



## How to develop your Health and Safety function with coaching pathways: key takeaways.

A well-structured coaching program can develop employee skills and boost your organisation's wider strategy and goals. Here are our key tips for developing unforgettable Health and Safety coaching pathways:



### 1. Align your coaching pathways with organisational goals.

Creating formal coaching pathways will have a greater impact than ad hoc efforts. The key to success is securing support from senior leadership and for the objectives to align with business priorities e.g. safety ratings, retention, and development metrics. The next step is to define the scope, ideal participant profiles, and resources required to activate. The GROW model (goal, reality, opportunity, and will) can be a great place to start when fleshing out coaching frameworks and pathways.



### 2. Identify and train mentors.

Identifying the right coaches is crucial to the success of your learners. You are looking for colleagues who are subject matter experts with a deep understanding of your organisation and the skills to be able to build strong relationships. All coaches should be provided with training to boost their core skills of active listening, providing constructive feedback, and coaching techniques to prepare them for this role. When matching colleagues it is important to consider the needs of the coachee. The best matches will be where there are complementary knowledge areas, experience levels, and overall working styles.



### 3. Develop personal coaching pathways based on employee needs.

To establish the employee's needs, there should be a holistic analysis of performance reviews, test results, and observations. With this understanding, coaches can map out customised plans addressing gaps and ambitions, making use of existing training content. It is also worth considering additional training opportunities such as job shadowing for exposure, taking on stretch tasks to gain skills, passion projects to spark interest or finding out about different roles within the organisation. Tying the pathways into existing training materials and techniques saves effort by reducing time and resource required to get personalised pathways off the ground. Building pathways using this streamlined method will help to boost participant motivation and engagement.



### 4. How to implement methods to ensure effective knowledge transfer from coach to employee.

Set clear expectations that coaching is an ongoing collaboration, not a one-and-done training. Coaches should be trained in how to adapt their coaching style to the coachee to match their experience and preferred communication/ learning styles. Build consistent follow-up protocols for mentors to help reinforce learning after sessions and keep track of development. For the real-world application, progress check-ins, and example pieces of work are great ways for individuals to tangibly demonstrate evolving skills. To ensure that the quality of coaching is consistent over a longer period, regularly gather anonymous feedback focusing on the clarity of guidance provided, pacing of activities, and availability of opportunities to practice.



### 5. Create a system for continuous iteration and improvement.

Create regular check-in points between coaches, coachees, and program leaders to review progress. Surveys are a great way to gather information at key milestones to rate engagement, progress, and satisfaction. Refer to the goals set out at the outset of the coaching programme – both individual and organisational – to compare metrics to leading indicators over time to demonstrate impact. All this feedback will help to fine-tune materials, refine participant matching criteria, and improve integration with development frameworks. Ensure that feedback is regularly shared with leadership, sponsors, and mentors to ensure continuous program improvement.

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