Coaching: An Important Link in Building a Strong Safety Culture

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Wanted: A Strong Safety Culture
Welcome Exercise
Gallup Research:

Most Managers are NOT Good Coaches.

- Only 1 in 10 people possess the natural talent to
  - Engage team members
  - Retain top performers
  - Achieve high productivity

- 2 in 10 have basic managerial talent
  - Need Coaching and Development Themselves
Can Your Coaches Coach?

2011 DDLC Study of Member Companies on the Training Provided for Supervisors/Coaches:

- 56% Provided Defensive Driver Training
- 47% Received Ride-Along Training
- 19% Believe the Training for Coaches is Effective
- 81% Believe Training for Coaches Must be Improved
The Right People........
Integrated Process & Systems Design
Culture of Performance & Safety

VALUES
BELIEFS
ATTITUDES
PERCEPTIONS
So You Think You Can Coach!

Besides being the Boss......

✓ What Gives You The Right?

✓ Why Should I Listen To You?

✓ I Do This Job, Not You..........

✓ What Do You Know?
Managers and Supervisors Play a Important Coaching Roles

A POSITIVE WORK ENVIRONMENT

1. Build Trust
2. Communicate positively and openly
3. Expect The Best From Your Staff
4. Create Team Spirit
5. Give Recognition and Appreciation
6. Give Credit and Take Responsibility
7. Be Approachable
8. Provide A positive Physical Environment
9. Make Staff Evaluations a Positive Experience
10. Make It Fun
They Inspire Teamwork
All that...
...and...
And it can seem like a spin of ....
Protecting Your Investment

1. Getting the Right People on the Bus

- Knowledge – Do they Know what to do?
- Skills – Can they Demonstrate how to do it?
- Ability – Are they Able to do itRepeatedly?
- Willingness – Are there any Motivational Factors?
- Understanding – Safety & Performance
  Requirements?

How do you know?
2. Investing in their success

Key Factors Affect Adult Learning:

- Credibility and Applicability of the Training
- Life and Work Experience
- Personal Motivation
- Barriers to Performance

✓ Job and Capabilities Mismatch

Each Adult Learner Is Unique
Coaching Benefits Companies

Companies who invested in coaching enjoyed a ROI that included:

• 39% increase in customer service,
• 34% reduction in customer complaints,
• 32% higher retention rate among executives,
• 53% increase in productivity, and
• 22% increase in bottom line profitability

Performance Coaching International, 2015
Coaching Benefits Employees

- 43% of employees felt an increase in motivation,
- 50% enjoyed a stronger working relationships
- 47% found a greater ability to see other perspectives,
- 50% acquired a new skill or improved an existing one,
- 43% improved their overall job performance

Julie Marber, Coach Federation 2007

“Are There Any Tangible Benefits to Coaching?”
Management’s Role As “Coach”

Less about “command and control” and more about “development and empowerment.” Coaching is an important form of employee training and education.

✓ Focus: Making sure employees have the knowledge and skills necessary to perform at high levels.

Success Requires Effective Coaching
Each Adult Learner Is Unique
Creditability

Current

Accurate

Relevant
Motivation

“It’s Not About the Pay”

“It’s Not About Rewards or Punishment”

“It’s About How People See Themselves at Work and the Work Itself.”

Autonomy – Mastery – Purpose
Coaching is All About Maximizing Performance

Regardless of whether it’s a.....

• Superstar - looking to reach beyond
• New hire - wanting to start off on the right foot
• Struggling employee - who needs to improve.
**Must-Have Coaching Skill Sets:**

- **Observation:** Observe Objectively
- **Questions:** Open-Ended and Not Leading
- **Listens:** Clarity and Understanding
- **Supportive:** Reinforces Positive Behaviors
- **Positive:** Affirming and Building
Creating A Coaches Playbook*

1. Clarity about the Coaching Process

Help employees:

- Identify and define their challenges
- See and understand alternatives
- Recognize how new skills will help in their job.

✓ Ability to teach new skills or alternative behaviors

“5 Things To Look For When Choosing An Executive Coach.”
2. **Seek to Understand any K/S/A Gaps**

- Coaches will ask questions to
  - understand their thinking or reasoning
  - find the “second story” or to learn about “work as done”
  - understand there are two sides to every story.

- A coach should ask those same questions of other employees doing similar work to get a complete and consistent view of their goals and challenges.
3. Emphasize real change in performance

- More than a sounding board, Coaches need to:
  - Communicate Goals and Performance Standards
  - Clearly Define any Performance Issue
  - Consider Systems or Design Barriers to Performance
  - Teach New Skills or Alternate Behaviors
  - Observe & Coach for Desired Performance Outcomes
4. Has proven successes – credibility

- Demonstrates their own knowledge, skills and abilities
- Leads for the good of all, and the success of the team
- Has empathy and a genuine willingness to help
- Able to provide examples and discuss alternatives
5. Defines confidentiality and respect

- Trust is the foundation of coaching

- Confidentiality (when needed) should be established early, and agree on what can or can’t be shared.

- If a coach is vague in defining confidentiality, or breaks it, respect is broken as is the ability of the coach to be effective in teaching.
Offer Affirmation
Exercise

- What is your coaching style?

- How do you check to know you are communicating effectively?

- How do you approach others when you see a coaching opportunity or situation?