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Actions to Grow Traffic Safety Culture

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We work alongside our clients to create cultures where new ideas and actions emerge and take root, creating effective and lasting positive outcomes.

- Prevention of misuse of substances
- Improving child development
- Traffic safety

“Are we busy
or
are we
effective?”

Stephen Covey

Actions

- A thing done; an act.

Outcomes

- Something that follows as
a result of your actions.



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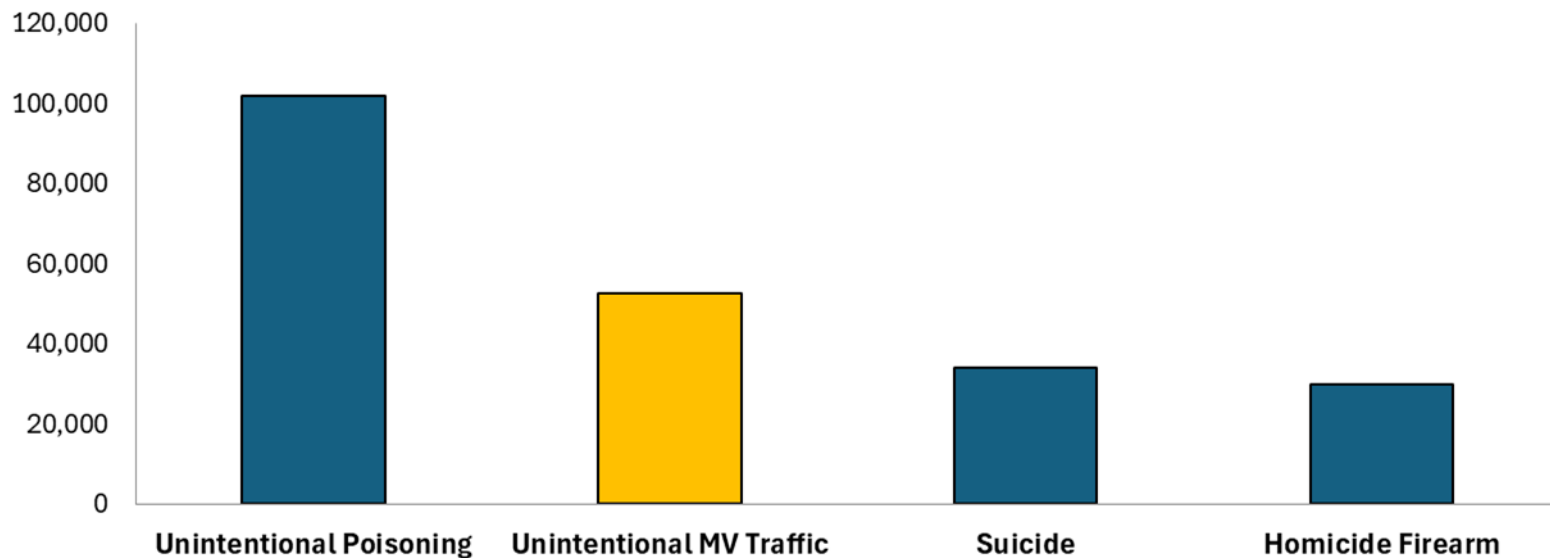
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Concern: Traffic Safety is a **Public Health** issue



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Years of Potential Life Lost from Injury (< age 65, NM, 2019-2023)

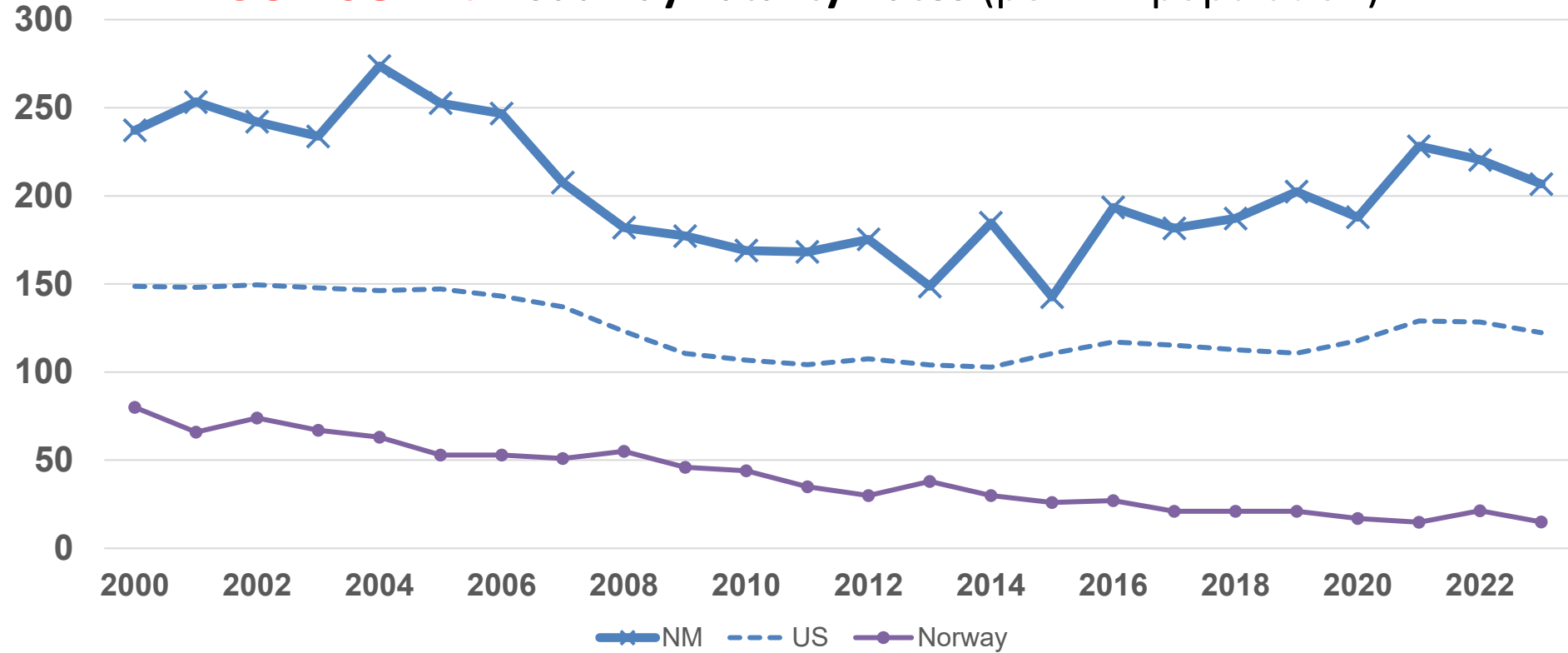


Concern: Traffic Safety is a **Public Health** issue

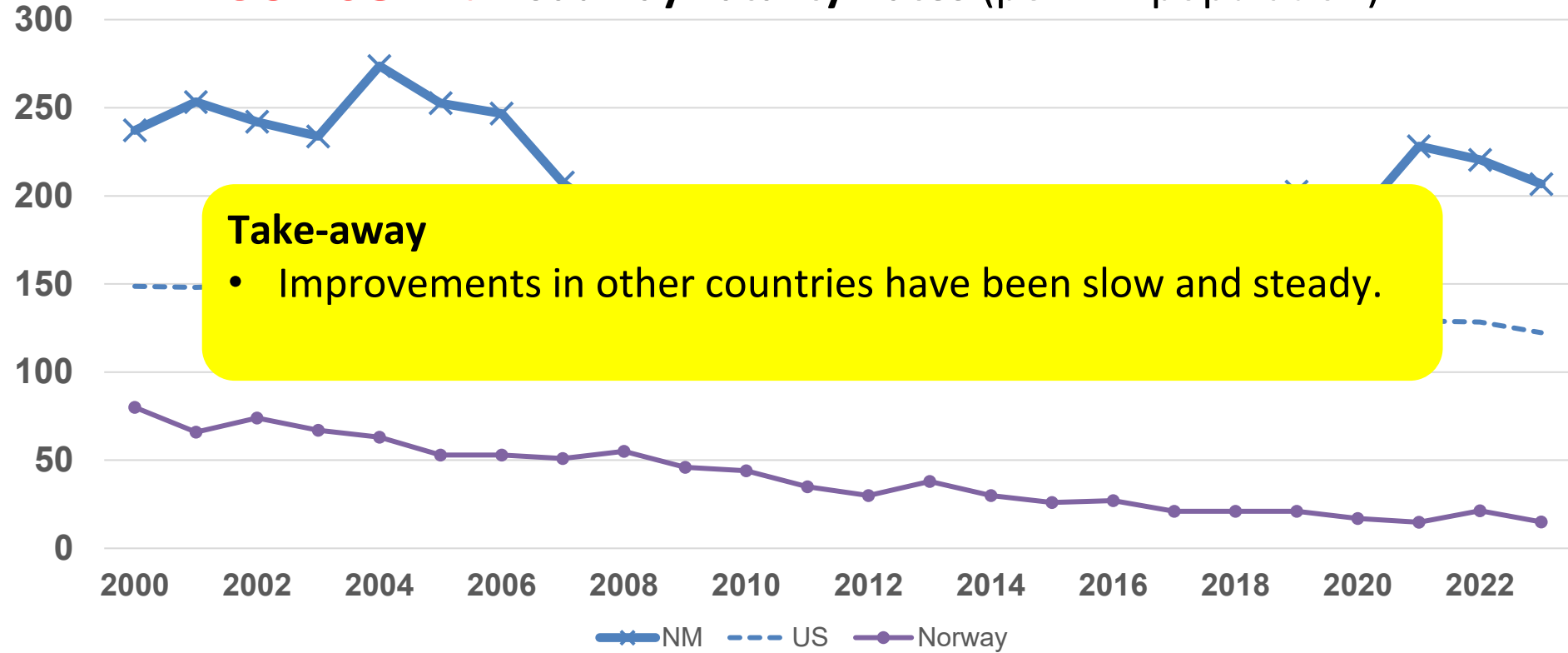
- Roadway crashes are a leading cause of death and serious injury
- Need to engage additional stakeholders

Centers for Disease Control and Prevention, WISQARS

Concern: Roadway Fatality Rates (per 1M population)

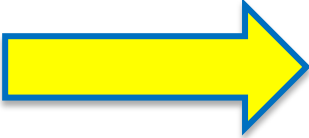


Concern: Roadway Fatality Rates (per 1M population)



BELIEFS	BEHAVIORS	CONSEQUENCES
What are the BELIEFS that support these BEHAVIORS?	What are the BEHAVIORS that lead to these CONSEQUENCES?	What are the CONSEQUENCES we are trying to reduce or eliminate?

Beliefs



- "It won't happen to me"
- "I am above average driver"
- "I can multitask"
- "I won't get caught"
- "My vehicle will protect me"
- "I don't know how"
- "Public will not support"
- "It doesn't matter; people do what they want"
- "It's up to road users to make safe choices"

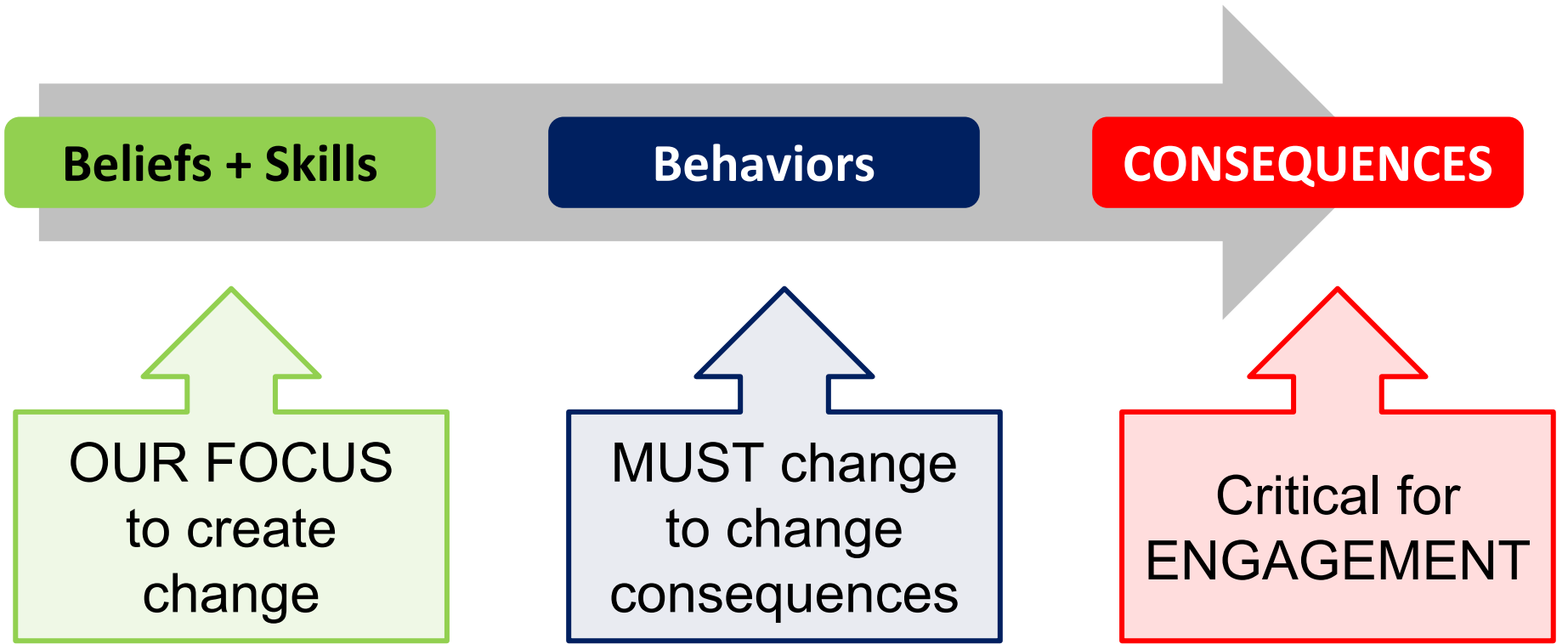
Behaviors



- Aggressive driving
- Speeding
- Lack of seat belt use
- Impaired driving
- Distracted driving
- Fatigued driving
- Unsafe designs
- Lack of parent training
- Lack of workplace training
- Lack of enforcement
- Lack of policy/law adoption

Consequences

- Fatalities
- Serious injuries
- Emotional distress/trauma
- Healthcare costs
- Workplace costs
- Mobility costs
- Congestion/delays



The diagram illustrates a three-stage process. At the top, a large grey arrow points from left to right, containing three colored boxes: a green box for 'Beliefs + Skills', a dark blue box for 'Behaviors', and a red box for 'CONSEQUENCES'. Below each box is a corresponding colored box with an upward-pointing arrow. The green box below 'Beliefs + Skills' contains the text 'OUR FOCUS to create change'. The dark blue box below 'Behaviors' contains the text 'MUST change to change consequences'. The red box below 'CONSEQUENCES' contains the text 'Critical for ENGAGEMENT'.

Beliefs + Skills

Behaviors

CONSEQUENCES

OUR FOCUS
to create
change

MUST change
to change
consequences

Critical for
ENGAGEMENT



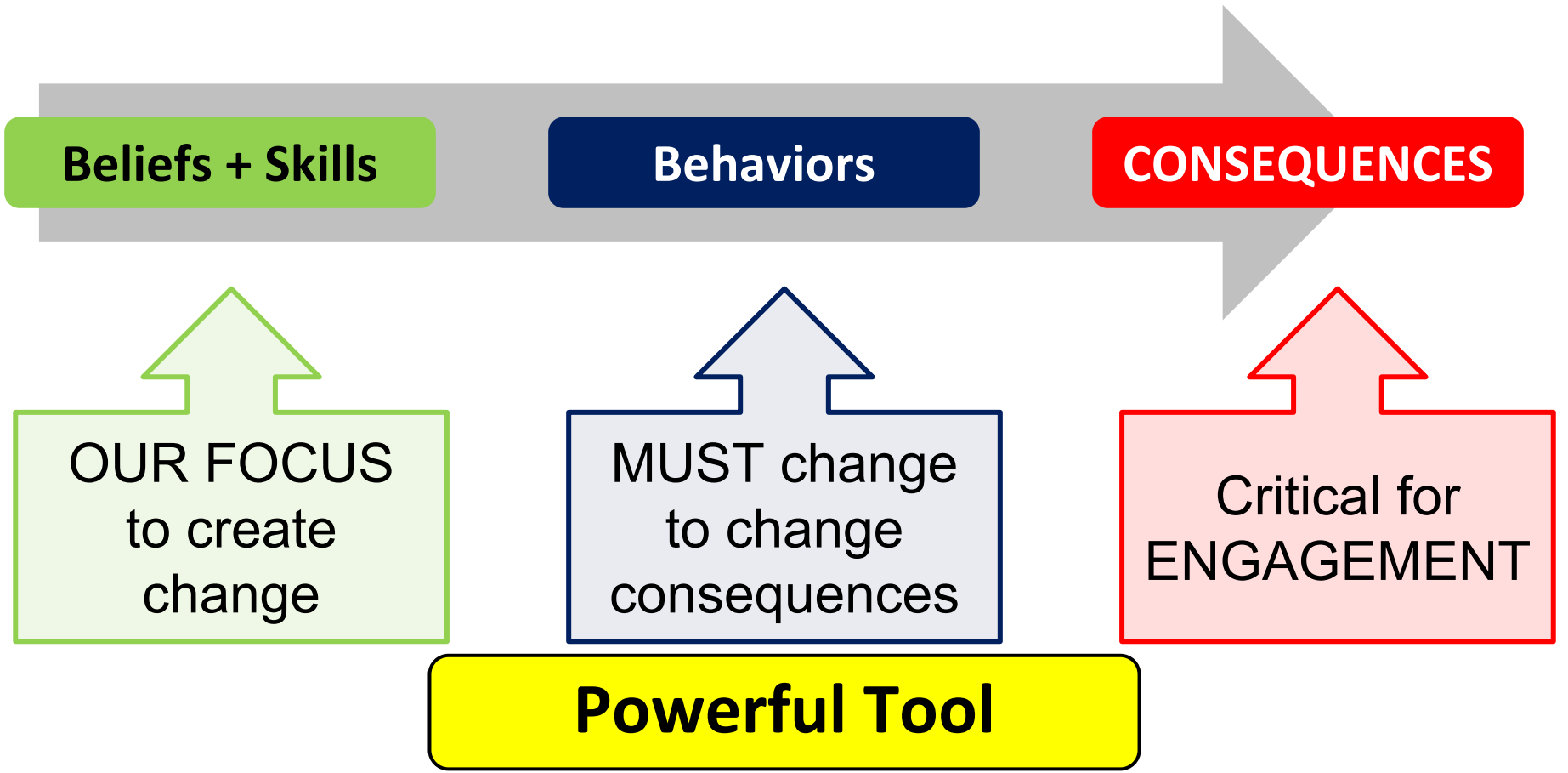
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Behaviors

What behaviors (or actions) **within YOUR organization**, if improved would have the greatest positive impact on traffic safety in New Mexico?





The diagram illustrates a behavioral model with three main components in a horizontal sequence: Beliefs + Skills (green), Behaviors (dark blue), and CONSEQUENCES (red). These are connected by a large grey arrow pointing right. Below each component is a box with an upward-pointing arrow. The green box says 'OUR FOCUS to create change'. The dark blue box says 'MUST change to change consequences'. The red box says 'Critical for ENGAGEMENT'. At the bottom is a yellow box labeled 'Powerful Tool'.

Beliefs + Skills

Behaviors

CONSEQUENCES

OUR FOCUS
to create
change

MUST change
to change
consequences

Critical for
ENGAGEMENT

Powerful Tool



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**Where do
these **beliefs**
come from?**



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Traffic Safety Culture

shared values and beliefs
of a **group of people**
that influence behaviors
that impact traffic safety

Center for Health & Safety Culture, Montana State University



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Who creates your organizations / agency's traffic safety culture?

- Directors
- Managers
- Engineers
- Supervisors
- Front-line staff

Social Ecology
nested layers of
relationships that
influence shared
values and beliefs



Who creates your agency's

trust? "We complain about

the culture

as if we are only visitors here."

- Director

- Manager

- Employee

- Supervisor

- Front-line staff

Block, P. (2001). The answer to how is yes: Acting on what matters. Berrett-Koehler Publishers, p. 45.

Individual



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Growing Traffic Safety Culture

Focus on **growing** shared values and beliefs
that influence behaviors
that will change consequences



Mindsets



“beliefs, premises, frameworks that shape how something is interpreted leading to the resulting reactions and responses”

Marshak, R. J. (2020). *Dialogic Process Consulting: Generative Meaning-Making in Action* (1st edition). BMI Publishing, p 15.



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2 Mindsets

**Technical
vs.
Adaptive
Challenges**



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Mindset #1: Technical vs. Adaptive Challenges

Technical Challenges

- The problem and solution are clear
- Focus may be on doing it better
- Involves positional leaders (authority)

Adaptive Challenges

- Problem and solution are NOT clear
- Involves many stakeholders
- Requires learning & adapting

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press.



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Mindset #1: Technical vs. Adaptive Challenges

Technical

- Following a recipe
- Building a rocket

Adaptive

- Raising a child
- Growing TSC
- Getting to Zero

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press.

“The most common cause of **failure** in leadership is produced by treating **adaptive challenges** as if they were **technical problems**.”

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press. pp 19-20.



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Addressing Challenges

Technical

- Define the problem
- Identify the solution
- Identify and address barriers
- Implement the solution
 - Strong management

Adaptive

- Identify the challenge and **craft key questions**
- Lean into conflict (it may be an opportunity)
- Allow new roles to emerge
- **Challenge assumptions**

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Addressing Challenges

Adaptive



Key Idea: You don't have to know all the answers. Share your wisdom beyond your current circle.

- Implement the solution
 - Strong management
- Allow new roles to emerge
- **Challenge assumptions**

Heifetz, R. A., Linsky, M., & Grashow, A. (2009). *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press.



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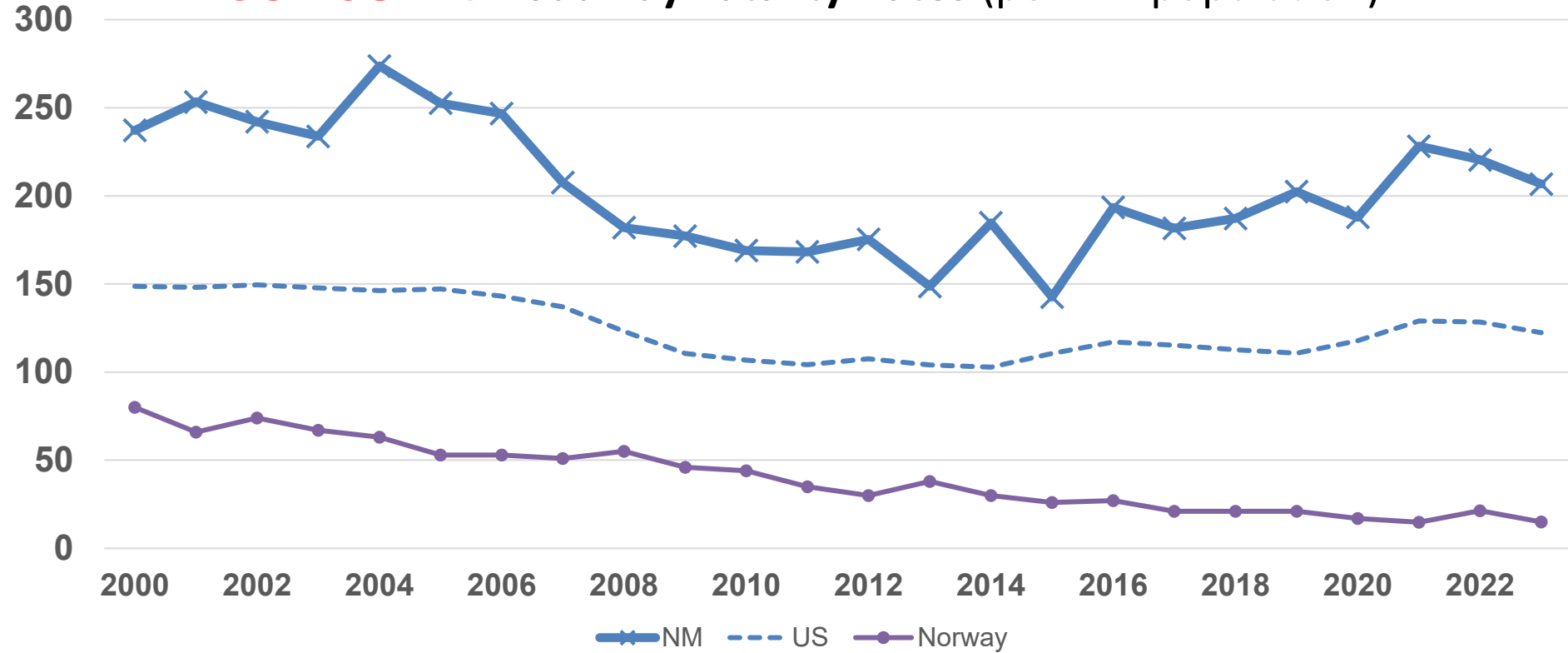
2 Mindsets

**Technical
vs.
Adaptive
Challenges**

**Driver-Focused
vs.
System-Focused**



Concern: Roadway Fatality Rates (per 1M population)



Driver-Focused

- It's all about changing driving behavior
- Until everyone is "on board" we won't make significant progress
- It's largely up to law enforcement

System-Focused

- Road user behavior is important and involves many stakeholders
- Managing speed is critical
- Road design influences behavior
- Roads should be designed for safety redundancy
- Post-Crash Care can change outcomes

Driver-Focused vs. System-Focused



Key Idea

Shifting to a **system-focused** approach is how other countries have improved traffic safety.



Actions to **Grow** Traffic Safety Culture

1. Increase engagement by raising CONCERN and HOPE

- Concern – raising awareness among others:
think consequences
- Hope – a will and a way forward

Raise **HOPE** (a will and way forward)

- Work within your circle of influence
 - Does your family/organization have and follow TS rules/policies?
- Shift to focusing on the **SYSTEM**
 - Engage with stakeholders / local coalitions / TS Commissions
- Invest in your organization's Traffic Safety Culture
- Invest in your and your organization's **SKILLS**
- Engage more partners (50 cups of coffee)

Actions to **Grow** Traffic Safety Culture

2. Change behaviors/actions/decisions
by challenging assumptions

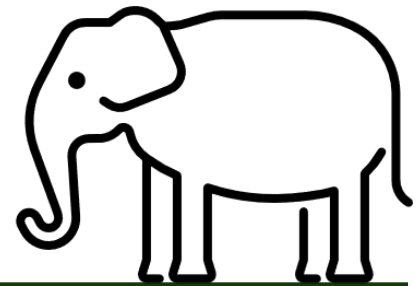
Challenging Assumptions

Hidden

- Assumptions we are not even aware of
- Requires critical thinking and self-awareness
- **Get diverse viewpoints**

Apparent

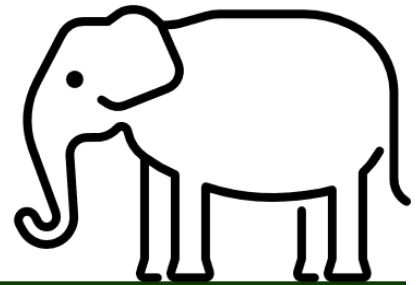
- Assumptions we are aware of and choose not to discuss
- **Name the elephants in the room**



Challenging Assumptions

Tips for Naming Elephants

- “What are our assumptions?”
- “What did we **not** talk about today that we should have?”
- “What do we as a region/department/team get defensive about?”
- “Who are we missing that should be included?”



Hammond, S. A., & Mayfield, A. B. (2011). *The thin book of naming elephants: How to surface undiscussables for greater organizational success*. Thin Book Publishing.

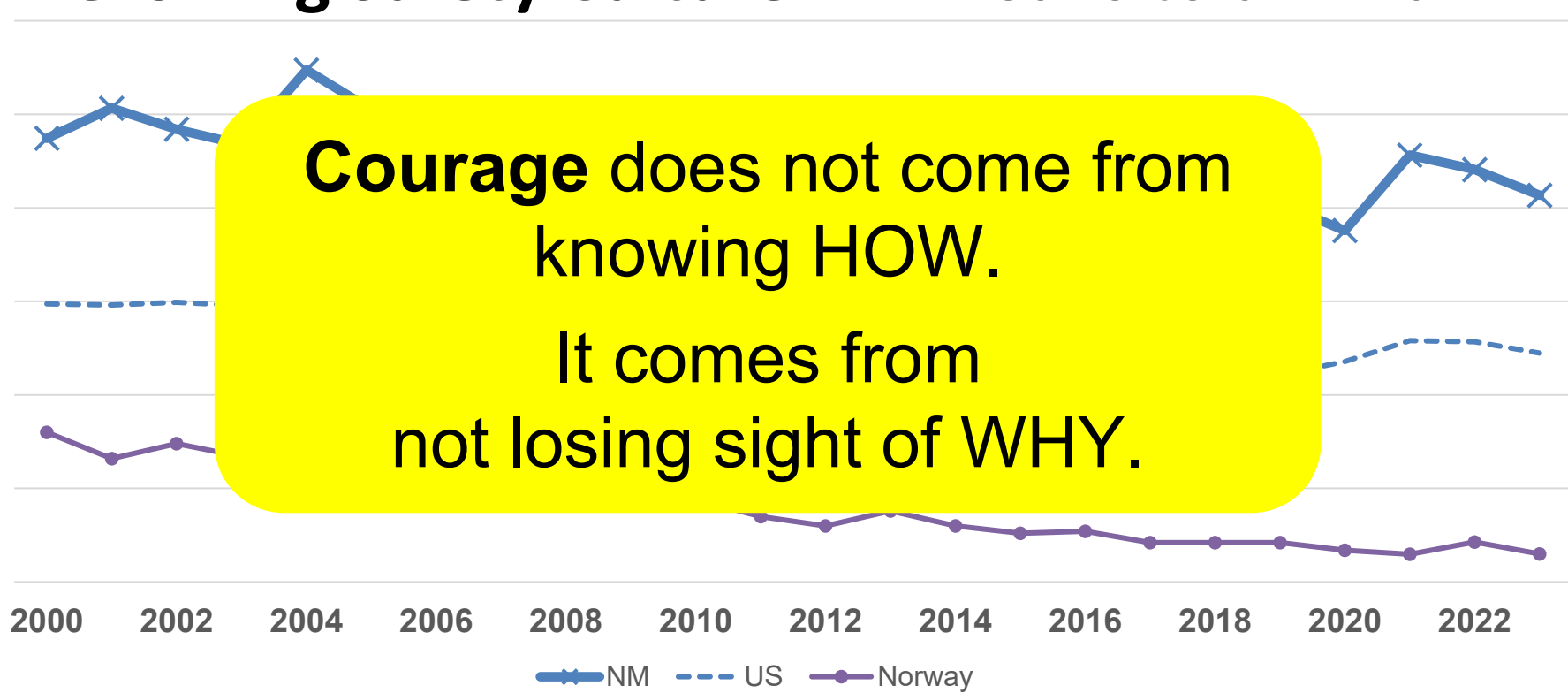
Actions to **Grow** Traffic Safety Culture

3. Act with **courage** by connecting to YOUR purpose

- Reflect on why you do what you do and how it connects to your agency's mission.

Growing Safety Culture – A Means to an End

Courage does not come from
knowing HOW.
It comes from
not losing sight of WHY.



The Role of **Courage**



You don't need to change the world overnight. You need to **focus on your world.**



Your most powerful resource for change is **your immediate circle of influence.**



The first step is to **seek allies.**



The Role of **Courage**

- **Find two or three like-minded people**—a colleague, a team lead, or a supervisor.
- Start with an **invitation to a conversation**
 - "I was at our Transportation Safety Summit, and it got me thinking. Can I tell you about it?"
 - "I'd love to get your thoughts on growing our safety culture."

The Role of **Courage** – Call to Action

- You are not just employees; you are agents of change.
- Take one small, deliberate step:
 - Find your allies; start your conversations

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.” *Margaret Mead*

Review

- Traffic safety is a PUBLIC HEALTH issue
- Traffic Safety Culture – the shared values and beliefs of a group of people that influence behaviors that impact traffic safety
- Reflect on mindsets and how they influence thinking
- **Grow** Traffic Safety Culture by
 - Increase engagement by raising concern and hope
 - Change behaviors by challenging assumptions (name the ELEPHANTS)
 - Act with courage by connecting with YOUR purpose

Contact Information

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Stay in Touch!

Short Evaluation



Improving Outcomes
Framework Training



Linked In

