elements such as font size, colour palette, and spacing. This foundational framework provided consistency and clarity across all design components, ensuring a unified visual language throughout the system.

By adhering to standardised design elements, such as typography, colour schemes, and layout grids, the team created a base model that served as a blueprint for all subsequent design decisions. This approach facilitated efficient collaboration among designers and engineers, enabling them to focus on refining user experiences rather than debating design details.

Outcome:

By treating components as elements of a living organism, the team created a dynamic ecosystem that allowed for flexible and coherent design solutions. They compiled components into a master file, referred to as the library, which significantly increased productivity during the design process. With the library's growth, they organised components into categories and adapted them for different screen sizes and platforms. The DLS model enabled faster development, streamlined collaboration between designers and engineers, and provided a shared understanding of Airbnb's visual style.

Application:

If we want to ensure consistent use of design to reinforce our culture then thinking about how we make visual assets like images, fonts, videos, models and objects available to our colleagues and partners.

Are there ways in which you could create libraries of resource that can be borrowed or used repeatedly by stakeholder to advance your mission and message.



DESIGN

IMAGERY

Brands have become pervasive in our modern society. If we see a pair of brightly illuminated golden arches, we know that there is a fast-food restaurant nearby; the silhouette of a piece of fruit with a bite taken out and we immediately think of mobile phones and laptops, a simple ‘swoosh’ on a piece of clothing and we do not need words to tell us which sports manufacturer it comes from. Such is the power of this imagery that they have become ‘cultural icons’ – we see the branding and get an instantaneous association in our minds.

Design

Originally used as the title page of the London Opinion magazine in 1914, this artwork by Alfred Leete was created to convey the country’s need to enlist recruits for the war effort. We now describe the picture as ‘iconic’ expressing that when we see the image we immediately connect with its sense of meaning.



Figure 6: Kitchener recruitment poster (1914) - work created by the United Kingdom Government is in the public domain

Since then, we have become increasingly familiar with the power of design to communicate values, evoke emotion, and motivate action – all important aspects of cultural formation. In using design to help embed culture, it is important to consider the following:



- **Visual Style:** When building your approach to Safe System culture and communication, spend some time on developing a visual style that effectively reinforces this culture. Consider factors such as colours, fonts, layout, and imagery that evoke the desired emotions and perceptions associated with Safe System ambitions.

The national Road Safety Framework already has a certain visual style which could be adopted or adapted to local communications or, if you already have in-house guidelines on visual style, consider talking to your design department on how you could make your Safe System work stand out, within the current guidelines.

- **Consistent Branding:** Use consistent branding elements such as logos, colours, fonts, and imagery across all design materials to create a cohesive visual identity. Ensure that these elements align with your brand guidelines and reflect the personality and values of your organisation.

This means that things like reports, PowerPoints, newsletters, and webpages should be consistently designed. If you are reliant on stakeholders and partners to support your communications, make sure that they have templates and design files (such as logos and icons) that allow them to create compelling outputs, consistent with your messaging and tone.

- **Messaging and Tone:** Infuse your designs with messaging and tone that reflects your brand voice and values. Whether it's formal and professional, casual and friendly, or somewhere in between, ensure that the language and tone used in your content align with your brand personality and resonate with your target audience.

Mercedes-Benz Logo Design

(Boon, 2024; Mercedes-Benz of Chicago, 2018)

Introduction:

Mercedes-Benz is a renowned automotive brand that specialises in luxury vehicles, showcasing excellence in engineering and design. At the heart of its visual identity lies the iconic Three-Pointed Star emblem, representing the brand's commitment to innovation, performance, and luxury.

Symbolism and Design Elements:

Mercedes Benz wanted to portray its dominance across land, sea, and water. In this pursuit it chose the iconic Three-Pointed Star that signifies the brand's dominance across land, sea, and air. Its sleek and minimalistic design with the star inside the circle exudes unity and perfection. The geometrical shape of the star highlights precision and the circle showcases a combined spirit. The evolution of the logo's colour, transitioning from gold to white to silver, symbolizes the brand's adaptability, timeless appeal, and power.

Consistency of the Logo:

The Mercedes-Benz logo is consistently and prominently featured on all vehicles, serving as a hallmark of quality and luxury. Whether as a raised stamp on vehicle grilles or a three-dimensional hood ornament, the Three-Pointed Star instantly identifies Mercedes-Benz automobiles and evokes a sense of prestige and performance among consumers worldwide.

Outcome:

Through consistent branding and visual identity, the Mercedes-Benz logo has become an enduring symbol of automotive excellence. It not only reinforces brand recognition but also communicates the brand's heritage, values, and commitment to delivering unparalleled driving experiences to discerning customers. With its symbolic use of geometric shapes and colour palette, the logo encapsulates the spirit of Mercedes-Benz that showcases its perfection and power to resonate with its target audience, reflecting modernity, technological advancement, and premium quality.

Application:

Does safety have a visual anchor for Safe System development? And does it convey a professional and timeless emotional connection to safety that stakeholders and the public could identify with?

- Develop and invest in branding to create a visual anchor for the Safe System at the national level
- Consult widely with partners and experts on developing a design for such an anchor (logo etc.) to generate consensus and awareness around a new brand identity for collective safety efforts.





Video

The last twenty years has seen a radical change in the way that we communicate content and ideas, with video becoming central role to how we convey messages about our mission and culture.

The use of video links back to our ideas around story, allowing us to incorporate more interesting and emotionally engaging narratives, anecdotes, case studies, and testimonials that are illustrative of our values, ambition, and impact. Connecting with your audience on an emotional level by sharing authentic stories that showcase the human side of our mission can be a potent part of shaping culture.

Short and Long-Form Content

The ways in which video content can be used and consumed has come a long way. Short form content can be a great way of capturing attention, with snippets of video that are typically under a minute in length. With the majority of social media platforms now prioritising distribution of short-form, it can be a way of reaching a wider audience and attracting them to consider engaging more deeply. Short-form can be very cost-effective to produce and easier to distribute.

Even with the benefits of short-form, there is still a need to consider using longer forms of content because they serve a different function. Long-form allows for a more detailed and nuanced exploration of issues, which is critical for educating and informing beyond the headline details. There are also many people who want to dig a little deeper and understand the rationale behind various innovations, approaches, and technologies which can be effectively explored in a longer form. Think about the [Roles](#) discussed earlier and how different types of content would be more appropriate for different groups.

Educate & Emote

Similarly, video allows you to embrace a wide range of communication styles that will meet the needs of different audiences. Just think of the breadth of video that you consume - it probably includes news, current affairs, entertainment, and education as well as any interests such as sport, film, travel or music.

Video for educational content can be used to visualise some of the '[Terminology](#)' and '[Concepts](#)' that we discussed previously, translating them into a form that is more easily digestible. Think about how video could be included within your 'Training' approach through eLearning to convey concepts that are more difficult to communicate in text. Meanwhile, '[Stories](#)' can provide a deeper more emotive connection to the culture we are looking to embed and can also be very effectively conveyed through video.

Choosing Channels

Creating compelling content is only part of the process with effective video, you also need to think about distribution; how will your target audience find, access, engage with and share your content? As discussed above, many social media platforms are increasingly prioritising short-form content, and evidence indicates that a multi-channel approach will be required for an effective video communications strategy. If you are engaging with the public, a strategy that embraces YouTube Shorts, Instagram Reels, and TikTok might be appropriate, but if you are trying to reach a corporate audience, then hosting video on a trusted website or using LinkedIn would be better routes.

Embrace Life

Always wear
your seat belt



Embrace Life

(Sussex Safer Roads Partnership, 2010)

Introduction

Released in 2010, Embrace Life is a short public information film made initially for the Sussex Safer Roads Partnership about the importance of wearing seat belts. Key to the film was its determination to bring the audience in on the conversation of road safety, specifically seat belts. Avoiding representations of threat and shock, the film conveys a positive and emotionally engaging experience for the viewer. The lack of any dialogue meant that it could be seen and understood by all, whoever they are and wherever they lived.

The launch was supported with an innovative marketing campaign in the locality, with graffiti and countdown timers used to build a sense of anticipation in advance of the film's premiere.

Central to the development of the project was that it rooted the concept of wearing a seat belt firmly with a family context, using a child as one of the key opinion formers and figuratively transforming the relational ties into the safety and security of the seatbelt.

Outcomes:

The film became an international phenomenon after it was distributed on the internet, through social networking sites and YouTube, gaining over a million views in its first two weeks. It rapidly spread to 129 different countries, became the top-rated YouTube film of all time in the education category and, to date, has generated over 20m views.

The campaign scooped a wide range of awards, including YouTube Ad of the Year, a Prince Michael International Road Safety Award, Gold World Medal, New York International Advertising Awards and a Bronze Lion at the Cannes International Advertising Awards.

Application:

Video content can be a powerful way to elicit emotional engagement and convey key messages about our Safe System mission, with less reliance on dialogue. Are there ways in which you could use video to communicate concepts in a more visual way?

The concept for Embrace Life came from a local filmmaker who wanted to make a difference. Are there creative collaborators who could help you to produce compelling content?




Interactivity

Interactivity, from VR to eLearning, social media to gamification, is crucial for embedding culture because it engages people actively, making cultural experiences more immersive, meaningful, and memorable. Here are several key reasons why interactivity is important in this context:

- **Active Engagement:** Interactivity transforms passive observers into active participants, fostering a deeper connection and understanding with the culture we are promoting. When individuals engage actively, they are more likely to retain and internalise information and align with the mission.
- **Experiential Learning** – Many individuals learn by doing, which is often more effective than traditional learning methods. By engaging with cultural practices or artifacts interactively, individuals can better understand their relevance and application in real life.
- **Personal Connection:** Participation can evoke emotions, fostering a sense of ownership and personal investment in the culture being experienced or preserved.
- **Inclusive Participation:** Interactive experiences can be designed to be more accessible to diverse audiences, including different age groups, educational backgrounds, and physical abilities. Many interactive activities require collaboration, promoting social interaction, and mutual understanding among participants.
- **Technology Integration:** Interactive digital platforms, such as virtual reality, augmented reality, and interactive exhibits, can enhance cultural experiences and reach wider audiences. Tools like interactive websites and mobile apps can facilitate ongoing engagement with cultural content.
- **Motivation and Enjoyment:** The enjoyment derived from interactive activities can lead to intrinsic motivation to explore and learn more about the culture. Gamification can add to the sense of enjoyment or entertainment, motivating people to engage with cultural content more frequently and enthusiastically.

Interactivity plays a pivotal role in embedding culture by making experiences more engaging, accessible, and meaningful.

Exploring ways in which the Safe System can be brought to life through active participation, emotional engagement, and hands-on learning will help partners and stakeholders to grasp the implications of the shift in culture and buy-in to the change.



Siemens PlantVille Game

(Carr, 2011)

Introduction

Siemens, a global leader in industrial automation and digitalisation, introduced PlantVille, an innovative online platform designed to provide users with an immersive experience in plant management. This gamified approach aims to educate players about the complexities of operating a manufacturing facility while showcasing Siemens industrial solutions and products. PlantVille offers users the opportunity to step into the shoes of a plant manager and face challenges typical of industrial operations. Players must navigate obstacles while striving to improve the plant's sustainability, efficiency, and productivity. The game is aimed for a wider audience comprising of students, employees, customers, and the public.

Initiatives:

PlantVille Game: This is an online simulator where players manage a bottling, vitamin or manufacturing plant thus learning about various products that Siemens offers and the complexity that goes into manufacturing the product.

PlantVille Café: A virtual space where Siemens engages with players to discuss game solutions and provide insights.

PlantVille Puzzler: A section where users can test their knowledge with brain teasers related to plant management and industrial operations.

Outcome:

Siemens PlantVille game exemplifies the company's commitment to innovation and education in the industrial sector. By blending gamification with educational content, Siemens successfully engages with a wide range of audiences, including students, professionals, and the public. PlantVille not only enhances understanding of manufacturing plant operations but also highlights Siemens' expertise and solutions, reinforcing its position as a leader in industrial automation and digitalisation.

Application:

Are there elements of gamification and immersion within Safe System provisions for stakeholders?

- Explore opportunities to imbed immersive elements into practical resources
- Consider if and how gamified elements may be introduced to learning and application processes for road safety practitioners



ENVIRONMENT

We often fail to realise how successfully we can influence behaviour by thinking about the environmental cues that direct us all, every day.

Layout

Did you know that you can reduce anti-social behaviour by playing high frequency sounds, deterring gatherings of young people? Or reduce suicide attempts by investing in mood calming blue lighting? Famed for their rich and honourable cultural heritage, the Japanese have spent years exploring the ways in which they can create safe and more civil culture in public places such as train stations by adjusting the layout and environment.

Consider how supermarkets layout their stores to encourage certain buying behaviour – bread (a commodity many of us are in search of) is placed at the back of the store so we pass numerous aisles and promotions before we get there, meanwhile we are offered a range of impulse buys near to the tills.

We can apply these techniques in how we embed culture for the Safe System by thinking about the layout of both the road network and of our organisational spaces.

When we build high-quality safe and segregated infrastructure for people who walk, wheel and cycle, we see increases in the use of these modes – the layout helps to deliver desirable outcomes of more sustainable and active travel. And when we narrow the carriageway, put up gateways or use tactile markings, we can influence speed choice.

These concepts are familiar in road safety, but how can we think differently about other spaces and layouts that would support our Safe System culture? Think about some of these ideas that might help:

- Reducing the available parking for private motor vehicles.
- Increasing bicycle storage, that is secure and protected from the elements, or bus stops that are accessible from the building.
- Reception areas that present display materials of the Safe System in operation or carry our Safe System '[Designs](#)'.
- '[Video](#)' screens running informational content about safe journeys, driver training, eyesight, or vehicle checks.
- High quality showers, lockers, and changing facilities for those who walk, run or cycle to work.
- Messaging in the bathrooms, breakout areas or corridors – this could be developed in concert with your Safe System '[Champions](#)'.

Introduction:

In 2018, National Highways launched their Home Safe & Well programme. The vision could be summed up simply as 'we want everyone who works with us and everyone who travels on our network to get home safe and well.' The aim was to further develop their approach to health, safety and wellbeing, by building a positive culture, promoting greater ownership and embracing innovation.

Making Home Safe & Well work across the organisation required each directorate to form their own wellbeing plans, ensuring that there was no-one and no part of the operation that was unaffected. Many of the steps taken have been around restructuring the environment to reinforce the Safety ambitions expressed within the overall strategy.

Innovation

Seeking to ensure that those at greatest risk always have the tools and equipment available to them, that they need to undertake their roles safely. For example, instead of traffic management officers being exposed to risks on high-speed, high-volume roads, pioneering solutions like automated cone laying vehicles protect the operators by keeping them away from live lanes. Increasing automation can reduce or remove harm entirely.

Removal

Taking things out of the environment can be as critical as putting new things in. Removing hazards all together or introducing technologies like stop vehicle detection, which reduces the need for workers to even be on patrol.

Reinforcement

A range of measures have been taken to ensure that colleagues right across the business are persistently reminded of the safety imperative, encouraging them to see themselves as being part of the solution to work place wellbeing, not just resources to be managed. Imagine walking into the bathrooms and the mirrors are covered in graphics that allow you to visualise yourself with a hard hat and hi-viz on. The message reads – 'who's the most important person when it comes to your safety?'



Home Safe & Well

(National Highways, 2018)

Application:

Think about the environment over which you have influence – are there ways in which you could remove risks or innovate to highlight the importance of safety around yourself and colleagues.

It can be powerful to reinforce safety expectations within your workplace, how might you communicate the importance of safety to colleagues and stakeholders through your environment?



Norms

We have probably become more familiar with the idea of Norms in recent years. For the sake of public safety, during the COVID19 pandemic we had to grapple with new norms for the entire population. Mask wearing, social distancing, and hand sanitising became part of our everyday routines as we willingly accommodated a small amount of personal inconvenience to keep ourselves and others safe. These norms are reflective of a deeper sense of belonging and belief that we should cooperate with others in society, which means that they become the fabric of our culture.

Psychologist Robert Cialdini differentiates between two types of norms that influence our behaviour:

- **Descriptive norms** which provide a decision-making short-cut. We observe the behaviour of others and assume that this is probably an optimal, or at least desirable, way for us to behave as well.
- Secondly, **Injunctive Norms** reflect the ethics of our tribe or wider society, setting out a set of expectations for the way we should behave. If we conform, then we will be accepted, but if we contravene these norms then we will be subject to disapproval.

If we reinforce these norms, then we can help to support the sort of behaviour and culture that we are looking for. So, how might we go about that?

- **Clarity:** Communicate clearly what the desired norm is, preferably with an understanding of why. For example, 'Our staff are supporting our ambition for a safer city, to help protect our citizens'.
- **Positivity:** Emphasise the approved or desirable behaviour over the negative counterpoint.

For example: 'More than 9 out of 10 people in our city wear their seatbelts – join them!'

- **Ease:** Try to make the desirable norm as easy as possible.

For example, 'Join the thousands of people using our public transport network today. One simple, contactless payment for your whole journey.'

Using subjective norms in marketing and communications involves leveraging the influence of social pressures and expectations from others to shape consumer behaviour. Here are some ways in which it could help to embed our Safe System ambitions:

Leverage Influencers: Partner with celebrities or influencers who have credibility and sway over your target audience, capable of communicating what might be normative behaviour for their social circle. When these influencers make an endorsement, their followers are likely to feel social pressure to conform and consider following suit.

Encourage Reviews: Encourage your community of users to leave reviews and share their experiences, increasing the volume of positive feedback and reinforcing the perception that these behaviours are reflective of socially approved actions.

Diverse Experiences: Feature stories from a diverse range of customers to show broad acceptance across different segments of society.

Social Sharing: Make it easy for users to share their purchases or experiences on social media, further spreading social proof through their own networks.



DESIGN

Nudges

When drivers kept crashing on a 'Dead Man's Curve' in Michigan, the local road commissioner, Kenneth Ingalls Sawyer, experimented with *"white 8 in. [inch] centre lines upon the black surface of the road upon the more dangerous curves, with an arrow pointing down the right-hand side of the road at either end."* – this was the birth of the road marking!

There was no legal basis for the line (it was unenforceable in law), but it nudged vehicles to stay on the right side of the road and saved many lives. Nowadays, nudges have become widely used in various fields, including public policy, health, finance, and marketing, to help people make better decisions that improve their well-being and societal outcomes.

Richard Thaler and Cass Sunstein's in their book called 'Nudge: Improving Decisions About Health, Wealth, and Happiness' the authors define a nudge as: *"any aspect of the choice architecture that alters people's behaviour in a predictable way"* and *"to count as a mere nudge, the intervention must be easy and cheap to avoid."*

What do they mean by that? Well, key characteristics of a nudge include:

1. **Non-coercive:** A nudge steers people in a certain direction but does not force them to follow that direction. People remain free to make their own choices.
2. **Predictable Impact:** Nudges are based on behavioural science and psychology, testing interventions to ensure that they will likely lead to the desired outcome.
3. **Choice Architecture:** Nudges often involve redesigning the environment in which decisions are made to make certain choices easier or more attractive. This environment is referred to as the choice architecture.
4. **Cost-Effective:** Nudges usually involve low or minimal cost interventions, compared to other types of interventions.

We experience lots of nudges in our environment – cues that would be easy to avoid, but which help us to make the right choice. For example, we have freedom to cross the road wherever, but are often guided to controlled crossings that keep us safe. The location of a water cooler might help us to stay hydrated because we always pass it on our way to our work area.

Examples of nudges include:

- **Default Options:** Setting a default option that aligns with desired behaviour, such as automatic enrolment in pensions plans.
- **Simplification:** Making processes simpler and more straightforward, such as simplifying forms for government services.
- **Social Norms:** Leveraging social norms to influence behaviour, such as messages indicating that most people in a community pay their taxes on time.
- **Salience:** Making certain options more noticeable or salient, such as placing healthier foods at eye level in a cafeteria.

PRIME Road Markings

(Transport Scotland, Open Road Simulation & Bear Scotland)

Introduction

Compared to car drivers, motorcyclists are typically 51 times more likely to be killed on the road, making them extremely vulnerable road users. Often, these are single vehicle crashes on rural roads with causes attributed to excess speed, poor manoeuvre, or sudden braking.

Dedicated road markings, designed as 'Perceptual Counter-Measures' (PCMs) can influence general road user behaviour by altering the perception of environmental risk factors, Project PRIME is a new concept that offers a tool for motorcyclists.

Dedicated road markings have been designed as a series of three 'gateways' on the approach to a bend, to encourage motorcyclists to ride 'through the gap', thereby using the gateways to adjust their riding prior to the bend, thus optimising their expertise, enjoyment and safety.

As PRIMEs do not feature in the traffic signs manual, a bespoke process for site specific non-prescribed signs applications was developed and approved and road safety audits were conducted to ensure compliance with industry best practice.



Outcome:

From 2020-2022, road trials of unique and low-cost 'PRIME' road markings were conducted at 22 sites on Scotland's trunk road network. The independently peer reviewed results from 32,213 motorcyclists provide substantial evidence that PRIME road markings had immediate, sustained, and long-term effects on safer rider behaviour.

PRIMEs produced significant positive behavioural changes in speed, road position and braking. There was no evidence of any negative rider behaviour and no motorcycle injury collisions have occurred at any of the collision cluster sites used in the trials.

The initial study, funded by the Road Safety Trust, has helped to establish the idea that these nudges can support desirable outcomes, changing culture by nudging practice.

Application:

Consider way in which you have control over people's 'choice architecture'; can you make it simple to do the right thing by providing things like easy ticketing for buses, parking for bikes or using dedicated infrastructure for pedestrians

Remember nudges are non-coercive, so they should be avoidable – consider how you can avoid restricting choice, while still making unhelpful choices more difficult. Something like roads that are self-enforcing for speeds is an example.

Nudges often make healthy and safe choices more salient or noticeable. This could be making non-alcoholic drinks more visible or having free cycle helmets available when hiring a bike.

APPENDIX I – SMART OBJECTIVES TEMPLATE

SMART GOALS MAPPING

SMART Goals streamline success by offering clear, actionable objectives aligned with your mission. When crafting them, prioritise concise yet comprehensive language for maximum impact.

G GOAL	Write down the initial goal that you have in mind
S SPECIFIC	What do you want to achieve? Who is involved and what resources are needed? Is it reductions in casualties, or intermediate measures?
M MEASUREABLE	How much change are we looking for? How will we measure progress and success? What metrics or indicators should be used?
A ACHIEVABLE	Is it realistic given the available resources, time, and constraints? What challenges will occur and how can we address them? Do we have the skills, knowledge, and support?
R RELEVANT	Does this goal align with organisational priorities and our broader Scottish mission? Will achieving this goal have a positive impact on stakeholders and Scotland?
T TIME-BOUND	What is a realistic deadline for achieving this goal? Are any interim milestones / checkpoints required? What is the action plan or timeline for completing this goal?

SMART GOAL:

Above is a template of the SMART objectives for easy application of the objectives into policy and integrating the Safe System. This template can be filled out when planning goals or policies.

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