

Safety Leadership Course for
JUNIOR OFFICERS

REFLECTION AND REVIEW



Participant Handout

Table of Contents

Safety I's	3
Lagging or leading indicators	4
Safety Delta – Dialogue stage	5
Communication barriers	6
Active listening	7
Appreciative feedback	8
Corrective feedback	9
Objection management	10
Safety Delta – Development stage	11
Three-phase risk management process	12
Hazard identification	13
Principles of prevention	14
Toolbox talk	15
Debriefing	16
Cultural awareness and bias	17
Mental health awareness	18

Safety I's



INSIGHT



INFLUENCE



INTEGRATION



INNOVATION



INTERVENTION

INSIGHT – Seek and share knowledge and understanding of all safety-related matters at all times.

INNOVATION – Strive for continuous improvement – go beyond compliance and reach for excellence.

INFLUENCE – Inspire your colleagues with good safety manners and create an open and trusting atmosphere.

INTERVENTION – Be the backup for your colleagues and intervene whenever you see unsafe conditions and acts.

INTEGRATION – Integrate safety in all work processes, plans, and activities.

Lagging or leading indicators



Lagging performance indicators

- Measure a company's incidents in the form of past accident statistics
- Evaluate the overall effectiveness of safety performance

Leading performance indicators

- Measure activities believed to have a positive and developing impact on safety performance
- Proactive in nature and report what improvement measures are being taken on a regular basis to prevent injuries

Safety Delta – Dialogue stage

It increases reflections, knowledge sharing, and collaboration among on-board crew and departments, and between ship and shore. The dialogue develops a shared language for safety and a mutual understanding of best safety behaviours.

The crew dialogue is an opportunity for the crew to discuss the CSD report, share improvement ideas, and identify focus areas for improvement.

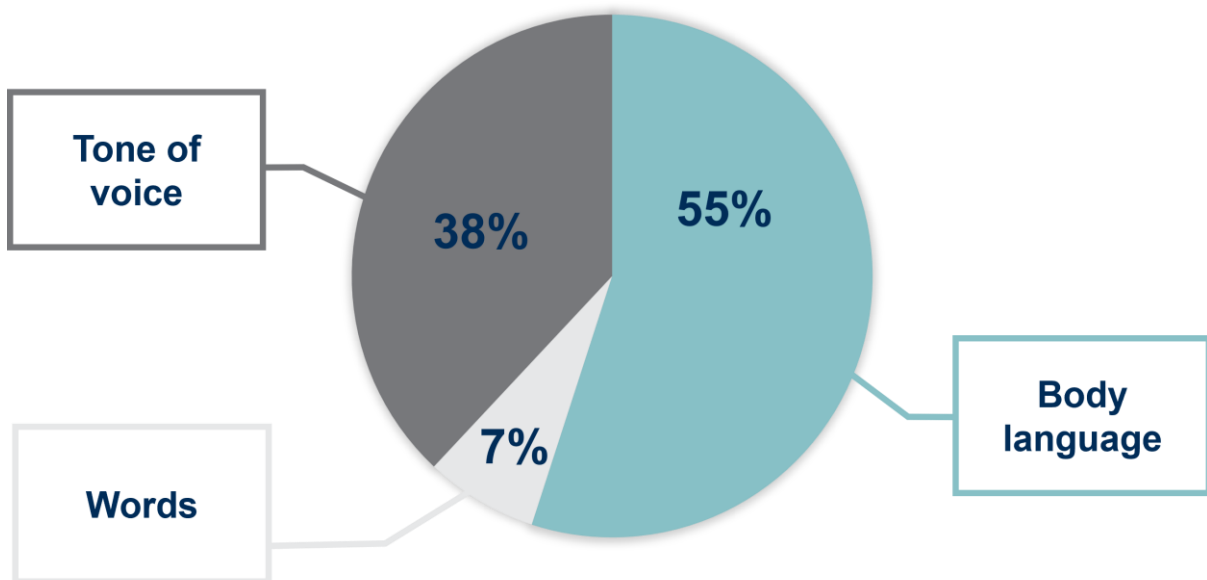
When facilitating the dialogue, the facilitator must promote an environment that embraces the following principles:

- **Respect**
- **Open-mindedness**
- **Engagement**
- **Curiosity**



Communication barriers

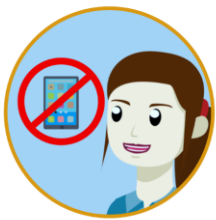
Elements of face-to-face communication: The 7-38-55 rule



Active listening

- Much more than simply hearing
- Listening attentively and responding appropriately
- Motivating a person to share their thoughts
- Creating an understanding

NON-VERBAL responses used in active listening



Avoiding distractions



Giving eye contact



Using physical manifestations



Showing a relaxed, open body language

VERBAL responses used in active listening



Using verbal manifestations



Making frequent, short paraphrases

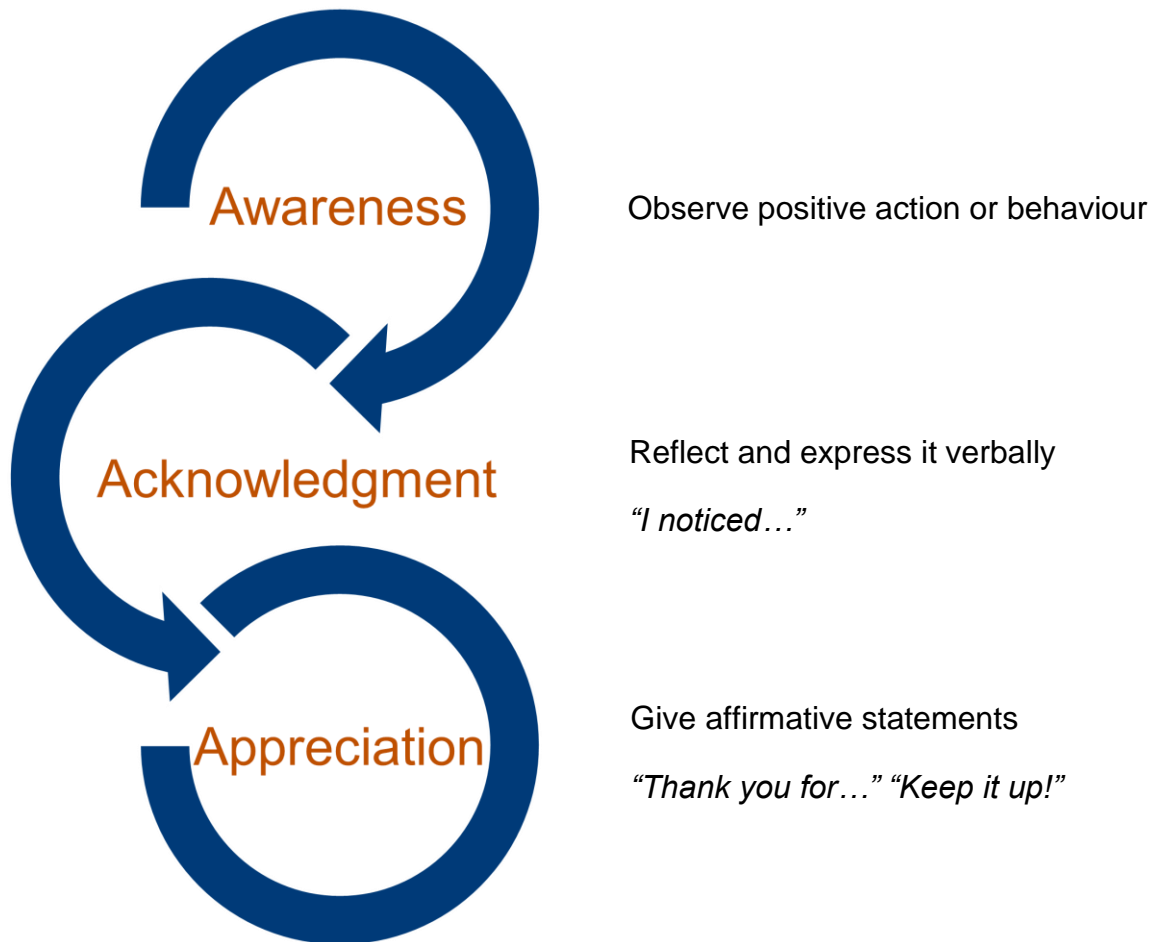


Asking open-ended questions



Summarising key points

Appreciative feedback



Corrective feedback

The sandwich feedback model

Guides you to express feedback in a positive manner almost without the use of negative words



Mention three positive things that the person has done



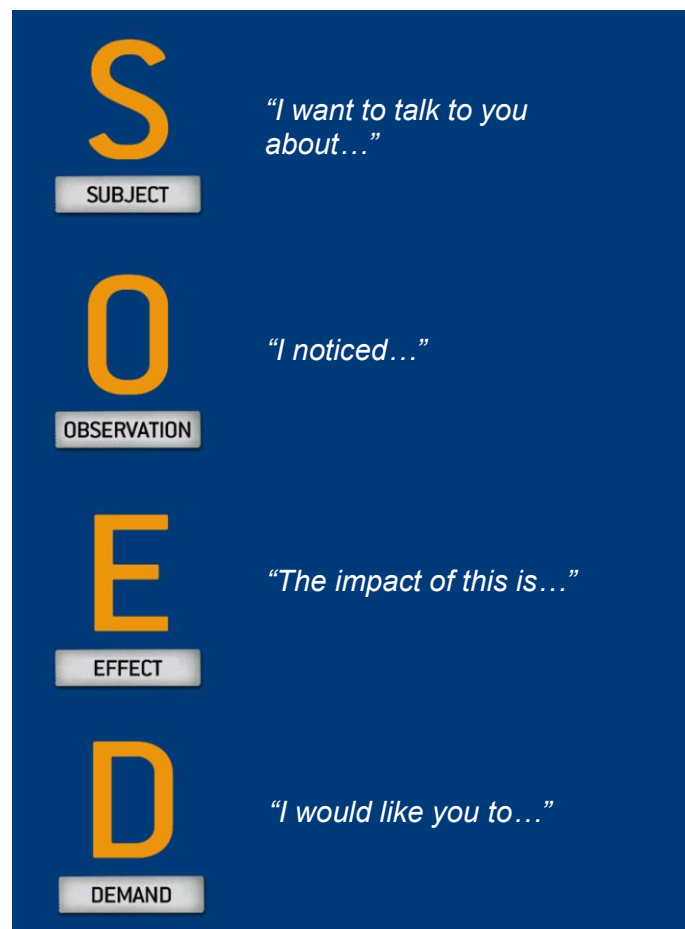
Say what you would like to see changed. Remember to avoid using "but"



End your feedback with a general positive statement

The SOED feedback model

Suitable in situations where the receiver needs to know why their action or behaviour is not acceptable or inappropriate, and what is expected of them after the talk



Objection management

I language is characterised by self-responsibility and non-aggressiveness. It starts sentences with 'I'.

YOU language is characterised by blame, attack, and irony. It starts sentences with 'You'.



ASSERTION

A 4-step process that serves as an easy guide to solve conflicts and communicate in an assertive way

1. **Understand**
2. **Feel**
3. **Want**
4. **Okay**



CURIOSITY

Instead of simply asking "Why?", express a curious interest by saying 'How interesting, I wonder why...'. It appeals in part to the person's childlike self as you invite them to a game of exploration and discovery.

1. **Ask**
2. **Listen**
3. **Decide**



BACKPEDAL

Use what the other party says to prove that they are wrong and to make them support your argument.

1. **Agree**
2. **Disagree**

Safety Delta – Development stage

Development is the third and final stage in the Safety Delta process. Its purpose is to develop the crew's safety skills and improve safety on board.

To start the SDP activities, you are recommended to share the plan with all crew members. They must be informed of the learning activities, and who should participate in what activities and when.

When the crew are executing the SDP activities, it is important that they:

- **Commit to the plan**
- **Engage actively**
- **Apply the learnings to their daily work**



Three-phase risk management process

Risk management is a key safety process that must be applied to every job – regardless of their type or scope.



Hazard identification

Energy hazards

- Direct and typical hazards
- To be identified first
- May not need a 'description'

Situational hazards

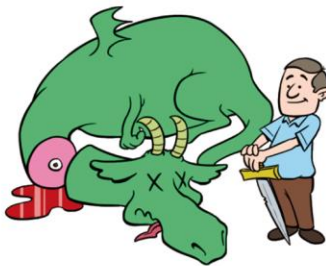
- Situational conditions and circumstances that can increase or decrease safety and situational awareness
- Need to be described, e.g., 'Handling' – What are you handling and how does it cause a problem?



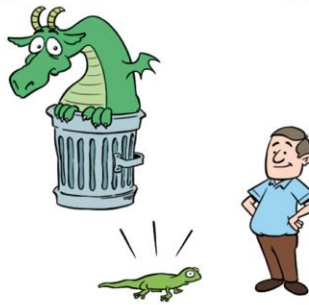
Principles of prevention

In many situations, you will need a combination of several control measures to control the hazards and reduce the risks.

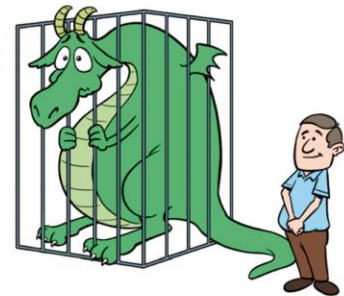
Regard PPE as the last means of protecting yourself.



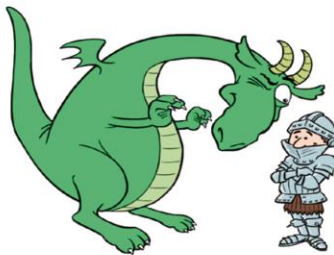
1. ELIMINATION



2. SUBSTITUTION



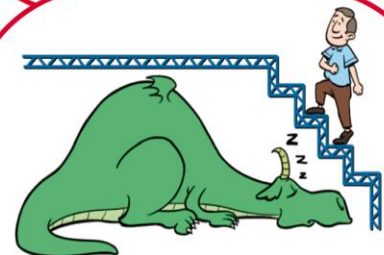
3. ISOLATION



6. PPE



5. ORGANIZATION

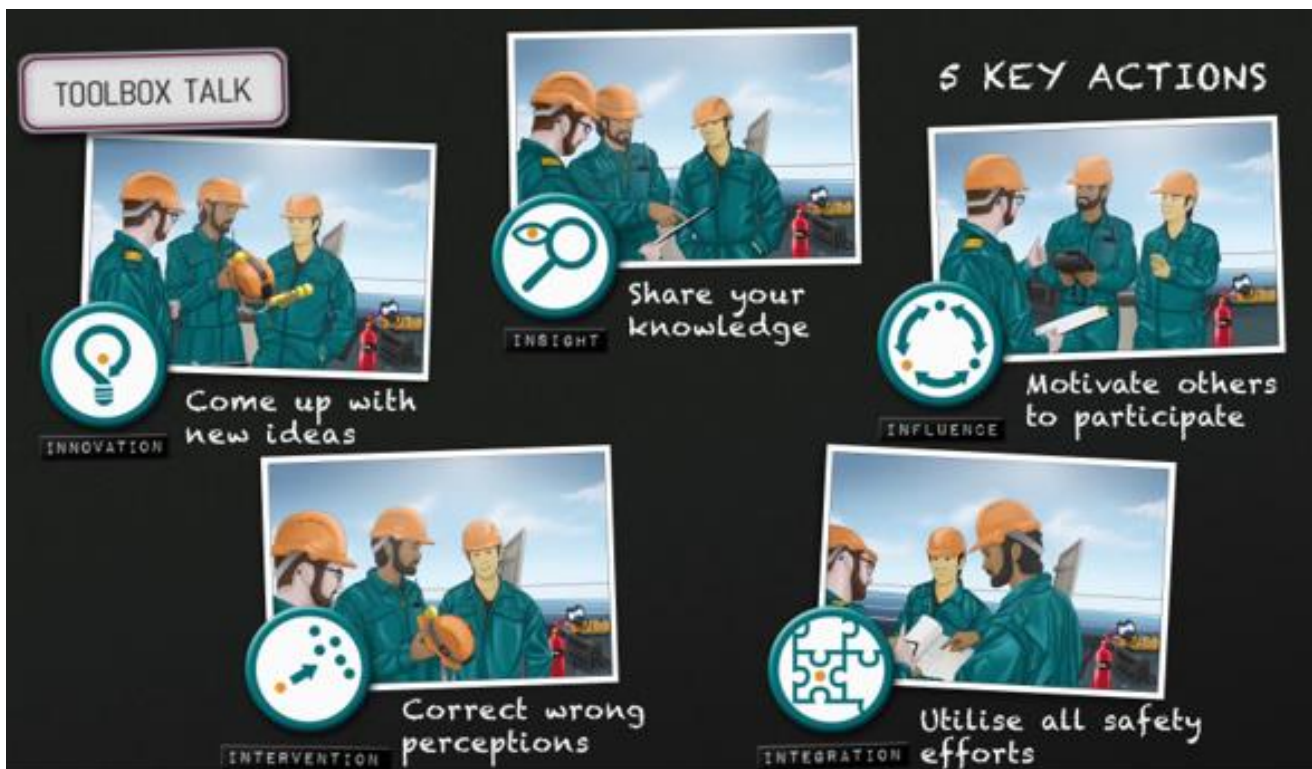


4. ENGINEERING

Toolbox talk

- A short and informal dialogue among team members
- Done right before starting a job
- Carried out at the worksite
- Ensures that members are aware of the hazards, risks, and control measures

5 key actions in relation to the 5 Safety I's



Debriefing



WHAT HAPPENED?

Ask to gather **information** and **observations** about the job

WHAT WENT WELL AND WHAT DID NOT?

Ask to identify **successes** and **challenges** that can lead to new learnings

HOW CAN WE IMPROVE

Ask to create **new ideas** and **better ways** to do the job

Cultural awareness and bias

The 'Search-Ask-Discuss' spiral model for cultural awareness

This tool is focused on the Three R's: Representations, Rituals, and Rationales.

SEARCH for Representations

Identify the visible features (symbols, role models, literature, clothing, cuisine) of a culture.

ASK about Rituals

Explore the rituals, customs, traditions, and common habits of a culture.

DISCUSS the Rationale

Understand why the people of that cultural group behave in a certain way.



Mental health awareness

BACES: Ways to maintain your own positive mental health



BODY

Take care of your physical **body**



ACHIEVE

Achieve things every day



CONNECT

Connect with other crew members
and loved ones



ENJOY

Do the activities that you **enjoy**



STEP BACK

Step back when you have a problem