6-WEEK INTRUCTOR-LED ONLINE COURSE

Certificate of Mastery in Safety Coaching

Top 7 Benefits of Attending This Program

1. Eliminate the barriers to prioritizing safety in your organization
2. Lead conversations that translate your safety policy into action
3. Create an atmosphere of trust and encourage reporting of incidents
4. Align the perceptions of risk across the organization
5. Reframe safety as a profit-center to gain management commitment
6. Win the hearts of workers to support your safety vision
7. Help employees eliminate their blind spots and make unbiased decisions

SafetyRelations

To enroll, visit: www.safetyrelations.com/safety-coaching

INTRODUCTION FROM **DAN NEWBY**

Dear Safety Professional,

Traditionally, a safety manager's responsibility has been assumed to be ensuring compliance. Therefore, he or she has often been perceived as a "safety-cop" by many. While this is part of the job, it is also the safety manager's responsibility to get buy-in from employees to support the organization's safety vision. In this role, safety coaching is an essential tool for you because its focus is on generating commitment rather than compliance.

Developing your safety leadership skills is the foundation of creating a positive safety culture, which refers to the set of enduring values and attitudes regarding safety issues that every member at every level of an organization shares. An organization is essentially a group of people working toward a shared outcome. Prioritizing the development of resilience of people across the organization will result in enhanced safety.

Organizations need both a safety management system and a good safety culture to achieve high levels of safety performance. Safety promotion is one of the critical elements of a safety management system, and safety coaching can be a highly effective approach to communicating and developing a culture of safety.

Safety management can sometimes focus on processes, procedures, and checklists in a mechanical routine, but safety leadership is about checking the checklist, evaluating oneself and others, and always asking questions such as “What has the team missed?” and “What is nonstandard here that is important?” with regard to everyone on the team.

Safety coaching involves developing new habits through practice. It begins with creating a high level of self-awareness by listening to one’s emotions, language, and body. Being a safety leader means being responsible for declaring enhanced safety levels and enrolling followers to support your vision. It also means that actively engaging your whole being in your safety leadership and not just talking about it.

Safety culture stems from the hearts of your employees not their brains. This 6-week online course will teach you how to win their hearts and enlist their commitment to safety, not just their compliance.

Please don’t hesitate to write to me with questions or to request a conversation.

I look forward to helping you become a better safety coach.

All the best,

GO BEYOND SAFETY TRAINING AND ADVISING

What is Safety Coaching and What it Can do?

The term "coaching" originated in the mid-1800s and meant "to tutor or help prepare someone for an exam or contest." Since then, coaching has evolved into one of the most effective learning tools we have. Today, coaching is no longer focused on teaching but has evolved into a creative process that helps people reach greater potential.

Fundamentally, coaching is a series of conversations that challenges beliefs and assumptions that offers alternative perspectives. Most people believe that reality exists "out there." Coaching is based on the idea that reality is a way of seeing and interpreting the world. Thus, a desire to change to improve safety must come from the inside out. Human behavior is learned which means that all behaviors can be unlearned, and new behaviors learned in their place.

Top 5 Myths About Safety Coaching

1. Safety coaching is just sharing expertise
2. Safety coaching is fixing someone's behavior
3. Safety coaching is just asking questions
4. Safety coaching doesn't require any specific skills
5. Safety coaching is only for senior leaders

Why Safety Training Alone is Not Sufficient to Create a Culture of Safety

Safety training is primarily a cognitive learning process based on information and reasoning. However, most of our decisions are not purely logical, and many times we act irrationally. Safety training may inspire people and change behavior momentarily, but later they may revert to old habits.

TYPE OF LEARNING	PURPOSE	PROVIDER'S REQUIREMENT	CLIENT'S NEED
Consulting	To give a strategy for direction	Experience	Need for strategic direction
Advising	To tell how best to do something	Expertise	Need for action steps
Training	To impart knowledge	Knowledge	Need for skills
Directing	To specify what action to take	Authority	Need for leadership
Therapy	To cure mental illness	Training and certification	Need for mental health
Friend	To chat and share	Liking the other person	Need for companionship
Mentoring	To share experience	Relevant experience	Need for perspective
Coaching	To change one's way of seeing	Being a trained observer	Need for change

PRACTICE THREE LEVELS **OF LISTENING**

Listening Actively to Resolve Your Employees' Challenges

Safety managers and supervisors traditionally pay attention to safety behavior (actions) and inquire what rationale is driving the behavior. They often ask logical questions such as "How did this happen?" and do nothing more than request corrective actions. Although this may resolve the problem in the short term, a different conversation is necessary to produce change and alignment. This is what makes safety coaching different from other leadership tools.

Safety coaching is particularly effective when an employee has a persistent challenge or problem. Coaching can be done individually or with a team. As part of the safety coaching process, you can guide your workers through a series of questions that helps them discover the solution themselves.

Language is a basic tool in coaching which is driven by asking powerful questions. However, language has a bigger role in coaching because while actively listening to the worker's story, the coach can investigate if the worker's problem results from ineffective language usage.

We all think in language, make choices from emotions and act using our body. For example, if we think "This is taking too long," we will experience the emotion of frustration and may clench our fists as the body disposition. This offers the possibility for safety coaches to work with the root emotions and thoughts that drive undesired actions and help workers resolve the problem themselves.

Go Beyond Behavior-Based Safety to Address the Root Emotions

Consider, as an example, a situation in which a worker is not able to challenge the supervisor's negligence, leading to an accident. Typically, this behavior is labeled as a lack of assertiveness; the human-factors training will advise that people must be assertive in such situations. How can someone develop the necessary assertive behavior if he or she is not naturally like that? Assertiveness means taking a stand for one's beliefs. What keeps people from taking a stand?

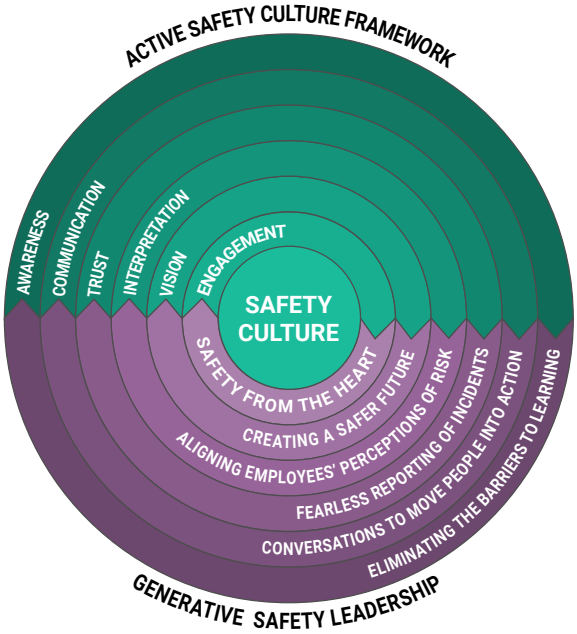
Fear of consequences and lack of self-confidence are the two main reasons. Think of the possible emotions that kept the worker from being assertive, such as fears related to retribution, losing face or causing the supervisor to lose face (the underlying emotion could be shame, respect, or concern) or doubts ("I'm unsure of the outcome because I've never done this before"). However, there is always an emotion involved at the root.

Safety coaching is appropriate to address situations such as:

- Not reporting incidents
- Not following procedures
- Not prioritizing learning
- Not wearing PPE
- Prioritizing profits over safety
- Prioritizing deadlines over safety
- Not communicating effectively
- Not taking accountability

GO BEYOND TALKING "ABOUT" **SAFETY CULTURE**

Safety leadership is fundamentally about "living safety behavior." A person who is not in a leadership role can still become a leader by example when safety is in their DNA. This is the difference between the impact a person generates and that person's role, which means every employee can be a safety leader, regardless of his or her position. There is a significant difference between someone "believing safety is important" and "being a safety leader." Without employee engagement, safety management systems are nothing more than a pile of documentation.



Our ACTIVE Safety Culture Development Framework

This program will introduce you to ACTIVE Safety Culture, a framework designed specifically to generate safety performance.

Step 1 - Awareness

Eliminating the barriers to learning

Step 2 - Communication

Conversations to move people into action

Step 3 - Trust

Moving from a blame culture to just culture

Step 4 - Interpretation

Aligning your employees' perceptions of risk

Step 5 - Vision

Implementing your organizational vision

Step 6 - Engagement

Moving from compliance to commitment

Moving From Compliance Toward Commitment to Safety

While safety management is more focused on reason and logic, safety leadership brings emotions as a key component. Fundamentally, safety management depends on the emotion of compliance ("I will do it because I am obligated to follow the procedure and because there are negative consequences if I don't," or "I will do it for you because you are my boss and you asked me to"). In contrast, safety leadership depends on the emotion of commitment ("I put my whole self into my work/actions because I choose to—because I care").

One does not exclude the other. A person can have safety management and a safety leadership mindset at the same time or switch back and forth from moment to moment to see differently, ask different questions, or take different actions. Both are essential to generating comprehensive safety.

ENCOURAGE FEARLESS REPORTING OF **INCIDENTS**

Just Culture is an atmosphere of trust in which people are encouraged—even rewarded—for providing essential safety-related information. Under Just Culture conditions, individuals are not blamed for honest errors, but they are held accountable for willful violations and gross negligence.

Creating an Environment of Trust Instead of Fear

Trust is a part of every thought and action, yet people continually overlook its importance and, at times, even its existence. At the core of Just Culture lies the phenomenon of trust, which allows people to interact with others freely.

Teamwork can be thought of as "trust in action," which means that those on a team understand that they each have blind spots but consider it prudent to take the risk of trusting one another anyway.

The fundamental problem in many organizations is that they do not have clear conceptions of what trust is and how it is created, maintained, or repaired. Sometimes, they use words such as "reliability" or "confidence," but they are talking about trust at the root.

Trust clearly has a central role in improving your organization's safety culture and it is possible to develop trust as a skill through safety coaching.

- Trust is one of the biggest missing skills in most organizations.
- Hoarding information, micromanagement, etc., are the typical symptoms of a lack of trust.
- Most employees don't report incidents because they don't trust that management will not use it against them.

MASTER THE TOP 7 SKILLS YOU NEED **TO COACH FOR SAFETY**

1. Elevating Self-Awareness

A study of 3600 leaders revealed that only 10-15% of people are self-aware, although 95% think they are self-aware.

Self-awareness is the ability to reflect on the way one understands the world and why one acts the way they do. It allows people to see their capabilities, their limits, their knowledge, and their ignorance.

2. Listening Actively

Active listening seeks to understand the interpretation of the words the other person is using, noticing the emotion they are speaking from, and observing their non-verbal signs. It also includes listening for what is not being said or is missing from the conversation.

3. Asking Powerful Questions

Questioning can be much more powerful than just getting a solution to a problem. This contrasts with directing or telling employees to fix their behavior, which often leads to resistance.

There are types of questions that are more useful or powerful in coaching. Big, open-ended questions are often the best to begin the coaching process as they challenge the coachee to pause and reflect.

4. Communicating Directly

In coaching, being direct does not mean being harsh; it means sharing what you observe about the coachee or the questions that occur to you without filtering or judging.

Giving respectful, sincere, unfiltered feedback is essential in coaching.

5. Developing Trust as a Skill

Trust is a risk assessment tool that allows us to coordinate action with others.

Trust is the bedrock emotion of coaching. You can't force your employees to trust you, but you can invite your employees through conversations about trust and create a shared understanding of trust as a safety coach.

6. Leading Conversations for Action

If you want to make your vision a reality, actions are required, and actions require clarity of what, when, how, how often, and with whom. Determining and helping your employees adhere to these is part of creating the shared vision.

We usually give out messages like "safety first" or "zero accidents," which are descriptive conversations. As a coach, you must use generative language and speech acts that can drive action.

Imagine the possibility to integrate coaching into your existing conversations. Coaching skills allow you to turn your meetings, briefings, training, and investigations into productive conversations for deeper learning, innovation, and action.

7. Setting Goals and Following Up

In safety coaching, one key goal is to align your employees' vision with the vision of the organization. This can happen by either one or both shifting but is central to the coaching conversation.

Safety coaching must focus on achieving specific and time-bound objectives.

OUR LEARNING **MODULES**

01/ MODULE

Eliminating the Barriers to Learning

Operators' cognitive biases and enemies of learning are critical factors that lead to poor safety decisions. In other words, they should be aware of their limitations and those of others to behave safely. Most importantly, such awareness should be available in every situation. In this module, you will learn how to help people align their perceptions of risk with your organization's acceptable level.

Outcome: You will learn to observe your employees' blind spots, legitimize them, and invite them to see safety differently.

02/ MODULE

Leveraging the Power of Conversations

Safety coaching is essentially a conversation or a series of conversations that lead to a specific safety outcome. On the other hand, safety management systems direct people to comply with a set of rules. You will need different types of conversations to manage and coach for safety. In other words, a conversation for compliance is not the same as the one to generate commitment.

Outcome: You will learn to communicate your safety needs with clarity and precision, so there is no room for assumptions and ambiguity.

03/ MODULE

Working With the Root Emotions

Emotions are one of the most overlooked aspects of safety because many organizations expect workers to leave their emotions at home. However, this is not possible because we all are emotional beings, and none of our decisions is purely rational. This learning module opens the possibility to acknowledge and understand the emotions underlying the operators' attitudes toward risk.

Outcome: You will learn to notice and name your team's emotions and help them shift from emotions that hinder safety performance.

04/ MODULE

Safety Risk and Ambiguous Decision-Making

Being a safety leader means making safety-critical decisions without every piece of information (an idealized situation does not exist) available. Developing comfort with decision-making when the information is ambiguous or the outcome is uncertain requires trust in your ability to make decisions and trust in your team's ability to navigate whatever emerges because of those decisions.

Outcome: You will learn how to motivate people to listen actively and stay focused to make unbiased decisions to produce better safety.

05/ MODULE

Creating a Blame-Free Safety Culture

One of the leading factors that hinder an organization's safety performance is employees not reporting incidents. You can't make improvements to safety without identifying hidden systemic problems. For that, one needs trust in management, pride in what they do, and dignity. This module will teach you how to create a Just Culture that acknowledges and rewards the reporting of incidents.

Outcome: You will learn how to develop, maintain, and repair trust through conversations that shift from a culture of fear and distrust.

06/ MODULE

Improving Safety Leadership Through Coaching Skills

One particular element that differentiates safety coaching conversations from safety advising is that it is non-judgmental. As a result, we can empathize with operators and understand the way they view risk. While the responsibility for changes that affect safety remains with the operator, we can get them to commit to specific, measurable, and time-bound goals and then follow up on them.

Outcome: You will learn how to communicate as an observer so that operators take accountability for transforming their safety behaviors.

WHAT THEY ARE SAYING **ABOUT THIS PROGRAM**

"The course revealed a number of areas that were previously blind spots to me. Specifically, my need to assess and drill down to find out what and where people are coming from and making their decisions from, and me making a conscious effort to navigate through that towards better alignment."

Director of EHS and Regulatory Affairs, Chemical Manufacturer, USA

"While our company has been strong in processes and procedures, we have been neglecting the emotional side altogether. The latest version of our SMS documentation put a lot of importance on the "safety culture" aspect. While the concept of culture is rather easy to understand, changing a safety culture is complex. The program was a big "eye-opener" for me."

Captain and Safety Manager, Business Jet Operator, Dubai

"What I really enjoyed about the pace of the course is the fact that, together with my team, we were able to discuss the topics, review them together and provide explanations as needed and, most importantly, we had time to practice what we learned. The time in between the lessons was enough for us to apply the principles, get some practice, which helps to embed the concepts and processes."

Director Safety and Quality Assurance, Gound Handling Services, Bangkok

"I am somewhat smitten with the principles covered in this course, and espouse them to others whenever I can. I now have the additional knowledge to assist me in making decisions, forming opinions and planning conversations."

Head of Aviation, Defense and Key Verticals, Australia

"I found the course very interesting. I hope to apply some of the lessons learned to my day to day management of my team, especially in how I communicate to them. I also hope to develop some strategies and vision that are currently missing."

System Safety Specialist, Aerospace Manufacturer, Canada

OUR PROGRAM LEADERS

Dan is a Professional Certified Coach, safety coach trainer and author with more than 20 years of experience in coaching and training in organizational culture development. He has more than 8500 hours of coaching experience and has trained thousands of coaches worldwide. He has trained and coached safety leaders and teams from high-reliability industries such as Aerospace and Chemical Manufacturing. Dan has taught, presented to, and coached leaders and organizations in the U.S., Canada, Europe, South Africa, Singapore, India, Latin America, and Jamaica.

Dan Newby, PCC
Author, Safety Coach Trainer and Leadership Coach
SafetyRelations

Jinobi is an educator with more than 20 years of experience working with organizations in high-reliability industries globally. He has designed and delivered high-impact learning interventions in Safety Management, Enterprise Risk Management, Reliability Analysis, Ergonomics, Human Factors, and Systems Safety. He has a particular interest in helping people eliminate their cognitive and emotional biases in decision-making. His clients include major airlines, business jet operators, oil and gas producers, and petrochemical manufacturers.

Jinobi Narayanan
Director of Learning Design and Program Manager
SafetyRelations

WHAT OUR STUDENTS ARE SAYING ABOUT US

Genny Mancusi • 1st
HSEQ Professional pursuing Safety Excellence by building Trust and Wellbeing
2yr •

Very proud to have recently completed my Mastery in Safety Coaching with Safety Relations. Honestly one of the BEST ONLINE COURSES I have ever done in the OHS field. 💯✅🔝

It has taught me how to read, learn and recognise emotions. And showed me the importance of developing self-awareness, active listening, powerful questioning, coaching presence, coaching ethics and trust on a deeper level. ✔✔✔

I have enjoyed every single lessons and loved the fact that this approach is in line with the current focus on Emotional Intelligence, High Reliability Leadership, BBS and HOP.

Thanks Dan Newby & Jinobi Narayanan🙏

#safetyculture #safety #emotionalintelligence #leadershipdevelopment #culture #coaching #safetyleadership #safetymatters #increaseyourimpact #leadership #trust #thanks #safetycoaching #learn

CONTACT US FOR INDIVIDUAL & GROUP ENROLLMENTS

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To enroll, visit: www.safetyrelations.com/safety-coaching

CERTIFICATE OF MASTERY IN **SAFETY COACHING**

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