

Behaviour Based Safety at the Ships

Client:

A leading Ship management company – Skyships

Participants:

The senior management team from across geographies consisting of Group Directors, Managing Directors, Safety Managers/Superintendents, Senior Directors and Trainers.

Synopsis:

The ship management industry is a highly technical and competitive industry whereby survival and growth is directly linked to the safety performance of the managed vessels. Customer satisfaction in terms of safety and productivity is quite critical, with some of the big oil majors and other key industry organizations being termed the customers. The various industry wide initiatives to improve safety and reduce accidents onboard the ships though having produced desired outcomes, have plateaued out. All safety management systems and risk management systems are processes on paper and not something that is considered as value add' to the day to day operations, In such a scenario, to move from 'workable safety standards' to "Excellent safety standards' was a challenge facing the client!

In December '10, the Global Head of Safety division of Skyships engaged us to design an intervention with an objective to roll out a Behavior Based Safety (BBS) program companywide to bring about a change within the safety culture of the organization. So the objectives of the intervention were:

1. Introducing BBS and its concepts
2. Enhance self awareness of participants
3. Skill building of participants to observe and give feedback
- 4. To create champions for BBS within the organization**

The project started with a sensing exercise involving meetings with key stakeholders at all various levels across functions. The purpose of this exercise was to understand the conversations and therefore the perceptions of the culture regarding the safety systems in the organization. The facilitators spent hours listening to views and perceptions of various employees.

The various coaching modules involved -

a) Understanding Organization culture and its impact of safety culture –

The impact of Organizational Culture to the well-being of an organization was investigated using case studies and exercises. How sub-cultures evolve and the importance of aligning cultures is looked at in depth.

b) What is BBS?

Behaviour based Safety is about using behavioral psychology to promote safety at the work place.

c) Understanding self:

This module was devoted to helping the participants explore their fears and blocks. This was followed by a deeply engaging activity which resulted in an understanding of their hopes and hidden potential and a drive to set stretch goals for themselves.

d) How to observe and give feedback –

Comprised of simulation and role-plays based on real life scenarios. Training concluded with a personal action script for every participant.

e) Coaching Sessions:

This training was followed up by one-on-one coaching sessions with each participant. The facilitators also gave feedback to the managers.

f) Impactful Communication

Becoming champions requires skills in influencing people across the organization. Therefore, participants through different exercises practiced to communicate in an impactful way.

The Impact:

Substantial decrease in unsafe incidences on the ship. Improved communication and higher awareness on safety related issues. Long procedures of reporting safety issues got shortened to make it more effective. Substantial reduction in paperwork for safety issues and mutual blaming trend.