

# Coaching

## The Challenge

Research shows that while strong safety leadership drives positive safety cultures, only 24% of leaders display strong safety leadership capabilities.

If an organisation wants to invest in achieving the goal of safety citizenship, it requires the focus and effort of its leaders to support and drive the cultural change. While formal safety leadership training goes a long way to engage and upskill leaders to feel capable to support cultural change, their learning and development shouldn't stop in the training room. For a leader to truly see they are influencing the culture in a positive direction, they need to be able to apply and integrate what they learn back into the workplace.

The challenge is that leaders are typically left on their own to join the dots and 'make it happen' after they attend training. This, combined with the recognition that most leadership roles are busy, stressful and complex, often leads to a lack of follow up and application post-training. If leaders are not adequately supported to apply the learning soon after training, there is a risk that your training and development programs will not have the return on investment you want.

## The Solution

Leadership coaching offers a robust avenue to support your leaders to apply the learning and invest in their personal development in a simple, structured and targeted way.

Coaching to support safety culture training and development initiatives reinforces the importance of the safety culture vision to leaders, provides them the 'space' in their work schedule to focus on personal development and increases the likelihood of leaders using training program concepts and skills back in the workplace, thus protecting your investment in training initiatives.

Additionally, coaching positively impacts leaders' performance, wellbeing, attitudes and self-awareness.

Sentis coaching focuses on improving safety leadership capability. Our coaches apply the Sentis CogCoach methodology:

- **Reflect:** a discovery phase to identify current challenges
- **Goal:** setting a goal that will drive the entire coaching process
- **Reframe:** redefine the challenge, identify potential barriers and underlying negative attitudes, biases or perceptions
- **Prepare:** prepare the leader to engage in new behaviours required to achieve the goal
- **Act:** identify future behaviour that should be started/stopped/continued to reach the goal
- **Commitment:** underlying every aspect of the coaching process lies commitment to the goal and the coaching process

Sentis consultants are experts in building rapport and developing trusting and authentic relationships, increasing the commitment and engagement of leaders in the coaching process.



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## Sentis offers three coaching solutions to support your safety culture goals:

### Application

Leaders are coached to apply core training concepts such as Locus of Control, Reframing, Tokens and Key Conversations during their interactions with teams. This supports the use of positive safety language, improves the interactions between leaders and teams, and demonstrates leader commitment to safety culture improvement. It also encourages the transfer of concepts from the training room to the workplace for both leaders and team members.

### Individual Development

Leaders are coached to improve their capability against the 8 Safety Leadership Competencies measured in the Safety Leadership Assessment. The use of an individual assessment assists leaders to reflect on and understand how others view their performance and identify areas of strength and opportunity. This type of coaching supports your leaders to build their individual capability and skills to support a positive safety culture.

### Process Improvement

Leaders are coached to improve their in-field safety interactions or prestart meeting delivery. Often conducted in-field, Sentis coaches observe leaders, providing targeted feedback and supporting the leader to improve their skills. This supports your leaders to improve the quality and quantity of their in-field safety conversations and effectiveness of safety meetings and communication which will lead to improved safety climate.

Coaching solutions vary depending on client needs and may include one-on-one or small group sessions, conducted in-field or office-based. Coaching resources include coaching passports and aggregate reporting on recurring themes or challenges and outcomes that arise during leader coaching.

## The Outcome

Sentis coaching will support your journey towards safety citizenship by developing a key driver of safety culture: *your leaders*.

After attending Sentis coaching, your leaders will demonstrate:

- Greater promotion of the vision of safety citizenship
- Increased use of positive safety language within existing processes and meetings
- Improved ability to apply skills and tools from training program to the workplace
- Improved communication between leaders and teams
- Improved capability across the 8 Safety Leadership Competencies
- Increased self-awareness and ability to monitor personal safety leadership performance
- Clear development goals with a plan to change behaviour

At an organisational level, these outcomes will drive increased employee engagement in safety, improved safety behaviours within teams, leading to more positive safety outcomes and overall, a culture of safety citizenship.

Ready to receive a holistic view of your safety culture and a roadmap to take you to a new level of safety excellence?

**Get in touch** with one of our expert consultants today

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**sentis.com.au**