

Coaching teams to promote Safe and Healthy Cultures

*Dr Tim Marsh
& Karen Royle
(Anker & Marsh)*

*Chris Adams
(Eurotunnel)*



Anker & Marsh

Why

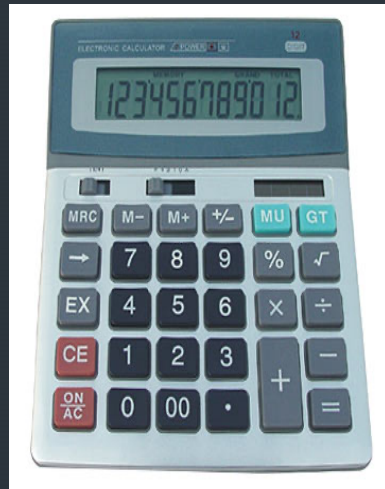


happy sheet scores are

not even half the story ...



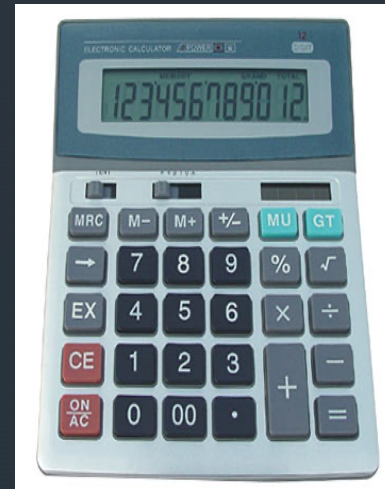
Vroom/ Marsh Model of Motivation



X



X



X



They know
what they
have to do

They know
why they have
to do it

They know
how
to do it half
competently

They / the
organisation **values**
the outcome



Anker & Marsh



EUROTUNNEL's PERSPECTIVE

CHRIS ADAMS cmiosh

Health and safety manager uk

ME...

- **Joined Eurotunnel February 2023**
- **Previously 18 years health and safety and operational in Fire and Rescue service**
- **Currently responsible for provision of competent advice and assistance**
- **Provision of Occupational Health Services**

OVERVIEW OF getlink group

Eurotunnel is the operator of the Channel Tunnel and the leader in the cross-Channel transport. It links Coquelles (Calais) in France to Folkestone in the UK in 35 min through its rail shuttle services: **Le Shuttle** and **Le Shuttle Freight**



OVERVIEW OF getlink group

Europorte is the Group's private French rail freight operator and rail infrastructure manager in France and Europe.



ElecLink operates a 1GW HVDC electricity interconnector between France and Great Britain.



CIFFCO is a private training organisation. It offers training courses covering all rail-related jobs.



CULTURAL SURVEY TO COACHING



July to December 2021 Anker and Marsh conducted a Cultural Survey.

Safety and Health Leadership Training rolled out to every Manager and Director

Follow up coaching sessions with each group

What we did...



- **Group coaching**
- Purpose - follow up to Risk & Human Error Leadership course
- Numbers - 28 Groups x 6 / 8 people ... 100+ people



- 'Golden Nuggets'
- Coaching and facilitated discussions to identify ways to apply learning



- Follow up sessions to build on specific topics



- Individual 1:1 coaching

What happened...

- Engagement and commitment to apply learning
 - suggestions, chatter, enjoyment, involvement
 - passionate, keen to get this right



- Relate it to own teams – specific action eg.
 - pre-empting mental health concerns,
 - managing fatigue and overwhelm,
 - finding the 'right' mindset,
 - engaging and motivating teams

Wider discussion & reflection...



Personal reflection

- what does my management style mean?
 - What impact does it have?
- How to change conversations about safety
 - How to influence attitudes to H&S
 - What influencing and changing safety culture, actually means in practice
 - Impact and important of managing well-being, mental health, stress, pressure, overwhelm, fatigue etc. (for individual & team)
 - How to build a 'Just Culture' (fairness, safe spaces, honest reporting etc.)
 - Curiosity to understand the impact and potential when managing (neuro)differences

After coaching...

- People reported,
 - Increased confidence to apply learning
 - Knowledge from course turned into action
 - Greater appreciation of what Health & Safety is really all aboutgoing home to family, in as good (if not better) shape than when you arrived
- Outcome,
 - Concept of every interaction counts
- BUTconcern it could be another 'project'



CULTURAL SURVEY TO COACHING



CULTURAL SURVEY TO COACHING OUTCOMES SO FAR



- Our colleagues are quite open to conversations about their health and safety
- More coaching style interactions regarding health and safety between Managers and their Team Members
- Encouraging colleagues to “Speak Up” about any safety concerns, or ideas for improvement
- Ideas coming forward – during coaching sessions, and through promotional schemes such as ‘GetSafer Stars’
- Significant numbers of ‘Safety Observations’ recorded



MERCI
Thank you

Thank You for listening

Chris Adams
christopher.adams@eurotunnel.com



Dr Tim Marsh
tim@ankerandmarsh.com

Karen Royle
karen@ankerandmarsh.com

