

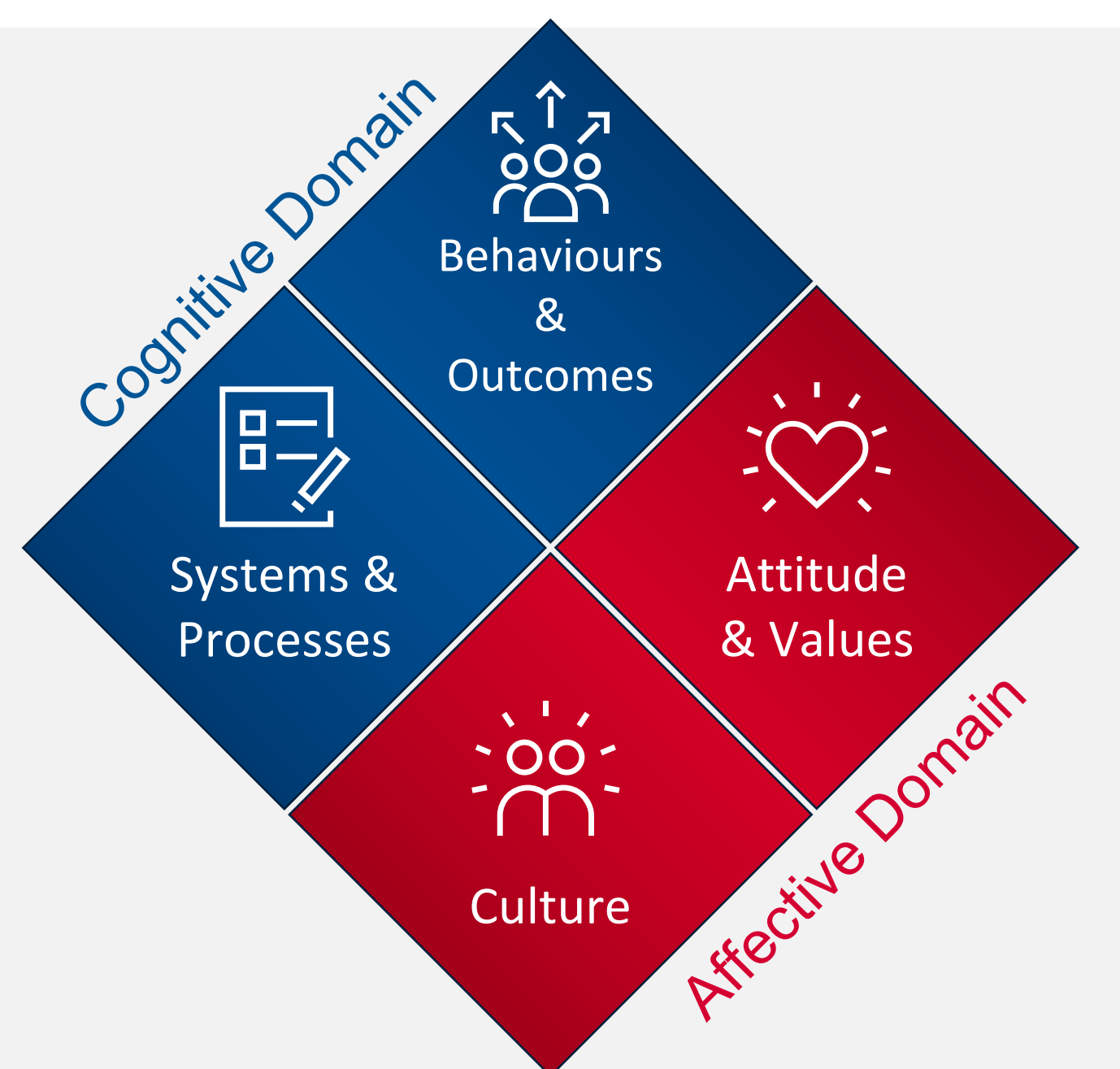
Taking safety leadership in the wind industry to the next level – success factors and innovative approaches for targeted safety coaching programmes

Annette Nienhaus, Linda Schmitz
ERM

Developing leaders' abilities to convey safety as a positive and inspiring ambition is essential for good safety leadership coaching programmes. The most effective approaches target the cognitive and affective domains and include on average three guided engagements.

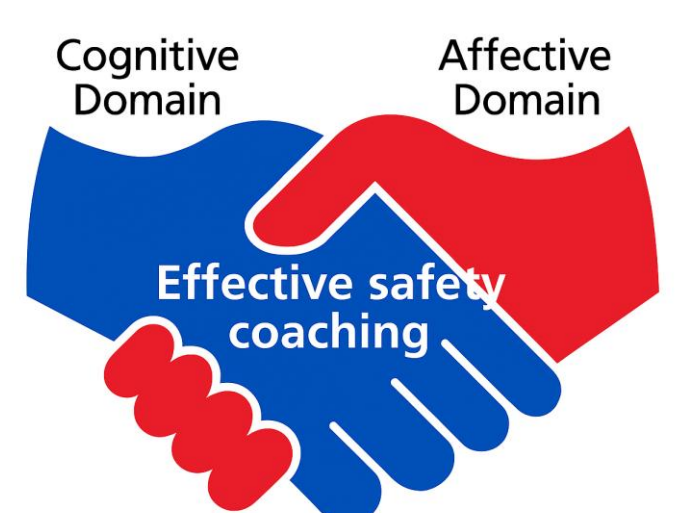
Why this matters

The quality of leaders' engagements with their teams, contractors and peers on safety topics is one of the most important factors for **successful safety performance**. The skills to perform effective field engagements can be learned and trained.



Observations

An initial engagement element targeted at the **affective domain**, i.e. unlocking participants' willingness to engage in positive ways of safety thinking prior to the actual guided field engagements, is essential for the programme impact. Building skills focusing on the **cognitive domain** is also essential. A focus should be on equipping participants with a theoretical foundation or "toolbox" of effectively responding to challenging situations as well as learning from the positive.



Methods

We've analysed 4 commonly applied strategies for leadership coaching programmes:

1. Theory-focussed programmes aiming at the **cognitive domain** including limited field practice (less than two guided sessions)
2. Theory-focussed programmes balancing the **affective** and **cognitive domains** including limited field practice (less than two guided sessions)
3. Combined programmes targeting the **affective** and **cognitive domains** with field practice and personal feedback (3-4 guided sessions)
4. Practical programmes focused on field practice with limited theory input (five or more guided sessions based on personal performance development).



Dealing with human biases as part of the coaching programme



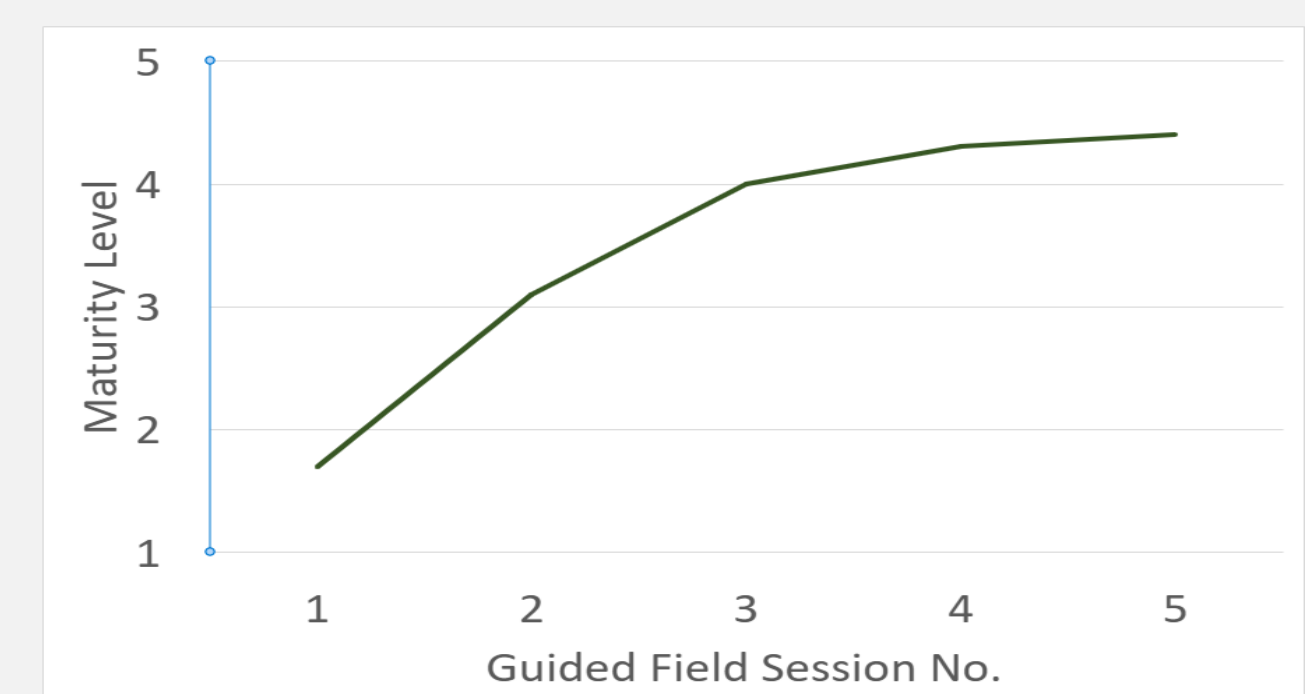
Learning from the positive

For monitoring performance, we've analysed three approaches

- Participants' self-evaluation
- Consolidated evaluation based on a personal feedback discussion between coachee and coach after each coaching session
- Evaluations combining self-assessment and coach feedback with the option to use artificial intelligence-based analyses including coachee and coach performance patterns

Conclusion

Good safety leadership coaching programmes combine and balance **training and practical application**.



The greatest impact of coached field engagements is observed in the first three engagements. Subsequent engagements performed in teams of two with mutual feedback ensure continued personal development. Additional coached sessions at larger intervals, for example **once per year**, support re-calibration and help to ensure the effects are sustained over time. **Self evaluation, peer feedback and coach feedback** are all crucial to boost personal development. AI-based analyses help to analyse overall programme performance but cannot replace personal feedback.