



Improving performance by task observation and coaching

Conrad Dubé

Nuclear Safety Consultant

conrad.dube@dube.cat

Why do workers don't like being task observed?



*..judged, embarrassed,
misunderstood, negative experience..*

Why do Managers & Supervisors dislike Task Observations?



..potential conflict, might give them work, time required, potential embarrassment...

An example: Transit Rail

Preparing the task observation

Mary asks Mark about a task to be observed to fulfill her monthly objective.



- **Mark:** Mechanic



- **Mary:**
Supervisor
Mechanical Operations



An example: Transit Rail

Reflect on the feedback provided by Mary to Mark after the task observation: what went well, what could be improved?



- **Mark:** Mechanic

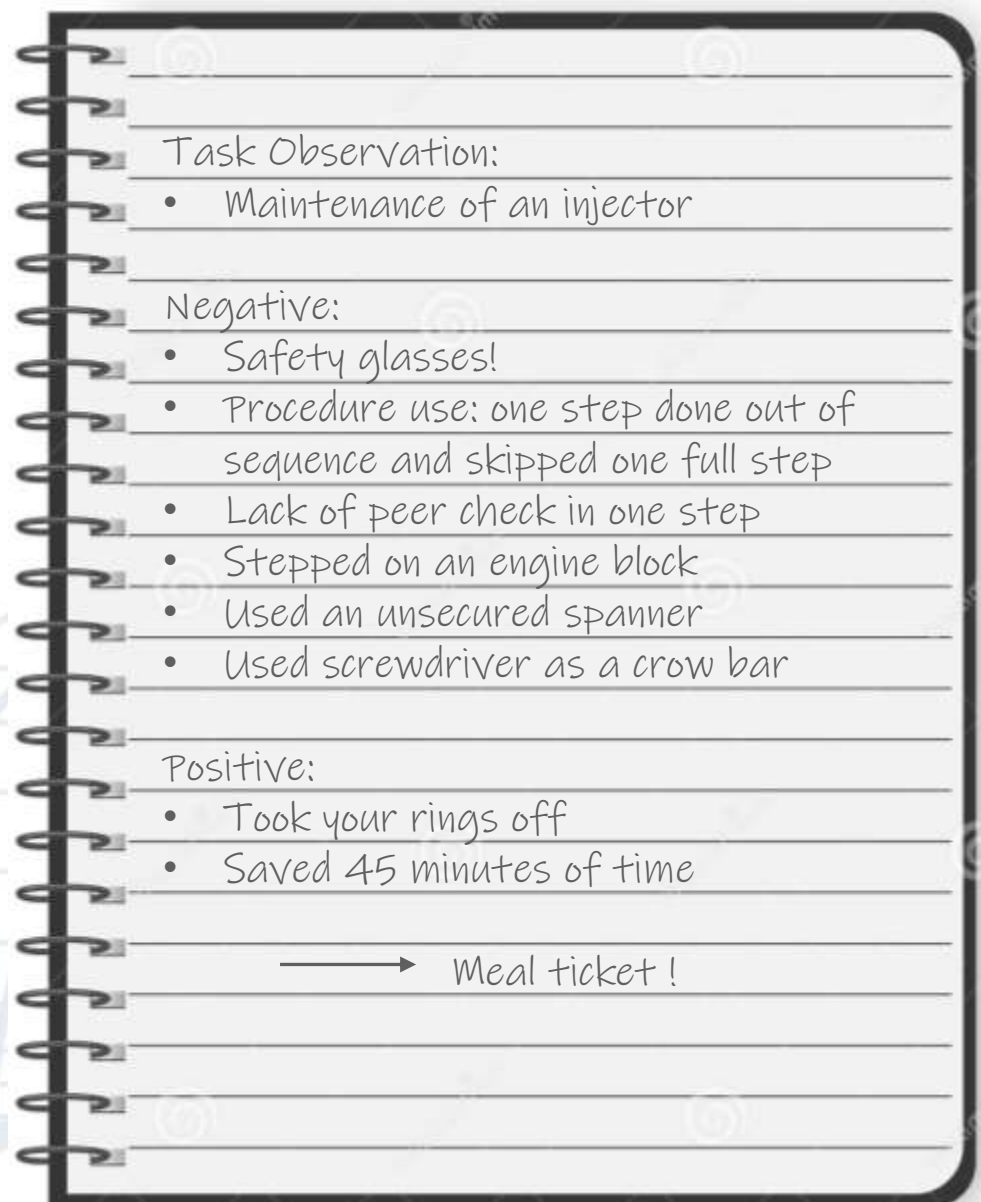


- **Mary:**
Supervisor
Mechanical Operations



Can you do it better?

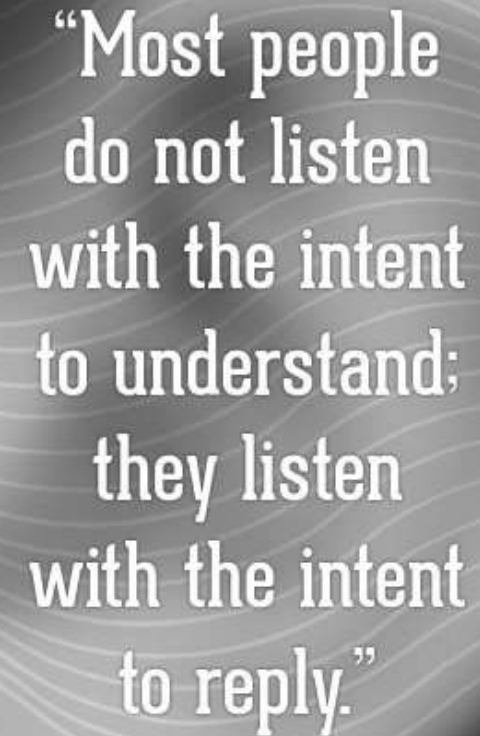
Your notes:



Coach when providing feedback

Basic competences of a coach:

- Ask effective open questions.
- Listen.
- Provide positive feedback.
Provide negative feedback positively.
- Silence.

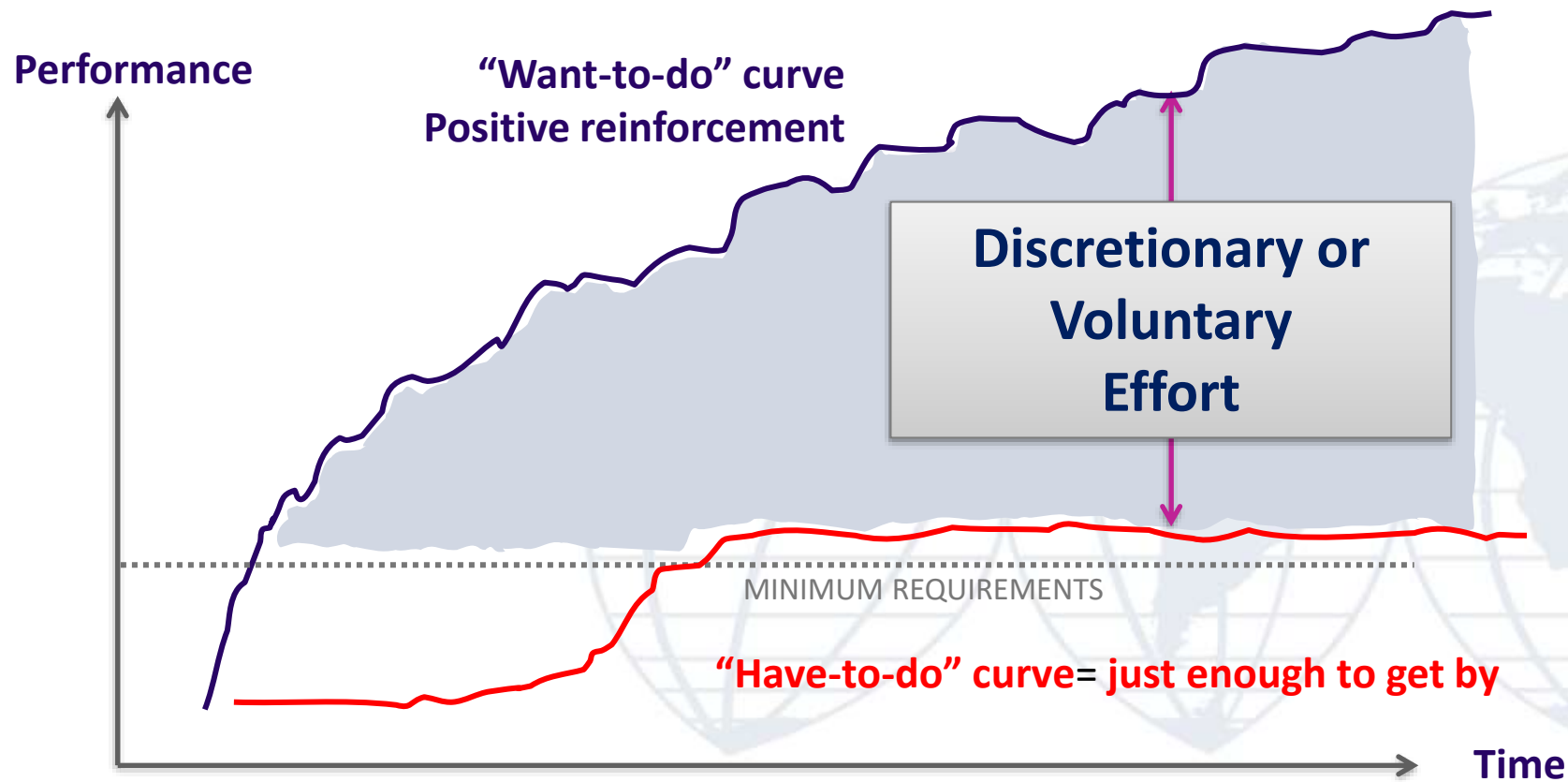


“Most people do not listen with the intent to understand; they listen with the intent to reply.”

—Stephen R. Covey

Negative criticism will get you to strict compliance. Positive reinforcement creates discretionary effort

Some managers believe that positive reinforcement is unnecessary –
“Employees are paid for their work and should not need positive reinforcement!”
What employee behavior will result from this management attitude?



The Coaching Trap

*“I don’t have time to coach,
I know the answer(s) and it is quicker for me to tell”*

Traditional engagement



Coaching engagement



The Coaching Myth – “I am too busy to Coach”

Proactive
approach



TIME & EFFORT



Reactive
approach



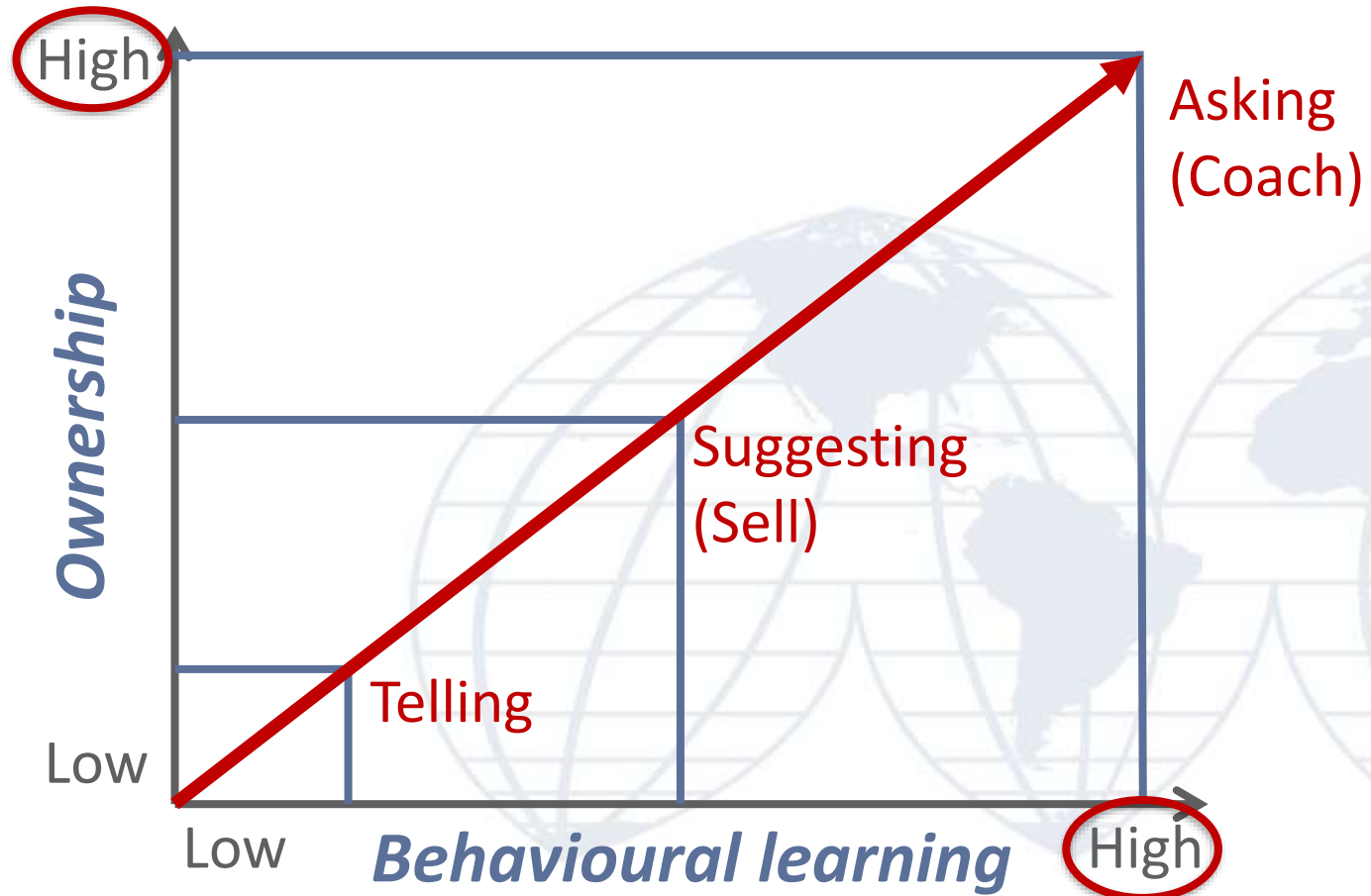
- Spend Time in the Field with your people
- Earn their Respect
- Demonstrate you Value them
- Engage your people in coaching conversations
- Give Positive Recognition
- COACH to address the root causes of inappropriate behaviour and error
- Reinforce Standards & Expectations
- Establish world class Setting To Work
- ENCOURAGE use of Human Performance tools
- Embed Procedure Use & Adherence

➔ TASK OBSERVATION & COACHING

- Spend lots of **Time** and **Money** treating the symptoms of inappropriate behaviours
- **Incidents** and **Events**
- **Equipment Failures**
- **Delays, losses**
- **Root Cause** investigations
- **Human Performance** investigations
- **Disciplinary** procedures

All **TIME** Bandits

From Telling to Asking (coaching)



Effective feedback – How?

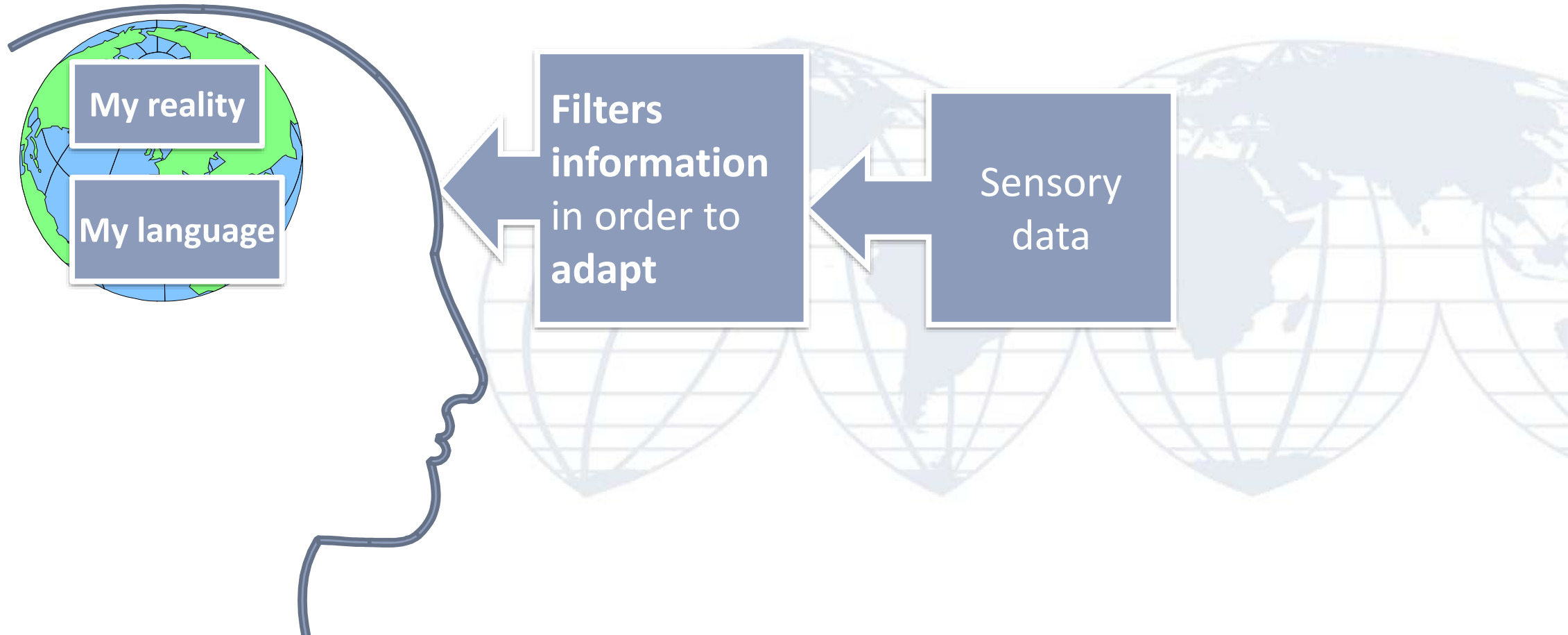
use open effective questions

What makes them truly effective?

Work with their map of the World

Effective feedback – How?

Work with their map of the world



Effective feedback – How?

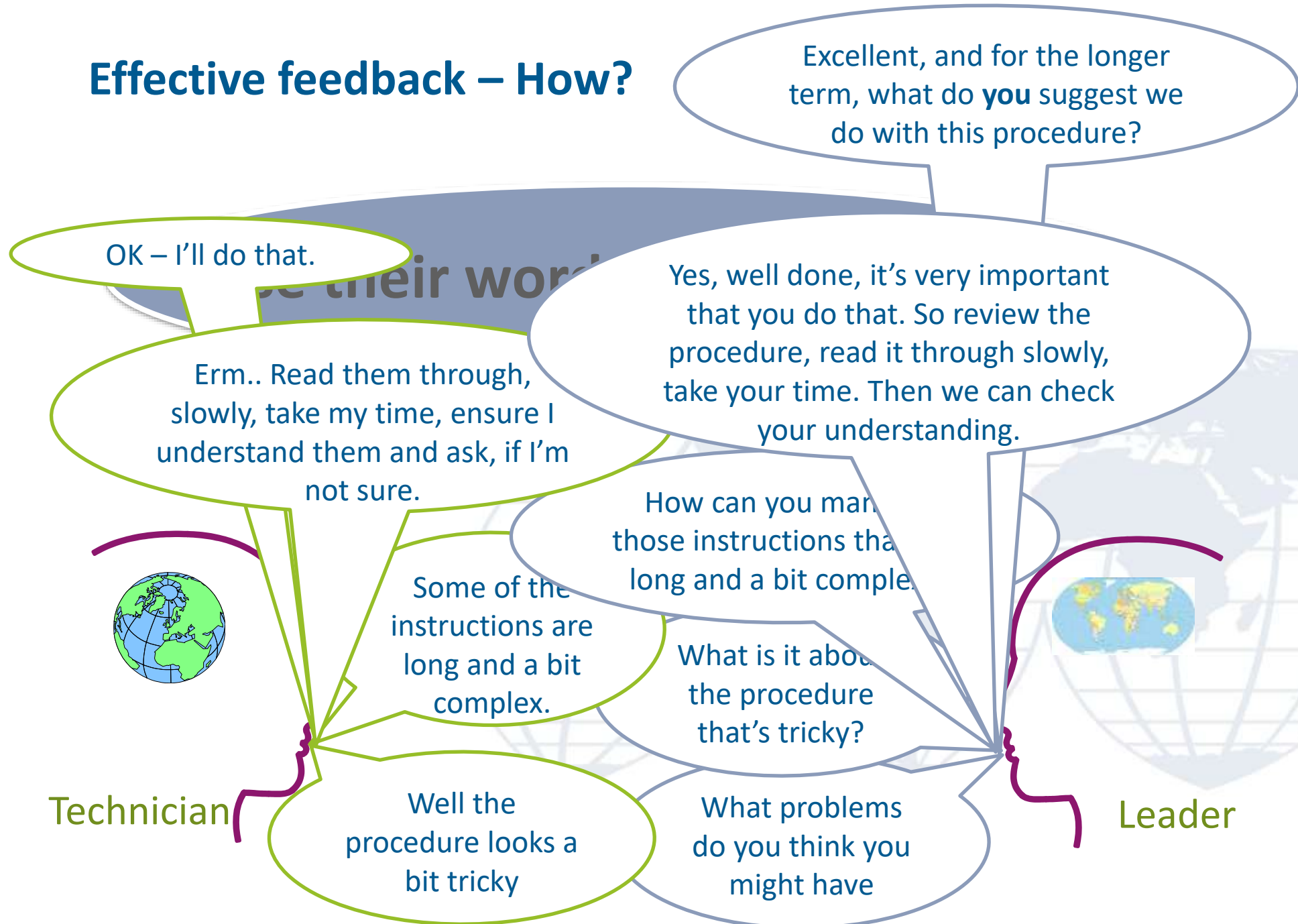
use open effective questions

What makes them truly effective?

Work with their map of the World

Use their words and language

Effective feedback – How?



The six key steps when providing feedback:

1. How do you think the job was done?
2. What do you think went well?
3. What do you think could be improved?
4. Provide positive reinforcement about something that was well done
5. Provide coaching on something that you would like to improve.
6. Is there anything you want to add?
...and don't forget to use their language

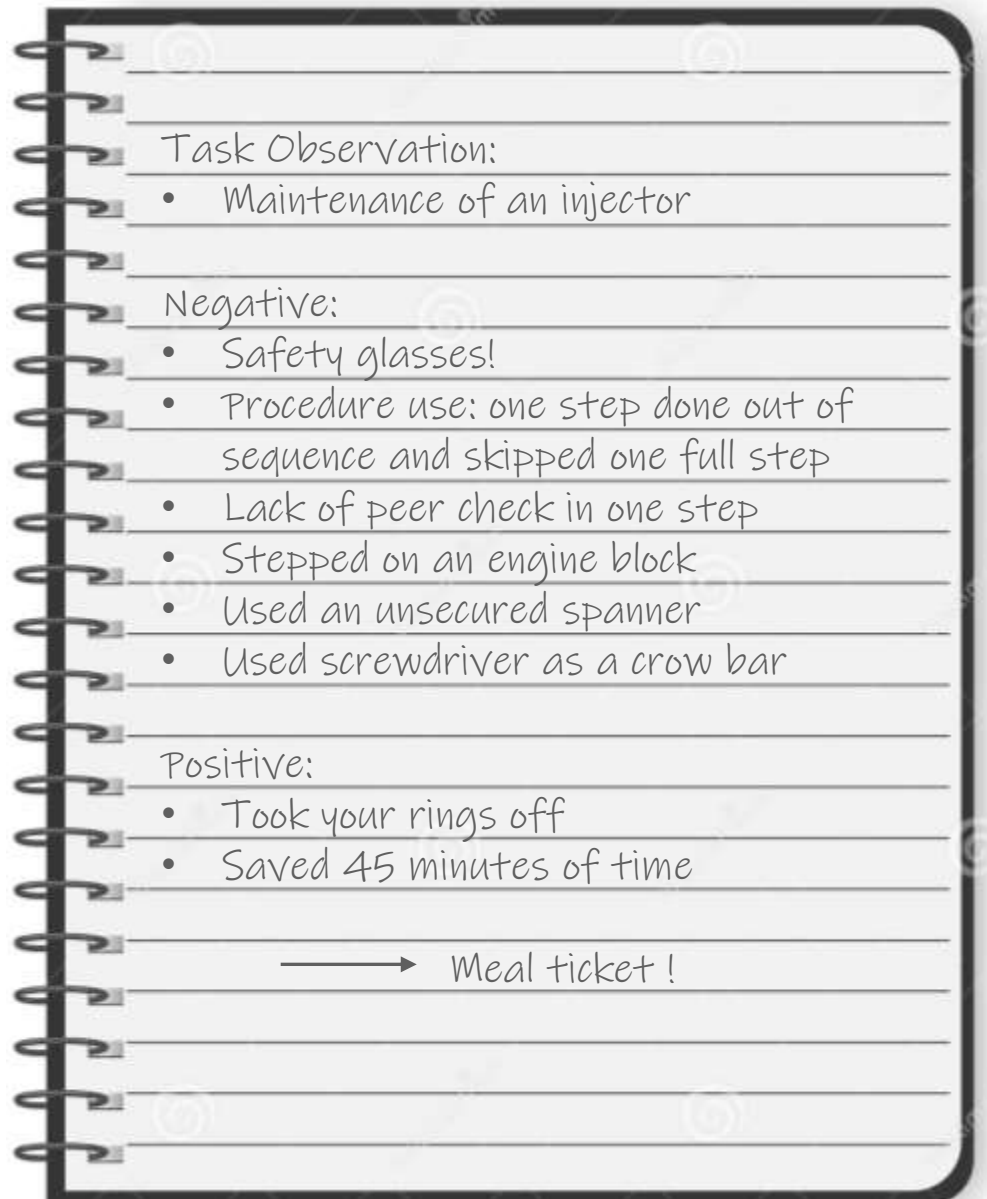
Role play:

Apply it to the Transit Rail example

Provide feedback using a coaching approach



Your notes:



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Step 1: How do you think the job was done?



Mark

Well, you said that you didn't have much time to observe the job, so this made me feel time pressure to get the job done.

I tried to save time, and made some mistakes.

Well, I think that it could have gone better

Yes, you are right, and I should have told you not to be in a hurry because of my presence. It was not my intent to put time pressure on you.

Yes, in fact you saved 45 minutes of time. **Why** did you try to save time, Mark?

Why do you think that it could have gone better?

Mark, **How** do you think the job was done?



Mary

Step 2: What do you think went well?



Mark

I can prepare a procedure change request.

Well, the new injector is a preassembled unit, which makes the job easier. I think that I managed to do the job right, though I had to change the step sequence in the procedure, which is not up-to date with this new type of injector.

Excellent, I will make sure that the request is approved on time for the next maintenance.

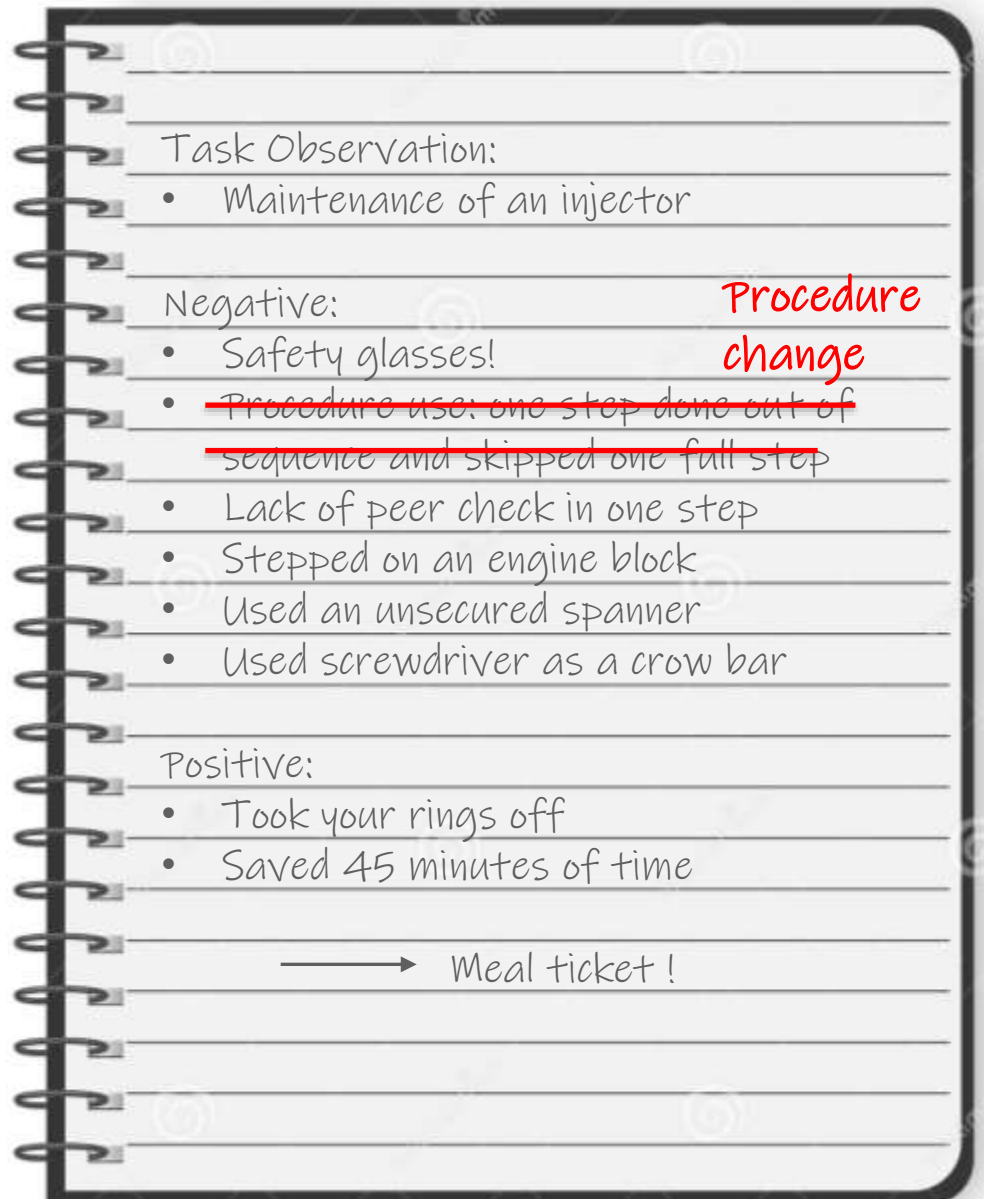
Yes, I agree that you did a good job, but changing steps of the procedure is not the best way to proceed. **What** could we do about it?

So, what do you think went well?



Mary

Your notes:



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Step 3: What do you think could be improved?

I will make a request to provide a ladder in that area.

There was no ladder.

Well, I stood on an engine block. I know that it's not right



Mark

Well, probably due to time pressure in doing the task.

Well, I forgot to use my safety glasses from the beginning

That's an excellent idea, Mark.

You're right. So, if you need a ladder for that job, **what** can we do to solve it for next time?

Why did you stand on an engine block, if you know it's not right, Mark?

You're right. And I should have told you on the spot. **What** else, Mark?

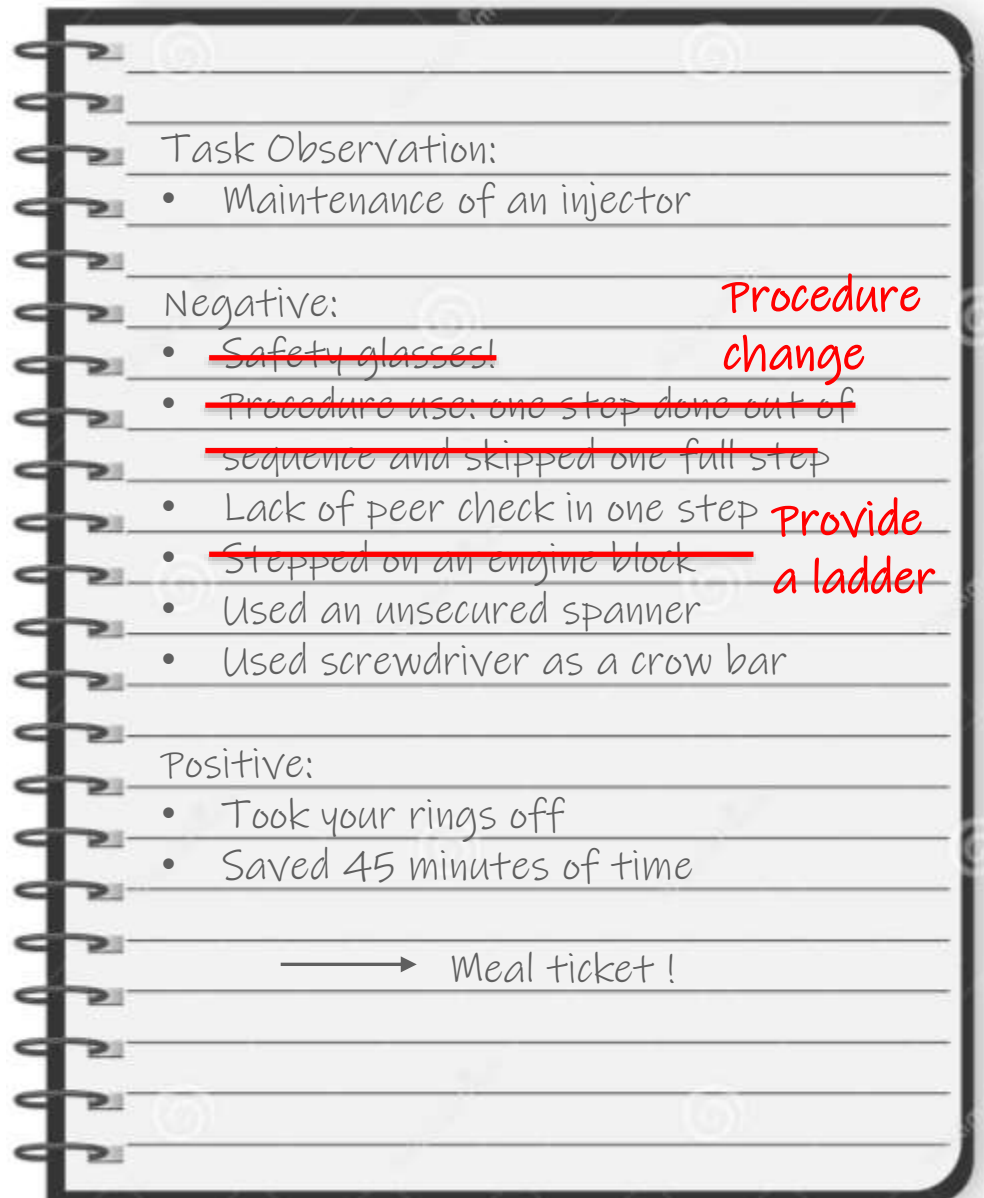
Why did you forget to use your safety glasses?

Tell me, **What do you think could be improved?**



Mary

Your notes:



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Step 4: Provide positive reinforcement



Mark

Yes, you're right, there was one step that we should have used a peer check.

Yes, we are used to that.

True. I do it systematically

Please, go ahead

It is clear that you know about it. Please continue using those tools to minimise errors.

Only I can think of one occasion in which a peer check would have been recommended. What do you think?

Also, I observed that you and your peer used several human error reduction tools.

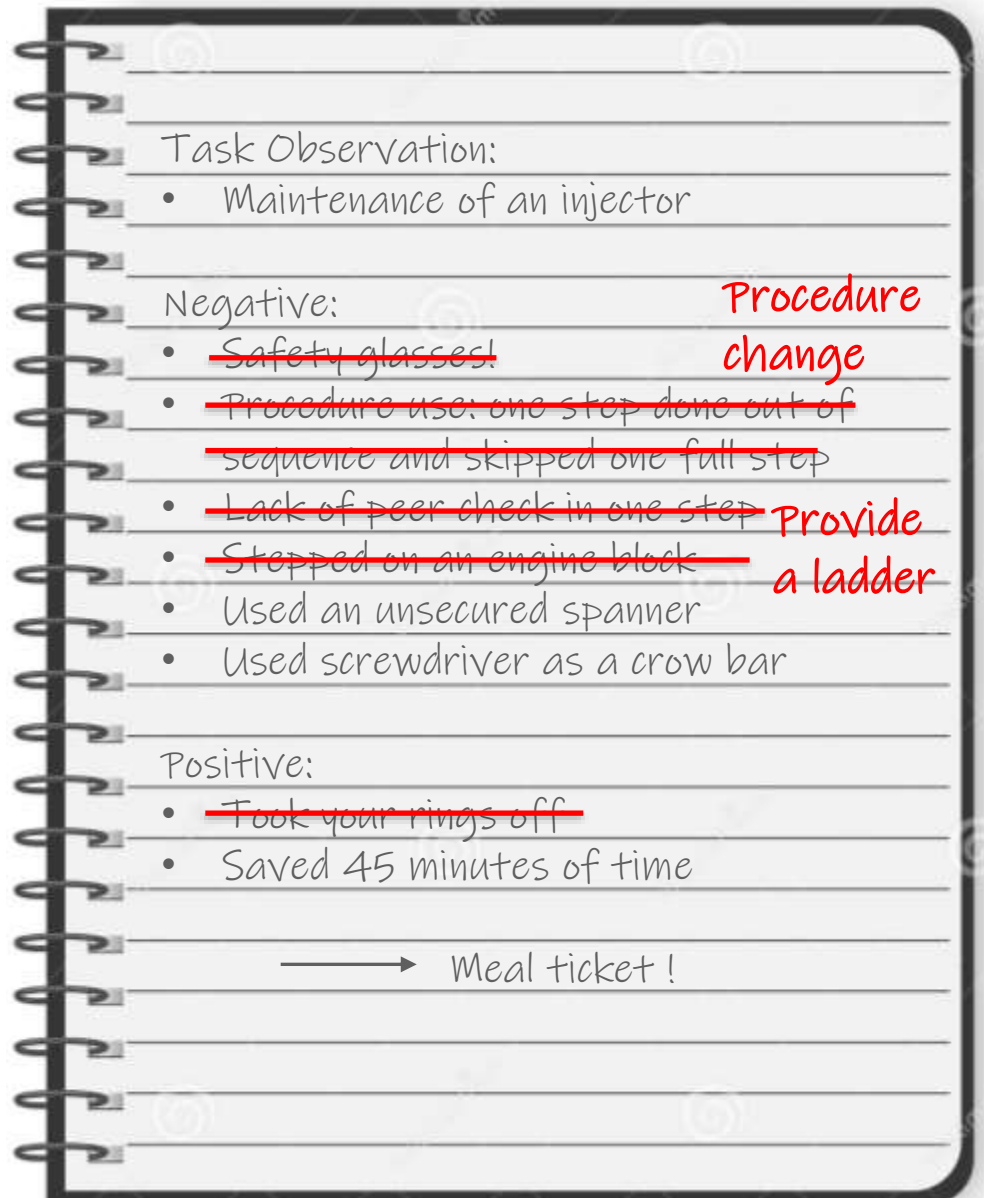
I observed that you took your rings off before starting the work. This is a good practice.

I would like to appreciate something that I observed
(positive reinforcement)



Mary

Your notes:



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6. Is there anything you want to add?

Step 5: Provide coaching on something that you would like to improve.



Mark

Yes, you're right. I am aware. I forgot to mention that. I did it to save time, but I understand it's not right.

Yes, I understand. Next time I will make sure I have the right tools

Yes, of course

It is about tools: I saw you using an unsecured spanner, and a screwdriver as a crowbar

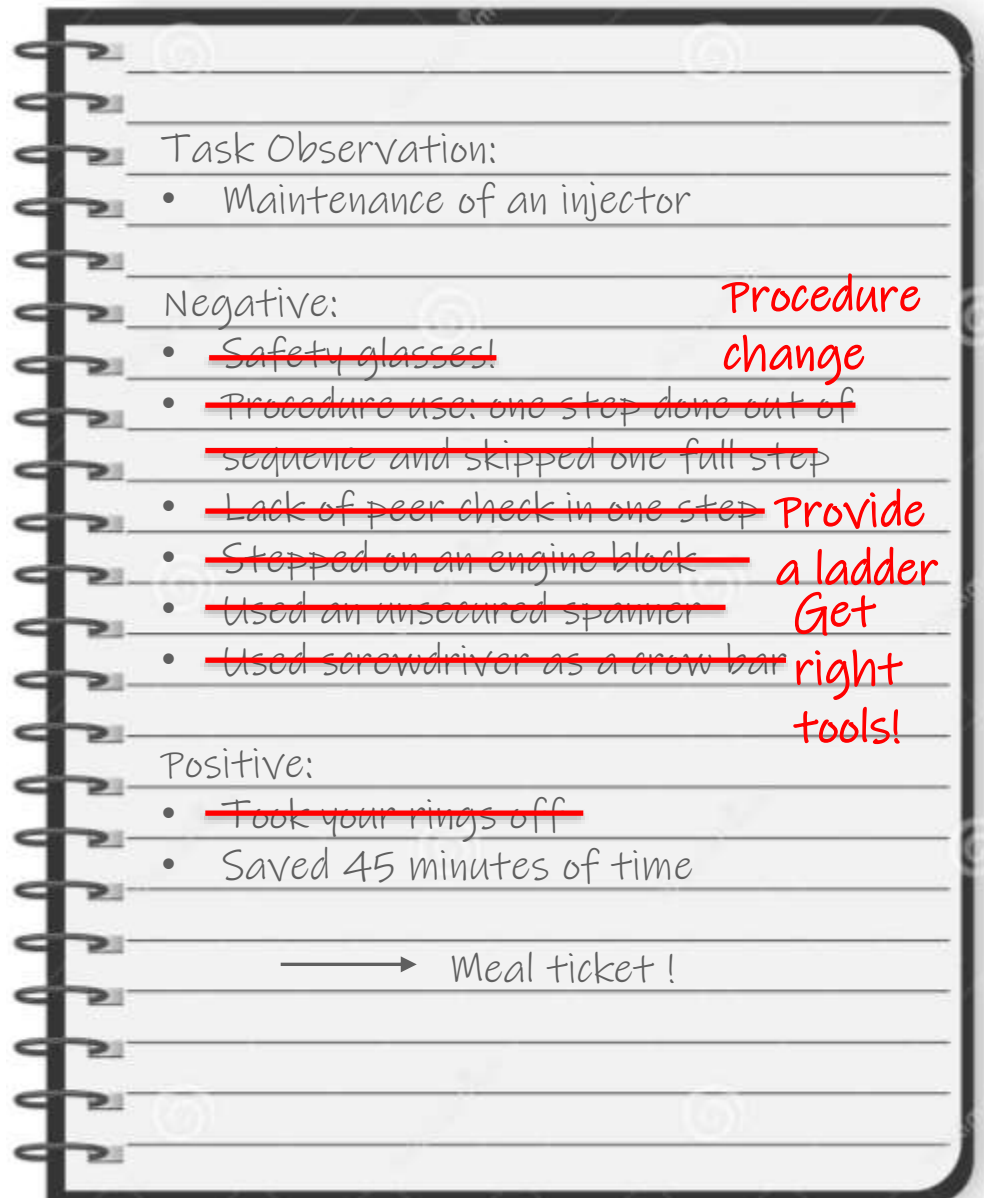
Finally, I would like to drive your attention to an **opportunity for improvement**

Yes, you are a good professional and, as I said, I recognise that my presence put undue time pressure in your work. I am sure that you understand our standards.



Mary

Your notes:



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Step 6: Is there anything you want to add?



Mark

No. I appreciate your feedback.

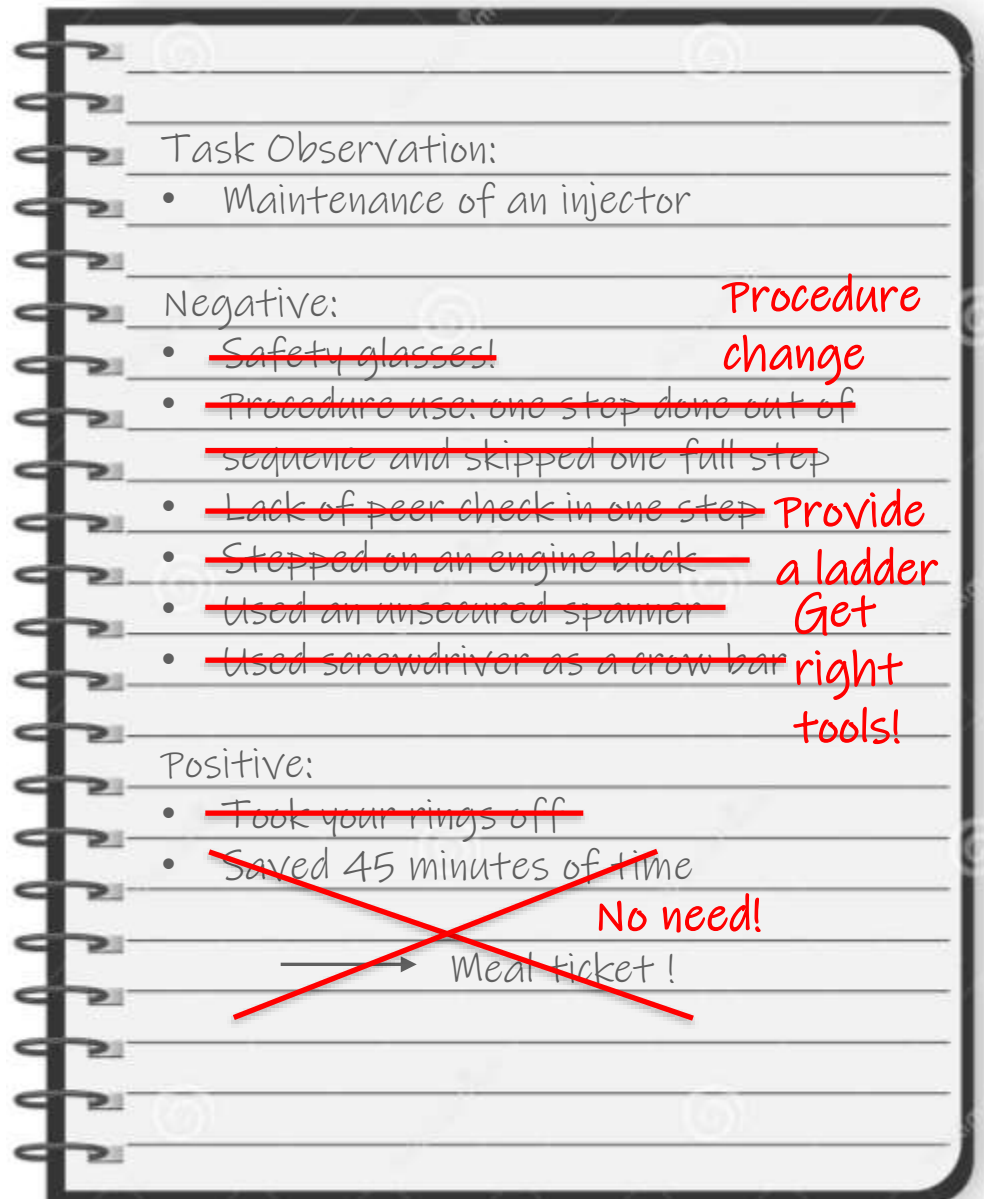
Good. Thanks for your time.

Is there anything you want to add?



Mary

Your notes:



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Effective Feedback – Summary





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