



Panel

# The role of culture in partnerships that thrive

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Commercial Vehicle Safety Summit (2019), Northampton, MA.

# Definition

## Culture?



**Beliefs**

## Culture?



**Behavior**

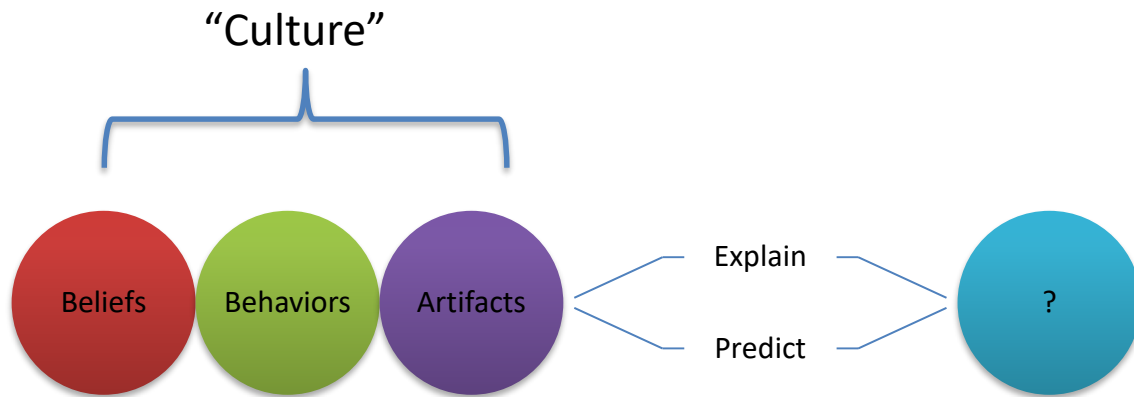
## Culture?



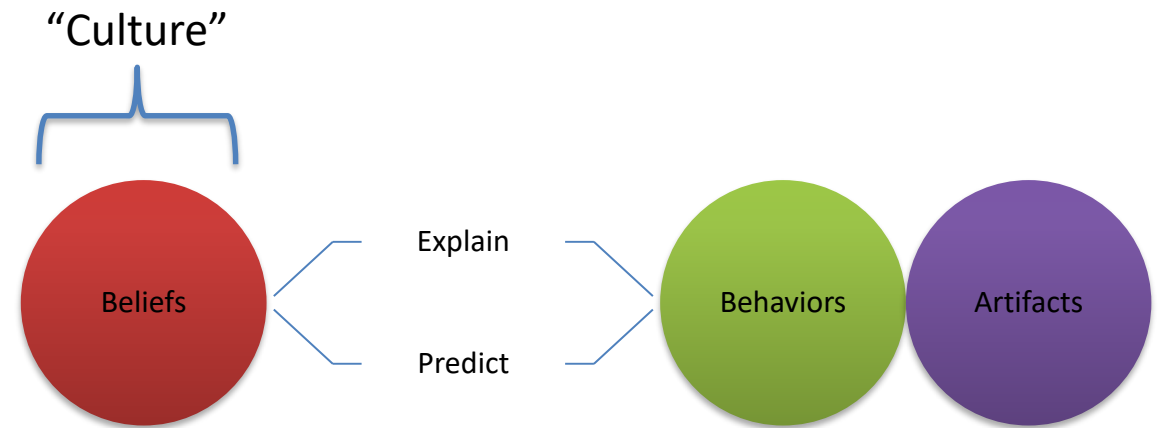
**Artifacts**

# Goal

## Useless



## Useful



# Definition

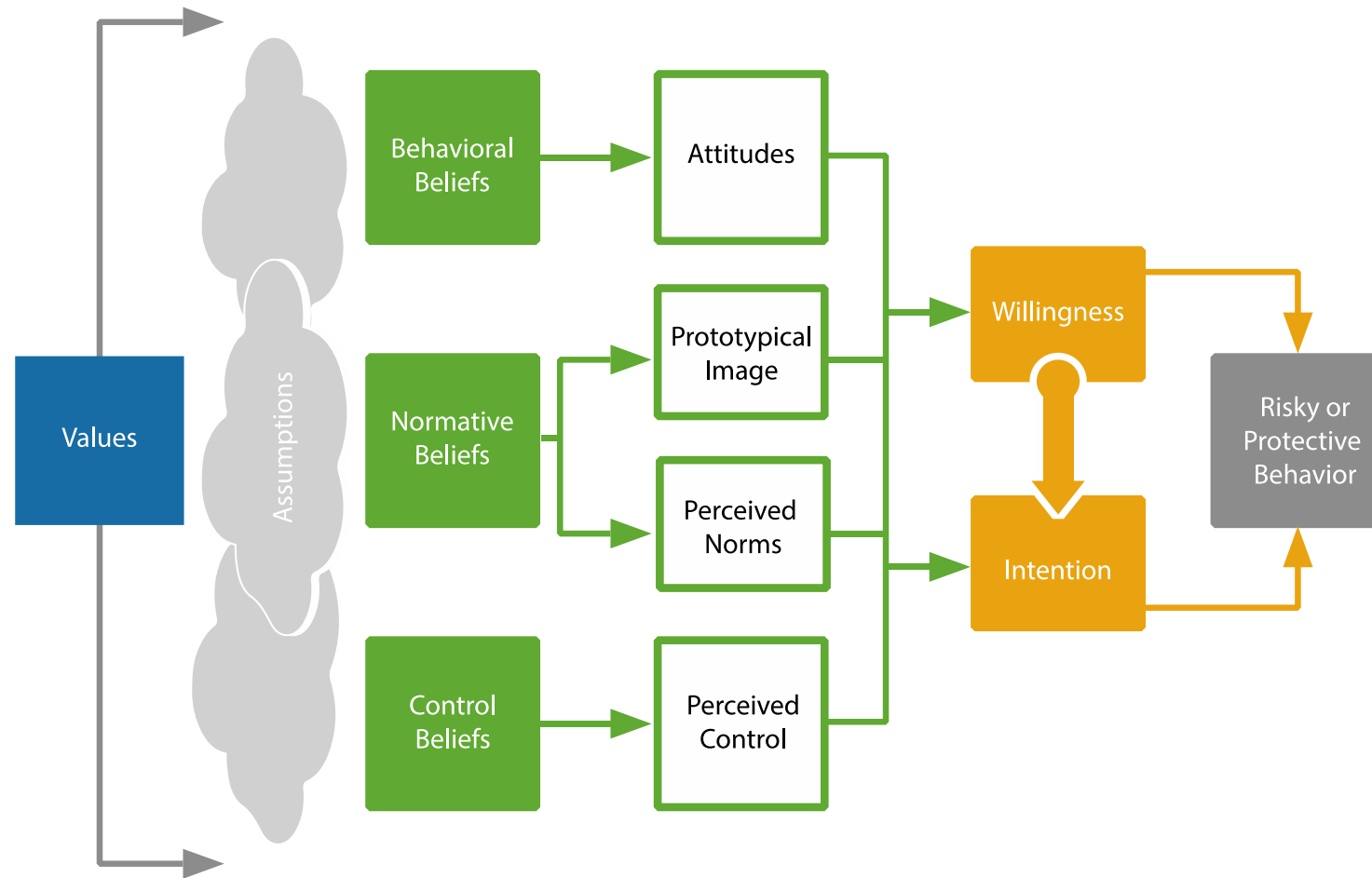
*“The **system of beliefs** shared among groups of users and stakeholders that influence their decisions to behave or act in ways that affect safety (risk of injury).”*

[Source: adapted from NCHRP 17-69]

# Model



# Model



# Application

## Culture.



Population Culture

## Culture.



Organization Culture

## Culture.



Partnership Culture





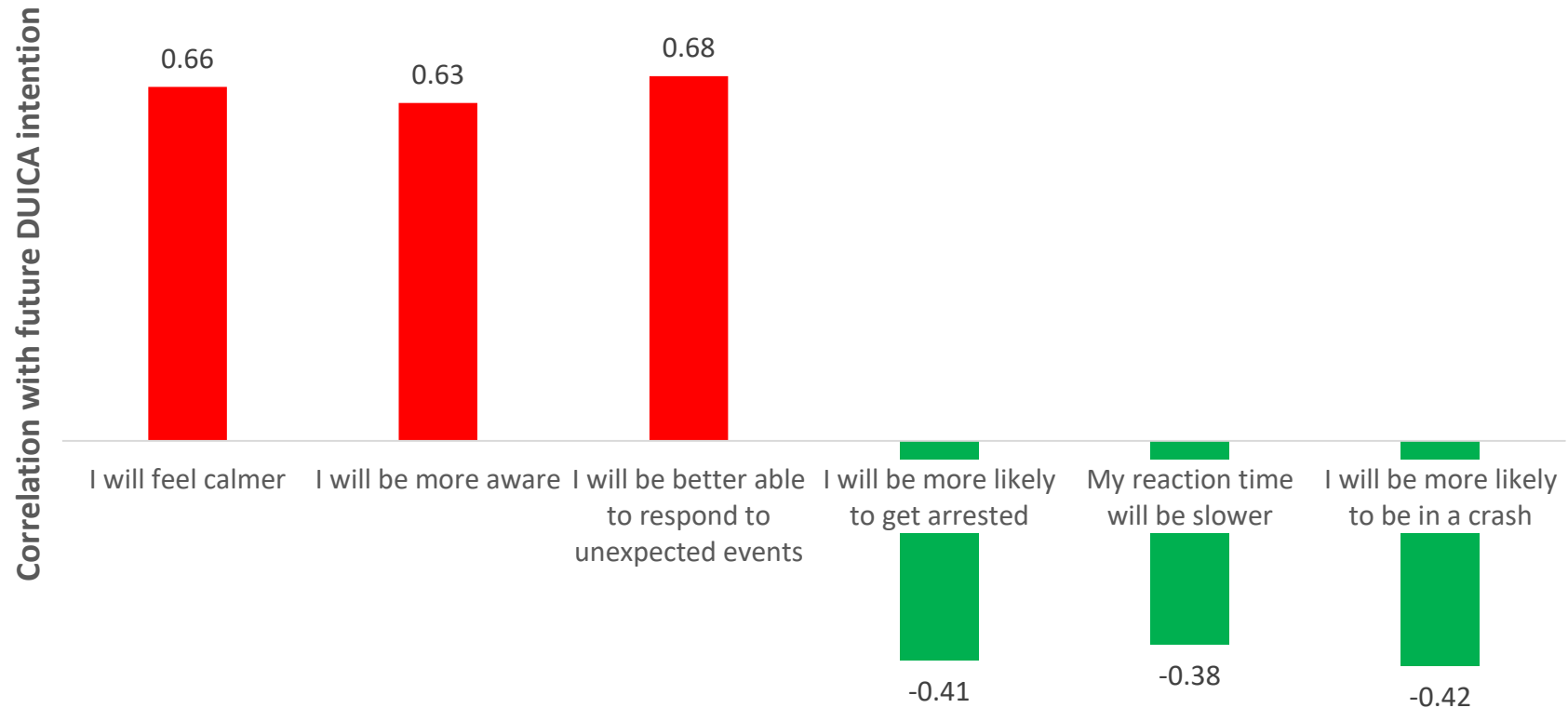
## 1. Population Culture.

Understanding population culture to design strategies to change behavior?



# Example

“How much do you agree with the following statements?”





## 2. Organization Culture.

Transforming organization culture to prioritize safety AND value partnerships (coalitions)?

# Reference

## NCRHP Domestic Scan 14-03

<http://www.domesticscan.org/14-03-successful-approaches-for-the-development-of-an-organization-wide-safety-culture-in-transportation-agencies>



The cover features a photograph of two workers in safety gear (one in an orange hard hat and vest, the other in a white hard hat and vest) looking at a tablet. To the right is a sign that reads "Safety doesn't happen by Accident" and a photo of an orange utility truck. The title is in large white font on a dark blue background.

SCAN TEAM REPORT  
NCHRP Project 20 68A, Scan 14-03

### Successful Approaches For The Development Of An Organization-Wide Safety Culture In Transportation Agencies

*Supported by the*  
National Cooperative Highway Research Program

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**SPECIAL NOTE:** This report **IS NOT** an official publication of the National Cooperative Highway Research Program, Transportation Research Board, or the National Academies of Sciences, Engineering, and Medicine.

# Readiness

## Promote (present)

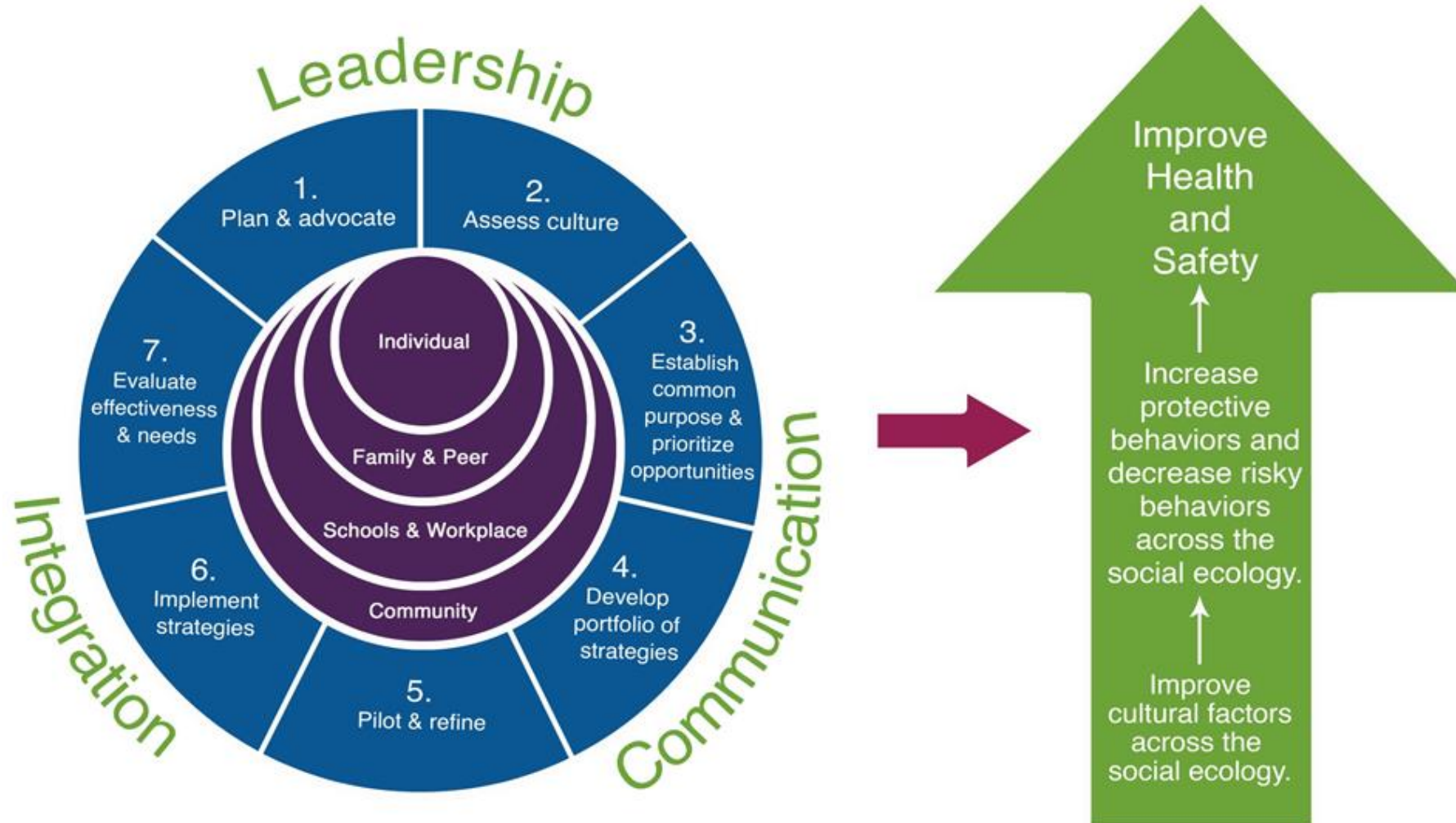
- ✓ The organization's management and leadership are publicly committed to safety (internal / external image).
- ✓ The organization has a democratic style of leadership, inviting worker input and collaboration.
- ✓ There is low turnover in the organization workforce, including its leadership.

## Impede (absent)

- Employees share a common culture that supports change to benefit the organization.
- The organization incorporates safety metrics in its performance evaluations.
- Internal and external stakeholders collaborate in the design and implementation of the program.



# Process





### 3. Coalition Culture

Aligning partner goals and sharing a common “frame”?



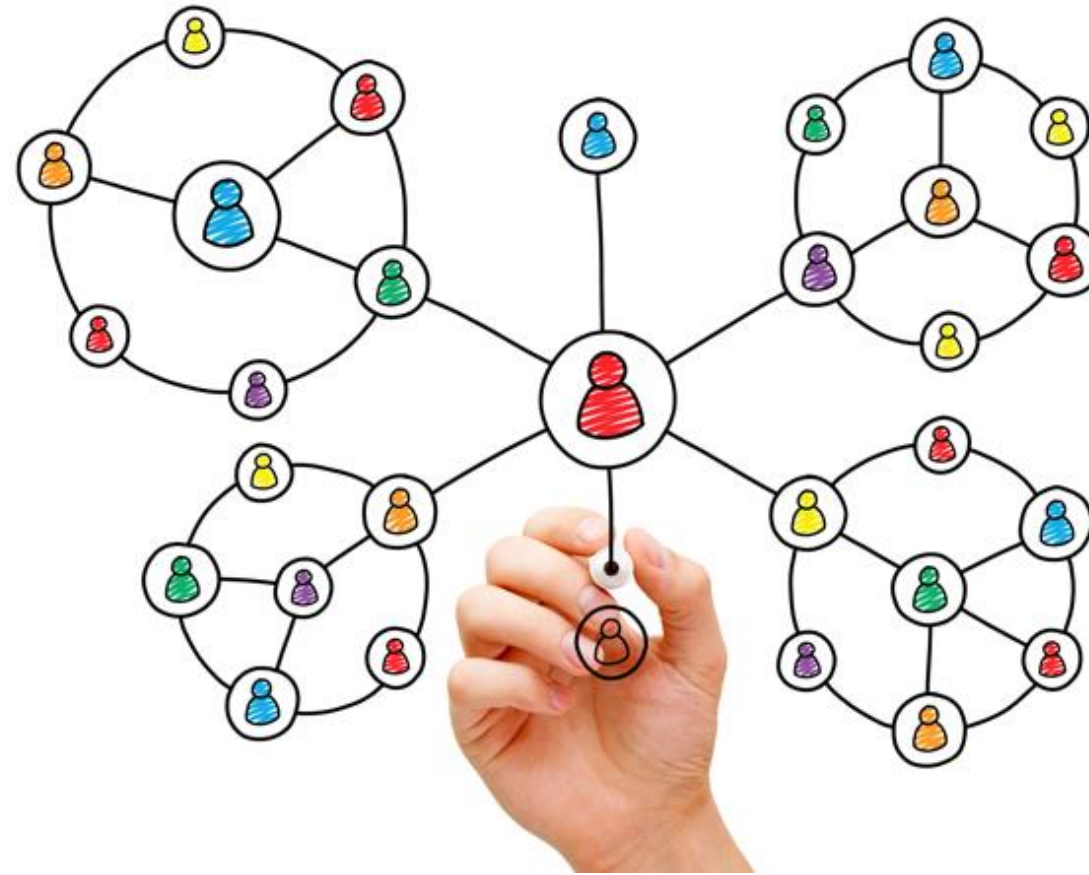
# Aspiration

**Functional** = work together

**Successful** = shared goals

**Thriving** = growing together

# Aligned Values



# Shared Beliefs

Fear



Hope



# Common Frame

## Problem

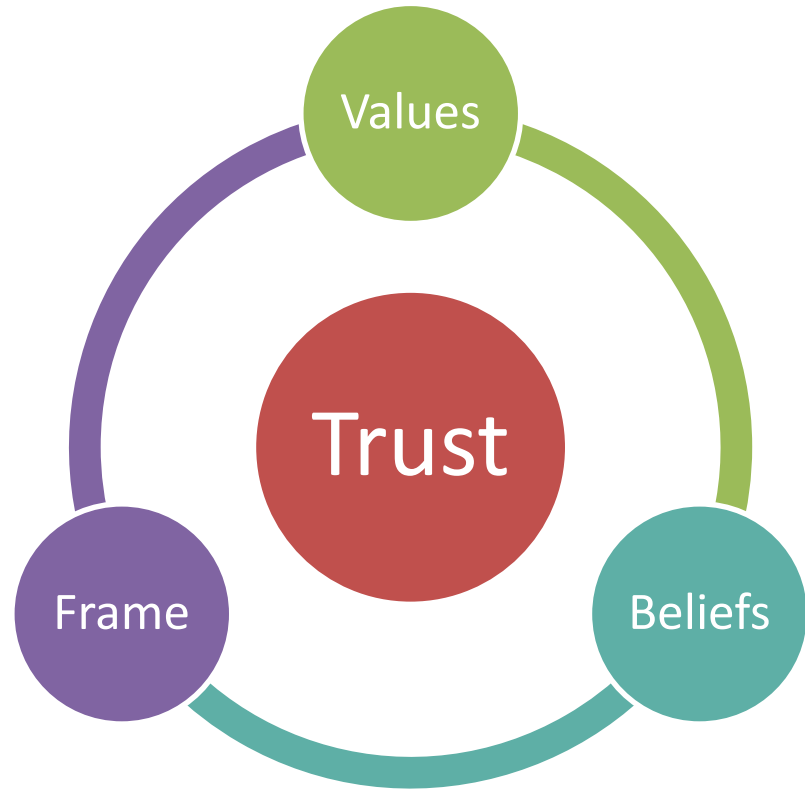


## Solution



# Key Factors

## Trust



## Perception







Thank you!

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