

# Behaviours are values made real



**Lasting change comes from aligning behaviours with values, not from writing mission statements.**

So if the goals are to have **safer, more efficient and resilient transport networks**, it's the behaviours of every organisation and individual involved in building and maintaining them that really matters.

It's also a question of how well those behaviours are aligned - from infrastructure owners, right through the supply chain.



## What happens if behaviours aren't aligned?

Every organisation involved in the transport infrastructure would put safety as their number one priority. Deviations between this value statement and behaviour can be measured in reportable incidents, near misses and, tragically, real injuries and lives lost.

More processes won't necessarily fix the problem. Changing behaviours will.

That's why our highly successful STOPThink! cultural awareness programme is instrumental in continuing to improve our safety performance.

The programme was created to drive sustained behavioural change and has been extended to suppliers and customers. STOPThink! also goes beyond safety into sustainability, inclusion and other values-based aspects of our business. To-date nearly 1,500 people have received STOPThink! training.

# Decisions and choices

## Behavioural choices happen at multiple levels.

At the everyday level there are countless individual decisions taken 'in the moment.' The 'wrong' decision can be taken because somebody was distracted, didn't have all the information they needed, or had a momentary lapse of judgement to prioritise speed or convenience over safety.

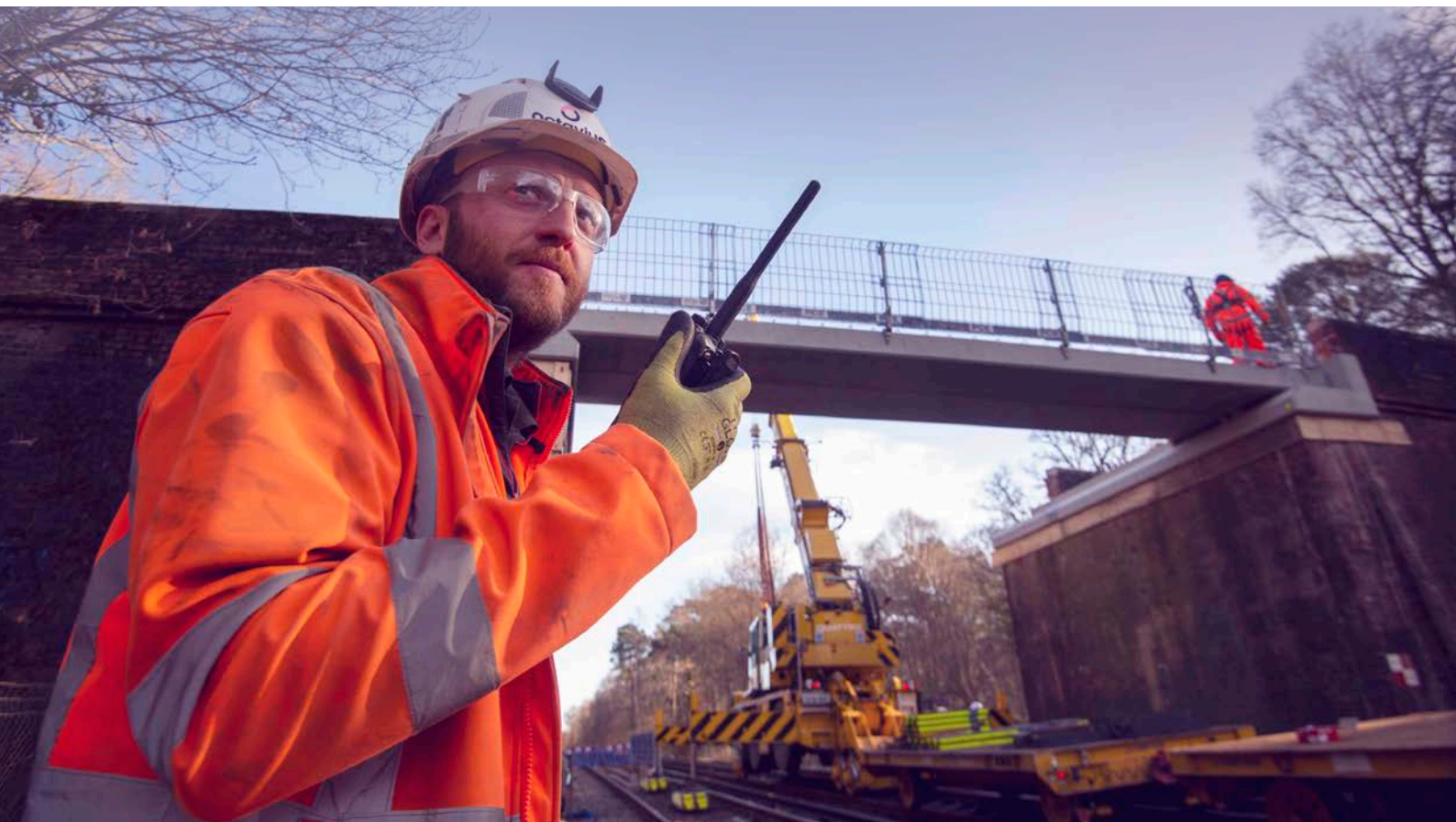
If behaviours are aligned around the 'safety first' principle, situations where people don't have the right information or training to work safely or respond in the right way shouldn't happen. If events truly are unforeseeable, a learning organisation will make sure they're only unforeseeable once.

When safe behaviours are ingrained, people are sensitive to potential risks and aware enough to stop and think before they act. Our STOPThink! cultural awareness programme is underpinned by our mantra: **thinking differently, making better decisions, changing lives.**

At the project level the question might be, 'do we simply deliver the approved design, or deliver to achieve the best project outcomes?' Deviating from the approved design can be an example of both positive and negative behaviour.

Engineers and specialist contractors on the ground are often well placed to identify alternatives that could produce better project outcomes. This is something we often do - but only ever in collaboration with the designer, asset owner and other stakeholders.

Deviating from the approved design without consultation or the necessary approvals seems to have been a contributory factor in the Stonehaven accident. While it's not altogether clear exactly what happened, it's a reasonable assumption that somewhere, behaviours were not aligned with the paramount goal of safety.







## Consistency

Positive behaviours grow out of consistency and a supportive culture. If, as a result of stopping and thinking, an individual believes they need to say 'I'm not prepared to do that', they must be confident that the challenge will be welcomed and applauded as the right kind of behaviour.

Again, this works at multiple levels, including our supply chain partners, clients and other project stakeholders. When we all have our behaviours fully aligned to focus on producing better outcomes and keeping everyone safe, great things happen and bad things don't.

STOPThink! Is a core part of our approach. We're renewing our commitment by ensuring everyone goes through the training and by delivering refresher training to those who already know the programme. We'll also be cascading the learning to our clients and suppliers.

Like every organisation we have values. What we're clear about is that those values are made real by the way every one of us behaves, all of the time and without exception.

To learn more about our approach to project delivery visit our [Transport Infrastructure Resource Centre](#) or contact us by email at [hello@octaviusinfrastructure.co.uk](mailto:hello@octaviusinfrastructure.co.uk)