

Doing Safety Differently – A Solution Focused Approach



LAING O'ROURKE

Presenters:

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“Conversation is the fundamental unit of change. If you change the conversation, then there’s every chance you’ll change everything that surrounds it.”

Positively Speaking: The Art of Constructive Communication with a Solutions Focus
P. Jackson & J. Waldman

Doing safety differently – A solution focused approach and Solution Focus Coaching Program



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Annette Gray
Director/Consultant
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Lucy Cuddihy
Senior Project Engineer
Next Gear Master Trainer
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Today

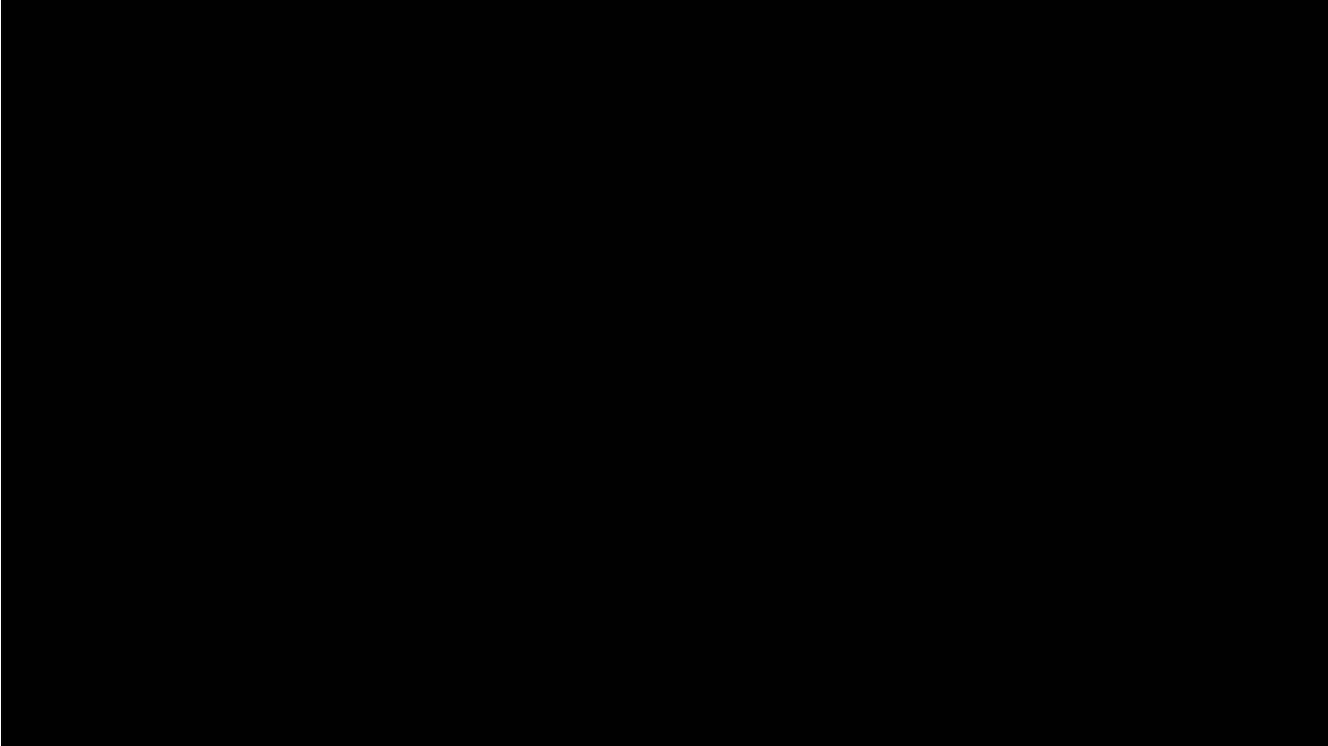
- Why Safety differently?
- What is the approach?
- What we did?
- How Solution Focus coaching supported this?
- Your questions?





NEXT GEAR

Why this approach to Safety





NEXT GEAR

Why this approach to Safety





NEXT GEAR

OUR APPROACH

The purpose of **Next Gear** is to:

- Challenge and disrupt the traditional thinking and approach to safety;
- Ensure organisational resilience through new levels of engagement and trust.

THE 3 PRINCIPLES

- **People are the solution, they are not the problem**
 - People create success far more often than they are involved in failure
 - Recognises difference between work as done and work as planned
 - Allows mature conversations around risk to occur
 - Recognises that people are a source of innovation and insight
- **Safety is the presence of positives, not the absence of negatives**
 - Absence of accidents does not indicate presence of safety
 - Safety must be about capacity to adapt, tolerate change, be resilient
 - Serious incidents are preceded by long periods of accident free operation
- **Safety is an ethical responsibility, not a bureaucratic activity**
 - Systems manage safety not liability
 - Lean management systems enable effective risk management
 - Systems are designed to promote relationships and not transactional





PRINCIPLES & TACTICS

Next Gear and the 3 principles were launched three years ago across the organisation, with a reliance on the use of tactics and tools

PRINCIPLE	TACTICS	TOOLS
People are the Solution	<ul style="list-style-type: none">• Empowering our workforce through engagement and trust	<ul style="list-style-type: none">• Pit Crews• Collective Insights• Safety critical messages delivered by the business• Workforce – Supervisor Engagement – Noticeboards• Next Gear engagement workshop
Safety is the Presence of Positives	<ul style="list-style-type: none">• Focus on high consequence risks• Understand and enable work• Leadership challenges traditional thinking	<ul style="list-style-type: none">• Micro Experiments• Gearbox• Understanding work as done vs imagined• Fieldview• Positive Performance Indicators:<ul style="list-style-type: none">1) Fatal and Severe Risk Controls2) Leadership Engagement3) Investigating Success4) Class 1 Near Miss
Safety is an Ethical Responsibility	<ul style="list-style-type: none">• Freedom within a framework (simplify the SMS)	<ul style="list-style-type: none">• System Simplification• Focus on high consequence risk management• Class 1 Near Miss protocols• Pit Lane – Open web based system



FASCINATION WITH NUMBERS

WHAT WE LEARNED



Absence of negatives

vs

Presence of positives



FREEDOM WITHIN A FRAMEWORK

Next Gear allows “freedom within a framework”, whereby projects can unlock their potential and aspire to go beyond industry and LOR benchmarks. They can do this:

1. Via a deeper understanding of the meaning and potential application of the 3 principles and Next Gear tactics, beyond what is stipulated; and
2. By enabling teams to adapt with new/revised tactics and tools to suit their circumstances,
 - *whilst still maintaining our expected standards and the things that are important to us, and*
 - *where we promote innovation and variability over simply applying the standard tools*



FIND ANOTHER WAY

A relationship between work & safety



Control & Constraint

vs

Engagement & Trust

Outcomes – Coaching program

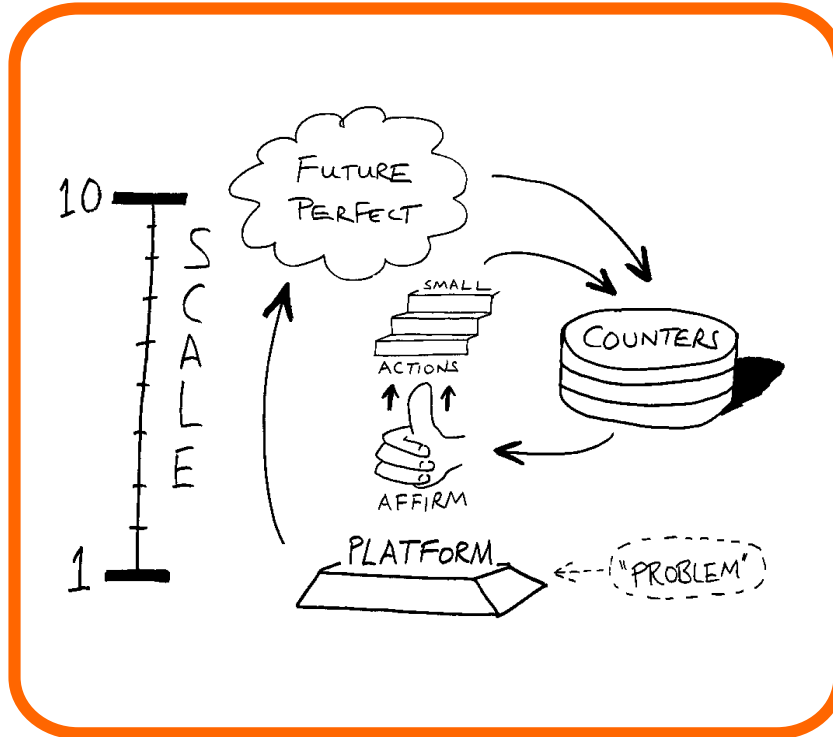
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- A photograph of a construction site at night. In the foreground, two men wearing white hard hats and orange safety vests are looking towards the right. In the background, a large blue crane is visible, along with a structure under construction that is heavily scaffolded. The scene is illuminated by site lights.
- Develop capability (skills, knowledge and confidence) to lead *coaching conversations*... and build a culture of high performance, improvement and accountability
 - Develop the skills to use *Solutions Focused tools* to have effective conversations about performance and safety on a daily basis

3 Elements of Coaching





Solutions Tools



Coaching “Way of Being”

- **Having Emotional Intelligence**
- **Taking a Solutions Focus is about being;**
 - Curious, open, respectful
 - Choosing to have a beginners mind,
 - Recognising others are the expert in their world
 - Looking for what’s working and the person’s strengths



Monthly Coaching Report

FINISH

Action Learning Project

**Group Reflective
Practice**

Individual Check in Sessions

**Introduction to Leadership
Coaching Workshop (2
Day)**

Individual Coaching Practice

The Coach's Journey

START

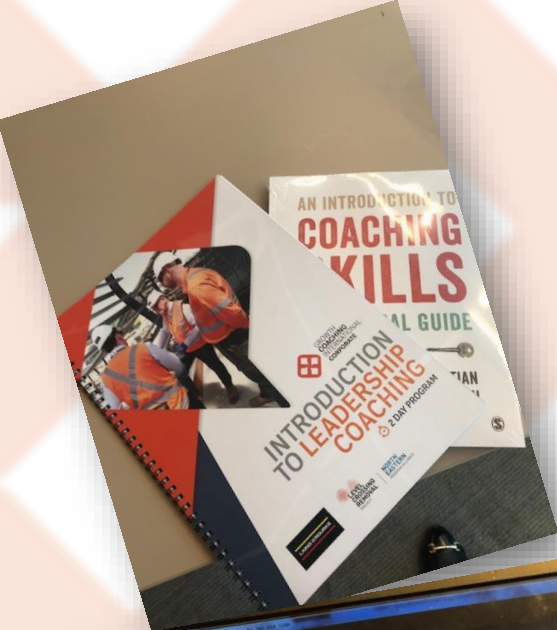
What's working?



What's working

- Stories & using LOR language
- Coaching workshop links to Next Gear Principles
- Great feedback - Word of mouth has influenced the success
- Rob promoting beforehand – personally goes to projects – talk to project leaders for nominations
- Links to other programs - Engaging leaders and coaching program
- Openness joint venture involvement – built relationships
- Long term investment future employment
 - Career progression – networking
 - Long term investment for future employees
- Our working relationship – Annette and Rob
- Follow up - 400 check ins completed to date by Rob







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What has impressed you about Laing
O'Rourke's approach?
What are you curious about?

- Work with what is there
- Build on what is working
- Have a beginners mind – be curious
- Be respectful
- Be flexible and change if something is not working
- Be a butterfly not a locust!

My learning as a consultant





THE FUTURE BELONGS TO THE
CURIOUS

Thanks for listening
www.nextgearsms.com