



Client Story: Linde Engineering



Building a safety performance culture with coaching skills for managers

With over **65,000 employees** working in more than 100 countries worldwide, Linde wanted to take a pioneering approach to help managers and leaders develop the coaching skills needed to engage and empower their teams to address specific behavioural safety challenges and improve safety performance.

The Client

Linde Engineering is a global leader in the production, processing, storage and distribution of hydrogen. It has the largest liquid hydrogen capacity and distribution system in the world. The company also operates the world's first high-purity hydrogen storage cavern with an unrivalled pipeline network. Linde is at the forefront in the transition to clean hydrogen and has installed over 180 hydrogen fueling stations and 80 hydrogen electrolysis plants worldwide.

The Challenge

Using traditional techniques, Linde had reached a plateau on safety performance and continued to experience incidents, injuries and behavioural challenges as they are frequently seen on construction sites.

The question was “why”, when Linde had so many safety processes in place? They wanted to create a coaching culture to help Linde become the safest place in the world to work.

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“For me, the Performance Consultants training was [...] not only related to safety but more of a pilot around leadership ...

The question was: if we can't manage safety, how the heck are we going to manage our company?”



Chief Executive,
Linde Engineering
Christian Bruch

Key client objectives:

- Create a sustainable approach to reach large numbers of managers and supervisors within construction and manufacturing
- Help managers develop a safety coaching skill set to increase safety awareness and ownership
- Significantly reduce recordable incidents at Linde Engineering construction sites
- Enable managers to unleash their own potential and the potential of their team for high safety performance



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“This training really is one of the most well-thought-out training programs I’ve been involved with.

It makes you think throughout and it will affect our performance in a positive way.

Manager, Linde Construction
James M. Suddarth



Our Approach

Performance Consultants created an innovative and exciting learning journey, which inspired participants to champion the programme and build a coaching safety culture across the organization. What set this leading edge global learning program apart was the way that the blended live/online program was used to shift people’s mindset around leadership to address specific behavioural issues around safety.

The integration of coaching skills in various safety contexts occurred through in-person and virtual elements:

1 Three-month Coaching for Safety Performance learning journey

For senior leaders we designed and delivered an instructor-led program which combined a two-day Face to Face workshop with two Virtual workshops at 30 and 60 days to embed skills across Europe, the USA and Asia.

2 Comprehensive online E-learning programme

Including six 1-hour modules delivered in English, French, Russian, German and Chinese for front line leaders. This included video demonstrations, assessments, activities for putting skills into practice, accompanying worksheets and expert commentary.

3 The Demonstration

The new approach led the team to question some of the fundamental ways they had worked. “Everyone thought ‘This is never going to work. How are we going to get things done if we start asking people to do stuff rather than telling people to do stuff?’ . . .

Historically speaking, the construction industry itself, in the Gulf Coast area, especially in the US, in order to get things done, you tell people what to do.” said Bruce Parnell, Safety Manager at Linde. “A lot of these workers were never engaged by management and never had an opportunity to prove to management that they knew what they were doing.

One guy said he’d been out there in that business for 24 years and nobody ever asked him his opinion!”



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We would like to thank Performance Consultants for their 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.”

Construction & Commissioning HSE,
Linde Engineering HQ, **Kai Gransee**

The Results

Immediately after having participated in the initial Transformational Safety Leader program, the highly motivated leaders, managers and supervisors **changed their behaviour and approach**.

Sustained behavioural change

This was demonstrated by a significant increase of constructive, meaningful and impactful safety interactions that translated into trust-building, collaborative working and creating a caring environment, full of leanings. Both the new safety coaches and the workers are now actively demonstrating a coaching leadership style.

The **number of monthly interactions between managers and workers** using a coaching approach nearly tripled **from 11 per month (in 2016) to 30 (in 2017)**.

Culture change with impact

In 2018, for the first time, Linde Engineering had **no 'lost time injury'** on any of its construction sites globally. Their 'TRIR' (Total Recordable Injury Rate: recordable injuries per 1 million work hours) was **reduced by 46%** from 1.51 (in 2017) to 0.81 (average TRIR 2014 to 2017: 1.43).

Three years on, the project continues to live within Linde Engineering championed by the HSE specialists who now deliver the training internally. The impact of the shift in mindset and behaviour created by the program is apparent – employees recently celebrated 10 million accident-free hours. Safety coaching skills are now being rolled out to other parts of the Linde Group.

Performance Consultants & Linde: Making a global impact on safety

The transformational power of coaching for safety performance, and its success at Linde was recognized as industry-leading and featured in the Financial Times.

To learn more, hear the story in a [webinar](#) featuring Kai Gransee, Head of Construction & Commissioning HSE at Linde Engineering, and James Neville, Commercial Director at Performance Consultants.

Let's start
a conversation

safety@performanceconsultants.com

Performance Consultants can help you & your company implement this approach with a range of programs & services that can be fully tailored to your needs. We are trusted global partners for safety-critical organizations such as Umicore, Sellafield Ltd (nuclear), BASF, Volvo, Collins Aerospace, AngloAmerican and more.

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