
Coaching Technical Teams in Oil and Gas: Competence, Safety Talks and Performance Training Course

7 – 11 February 2027
Doha





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Programme Summary

Coaching technical teams in oil and gas is the subject of this one-week training course for operations and engineering leaders, ending in a coaching plan for one team. Technical and safety-critical teams build competence through daily work, and leaders who only instruct miss the chance to develop judgement. The programme links coaching conversations, competence review, safety talks and feedback, then applies each tool to one team. Mars Training Centre UK delivers this programme on coaching technical teams in oil and gas to mixed-organisation cohorts.

The Business Case

Operating and engineering teams carry knowledge that is hard to replace, and competence gaps show up as rework, delay and unsafe choices. Leaders who practise coaching technical teams in oil and gas turn routine tasks and safety observations into learning, and give managers a clear view of who is ready for more responsibility.

- Time to Competence: Shortens as development needs are found early and coached on the job.
- Quality of Safety Conversations: Improves as leaders ask open questions rather than issue instructions.
- Team Performance: Strengthens as feedback is specific, timely and followed up.

Principles and Evidence Base

- GROW model: It structures the goal, reality, options and will stages of each coaching conversation in Sessions 1 and 2.
- ICF Core Competencies: They guide listening, questioning and feedback practice in Sessions 2 and 4.
- ISO 45001 on occupational health and safety management: It frames worker participation and competence in the safety talks of Session 3.

Intended Participants

- Operations leaders who develop operators and technicians through daily work.
- Engineering leaders who guide the judgement of junior engineers.
- Maintenance and inspection managers who build trade and technical skills.
- Safety and training leaders who support competence assurance.
- Project and site managers who lead mixed teams of employees and contractors.

Typical settings include upstream production, refining, gas processing and pipeline operations.



Learning Outcomes

1. Participants will be able to diagnose competence and confidence gaps in a technical team from observed work.
2. Participants will be able to construct a coaching conversation using a recognised structure.
3. Participants will be able to evaluate a safety conversation for the quality of its questions and listening.
4. Participants will be able to prioritise development needs by task criticality and risk.
5. Participants will be able to design a feedback routine that is specific, timely and followed up.
6. Participants will be able to justify a coaching plan for one team to senior management.

Programme Structure

Day 1: Coaching Principles for Technical Teams

How does coaching differ from instructing, and when does each suit technical work?

- Coaching and Instruction Comparison Table
- GROW Model Conversation Map
- Coaching Mindset Self-Assessment
- Technical Team Context Profile
- Coaching Agreement Template

Day 2: Competence Review and Coaching Conversations

How are competence gaps found, and how is a conversation built around them?

- Task Criticality Competence Grid
- On-the-Job Observation Sheet
- Open Question Bank
- Active Listening Practice Protocol
- ICF Core Competencies Reflection Guide

Day 3: Safety Talks and Behaviour Conversations

How does a leader coach safe choices without turning the talk into a lecture?

- Safety Conversation Structure
- ISO 45001 Worker Participation Checklist
- Near Miss Learning Conversation Guide
- Contractor Coaching Approach Sheet
- Difficult Safety Conversation Role-Play Brief



Day 4: Feedback, Performance and Follow-Up

How is feedback delivered so that it changes performance and is followed through?

- Feedback Message Framework
- Performance Discussion Record
- Development Action Tracker
- Resistance and Defensiveness Response Guide
- Coaching Impact Review Template

Day 5: Applying the Tools to One Team Coaching Plan

Do the competence, conversation, safety and feedback tools work together for one team?

- Applying the Session 2 Competence Grid to the Chosen Team
- Rehearsing a Session 1 GROW Conversation
- Drafting the Session 3 Safety Talk Schedule
- Setting the Session 4 Feedback Routine
- Completing the Team Coaching Plan

Methodology

The programme uses a structured exercise method built on anonymised competence records, observation notes and short written cases from operations, maintenance and projects. Participants practise coaching conversations in small groups with a peer observer, and receive facilitator feedback on every conversation, question set and plan.

- Suggested activity: Coaching a peer through a real technical problem using the GROW model.
- Suggested activity: Rewriting an instruction-style safety talk as a coaching conversation.
- Suggested activity: Rating a recorded feedback exchange against an agreed checklist.

Capstone Output

Each participant completes a coaching plan for one technical team. It holds a competence grid, a set of planned coaching conversations, a safety talk schedule, a feedback routine and a follow-up tracker. The plan is used at work to agree development priorities with the team, brief senior management and review progress at the next performance cycle.



Frequently Asked Questions

Is training in coaching technical teams in oil and gas suitable for leaders with no coaching experience?

Yes. The programme assumes familiarity with technical work and builds coaching technical teams in oil and gas skills from basic conversation structure upward.

Which models does coaching technical teams in oil and gas rest on in this programme?

It rests on the GROW model, the ICF Core Competencies and ISO 45001 for occupational health and safety management.

How is the coaching plan for coaching technical teams in oil and gas used at work?

You use it to agree development priorities with the team, brief senior management and review progress in the next performance cycle.

How does learning coaching technical teams in oil and gas differ from a programme on general leadership?

It centres on competence, safety conversations and technical judgement in high hazard work, while general leadership centres on vision, influence and organisational change.