

Understanding Workplace Reality

Have a Good Chat!

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LINEAS
YOUR FREIGHT FORCE



OUR PURPOSE

We want to provide end-to-end rail-based transport solutions that are so good that

clients in Europe shift their

transport from road to rail

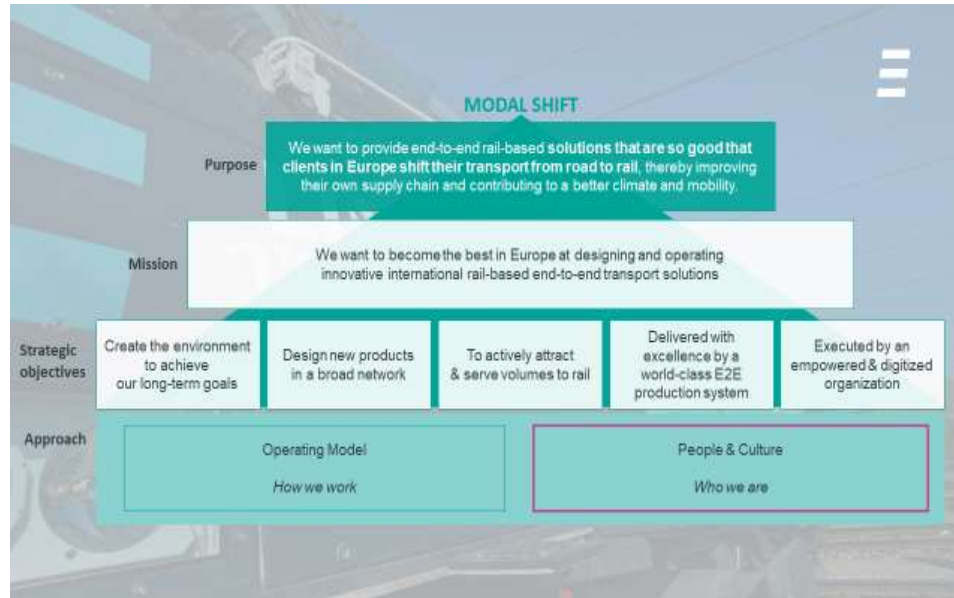
thereby improving their supply chain and contributing to a better climate & mobility.

#MODALSHIFT



To get there is not only about the way you have to work (processes)

....it starts with who you are (Values)



WOW THE CUSTOMER
"We are passionate about delivering the best possible rail-based transport experience to exceed our customers' expectations."

1. I contribute to adding value for our end - customers
2. I anticipate customers' needs, make the difference to their business performance and by this turn them into Lineas' Fans
3. I serve our customers the I would like to be served
4. I communicate positively and to the point
5. I seek to understand the full chain and work together to deliver our promise

GO FOR EXCELLENCE
"We work with discipline and grit to ensure safe and smooth operations."

1. Safety and compliance is a shared priority in everything we do
2. I take ownership and drive things forward
3. I make it happen, end-to-end and across boundaries
4. I safeguard our processes, guaranteeing efficiency and consistency
5. I challenge the status quo and keep things simple
6. I focus on root causes to obtain sustainable results

CHANGE THE GAME
"We are frontrunners in rail-based logistics and commit to keep on learning and improving to stay ahead."

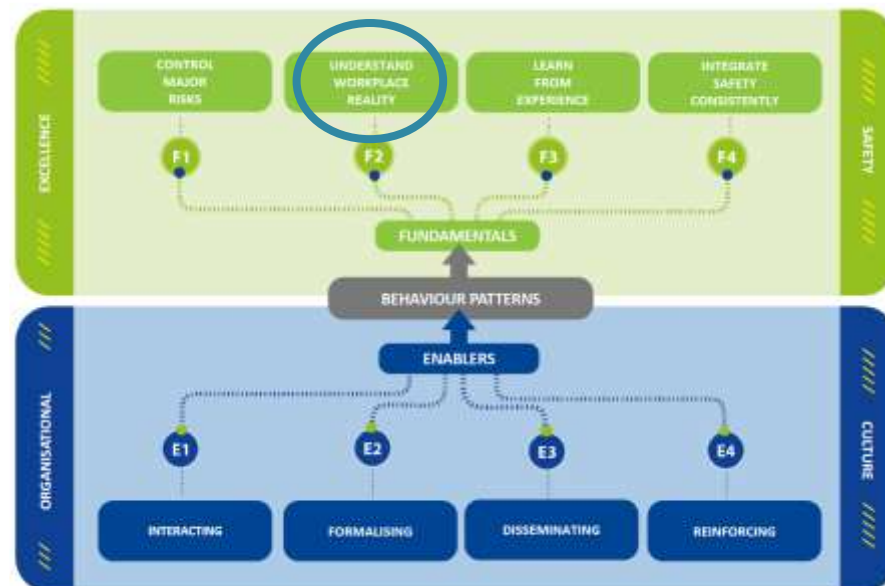
1. I embrace innovation to take big leaps forward, together with all areas involved
2. I go for digital opportunities to boost performance
3. I work in a smart way by turning data into insights and decisions
4. I keep the momentum and momentum at the right speed
5. I grow by finding new and better ways and embrace every opportunity to learn from others
6. I accept making mistakes and excel at learning from experience

GROW AS ONE TEAM
"Together we thrive! As individuals, as a team and as one Lineas."

1. I work in an international team, bringing people together across departments and countries
2. I ask and give constructive feedback
3. I recognize the work of others and celebrate success
4. I share knowledge and rely on others' roles and expertise
5. I speak up and value opposing ideas to come to the best possible decisions
6. I get a lot done and have fun along the way

CARE FOR A BETTER WORLD
"We believe in modal shift for a sustainable world and create an inclusive and inspiring workplace."

1. I am passionate about the modal shift purpose
2. I do the right things for a sustainable and better world
3. I adopt an inclusive mindset and use the power of diversity
4. I work in an open, ethical and fair manner
5. I create an inspiring workplace
6. I care about the wellbeing of myself and my colleagues

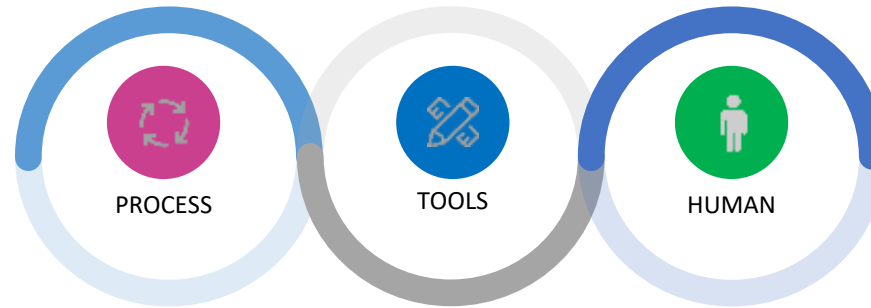


The way we organise Safety

...and how it is perceived



Shopfloor



Operator

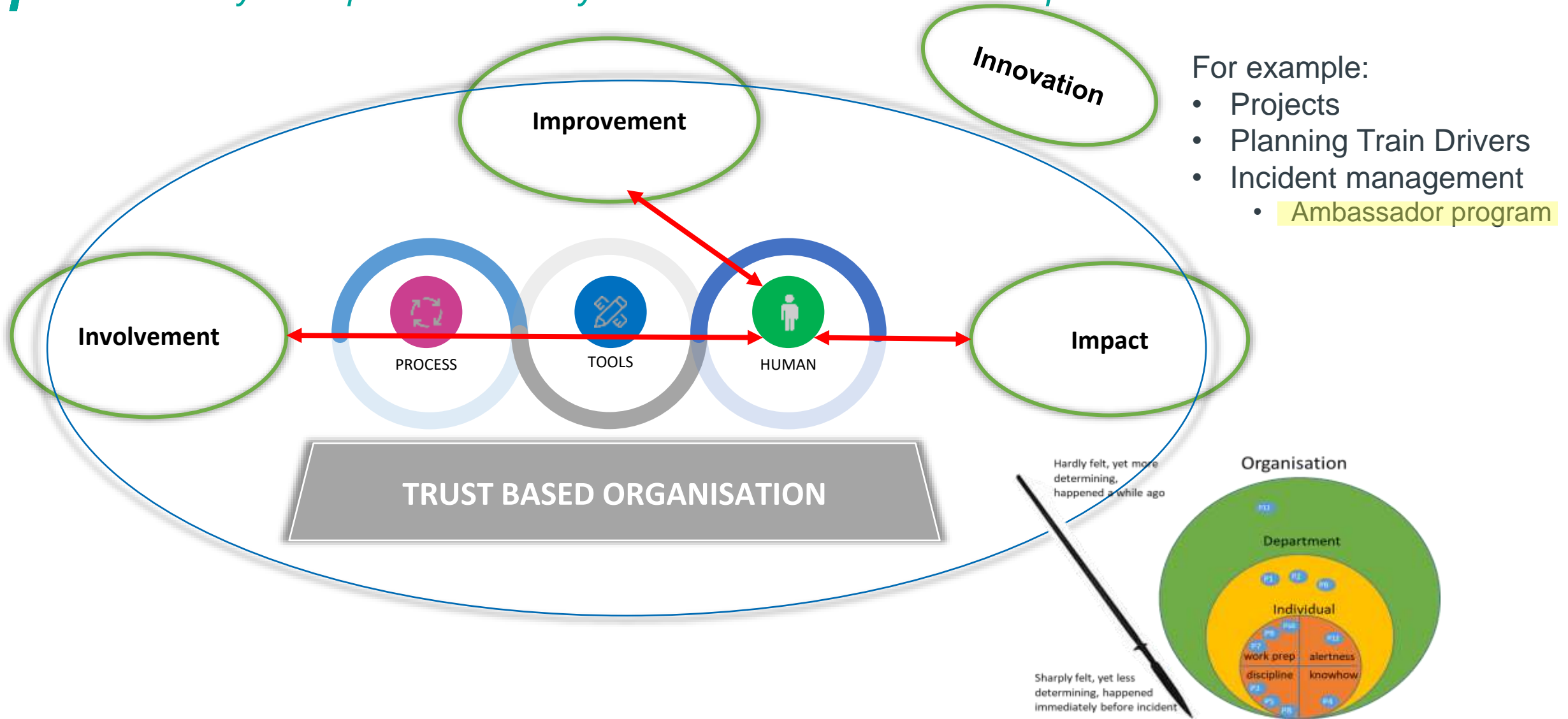


Leadership

Risk: do we have a Learning Organization?

The way we create trust

Understand your impact on the daily execution of tasks at the sharp end of the stick



Root cause analyse after incidents in a learning organisation

From a Blame Culture to a Just Culture: ambassador program (started 2012 BBS)

Input: SIF-predictor

1

2&3

4

5

6 (individual growth)

6' (grow as a team)

6'' (process & system improvement)



Share: become an **ambassador of a safe behaviour**

Support the behavioural change (coach,)

Formulate your intention personally

Define an intention for behavioural change

Understand your impact on the situation

Understand the situation together

To analyse an incident you need skills

Good conversation in difficult and complex situations is a part of those skills!

- Create a safe and enabling context to learn together (Explain the process. What can we expect?)

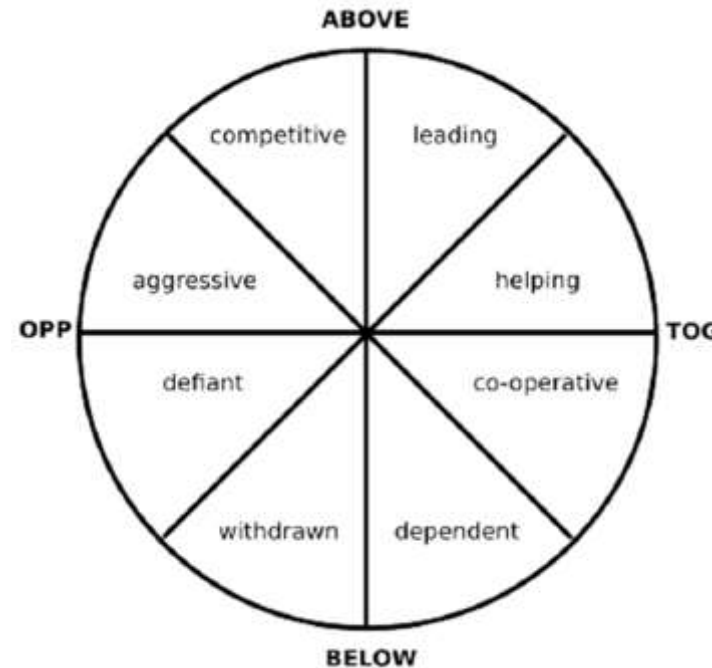


- **Go for excellence**
 1. Safety and compliance are a shared priority
 6. Focus on root cause to obtain sustainable results
- **Grow as a team**
 2. Ask and give constructive feedback
 5. Speak up and value opposing ideas to come to the best possible decisions
- **Care for a better world**
 6. I care about the wellbeing of my colleagues

- Analyse facts first. Understand the gap afterwards.



- Understand your impact when you ask questions.



- Train!



It takes training, coaching, roll plays, ...

Good measures are sustainable results

Or: the pitfalls in the process of incident management

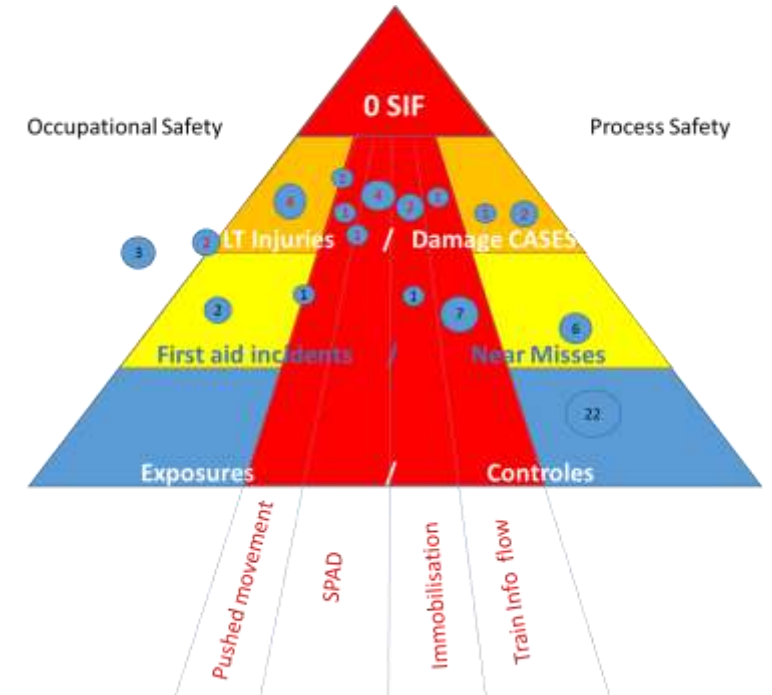
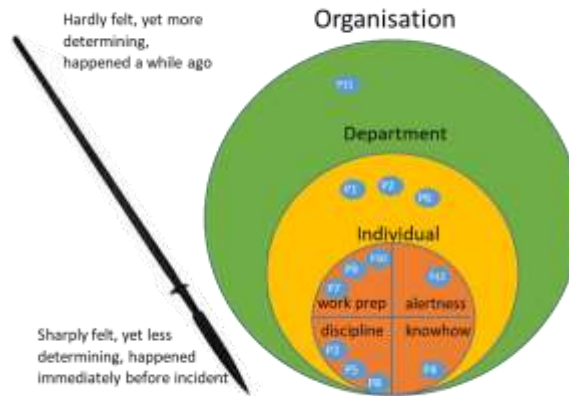


1. Who is learning? You are all members of a learning team!

2. Who is improving: keep in mind the hierarchy of control



Conclusion: through our focus on the Safety Culture and Root Cause Analysis, we will aim for projects acting on higher levels of control.



3. Focus: be aware of your major risks!

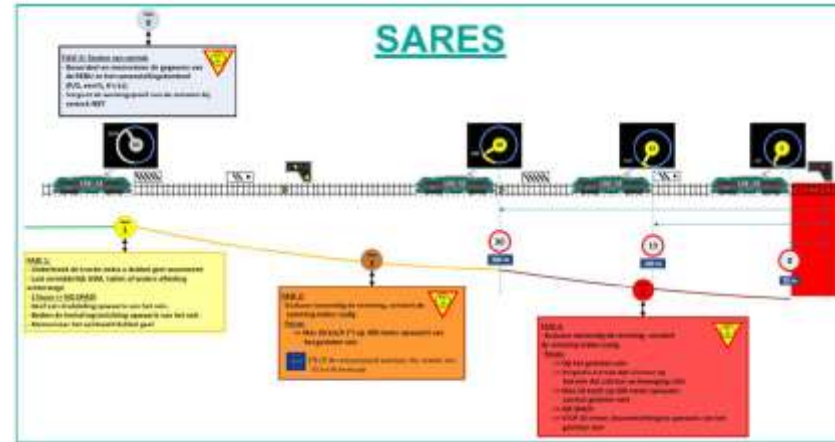
4. Don't forget to agree on an action plan!

The ambassadors program helps individuals change behaviour

But the main objective is to become a learning organisation!



Ex. 1 Improve behaviour and share experiences
Distraction.



Ex. 2 Change driving instructions when series of restrictions
Defensively driving.



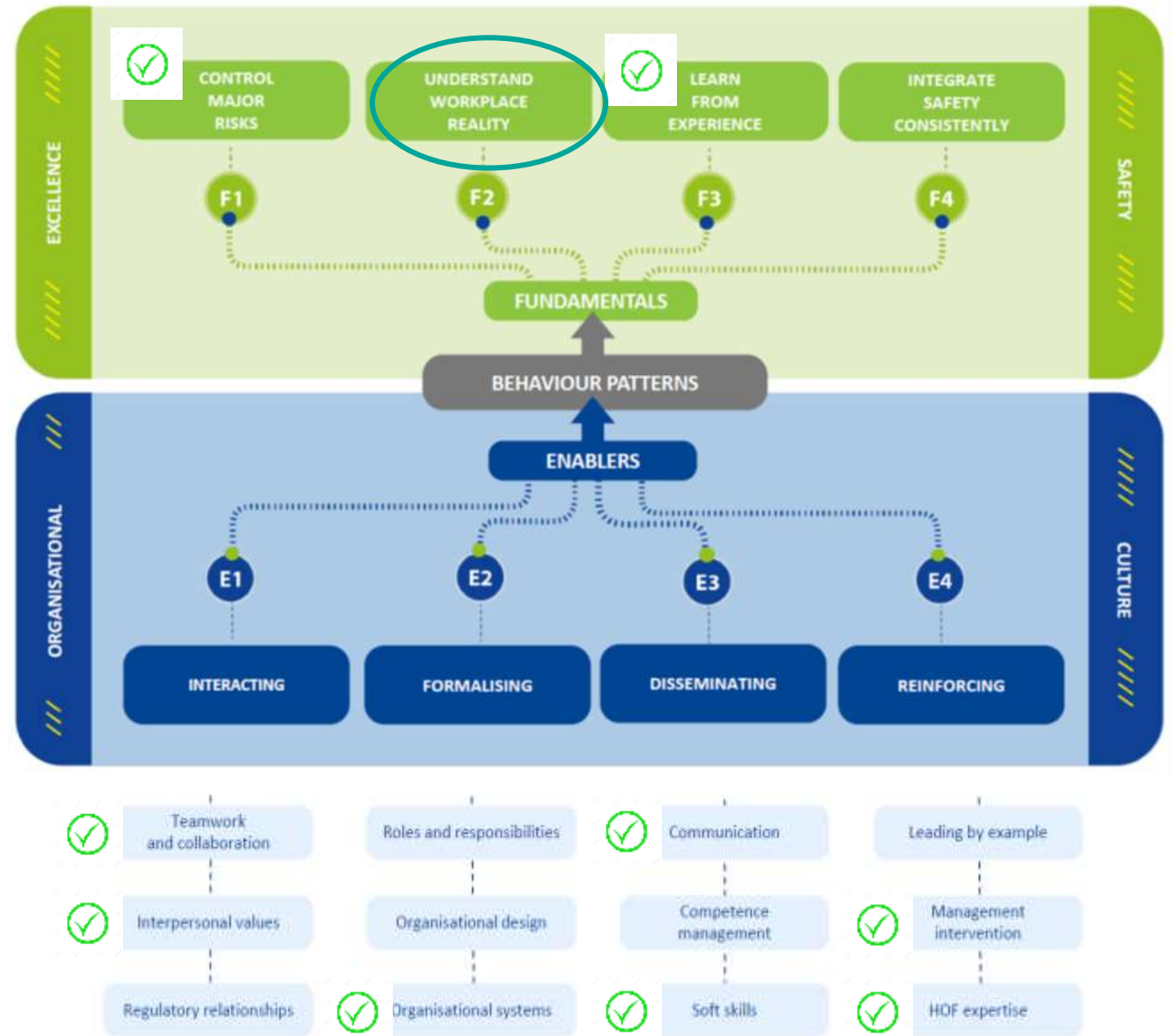
Ex. 3 Improve planning process for series shifts TD
=> Robust engineering
=> Planning process with concertation TD
=> Follow KPI on compliancy & Risk
Fatigue TD due to planning & real time deviation

Understanding workplace reality:

Enablers to make it happen:

Wrap up:

- ✓ Integrity = Start with your values
- ✓ Standard = Integrate “chats” in the processes
- ✓ Effectiveness = Respect the hierarchy of control
- ✓ Train = build up soft skills



**THANK
YOU!**

LINEAS

TOGETHER, LET'S MODAL SHIFT!

