

TRANSNET



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freight rail



INTERNATIONAL RAIL SAFETY CONFERENCE 2009 - SWEDEN

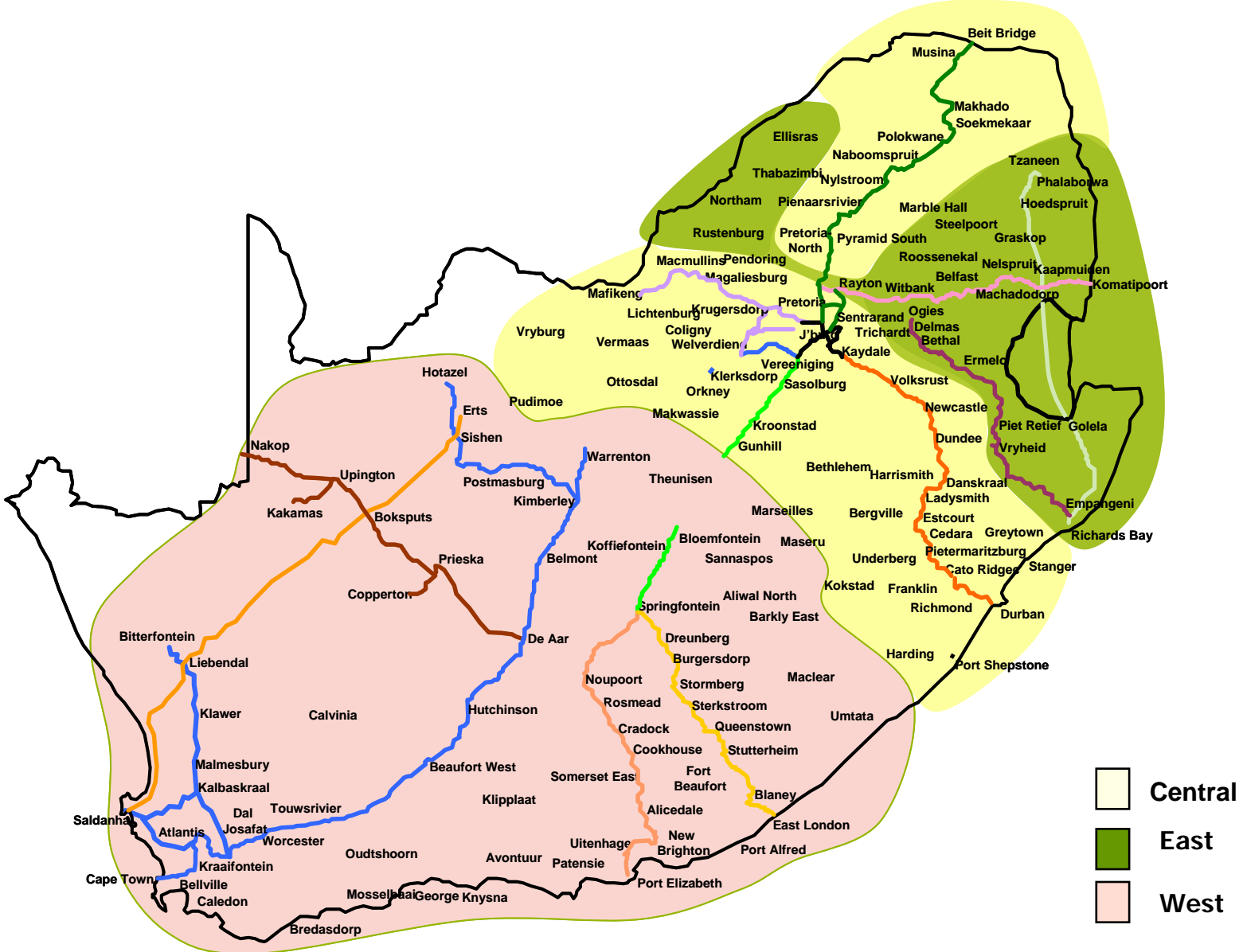
Dipuo Nasoro

Regional Operating Executive

Transnet Freight Rail (South Africa)

1	Transnet Freight Rail South Africa: Context
2	What is Coaching?
3	Leadership
4	Success Story: Beaconsfield Marshalling Yard
5	DuPont's Bradley Curve
6	Concluding Remarks

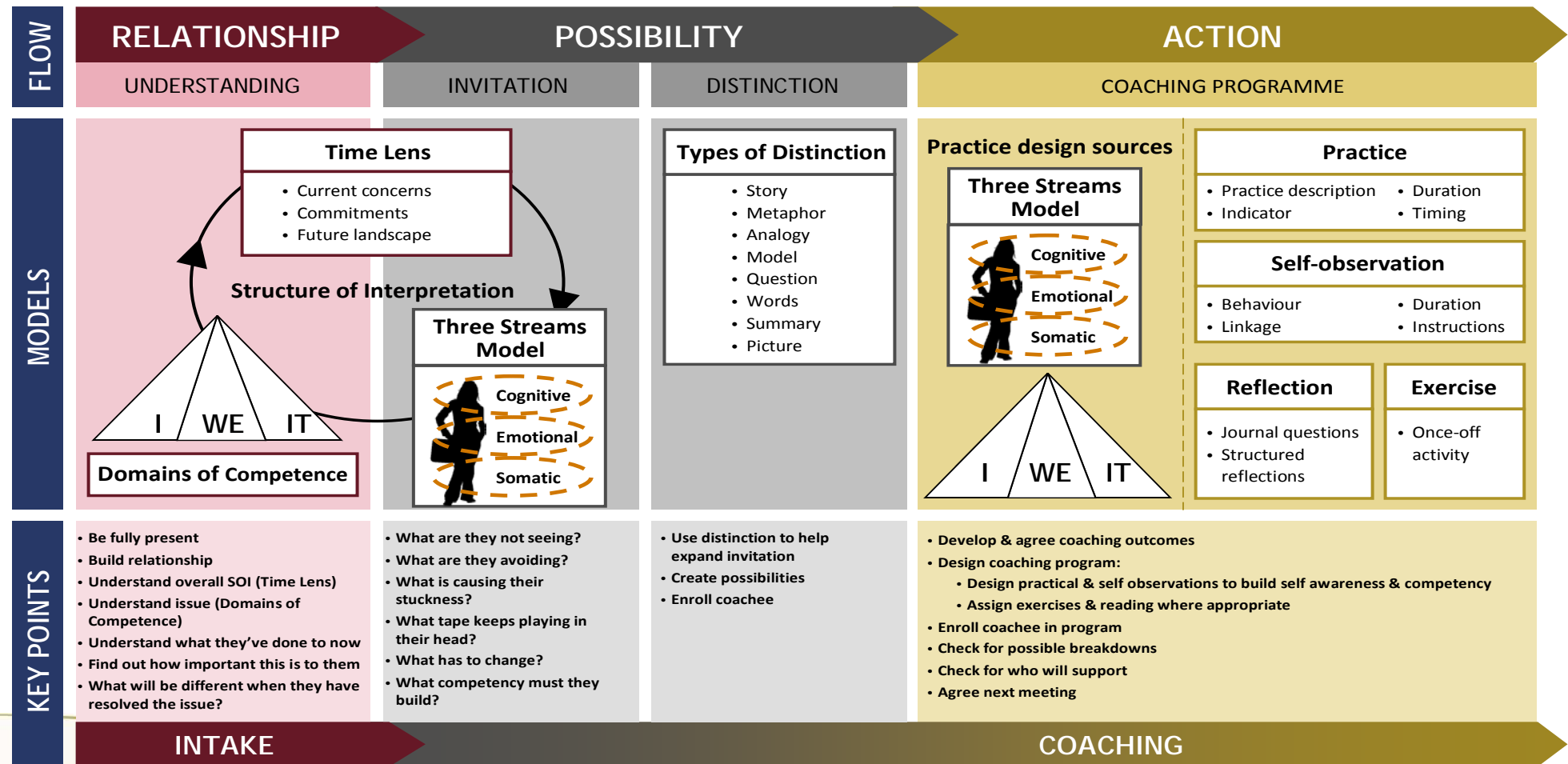
Transnet Freight Rail – Business regions and strategic corridors linking ports and the hinterland



“COACHING IS A WAY OF WORKING WITH PEOPLE THAT LEAVES THEM MORE COMPETENT AND MORE FULFILLED SO THAT THEY ARE MORE ABLE TO CONTRIBUTE TO THEIR ORGANISATIONS AND FIND MEANING IN WHAT THEY ARE DOING”

James Flaherty

Detailed flow of coaching conversation



○ RELATIONSHIP

- Mutual trust
- Mutual respect
- Freedom of expression

○ POSSIBILITIES

- Ask open ended questions
- Ask questions that will make a client see a world of possibilities
- Make client to see what they do not see
- Make client to realise what they are avoiding
- Make client to realise what has to change
- What competency must the client build

○ COACHING CONVERSATIONS

- The client is able to see or understand/appreciate something he could not before
- Effective coaching conversation is measured by the action that the client takes
- A conversation could be intended to bring about a fundamental change or sharpening a competence

○ SELF-CORRECTING

- A competent client will be able to on their own observe good or bad performance
- In case of bad performance the client will tend to self-correct or adjust the behaviour to an acceptable one
- A desirable behaviour that does not encourage reliance on the safety manager or supervisor to eradicate unsafe acts

○ SELF-GENERATING

- A competent client always strives to improve or operate at the next level
- It can be done through training in order to improve competency levels, observing someone more competent performing the work, practicing more as practice makes perfect

- **Autocratic leadership prohibits peak performance**
- **Leadership can make or break**
- **Leaders sometimes push production at the expense of safety**
- **Leadership position does not supersede safety**
- **Employees emulate their leaders**
- **Leaders can retard or evoke excellence in their subordinates**
- **A leader's technical knowledge and experience is not tantamount to excellent results**
- **Leadership behaviour have so much to do with safety**
- **If you want anything to run smoothly, fix the top**

Behavioural Coaching can assist Bad Leadership by:

- Self-introspection will assist a leader to change their current behaviour to desired one**
- Have the courage to deal with one's weaknesses head on**
- Changed behaviour fosters aligning ones actions with shared values**
- Unleash the power within ones subordinates. Encourage employees to make own intelligent decisions**
- Success in behavioural change will be measured by how a leader brings the best out of their team and the effectiveness and positive results of their teams**

- **LACK OF LEADERSHIP COMMITMENT**
- **HIGH INCIDENT RATES**
 - **Disabling Injury Frequency rate**
 - **Yard derailments**
 - **High cost of risk**
 - **Unsafe acts**
 - **Unsafe conditions**
- **LACK OF SUPERVISION**
- **BAD HOUSEKEEPING**
- **LOW EMPLOYEE MORALE**

- **TOP LEADERSHIP CREATES A COACHING CULTURE**
 - Brainstorming session involving labour union representatives and process owners
 - Clear direction and targets sets
 - Process owners are part of the solution
- **YARD MANAGER, MR RASSIE ERASMUS CHANGES HIS LEADERSHIP STYLE**
- **EXCELLENT RELATIONSHIP WITH YARD TEAM ESTABLISHED**
 - Mutual respect, mutual trust, cooperation and commitment
- **VISIBLE FELT LEADERSHIP**
 - Rassie visits the marshalling yard and takes a video of marshalling activities
 - Shunting team observes the video, learn from their mistakes, correct their mistakes, given opportunity to generate improvements in the yard

○ OPTIMISATION OF THE SAFETY STRUCTURE

- Clear roles, responsibilities and accountability established for Safety Health and Environment (SHE) representatives
- Appointment of SHE Assistants to increase employee involvement
- No qualms with increasing employee responsibilities

○ HIGH STANDARDS OF HOUSEKEEPING

- Team ensures cleanliness of yard and ablution facilities to 5'S' standards

○ THE "GREEN TEAM" TAKES PRIDE IN SAFETY

- Safety is not the responsibility of the Safety Manager
- The team embraces the culture of safe working

Positive Results



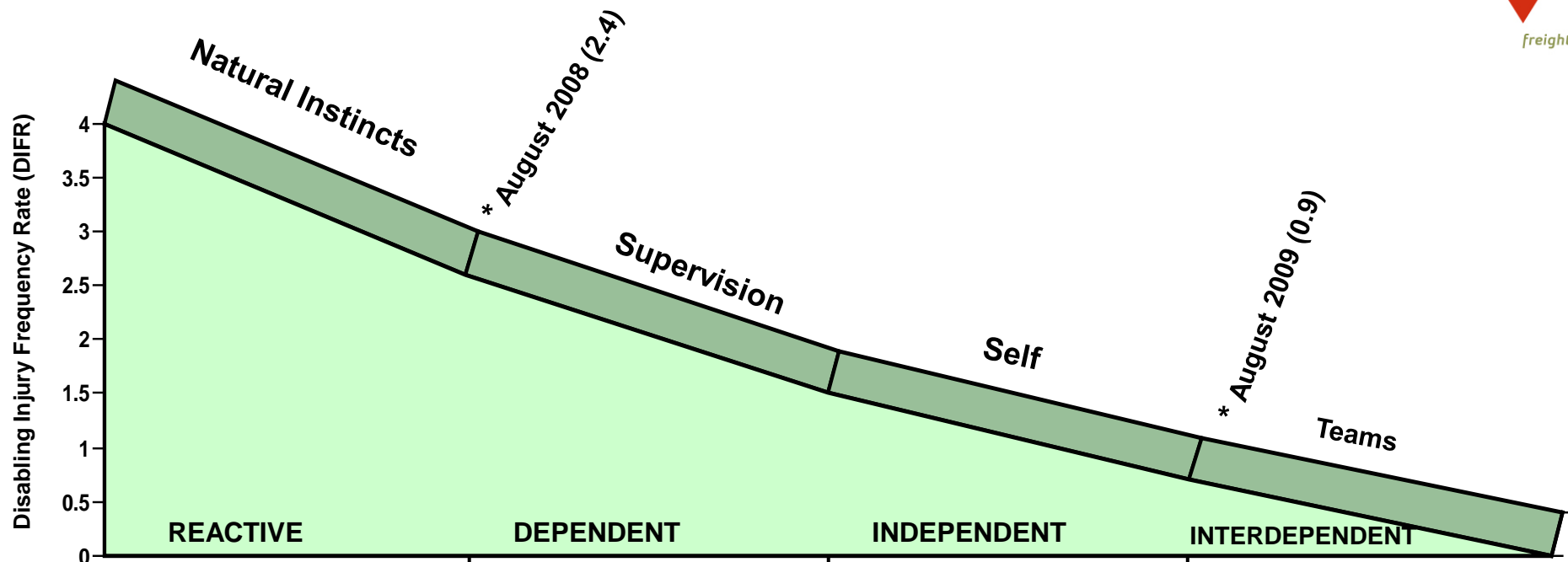
Measurements as at 31st May 2009

INCIDENT/ OCCURRENCE	2007	2008	2009 (5 months)	
Absent Without Leave (AWOL)	103	28	4	
Absenteeism/Sick days (X99)	122	44	2	
Substance abuse	4	1	0	(496 days since last positive result)
DIFR	3.5	2.3	0	

- **Other achievements as on 31st May 2009**
- **Last derailment due to human error (27 November 2008) - 184 days**
- **Last collision with a stop block (26 May 2008) - 370 days**
- **Last IOD (18 June 2008) - 347 days**
- **The morale of the employees is the highest ever**
- **The safety statistics have significantly improved**
- **Productivity levels have improved and customers are sending letters of appreciation**
- **Harmony between Management and Labour**

The DuPont Model: Kimberley Yard Safety Improvement Curve

– The Green Team



<ul style="list-style-type: none"> ○ Safety by Natural Instinct ○ Compliance is the Goal ○ Delegated to Safety Manager ○ Lack of Management Involvement 	<ul style="list-style-type: none"> ○ Management Commitment ○ Condition of Employment ○ Fear/Discipline ○ Rules/Procedures ○ Supervisor Control, Emphasis, and Goals ○ Value All People ○ Training 	<ul style="list-style-type: none"> ○ Personal Knowledge, Commitment, & Standards ○ Internalization ○ Personal Value ○ Care for Self ○ Practice, Habits ○ Individual Recognition 	<ul style="list-style-type: none"> ○ Help Others Conform ○ Other's keeper ○ Networking Contributor ○ Care for Others ○ Organizational Pride
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- The “green team” maturity level is high
- DIFR improves from 2.4 – 0.9
- The team is focussed and has resilience
- Team performance leads to safety excellence
- Operational discipline is instilled
- Ultimate gain is overall high levels of productivity and effectiveness

- **If you want improvement in safety “fix the top”**
- **A coaching relationship hinges on the coach’s ability to help others to grow and evolve**
- **A coach brings the best out of their people**
- **Effective coaching is measured by positive impact and effectiveness of employees**
- **Empowered employees will always give organisations a competitive edge**
- **With all the above, it is evident that a coaching approach can assist in improving organisational safety performance**

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Thank You