

Making the business case for safety – Successful practical approaches in persuading decision makers

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Dr. Soames Job
CEO, Global Road Safety Solutions

Three broad areas I will cover

1. How persuasion is essential for road safety
2. Building a formal business case – a great first step
3. Using the power of the psychology of persuasion



Japan
Fund for
Poverty
Reduction



From
the People of Japan



Scenario

(for road safety people, for senior decision makers and politicians)

- We have a speed humps & raised crossing installation program (and they work to save lives- as they do).
 - We want funds to expand this successful program.
 - There is a change of power...Your new bosses (and we all have them, including politicians: Senior decision makers, Mayor, Minister, President, leader of the Party, the Cabinet, etc.) wants to scrap the speed humps program.
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- How do we persuade them to keep the program, and fund the program?



1. How persuasion is essential for road safety

- ❑ Road safety is a case of “we know what to do, but we are just not doing it”

WHY?



1. How persuasion is essential for road safety

❑ Road safety is a case of “we know what to do, but we are just not doing it”

WHY?

1. People rely on common sense in road safety- it is a poor guide in road safety.
2. People think it's easy and can be done cheaply. WRONG.
3. There is a reluctance to fund road safety.
4. Leaders want to do things that are popular, but these mostly don't work in road safety.

Success in road safety requires persuading people to do the things differently.



2. Building a Business Case for Road Safety

What the evidence proves (and what we need for the Business Case):

- Countries have a great deal in common- we can learn from each other.
- Road safety is a science, not common sense
- The economic costs of road crashes are huge in the Asia Pacific Region (Dave Cliff and Jamie Leather both talked about this yesterday)
- Road safety can be done successfully, with evidence-based decisions and the resources to implement them
- Evidence-based decisions have powerful benefit:cost ratios
- Concerns with supposed side-effects of road safety are often mistaken.



Countries have a great deal in common - we can learn from each other

Countries are distinctive- which is at the heart of their beauty and wonder

But..... We share a lot in common in road safety

- Our roads and vehicles have a lot in common (as well as differences)
- People are all vulnerable to damage from physical force
- The laws of physics apply everywhere- and so most solutions work universally
- As roads users we make similar mistakes for similar reasons across the world.



The economic costs of road crashes are huge in the Asia Pacific Region

❑ **East Asia & Pacific losing 6.1 % of GDP in crash costs each year**

❑ **South Asia losing 6.9 % of GDP in crash costs each year**

In A-P **over 75%** of Crash Fatalities and Injuries - economically productive age group (15 - 64 years)

Reference: Wambulwa, WM. & Job, S. (2019). *Guide for Road Safety Opportunities and Challenges: Low- and Middle-Income Countries Country Profiles*. Washington, DC., USA: World Bank.

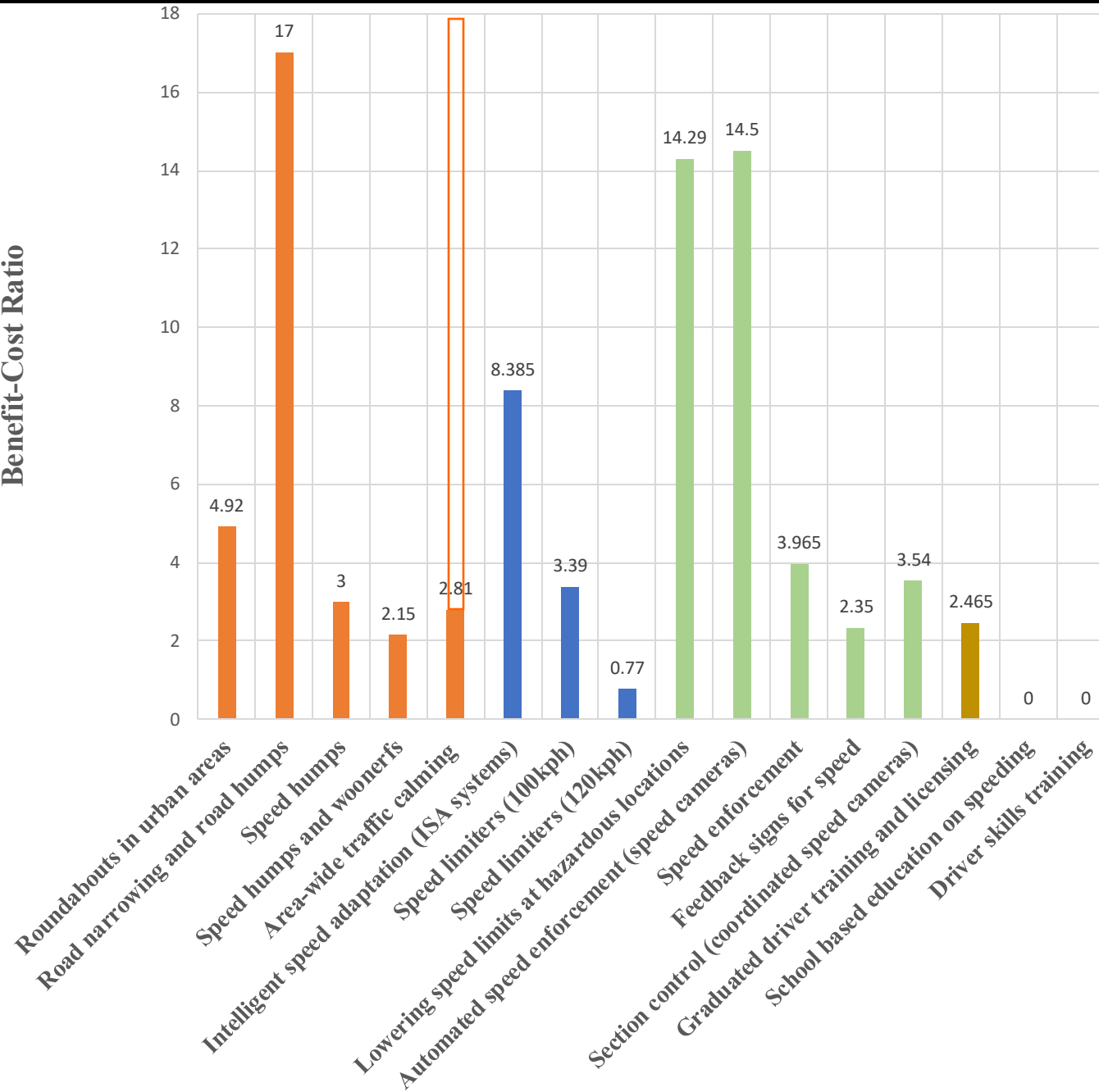
<http://documents.worldbank.org/curated/en/447031581489115544/pdf/Guide-for-Road-Safety-Opportunities-and-Challenges-Low-and-Middle-Income-Country-Profiles.pdf>

❑ **Economic analysis shows: Crash costs retard long-term economic growth in LMICs.**

Reference: Bose D, Marquez P, Job S. (2018). *The Economic Growth and Welfare Impacts of Reducing Road Crash Deaths and Injuries*. Connections Note. Washington, DC: World Bank



Benefit-Cost Ratio



Evidence-based Road Safety gives great returns



Psychological Tools and uses at our disposal

1. Address the person's currency (catering to party values, careers)
2. Strategies, action plans, and targets as Trojan horses
3. Early wins
4. **Rebadge/Rename**
5. The appearance of fairness
6. **Derail resistance**
7. **Extreme solutions as negotiation points**
8. **Tversky's anchoring heuristic**
9. Excuses for reconsideration of decisions
10. **Take the heat, guarantee success**
11. **Delay and time discounting**
12. Using the data well
13. Using the opposition
14. Gradual introduction
15. Blood on your hands
16. Education along the way
17. Managing consultation
18. Making good use of the media/news/political programming
19. Refined use of mass media advertising
20. 'Tone' the community/give them a say
21. **Cognitive dissonance (if we have time)**

(Not enough time to cover all these, I am aiming explain those in green. This is a list for completeness, to show how much there is in Psychology which is not used- perhaps for another time)



Derail Resistance

- ❑ A lot of resistance is from misunderstanding and misinformation
 - Below are all consistently wrong
 - ❖ **The problem is foreigners/others**
 - ❖ **victim blaming (in road safety we often add to this)**
 - ❖ **individual responsibility**
 - ❖ **my personal experience**
 - ❖ **just use education or awareness raising or driver skills training (next slide)**
 - ❖ **Higher speeds are needed for the economy...(in 2 slides)**



Derail Resistance

❖ just use education or awareness raising or driver skills training

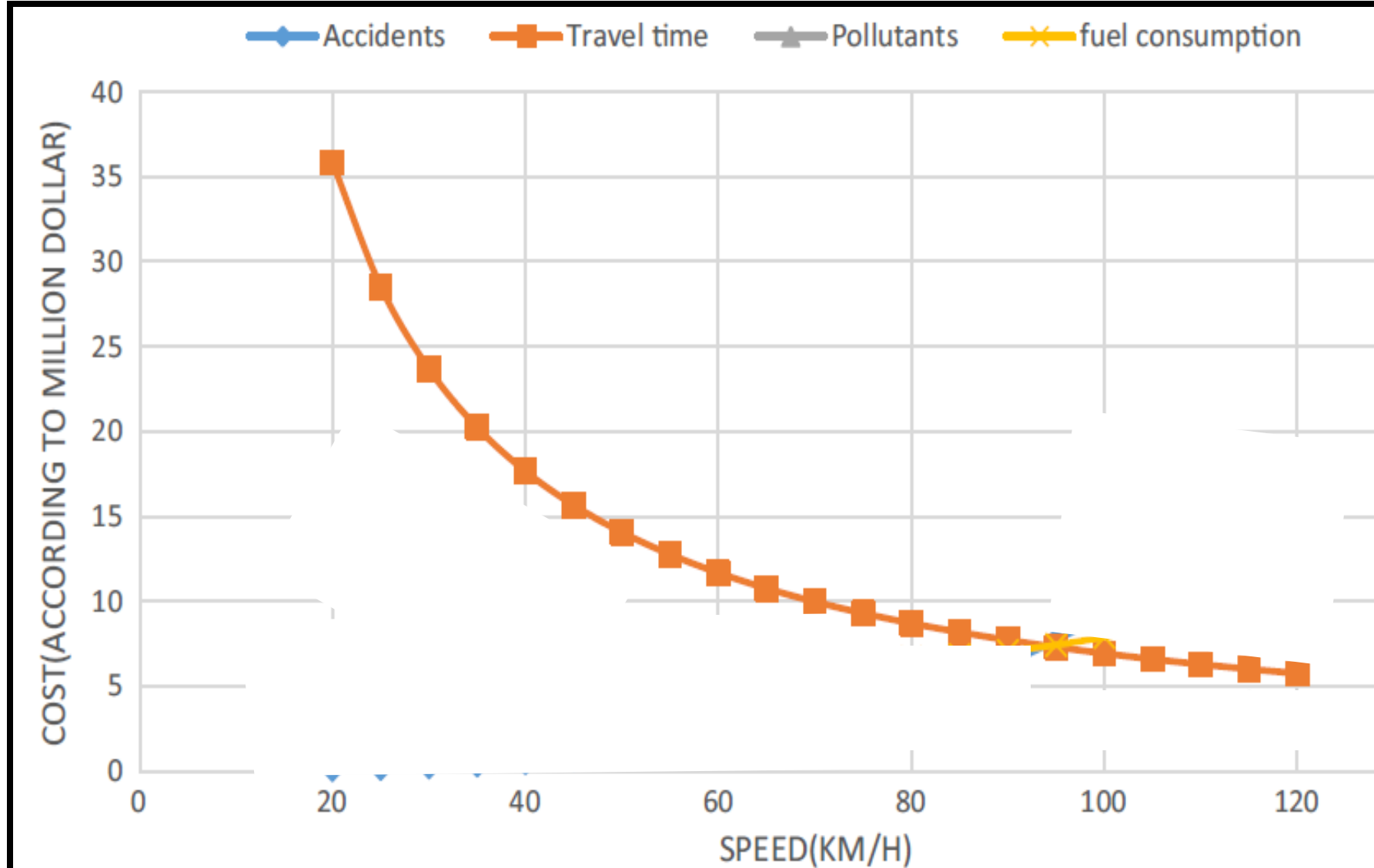


INTERVENTION	DESCRIPTION	POTENTIAL EFFECTIVENESS
DRIVER LICENSING SYSTEMS THAT INCLUDE EXTENSIVE ON-ROAD SUPERVISED PRACTICE	Structured licensing that involves extensive supervised on-road training, and a robust examination of driver ability	EFFECTIVE
GRADUATED LICENSING SYSTEMS	Systems for novice drivers that limit the situations in which they can drive (that is, by limiting passengers; zero alcohol tolerance; restricting vehicles that can be driven)	EFFECTIVE
LICENSE THROUGH APPLICATION OR PAYMENT ²⁵	Systems for licensing that do not require extensive on-road training and strict testing, but rather are obtained through application (including through illegal payment)	NOT EFFECTIVE
INCREASE AGE FOR DRIVING LICENSE ELIGIBILITY	Raising the minimum age of eligibility for new drivers	EFFECTIVE
HAZARD PERCEPTION TRAINING AND TESTING	Training novice drivers to better anticipate and perceive hazards as part of rigorous driver licensing regimes	EFFECTIVE
POST-LICENSE DRIVER AND RIDER TRAINING ^{26 27}	Post-license skills training for drivers or riders	NOT EFFECTIVE: SOME RESULT IN INCREASED RISK
SCHOOL-BASED EDUCATION AND TRAINING ²⁸	Training programs or education within the school system that teach driving skills to high-school students	NOT EFFECTIVE: SOME RESULT IN INCREASED RISK
SCHOOL-BASED EDUCATION ²⁹	Training programs or education within the school system that seek to improve road safety knowledge	NOT EFFECTIVE
PUBLIC EDUCATION AND CAMPAIGNS	Comprehensive and on-going public education campaigns that are linked in content and timing with enforcement and penalty regimes	EFFECTIVE
PUBLIC EDUCATION AND CAMPAIGNS ON THEIR OWN ³⁰	Education campaigns that teach knowledge or skills that are not linked with enforcement and penalty regimes, or where safer alternative behaviors are not provided.	NOT EFFECTIVE

Turner, B., Job, S. and Mitra, S. (2021). *Guide for Road Safety Interventions: Evidence of What Works and What Does Not Work*. Washington, DC., USA: World Bank. <https://www.road-safetyfacility.org/publications/guide-road-safety-interventions-evidence-what-works-and-what-does-not-work>

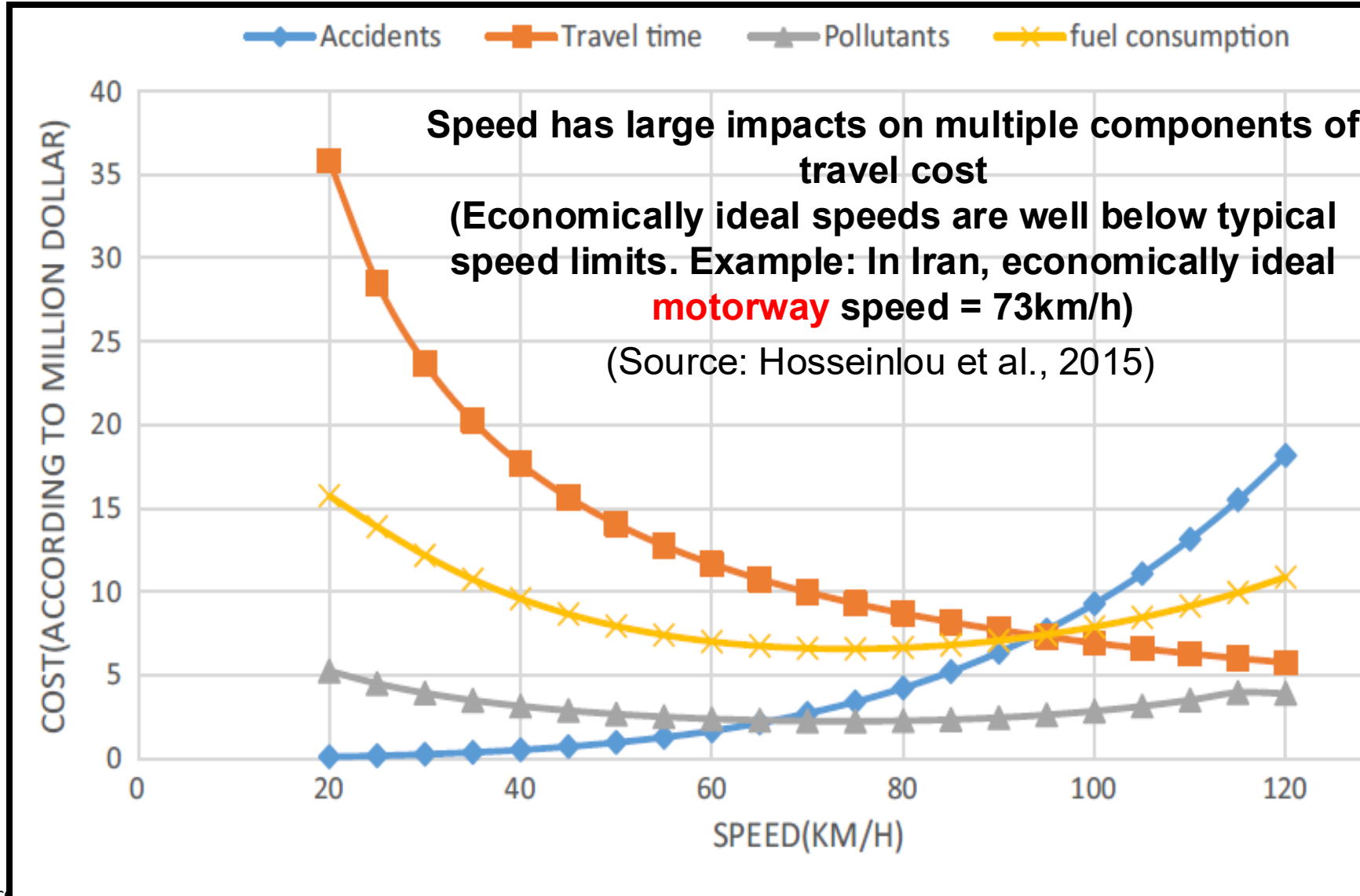
Derail Resistance

❖ Higher speeds are needed for the economy...(Wrong)



Derail Resistance

❖ Higher speeds are needed for the economy...(Wrong)



Extreme solutions as negotiation points

□ Example

- **which may offend some people. My apologies for that.**
- it worked amazingly well in Australia
- it's a great example....





<https://www.youtube.com/watch?v=u9JCOLIY5XQ>

Tversky's anchoring heuristic

What is it?

The original version in research: Is it more than or less than 2000 km from London to Moscow? Then: Estimate exactly how far it is.

How do we use it?

I want 2,000 speed humps and low speed zones. How many should I ask for?

Note: Not for every situation - Not for relationships based on trust.



Take the heat, guarantee success (= Give the decision makers a way out/nothing to lose)

Example: I led a large expansion of speed cameras, red light cameras in NSW, Australia by doing this

I guaranteed they would work (reduce deaths and serious injuries)

I offered do all the media interviews and justification, or take all the hard questions (which was taken up by the Minister)

I offered that if they did not work, they could fire me/ I would resign, and they could blame me

(I knew there was no danger of the cameras not saving lives and injuries, but as part of the deal no other weakening changes were allowed- a critical addition)



Delay and time discounting

- **Time discounting:**
- Would you rather \$20.00 now or \$40.00 in 2 weeks?
- Most people choose \$20.00 now.

= Delay reduce the value of good things and bad things

In road safety:

If you agree, we start with education and promotion now, and enforcement in 4 months.



Cognitive dissonance (if we have time)

Cognitive dissonance = Believing one thing and doing something inconsistent is psychologically uncomfortable

“We have to change attitudes/beliefs to change behaviour.” SO WRONG

It's often easier to change the behaviour and then the attitudes change.

It works in road safety: enforcement which forces a change in behavior will create a change in attitude.

Example 1. Random Breath Testing in NSW

Example 2. Lower speed limits and the status quo.

So don't be fooled by the idea that you have to persuade the community before you can change things. Changing things itself can persuade the community. Without changing things, persuasion can be impossible. This is usually the way to do nothing.



Conclusions

1. We all (including politicians, elected officials) have people we need to persuade. Improving road safety requires persuading decision makers and 'bosses' to do something different, and to fund it.
2. A business case is the first systematic step to achieving this. The essential elements were noted earlier.
3. We need to know much more, and make much better use of, the psychology of persuasion. I hope my examples have shown you that it works.





Soames Job CEO, Global Road Safety Solutions



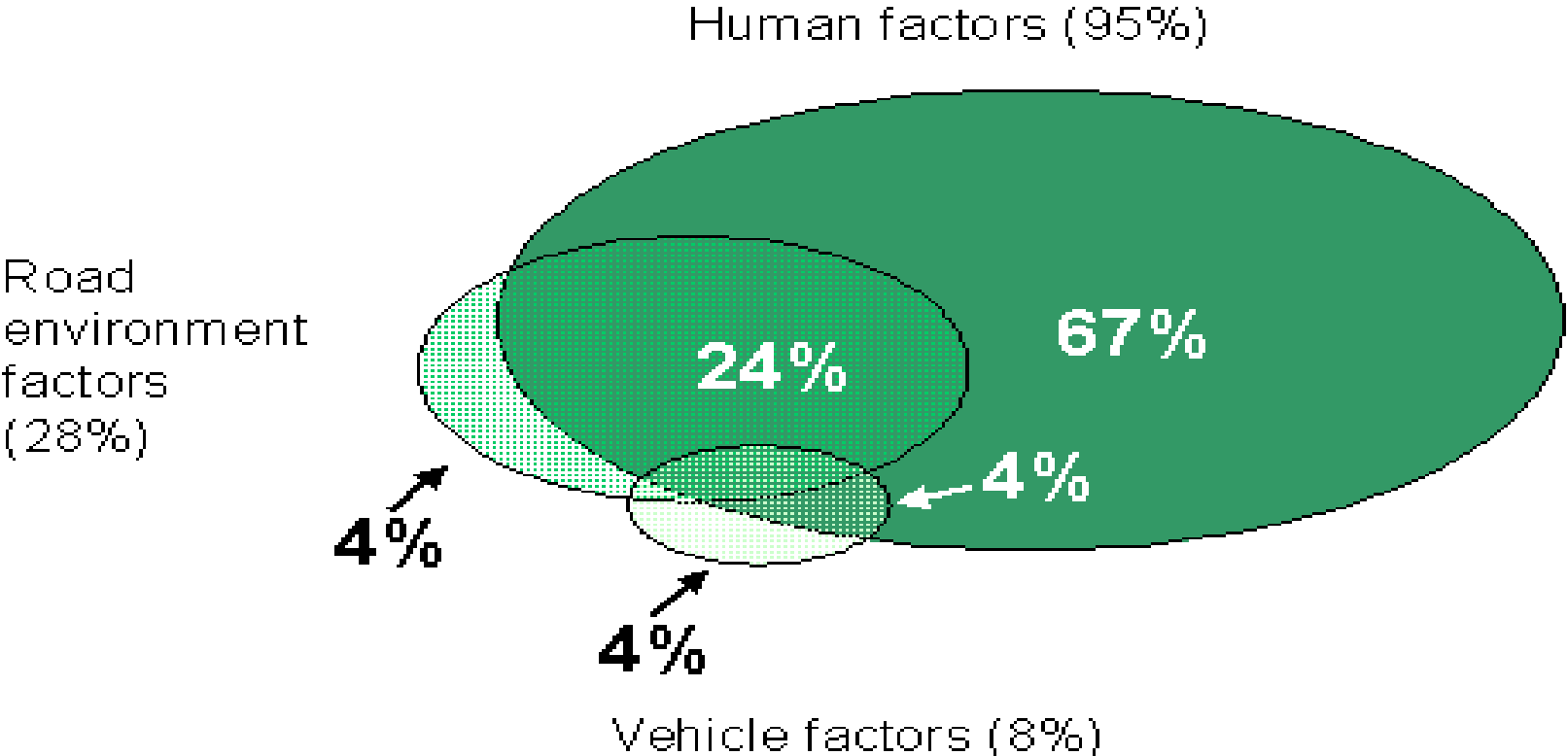
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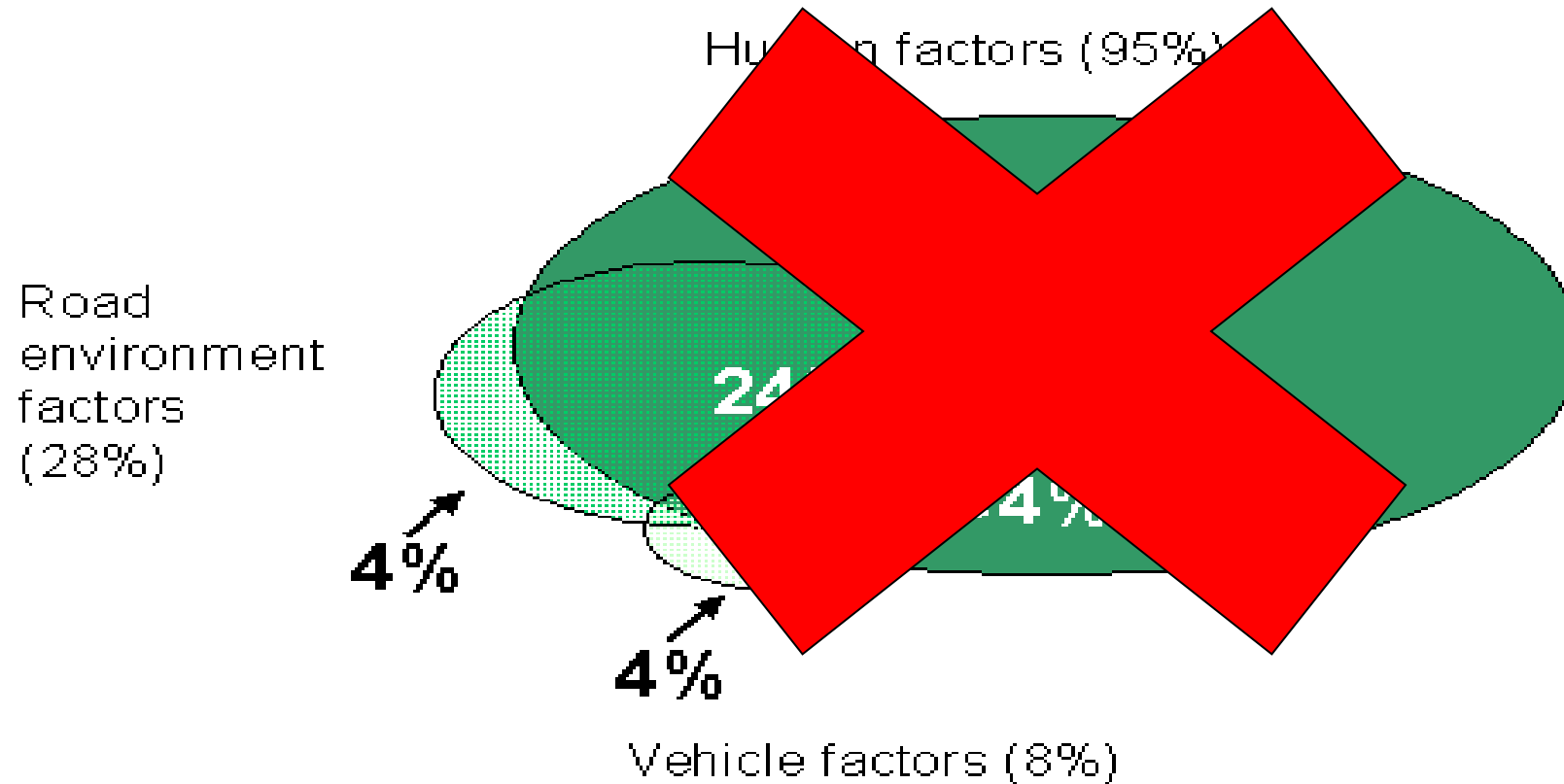
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Old (WRONG) model: Wrong answer to a wrong question



Old (WRONG) model: does not reflect an integrated approach

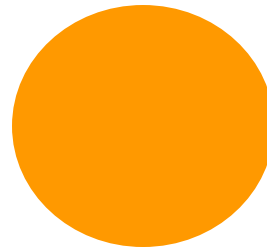


Psychology: Optimism Bias and Driver Over-confidence

Better than average
(over-confidence)



About average



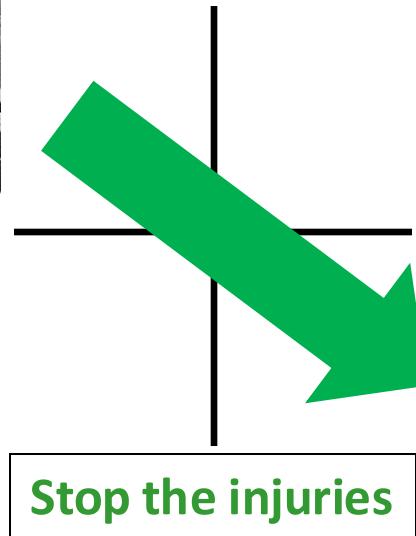
Worse than average
(cautious)
● Only 2.1%

Safe system is poorly understood, seen as irrelevant, and weakly employed



Fix the Road User

Stop the crashes



Fix the Road System

