



Coaching

for a

High-Performance

Safety Culture



Why Coach?

Raise Performance Levels

Develop Skills

Reinforce Right Behaviors

Build Relationships

Correct Wrong Behaviors

Set Expectations for Growth

Coaching Criteria

Specific

Measurable

Observable

Repeatable

Expectations-based



Is it S-M-O-R-E?



Statement

Evaluate each statement below to determine whether it is SMORE. Revise if needed:

- Linda isn't a team player
- Mike has a bad attitude
- Rhonda lifts equipment incorrectly
- Jim's heart just isn't in this
- John isn't an effective leader
- Sarah isn't very motivated
- Joe doesn't wear his PPE while working

Make it S-M-O-R-E

Accentuate the positive

Focus on behaviors & performance

Set clear performance expectations

Get a commitment for improvement

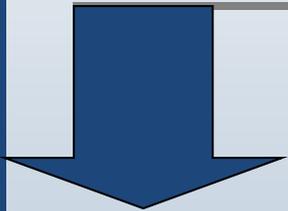
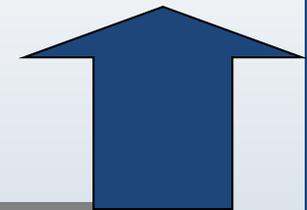
Who Should Be Coached?



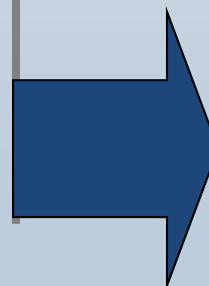
G.R.O.W. Model

Goal(s)
(what is the goal?)

Way Forward
(what *will* we do?)



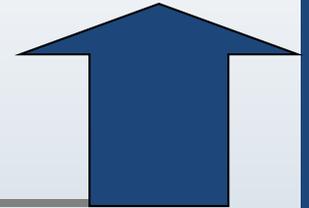
Reality
(where are we *now*?)
scale of 1-10



Options
(what *can* we do)

Goal(s) (what is the goal?)

- Preface with two positive contributions
- Clarify goals and desired behaviors



Sample Conversation

“Tom, I’ve been observing your work activities recently.”

“I really appreciate your attention to detail, and how efficient you are in your assigned tasks. That really helps our team.”

“As you know, one of our goals is to build a culture of safety at our company, and to lead that culture by example, by our communication and message, and by the decisions we make.”

G.R.O.W. Model

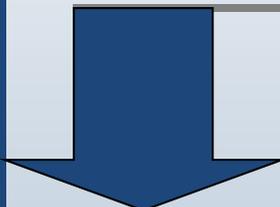
- Evaluate progress toward the goal
 - ✓ Where are you in this?
 - ✓ What have you tried?
 - ✓ What were the results?
 - ✓ What are the obstacles?

Sample Conversation

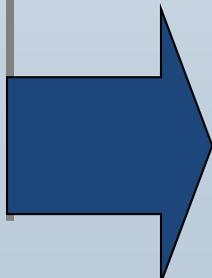
“How do you feel you’re doing with that goal?”

“What currently prevents improvement? What have you tried?”

In an ideal situation, what would you be doing differently?”



Reality
(where are we *now?*)
scale of 1-10



G.R.O.W. Model

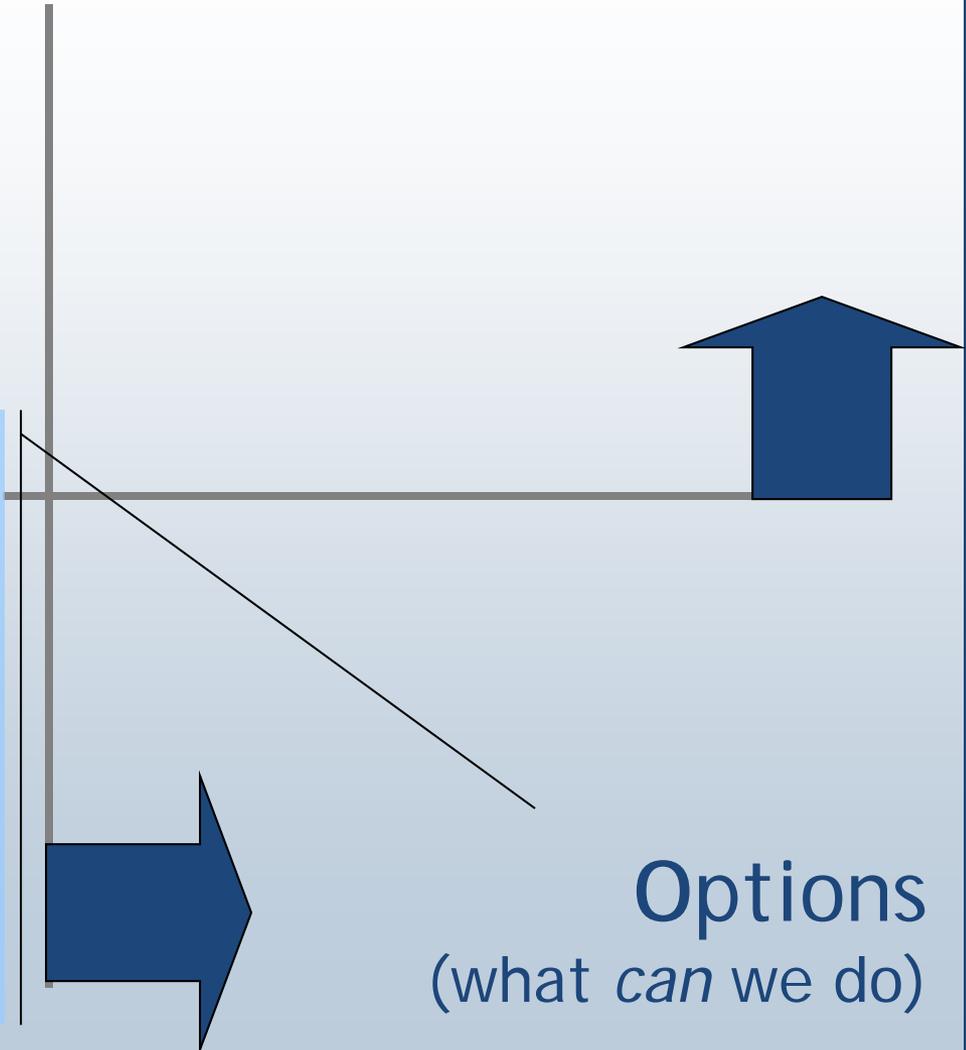
- Generate ideas
- Narrow list to “actionable items”
- Ask “What else?”

Sample Conversation

“What needs to happen to raise this to a 10?”

“What else?” “What else?” “What else?”

“Let me suggest one or two things”



G.R.O.W. Model

- Get a commitment
- Check for roadblocks
- Be specific in the plan

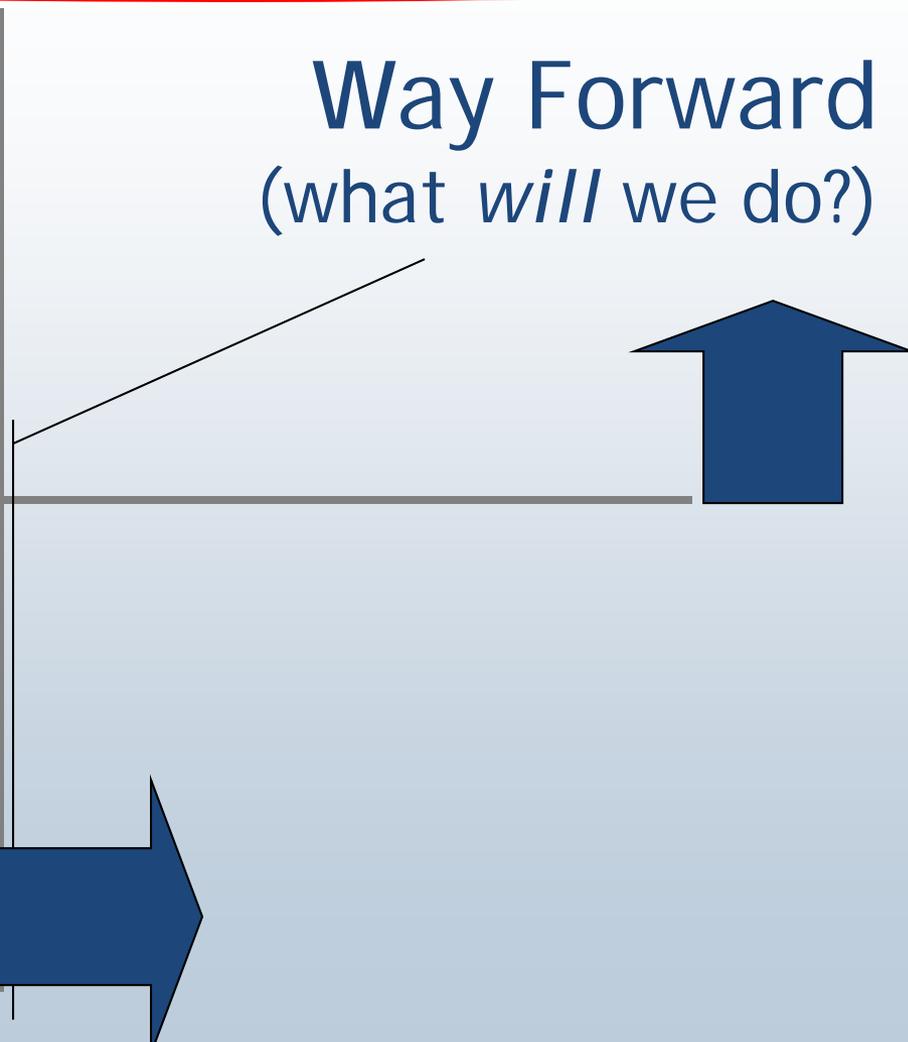
Sample Conversation

“It looks like we’ve narrowed the list to some workable options. Let me summarize them.”

“As I understand it, starting tomorrow you’re going to”

“Have I missed anything?”

Way Forward (what *will* we do?)

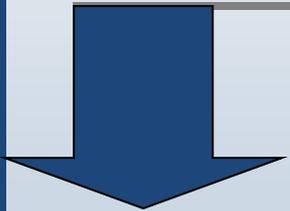
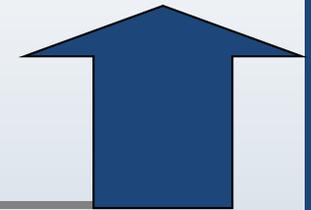


G.R.O.W. Worksheet

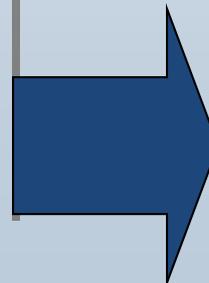


Goal(s)

Way Forward
(what *will* we do?)



Reality
(where are we *now*?)
scale of 1-10



Options
(what *can* we do)



Coaching

Observed Unsafe Behaviors

“Have a S.E.A.T.”



S.top *the action*

E.ngage *the employee*

Get **A.**greement

T.hank *them*

“Have a **S.E.A.T.**”

Stop the Action

- “[*Name*], hey come on over here, would you? I’d like to talk with you for a minute.”

“Have a S.E.A.T.”



Engage *the Employee*

- **Praise:** “I was just conducting a leadership walk-around and I happened to notice you working over here. Good job at [*specific task*]. I appreciate the way you take initiative with these things.”
- **Goal:** “On that note; as you know, our goal here is a zero-injury safety culture. And my personal goal as a leader is to ensure you’re working safely at all times.”
- **Behaviors and consequences:** “[Name], I noticed that you [*identify unsafe behavior*]. Can you help me to understand why you decided to do that?” “What are some things that could have happened as a result?”
- **Core Values:** “[Name], I know you have a family at home who cares about you and who depends on you to make the right decisions at work and to do whatever it takes to come home safe and sound every day. What do you think they’d say if they knew you were putting yourself at risk today? How would they be impacted if you had gotten badly injured—or even killed?”
- **Care and Concern:** “I know your family depends on you to work safely, and they count on me to help you do that. As a leader I take that charge seriously, and I’ll do everything in my power to keep you and everyone else here safe. My commitment to you and your family is to do my best to send you home in one piece at the end of each day. *But I need your help.*”

“Have a S.E.**A.T.**”



Get Agreement

- “Will you commit to me, here and now, never to engage in that unsafe behavior again?”
“What can we do to avoid this in the future?”

Thank them for cooperating

- “Thanks, [*Name*], I appreciate your help with that. Be safe.”

S.E.A.T. Revision



- Stop the Action

- ✓ (“[Name], I’d like to talk with you for a minute ...”)

- Engage the Employee

- ✓ *Praise*: (“I was walking through and noticed you ... thanks for ... good job at ...”)

- ✓ *Goal*: (“As you know, ...”)

- ✓ *Behaviors and consequences*: (“I noticed that you ...”)

- ✓ *Core Values*: (“How would your family be impacted ...?”)

- ✓ *Care and Concern*: (“My commitment to you is ... *But I need your help.*”)

- get Agreement

- ✓ “Will you commit to me never to ...?”

- Thank them

- ✓ “I appreciate your help with that.”



Coaching Scenario 1

How will
you
respond?

Coaching Scenario 2

How will
you
respond?





Coaching Scenario 3

How will
you
respond?

Coaching
Scenario

Wildcard
Scenario



What Stood Out? ("A-ha!")

What Will I Do About It?
