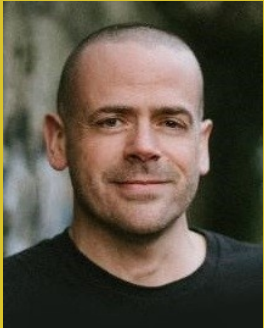


Changing norms for safety



Who we are



Bob
Cummins



Paul
Lambie



Dr Steve
Earl



Shauna
Macdonald



Allison
Reynolds



Colin
Happer



Dr John
Austin

SODAK

Ideas are like paper planes – you never know exactly where they'll go.

We only work with people who genuinely want to improve their health, life and work.

Using behavioural insights to effect change.



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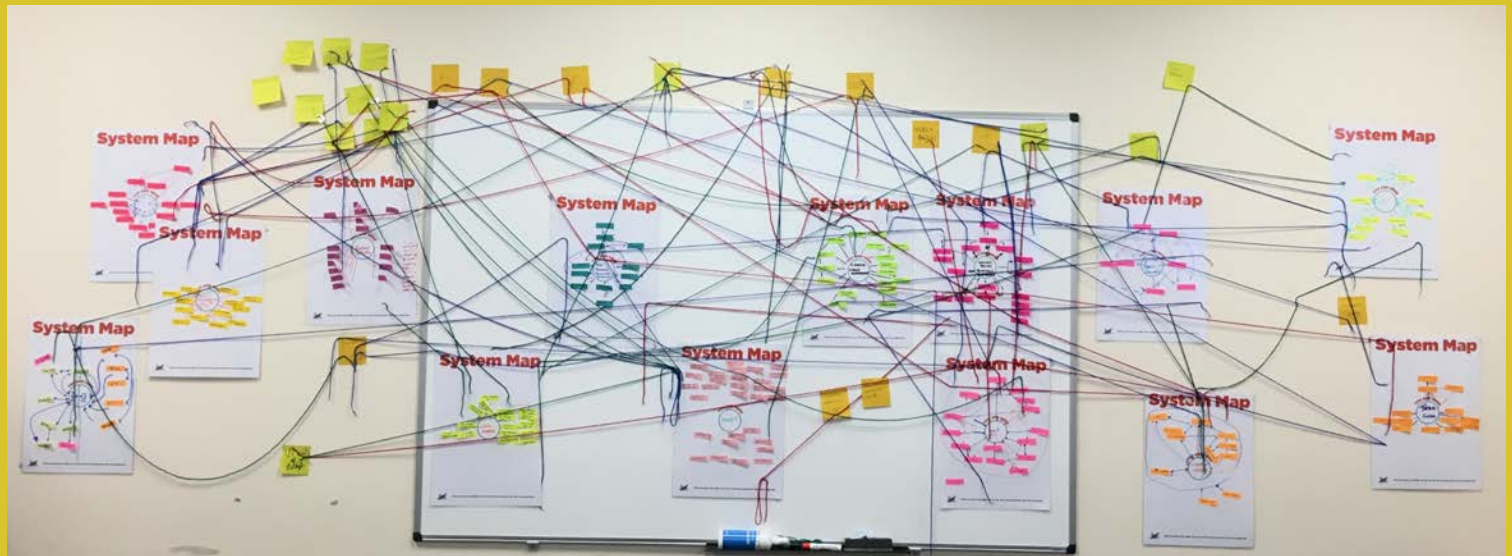
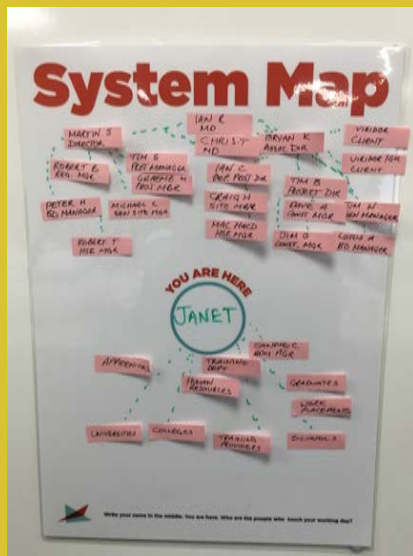
We work primarily with construction teams



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Ideas are like paper planes – you never know exactly where they'll go.

We help them to disrupt their systems.



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Ideas are like paper planes – you never know exactly where they'll go.

We teach them how behaviours work



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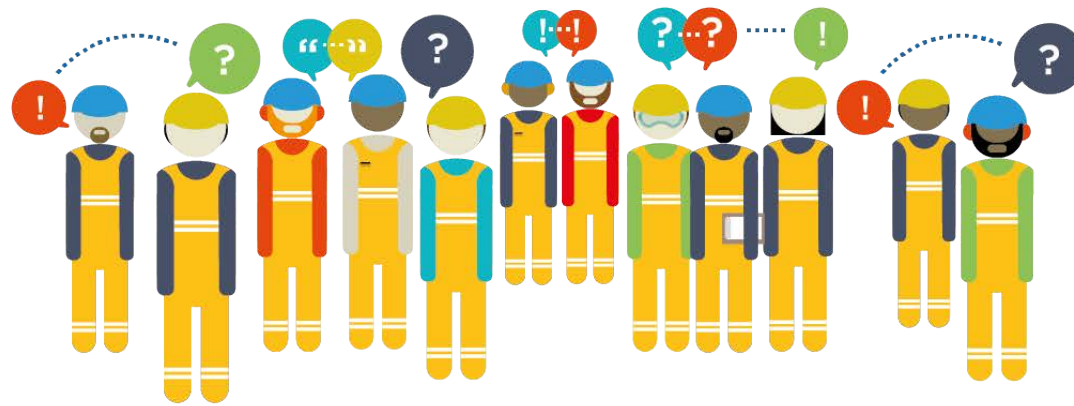
I am a product of the environment....



*The point I interface with
the environment
fundamentally determines
my behaviour....*



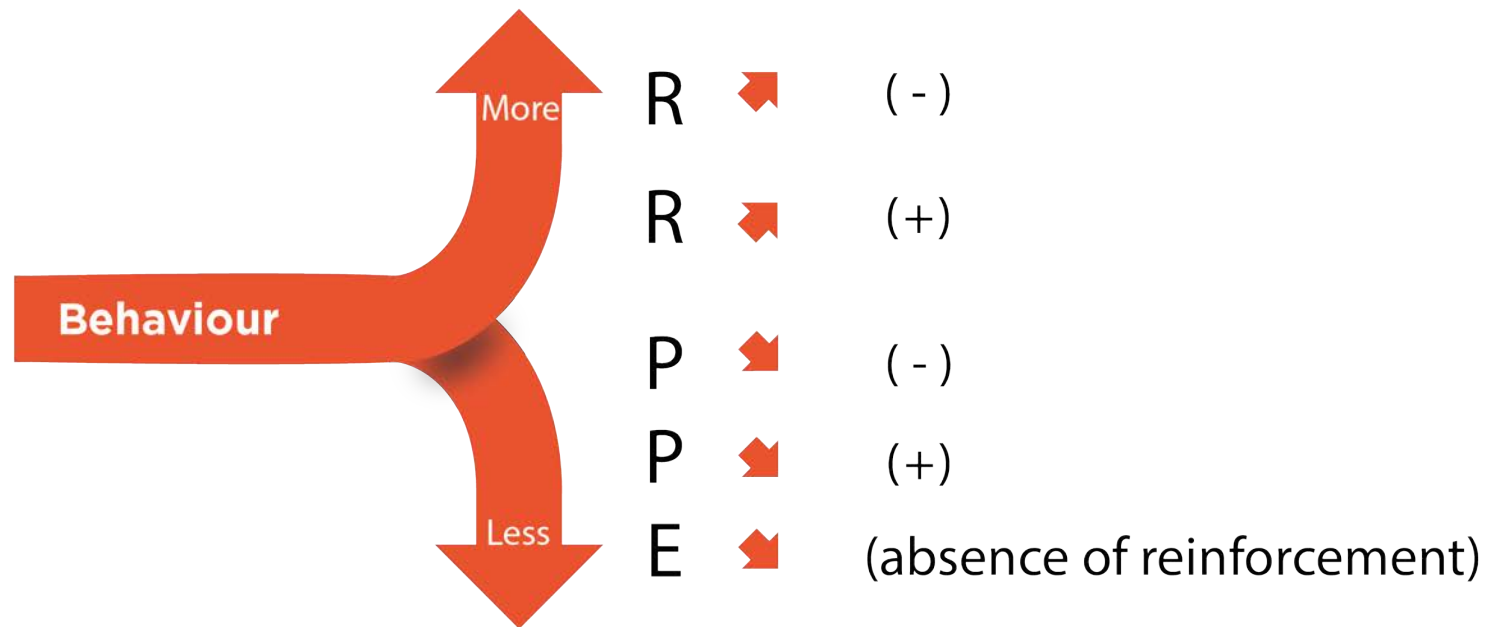
Every behaviour happens for a reason



ABC



Consequence types



Fundamental Attribution Error

Attributing an individuals' behaviour to an intrinsic quality rather than recognizing the situational factors and external pressures on that individual.

Others' mistakes are because of who they are.
My mistakes are because of factors outside of me.



Create the system that supports what you want.

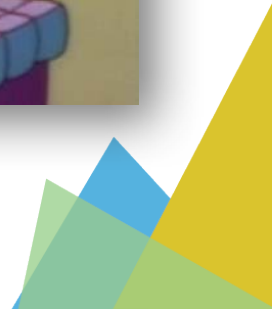


All ok in theory
but....



Delusion abounds – Everything looks good!

Most who attend our courses feel that it is others who should change and improve, rather than them.



They return to their 'natural' environment.



Changing Social Norms is the key...

Social norms.... the rules of behaviour that are considered acceptable in a group or society.

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Health and Safety

Rules and regulations

Company policies and procedures

Orientations

Safe systems of work

Expectations



What really happens

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What does the environment support?

We needed to find out....



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To change a social norm...

You have to know what the current norm is.

You have to know what you want instead.

You have to make the current norm antisocial,
and the new norm social.

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Case Study

Borders Railway



Border Railway



Edinburgh
Waverley

Brunstane

Newcraighall

Shawfair

Eskbank

Newtongrange

Gorebridge

Stow

Galashiels

Tweedbank



The Stats

30 miles of new railway line

Cost £294m

Seven new stations

100 structures

The project experienced a number of incidents including a fatality and an amputation.



We were asked to coach supervisors



Social norm of – At Risk Behaviours



At-Risk behaviour

Any task that the performer is doing that is **in breach** of a safety rule, safe system of work, training requirement, risk assessment etc.



Reduced-Risk behaviour

Any task that the performer is doing that is **in line** with a safety rule, safe system of work, training requirement, risk assessment etc.



Most of the time, we get away with it....

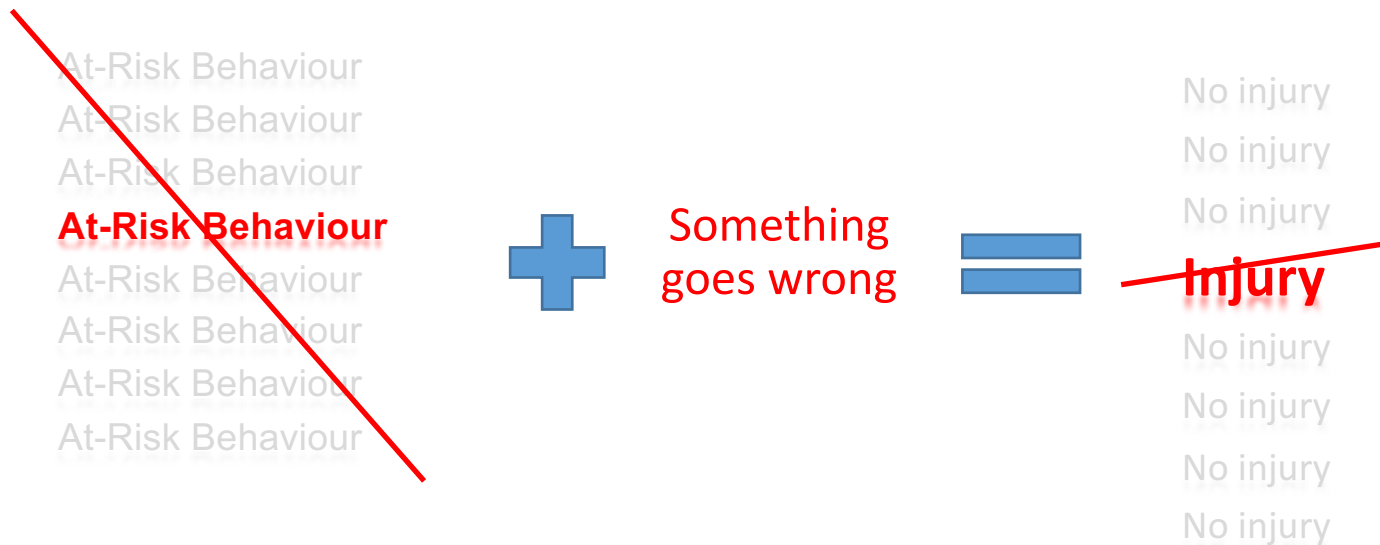
At-Risk Behaviour
At-Risk Behaviour
At-Risk Behaviour
At-Risk Behaviour
At-Risk Behaviour
At-Risk Behaviour
At-Risk Behaviour



Things go
to plan



Most of the time, we get away with it....

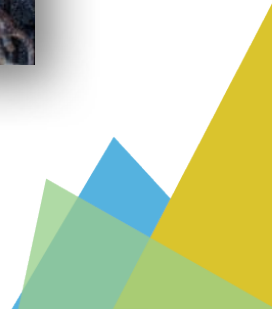


How many **At-Risk** behaviours do you have?

Our research shows.....

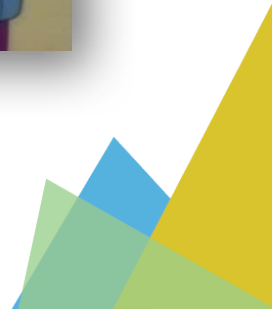
25-30% of people are **At-Risk** at any one time on a construction site.

Most people are unaware



Delusion abounds – **Everything looks good!**

Because incidents are rare events, we think performance is good....
And there's the 'above average bias'



However, there are numerous signals...



But, you are not good at spotting risk...

Task focussed



Our attention is guided towards the objective of the task.

We can often be so focussed on the task that we will miss obvious hazards.



Those around you...

Are better spotting your at-risk behaviours than you



“What’s Jimmy doing it that way for?”

“Not sure Mick, I’m sure he’ll figure it out for himself”



Peer support

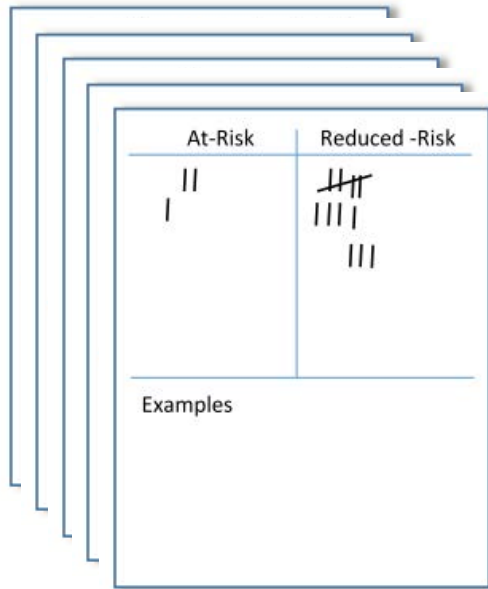
“If only someone had said something”



If no one says anything, no one will say anything.

Peer support for the right behaviour or the wrong behaviour?

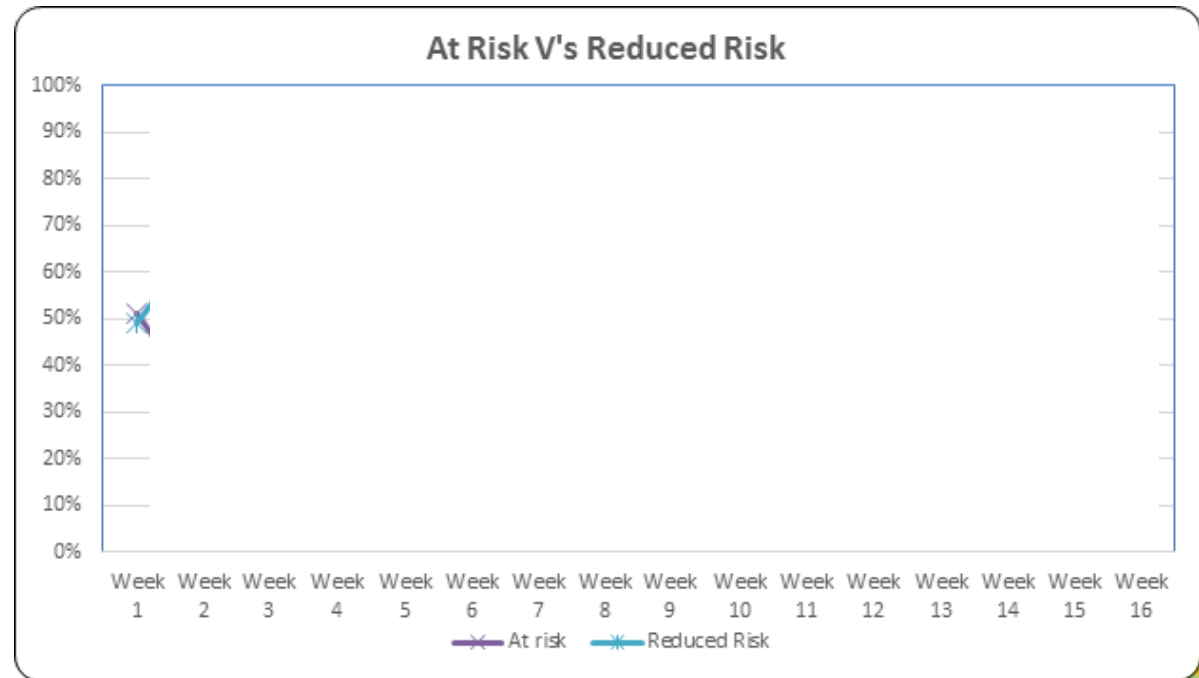




At-Risk	Reduced -Risk
II I	IIII IIII III
Examples	

1 - Measure

2 - Graph



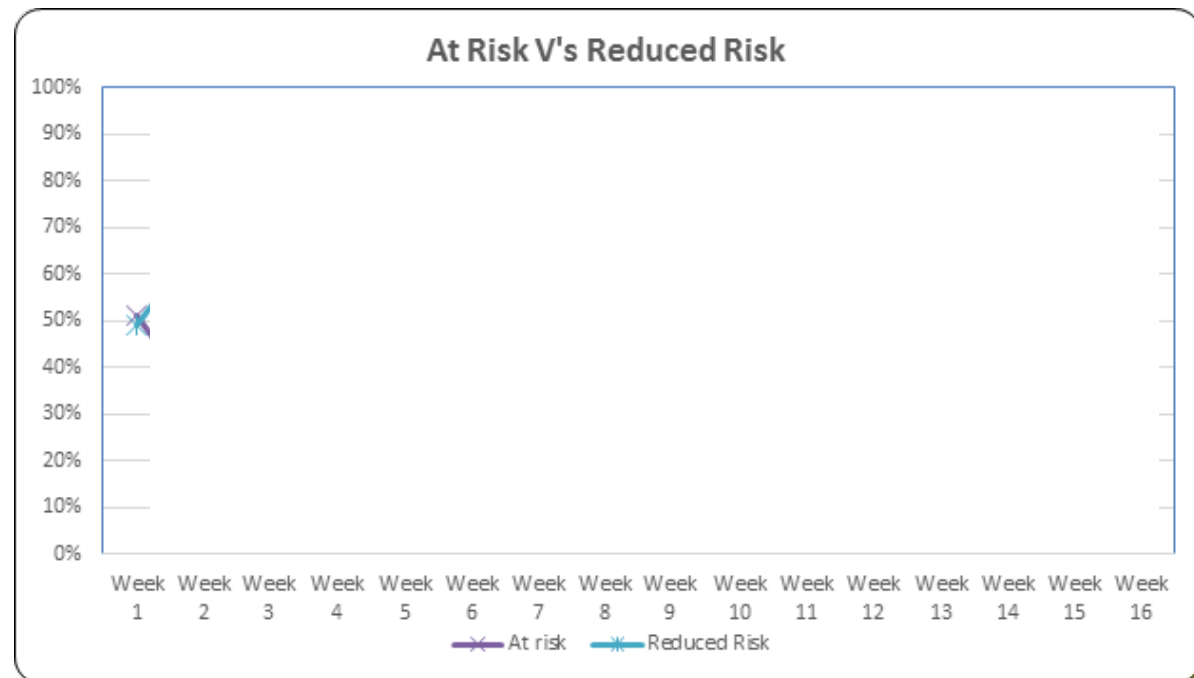
3 - Use the data to have conversations

- Call out the at-risk behaviours
- Ask questions
- Don't give answers
- Keep measuring
- Keep discussing
- Be relentless



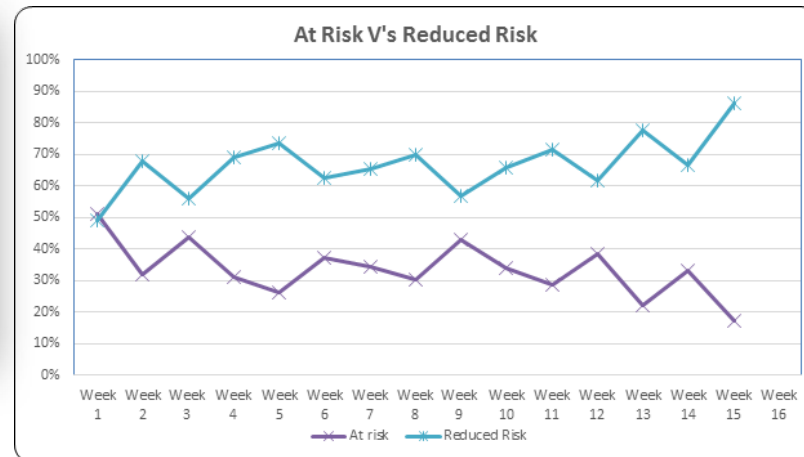
4 - Improve through action

- Ask what can be improved
- Help them with a plan
- Joint inspections
- Be relentless

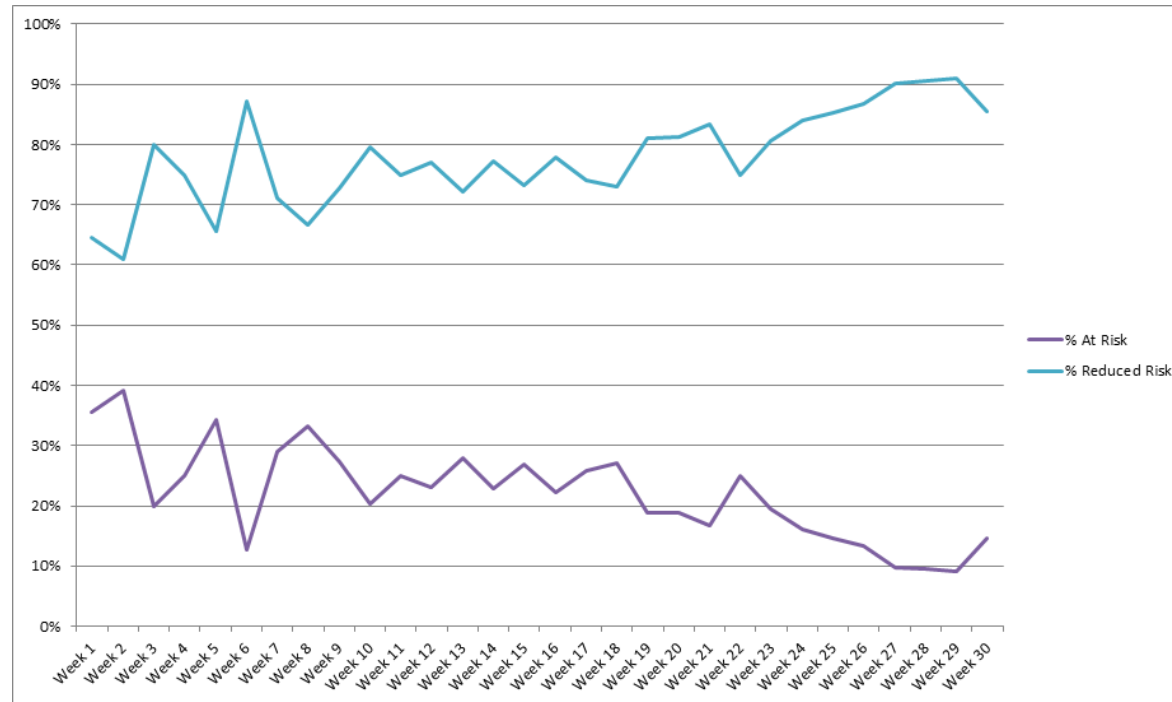


Borders Railway

- 51% to 16% at-risk behaviours
- No further utility strikes
- No further major injuries or incidents
- Track handed over 1 week early

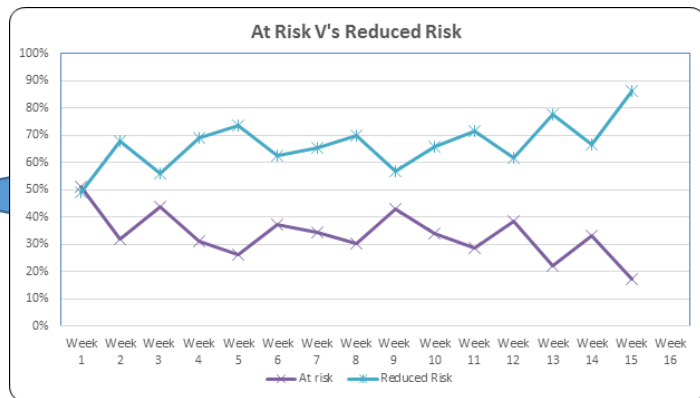


London Power Tunnels



Make it easy.

To help them further, we developed an app



At-Risk	Reduced -Risk
Examples	



Make it easy.

- Conversation tool kits.
- Enquiring conversation cards.
- Timer.
- Note book.
- Future cards.



Interactive discussions

Break the paradigm of boring.

Collective responsibility Vs

Individual responsibility.





To change a social norm...

You have to know what the current norm is.

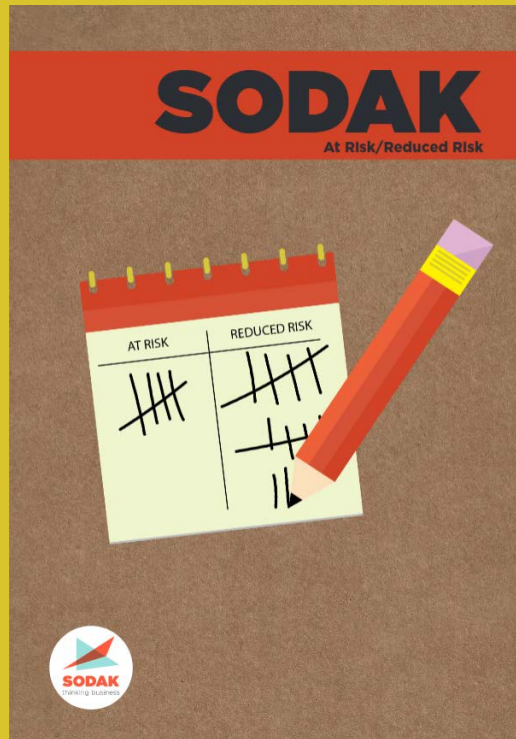
You have to know what you want instead.

You have to make the current norm antisocial,
and the new norm social.

You have to be relentless

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