

## Case study

### Balfour Beatty Track Partnership – ‘Every Second Counts’

Balfour Beatty Rail is a leading international rail engineering, design and construction business, employing around 3,000 people with operations throughout the United Kingdom and other parts of Europe, South America, Australia, New Zealand and the Far East.

Every Second Counts is a bespoke leadership development programme. Numerous people, parties and organisations bring diverse skills, plant and equipment to Balfour Beatty sites. For the Track Partnership to deliver weekend works successfully and ‘Never Over-Run’, all stakeholders need to work together in a well-coordinated and collaborative way. This can only happen when there is clear, positive leadership with everyone involved feeling part of the Total Team concept. The purpose of Every Second Counts was to empower and motivate the workforce by embedding the Total Team concept. Topics covered included Leadership, Communication and key concepts such as Critical Resource Management.

#### Delegates were equipped to:

Demonstrate behaviours consistent with being an Every Second Counts leader.

Work flexibly with their own and others’ personal communication styles.

Apply the principles of Situational Leadership™ at work.

Operate effectively in their roles, responsibilities and accountabilities within the context of action-centred leadership.

Build their Circles of Influence and Control.

**3 day programme**

**Step 1**  
A three day programme for 96 managers in 12 cohorts. Every member of the senior team attended a programme to demonstrate the importance the business places on the programme.

**Train the Coach**

**Step 2**  
24 delegates selected as internal coaches and attended a two day Train the Coach course to support colleagues in transferring their learning back to the workplace.

**PSI risk diagnostic**

**Step 3**  
Delegates complete a Personal Safety Index (PSI) diagnostic to assess their risk level and embed safety behaviours on site.

**Internal coaching**

**Step 4**  
All 96 delegates receive three coaching sessions focused on their PSI risk diagnostic results and ongoing development.

**Final review day**

**Step 5**  
Delegates attend a final review day to present to members of the senior team the ways in which they have used the programme to make a business improvement.

“Key Performance Indicators show that there has been a positive impact on the culture on site and that performance has improved. The majority of delegates who have been through the programme have scored their experience as ‘extremely satisfied’ and feedback from delegates and line managers is that they have used the programme to change the way they work and identify best practice to move forward.”

**Charlotte Treversh, Learning and Development Business Partner**

“The programme is refreshingly honest and uplifting. It is a real example of how we can have a positive impact on people and be truly inclusive no matter what someone’s background, educational experience and role/seniority within the organisation.”

**Liz Stokes, Head of Organisation Development**

## Delegate feedback on the programme

“Mind opener and informative” – Hajni Altamirano

“No weakness it was very easy to understand” – John Knox

“Explores different ways into how people act and why” – Jamie Spinks

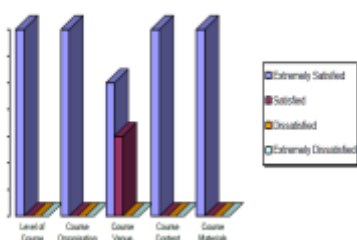
“It was a well-run course with a good mixture of people from different teams” – Chris Jackson

“The course gives an interesting perceptive, it is similar to the course carried out in 2012” – Amer Rached

“Content is very good and relevant, would recommend that everyone attends this course” – Jarrett Ng

## Sample evaluation form feedback

Evaluation Form Feedback - Part One: The Course



## Have the BTR jobs achieved completion within the wheels free period?

