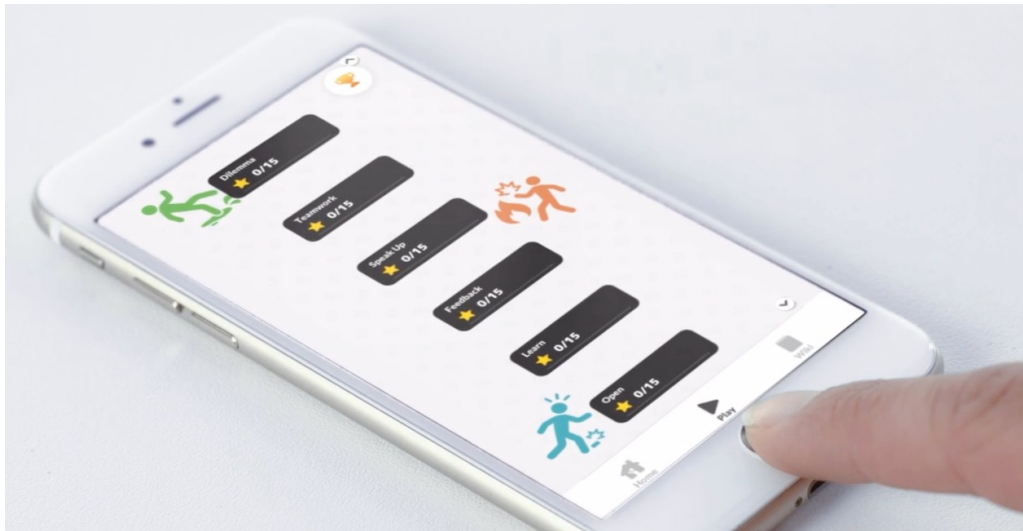


Facilitators Guide



This Guide is for Team leaders leading a culture change process in their respective teams onboard a ship.

Many of the ideas apply to any leader.
And any team leader can utilize the main steps and tools in the team process described.

In close to all known serious incidents, employees were aware of the root failures that led to the incident.



Close to all of these incidents could have been avoided by adopting **8 SAYFR Leadership Behaviours 8LB©**.

In the **Safety Improvement Plan** the objective is to create an organizational culture where employees feel free to have an open dialogue about failures and then act on these failures before they escalate into critical situations.

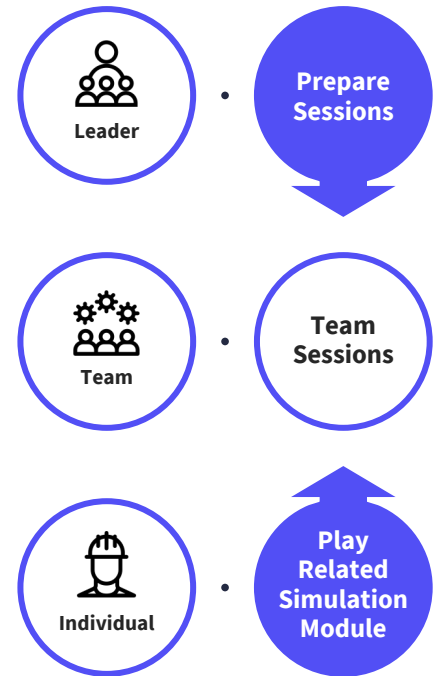
Adoption of these behaviours is not a one time training effort, but a deliberate process over time. Methodologies and tools created by SAYFR will be used to achieve this.

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1 The Team Process

A team session will be an important arena for culture development. Every month there will be a new topic to take gradual steps to adopt and implement the 8LB©. Each team session requires preparation by the team leader/facilitator and each individual team member.



A Leaders Prepare

It is critical that the team leader prepares for each session to maximise impact for the whole team. Leaders can view preparation for how to behave in the team session as part of their own development process. For this, please see Chapter 2.

B Individuals Prepare

Real life simulations in SAYFR WE2D can be played individually by each individual team member on their personal device. For each team session there will be a relevant case for discussion. Each simulation/case in SayfrWe2D is gamified using points and scores to motivate several rounds of play. This enhances individual learning.

C Team meets in Team Session (Safer Together Sessions)

The experience that individual team members have from playing the cases prior to the team session is a key basis for the group works in the team session. Having worked with the same situations is an important reference point for all participants.

2

The Team Leader/Facilitator

A Their goal

The role of the team leader/facilitator is to establish and manage a process in their team to adopt the 8 Leadership Behaviours (8LB©).

The goal is to establish Team sessions as an arena where discussing the 8 Leadership Behaviours (8LB©) becomes natural.

B Their importance

Leaders are role models for behaviour. If team leaders are not changing their behaviours, the team behaviours cannot be expected to change either. This in turn will block the overall goal of the culture improvement program, which is to achieve an organizational wide change.

C Their 8LB maturity

Some leaders are already mature in the 8LBs and are well aware that they are based on the leader's ability to openly listen to feedback from others. They would find it easy to be role models. Others may not be mature, and also unaware of this. Immature leaders are less efficient in leading a team process.

Most leaders have a potential to become more mature, and they should see the task of leading the team process as a way to become more mature. This will in turn themselves to become more valuable professionals, but also be of vital importance to the culture change process.

3 Supporting Tools



Leader

Prepare Sessions



Team

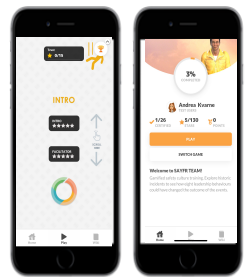
Team Sessions



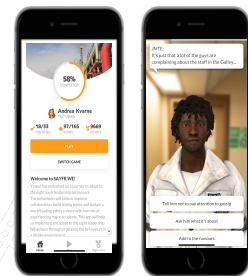
Individual

Play Related Simulation Module

SAYFR TEAM
Team discussion app



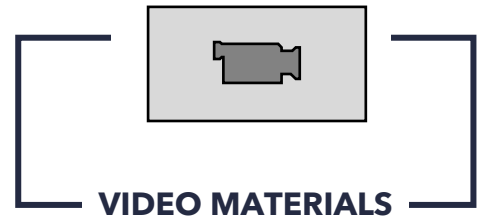
SAYFR WE
Realistic 2D simulation scenarios



The facilitation guide is to assist Team Leaders in their role in Wave 1



SAYFR TEAM APP.



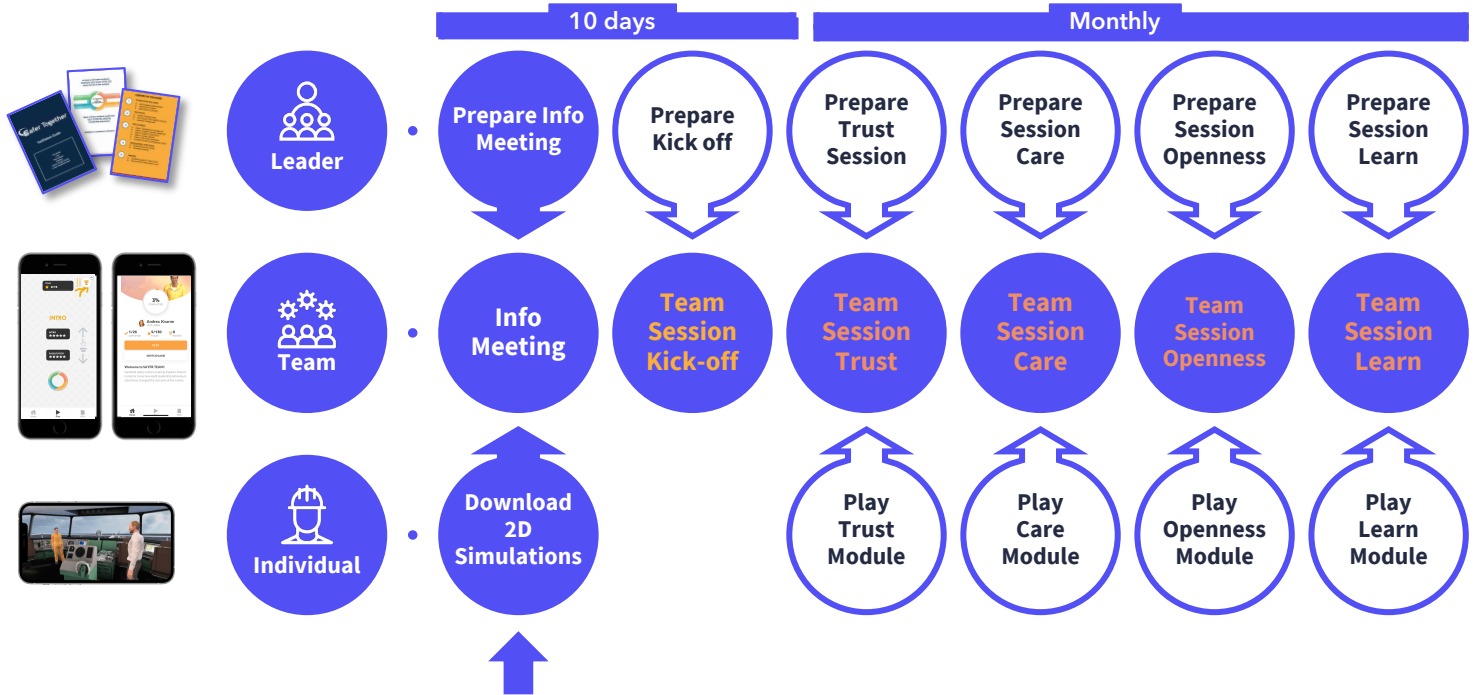
Video 1: Culture Program Methodology



SAYFR WE2 D is a gamified simulation app to practice use of behaviors in real life scenarios known as simulation modules. The objective is to individually practice behaviors that strengthens a culture that learns from failure.
SAYFR TEAM is a tool aimed at assisting leaders facilitate group discussions.

4

Implementation of the process



- Team Leader: Prepares Info meeting**

The team leader / facilitator calls for a meeting with the senior officers to discuss the start-up of program. If the Master has not been to the leadership training XLAB, it might be a good idea to call a master who has been there.

They review the step-by-step guide to installing the apps. Timing and method for downloading the App will be communicated from shore side.

- Whole Team: Information Meeting**

The whole crew is gathered to inform about the following:

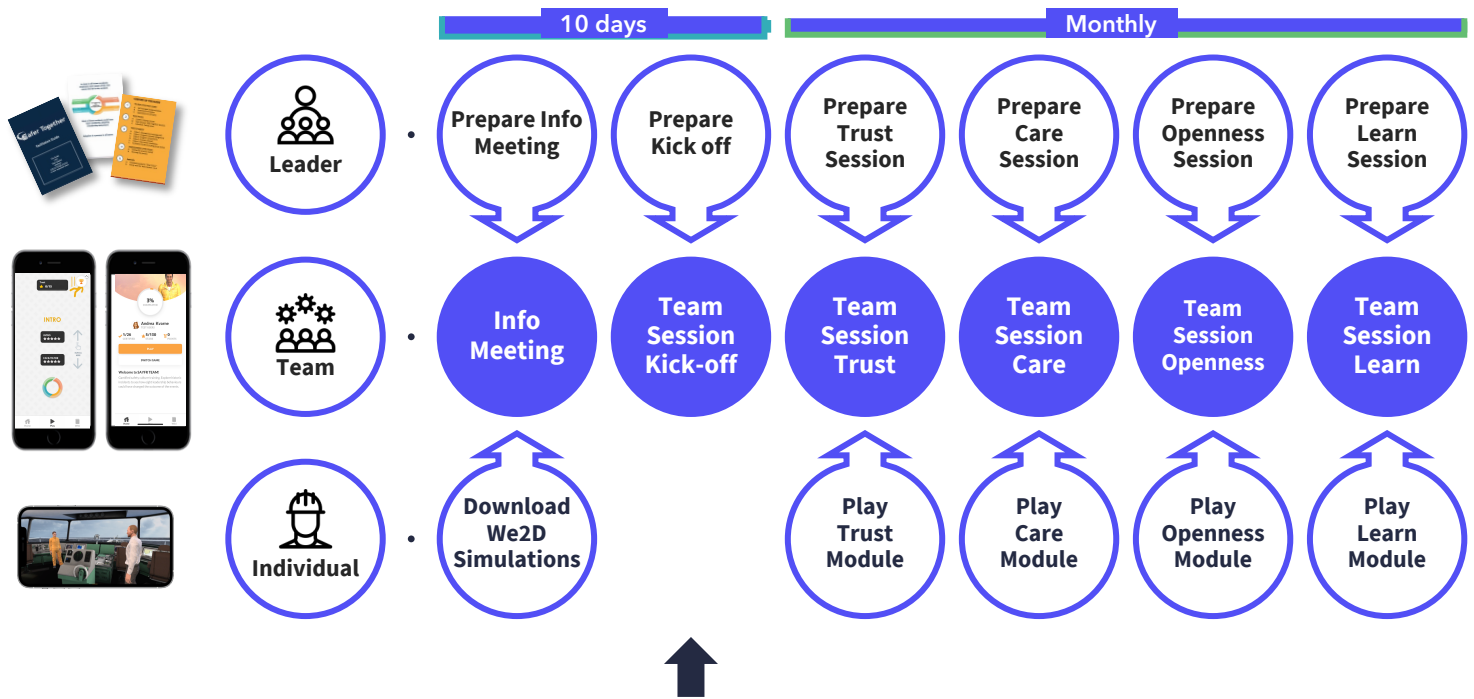
- The upcoming kick-off of the Program onboard.
- The need to download the We2D App, and how this will be done

- Individuals: Downloading of SAYFR WE2D**

The whole crew downloads SAYFR WE2D by carefully following the step-by-step guide. And by using the method for downloading instructed from shore side.

4

Implementation of the process



• Team Leader: Prepares for Kick-off

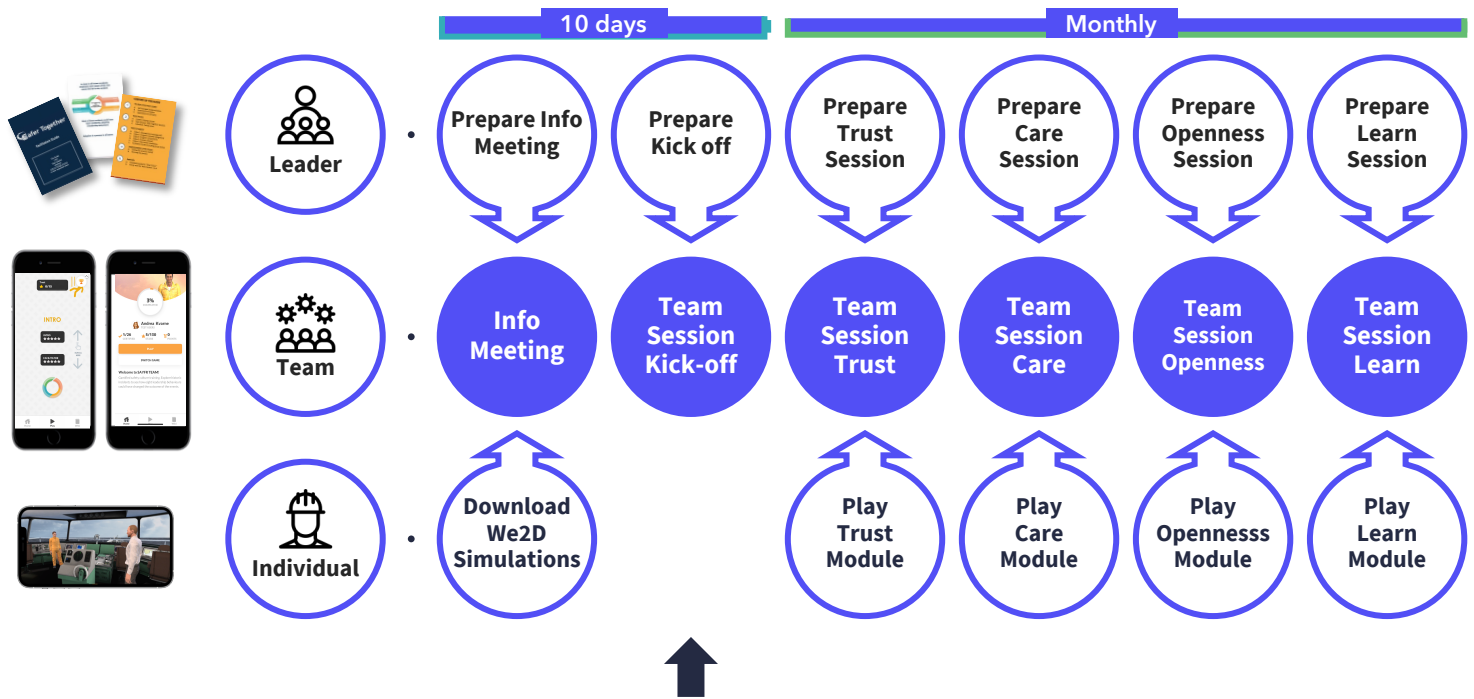
The objective for the Team Leader/Master is to plan for the best possible start of the Safety Improvement Plan implementation and allow for a good experience for all crew. The Master/facilitator should read through the tips for being a good facilitator on the page after the next.

Here is an idea for how to prepare:

1. Discuss the benefits of having a culture where everyone learns from failure? Agree on 2 benefits that are the most important for you and your vessel (to be shared Kick-off).
2. Decide on who will make the introduction and facilitate the discussions. (This is typically done by the Master in the first sessions but can be delegated to someone else in later sessions.)
3. How can you divide everyone into smaller groups in order to ensure good discussions and team building across roles and departments?
4. How can you all take responsibility for creating a good atmosphere in the Kickoff? (How do you make it fun and engaging?)
5. Discuss how senior officers can be even better role models when it comes to behaviours that strengthens a culture that learns from failure?

4

Implementation of the process



• Whole Team: Kick-off (cont.)

The master gathers the whole crew to inform about the following:

- The upcoming kick-off of Program onboard.
- The need to download the APPS and how this will be done

The Best practices to conduct the kick-off:

1. Senior officers that are ready and show commitment
2. Sufficient time set aside
3. The kickoff happens in a social setting with some nice food and drinks
4. Time can be set aside to play "TRUST" to make sure all can log in and play. Those who do not have the app downloaded, can join someone
5. Present relevant information from the Facilitator Guide



Tips on how to prepare a Team Session & Being good facilitators

• Preparations

1. Play through the relevant module in SAYFR TEAM in advance
2. If you plan to use a screen, do a test run with the technical equipment in advance of the session. Make sure people can see everything on the screen
3. Think about whether you should go through some rules for communication in the beginning of the (such as being positive and respectful towards each other, etc.).
4. It can be challenging to be a facilitator, especially in a team where everyone knows each other, and unwritten rules have developed for how meetings and discussions are held. To get the most out of these sessions, it can be a good idea to think about how meetings are usually held in your team, and possibly what can be done differently in order to achieve a successful session with meaningful discussions.
5. Some of the questions may lead to discussions on how your team handles different situations. Thus, these discussions can be sensitive. Read through the discussion questions in advance and try to think about issues that may come up. Maybe you can prepare in a way that makes it easier for you as a team.

• Tips on how to be a good facilitator

- Make sure that the group sticks to the topic being discussed. Some people might offer examples that are too far off topic to be useful; the conversation may naturally drift away from the topic at hand. You should be ready to guide the conversations back to their topic as often as needed.
- Is everyone taking an active part in the session? Make sure to include everyone. Pay attention if some people are too dominant or too passive. Try to ensure that the discussions that develop are the sort that will lead to the group becoming better together.
- When you discover that someone in the team has a different perception of what is being discussed, or about what a behaviour means, listen first and then clarify if necessary.
- Strive to be judgement-free.
- Maintain eye-contact.
- Speak encouragingly when others partake in the discussion.
- Summarize or rephrase if you consider it necessary for further clarification.
- Handle all comments with respect.
- Say thank you for contributions to the discussion.



The following speaker notes will help you facilitate the meeting and discussions.

1 Intro

5min

- Welcome to the Team Session
- Hopefully, many have played through the relevant module in SAYFR We2D. Today we will have discussions in groups.
- But first, let me go through the purpose of this group session:
 1. Provide opportunities to practice and discuss behaviours that strengthens our safety culture. (Good discussions are more important than just finishing the tasks.)
 2. Create engagement and make everyone familiar with the program.
- Any comments or questions?

2 Play relevant case in SAYFR Team

20min

3 Discuss

15min

We are now to discuss and answer some questions related to the case and the behaviours /our choices .

4 Close

10min

- How was it to play and discuss?
- Have we learned something valuable?
- Agree on 1 task that that we will all work on to help us improve in the coming weeks.



Appendix

SAYFR Methodology Used in the Safety Improvement Plan

4

SAYFR Methodology used in the Program

The Program is based on a methodology developed by the company SAYFR. Below you will find information about the scientific basis for the methodology.

1 Scientific basis



SAYFR has collected unique data to from the maritime industry to statistically validate how two key items can be measured:

1. The maturity of the culture for managing failures
2. The maturity of behaviors needed to improve the culture for managing failures

The culture maturity can be measured on 5 levels, but no full organization is measured on level 5 yet, only parts. The model below illustrates how each level of maturity is normally related. (E.g., On level 1 an organization typically has challenges related to CARE and TRUST). It also illustrates how a fictional organization that starts on level 1 in culture maturity can expect to reduce the rate of serious incidents by improving culture maturity. (E.g., An organisation on Level 2 can reduce the likelihood of incidents by 50% through improving to level 3.).



1 Changing a culture by adopting 8LB©

With the ability to measure culture maturity and 8LB also came methods to effectively improve a culture. With this came the basis for developing digital tools to effectively and efficiently improve culture in large organisations.

4

SAYFR Methodology used in the Program

Perception of Failure: The Four Fallacies

For each leadership behavior, there are 4 common types of misperceptions about failure that we call fallacies

1		Overlook Failure Significance
2		Disconnect Oneself from the Incident
3		Assume Collective Dismissal of Failure
4		Avoid Taking Action out of Fear

Teams that are practicing the leadership behaviours should use the team sessions to become conscious about how they think and act in connection with failures. For each leadership behaviour, there are 4 common types of misperceptions about failure that we call *fallacies*. One type of fallacy is to think wrongly about the failure itself; believing that it is not significant, even though it is. A second fallacy type is to disconnect oneself from the failure even when we are part of it. A third type is to think that your colleagues do not find this failure important. And the fourth type is to fear negative consequences if you step in to manage the failure. By using facilitation tools to make conversations related to these fallacies happen, a deep change in culture can be achieved. If not dealt with, these misperceptions may block change from happening.

4

How a Change in the 8LBs can be Observed

Expect that colleagues talk less about blame and more about how to constructively solve problems.	• TRUST •	But once colleagues have more trust in each other, they may also be more direct in communication with less polite phrases, hints etc.
Expect that colleagues have stronger ownership to, and pride in their work and develop closer relations to each other.	• CARE •	But colleagues may also involve themselves in topics outside of their formal responsibility and perhaps even in your area of responsibility.
Expect that colleagues will listen more and prepare more for the possibility that something unwanted may happen.	• OPEN •	But colleagues may also share and report more concerns and mistakes. They may also take more precautions
Expect that colleagues are more dedicated to learning and understanding complex root causes behind problems.	• LEARN •	But colleagues may also seek more discussions to understand the underlying root causes of problems.
Expect that colleagues give feedback to each other more easily.	• FEEDBACK •	But colleagues may also more often give constructive criticism.
Expect that colleagues feel greater responsibility and confidence to speak up.	• SPEAK-UP •	But colleagues may more often stop the job, take five, and share concerns
Expect that colleagues more easily and frequently ask for input on their own work and deliverables.	• TEAMWORK •	But you might experience less credit for achieving results, as they will be seen as a result of teamwork and not individuals.
Expect that colleagues more thoroughly evaluate potential dilemmas.	• DILEMMAS •	But colleagues may also get more engaged in dilemmas you own, where often nobody have the correct answer.