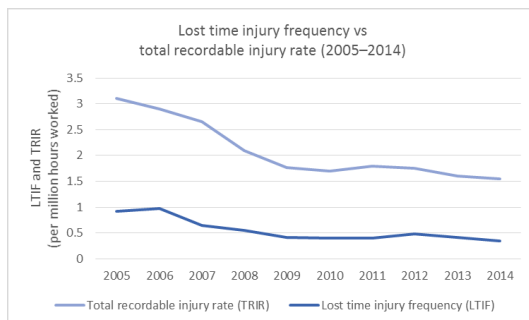


## Coaching Skills Transform Safety Culture at Linde Engineering

### Context: The Evolution of Safety Management

Safety performance indicators data published by the International Association of Oil & Gas Producers show a significant reduction in the total recordable injury rate (TRIR) since 2005 and a corresponding reduction in lost time injury frequency (LTIFR). However since 2008 the LTIFR, including fatalities, has plateaued around 0.5.



The traditional approach to safety management has been to “teach” safety through instructional training, without addressing the mindsets and behaviours that prevent fatal accidents. It became clear to Linde Engineering that to reduce incidents further they needed to strengthen their focus on *behavioural safety*. In 2011, The Linde Group began a journey of transformation to become a High Performance Organization (HPO) and essentially the Number 1 organization for safety within its industry. The transformation is focused on clearly defined targets to surpass world best, which include quality, cost and customer focus. Following a large-scale assessment of Linde Engineering’s safety culture, 6,000 respondents enabled Linde to identify areas for improvement. As a result, Linde Engineering knew they wanted to take a new approach to safety that would make a difference and have a lasting impact.

### The Work

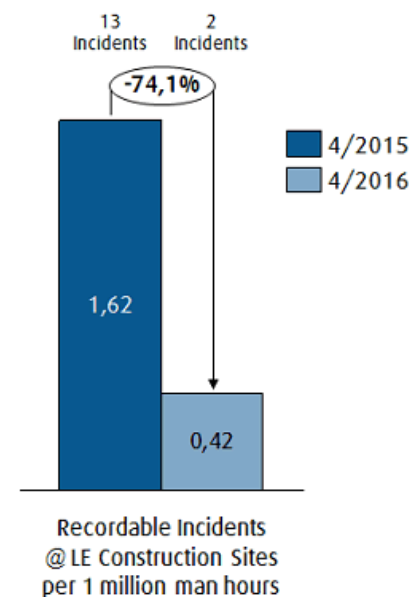
Key to improving safety is an increased awareness of self, others and situation, supported by clear communication between workers and management. This motivates and enables people to take personal ownership for safety, make better decisions and respond in safer ways. A coaching style of management is perfect to achieve this.

As part of Linde’s pioneering LeadSafe programme, managers learn to adopt a “coach-like” approach in their role, and develop a leading-edge skill set and behaviours that will reduce injuries and incidents and enable them to unleash their own potential within safety performance, and the potential of their team. The integration of coaching skills in various safety contexts occurs through in-person and virtual elements:

- 1.) **2-day in-person coaching skills workshop** in Europe, USA, Asia.
- 2.) **E-learning programme** of six 1-hour modules developed in English, translated into French, Russian, German, Chinese.

### The Impact

The graph below shows the most recent comparison between calendar years of recordable incidents at Linde Engineering construction sites, showing a fall from 13 incidents to just 2 incidents.



### Client Testimony

*“We would like to thank you for your dedication and commitment which has resulted in a great product that is having a positive effect on many. Most importantly, the result of this work shows in the safety statistics. With just 4 of the 6 e-learning modules released so far, our recordable incident rate has fallen from 6 to 1 for the same calendar period.”*

**Kai Gransee**, Head of Construction & Commissioning HSE (GCH),  
Linde Engineering Headquarters

For further information or to discuss the benefits of coaching for your organization, contact Nadia Terribilini on +44 (0)20 7373 6431 or email [nadiaterribilini@performanceconsultants.com](mailto:nadiaterribilini@performanceconsultants.com)

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An essential factor in the success of enhancing Linde's safety culture is having members of the organization champion the programme. For this reason, 81 BeSafe Leaders have attended the 2-day workshop.

Part of the responsibilities of the leaders is to promote and support the learning of the e-learning programme and, most importantly, apply the coaching skills as part of their own leadership style with their teams. In this way, these Champions drive the e-learning programme.

The e-learning programme promotes the sustainable approach that Linde Engineering was looking for and will also reach large numbers of managers and supervisors within construction and manufacturing.

The initial intention was to target the 7,000 employees of Linde Engineering, starting with the Construction and Manufacturing arms of the group. After demonstrating clear results, the scope has been widened to include other businesses within The Linde Group, specifically through the distribution of the e-learning modules.

### The Partners



**Performance Consultants International** is the global pioneer of creating transformational leaders and managers through coaching and leadership development. The relationship between companies and individuals is evolving. Successful organizations are firmly centred on the wants and needs of the individual – to fulfil their potential and to do something meaningful.

We develop human skills throughout organizations to tap into the latent power of their people and create a culture that places awareness and responsibility at the heart of the organization. At Performance Consultants, we choose to be a force for good. We want to empower people everywhere to make the right decisions at the right time in a way that will benefit people and planet, and deliver profit.



**Linde Engineering** is a leading technology partner for plant engineering and construction worldwide. It is a division of The Linde Group, the largest gases and engineering company in the world, with approximately 64,500

employees (as of 2015) working in more than 100 countries worldwide.

The strategy of The Linde Group is geared towards long-term profitable growth and focuses on the expansion of its international business with forward-looking products and services. Linde's goal is to help managers and leaders develop the skills needed to engage and empower all of their teams directly in safety performance, and play an integral part in making Linde the "safest place to work in the world".

*"Coaching is a great style of effective management."*

**Ahmed Elbaily**, HSE Manager, Global Construction HSE, Linde Engineering. Linde Arabian Contracting Co Ltd, Saudi Arabia

*"This programme gives our supervisors the skills required to create an environment of continuous improvement of health and safety."*

**James Thieme**, Continuous Improvement Co-ordinator, Linde AG, Germany

### Continuous Improvement

Performance Consultants International specialize in developing higher safety standards through coaching. Creating "learning organizations" where people can learn from their mistakes without being judged is key to improving safety in the workplace and decreasing injury and illness. Health and safety coaching creates an environment of trust and ownership and leads to long-term success.

**Coaching for Health and Safety** is a 2-day workshop for leaders and managers which builds on the fundamental basis of coaching, that increased awareness leads to increased responsibility which, in turn, leads to continuous improvement and a sustainable learning environment.

**e-Learning Programmes** are available in multiple languages, customized to meet the organization's exact needs and objectives.

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