



CASE STUDY

Implementing Safer Teamwork by Delivering Behavioural Coaching and Training Workshops

When BP and Amec FosterWheeler faced safety challenges at their worksite, they turned to external assistance for a comprehensive solution.

Client:	BP and Amec FosterWheeler
Timeframe:	October 2016 - September 2017
Size & Location:	Grangemouth, UK (KLPG Project)
Main services:	Site-Based, Behavioural Coaching
Industry:	Oil & Gas

BP and Amec FosterWheeler are multinational British companies headquartered in London. BP is one of the world’s largest oil and gas companies, while Amec FosterWheeler is a consultancy, engineering and project management organisation. Amec was commissioned to replace a refrigeration plant at BP’s KLPG site in Grangemouth, UK. Oil and gas is a high hazard industry in which safety must be a top priority. Projects like the one at the KLPG site require a harmonised approach among cooperating partners. Collaboration between the companies’ teams proved challenging, starting with leadership issues and extending to meeting efficiency, compliance, quality and rank and file engagement.



Initial Situation and Requirements

There were a number of issues prompting the two companies to seek assistance with forging a strong and successful partnership that prioritised quality and safety. Leadership was in need of strengthening, compliance was at risk, employee behaviour was not aligned with the companies' safety standards and quality was suffering.

The client requested on-site coaching services to address issues from improving leadership visibility and top-down relationships to tackling compliance difficulties, improving meeting efficiency, and engaging and modifying behaviours at all levels to support quality and safety.

Solutions

As a trusted advisor to multinational companies in a range of industries, we were well-equipped to provide the intense coaching and training services required to improve cooperation between BP and Amec FosterWheeler during their project's commissioning phase. We provided two main pillars of support: individual site-based coaching and behaviour-based training sessions including **leadership coaching** to raise the level of safety leadership and participation.

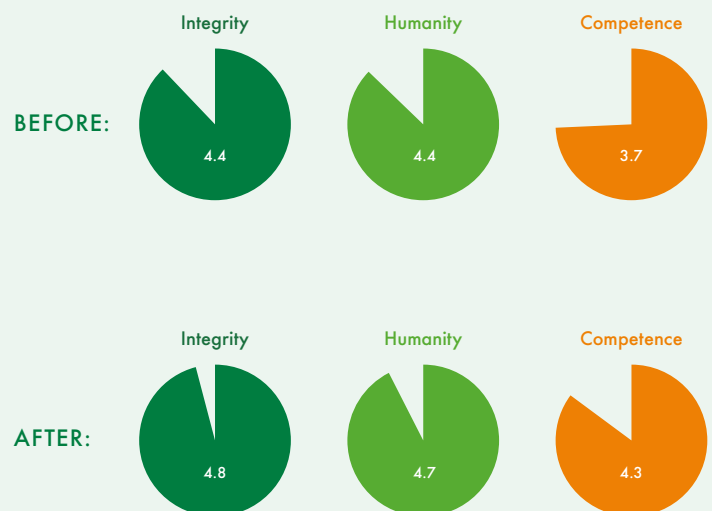
One-on-one, behavioural coaching took place on a weekly basis with a focus on engagement. Individual sessions also aimed to improve the delivery and content of toolbox talks, the quality and use of BOSS (Behavioural Observation Safety System) cards and the calibre of audits.

For the HSE team, we offered training modules on risk perception, hazard awareness and consequences and probability. We also engaged in site visits with the intention of listening and engaging with employees and emphasised the importance of these interactions. Our intervention aimed to streamline weekly meetings and transform them into an effective platform for reflection and improvement. The goal was to counteract what many perceived as a lack of visibility and ownership on the part of leadership. To this end, our coaches encouraged recognition of strong **safety performance** and how individuals contribute to it through their attitude and safety-centred behaviour.

Result

The yearlong intervention yielded the desired results. Individual coaching showed success in many areas. On the **leader care profiles**, for example, which were very well received, levels of integrity, humanity and competence increased.

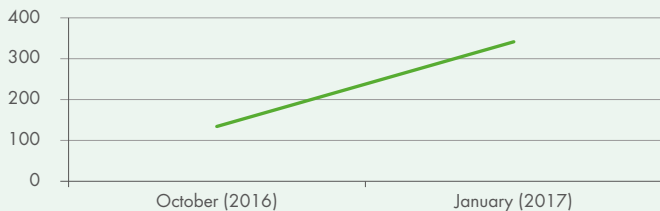
Here is an example of one of the coachee's improvements:



“Bitesize” coaching sessions focusing on improving toolbox talks were also effective, as participants noted visible improvements: not only did the content expand to include barrier management and situational awareness, but the delivery (tone and body language) was more engaging for the audience.

The submission of BOSS cards, another focus of one-to-one coaching, exploded over the course of the project. The dramatic increase indicates not only that employees were advancing from safety **awareness to advocacy**, but also that they felt the value of making reports. With guidance from our coaches, BOSS cards became a vehicle for improving safety and facilitating communication. In fact, the striking rise in BOSS submissions was taken as a sign that the intervention was working.

BOSS Cards Input



It took only one month for compliance to improve as a result of intensive coaching. In January 2017, coaches intervened an average

of 15 times per day on account of safety issues. By the end of February 2017, that number had fallen to 3. Communication between supervisors and their teams as well as peer-to-peer interventions had resulted in safer behaviours.

Coaches' efforts to transform weekly meetings met with success. Leadership took charge, invited contractors to attend and whittled the meeting length to 45 minutes, down from an hour and forty-five. More importantly, the agenda was prepared and distributed in advance and action items were rarely carried over to subsequent meetings. The heightened efficacy of these meetings meant better communication and a boost to morale.

Alongside other improvements, interactions between supervisors and their teams improved both quantitatively and qualitatively. Site tours were emphasised by the coaches who modelled positive engagement and quality conversations with workers.

The strides made by BP and Amec FosterWheeler in a relatively short period of time--in some cases over the course of only one month--prove the value of intensive, personalised coaching supplemented with targeted, customised **workforce training**. This approach depends on talented coaches who have both expertise in behaviour-based training and the people skills to develop a constructive rapport with clients. Out of an initial lack of harmony and coordination, we helped BP and Amec build a successful and safe partnership for the duration of their project.

DEKRA Organisational Reliability

DEKRA Organisational Reliability is a behavioural change consultancy. Working in collaboration with our clients, our approach is to influence the safety culture with the aim of 'making a difference'. We deliver the skills, methods, and motivation to change leadership attitudes, behaviours and decision-making among employees. Measurable sustainable improvement of safety outcomes is our goal. We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 39,000 employees in 50 countries.

For more information, visit www.dekra.com/organizational-safety-and-reliability

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