



IUMI 2018

“MIND THE GAP” TO RESHAPE SAFETY CULTURE

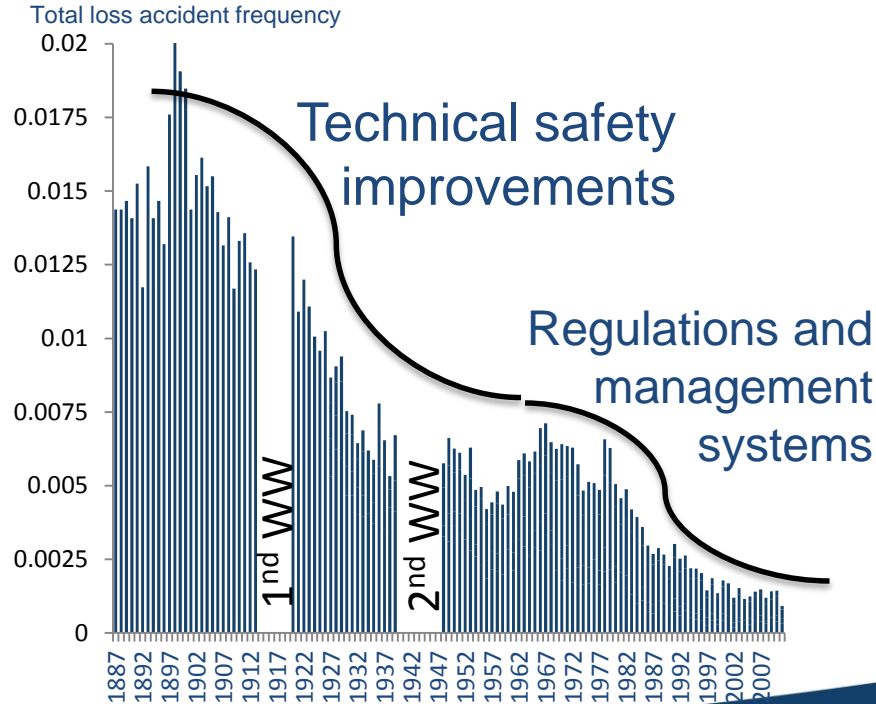
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PROPEL

19TH SEPTEMBER

PROPEL
MARITIME MANAGEMENT CONSULTING

WE HAVE DONE A LOT, WE ARE DOING A LOT... BUT WE NEED A DIFFERENT APPROACH GOING FORWARD



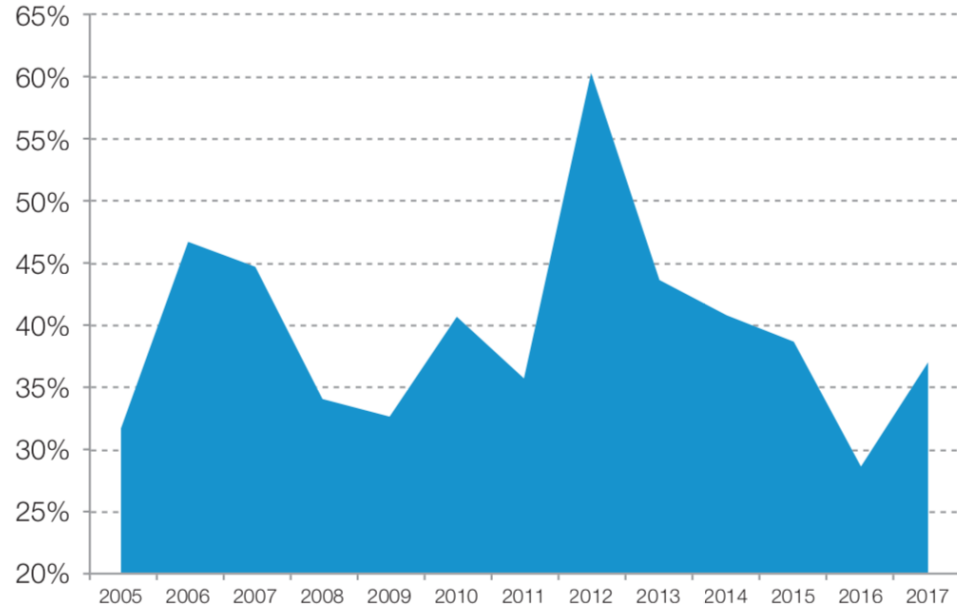
On a typical day in shipping in 2018:

- 700 safety inspections and audits

But still:

- 3 persons are killed
- 30 persons are injured
- 1/2 a ship is lost
- \$50 million is paid in claims

H&M: THE 1% MOST EXPENSIVE CLAIMS AS A SHARE OF THE TOTAL ANNUAL CLAIMS COST



IS
SAFETY?

IMPORTANT TO YOU ■

WHAT IS
SAFETY?

THREE DIFFERENT VIEWPOINTS ON SAFETY

*With good systems,
high compliance and
the right talented
people - we will be
safe*



*To be safe we
constantly need to
think ahead, be
vigilant and share
our mistakes*



*To be safe we
need a captain
that does not
freeze under crisis*



SAFETY IS TO:

Prevent failures:

Do it right in the first place



Shipping has worked with management systems for

Manage threats and failures



Industry “blind spot”

Handle crisis situations



Shipping is among the best industries in handling crisis

THERE IS A BIG DIFFERENCE BETWEEN THE SAFEST AND THE MOST UNSAFE SHIPS



**MOST
UNSAFE
SHIP**

**SAFEST
SHIP**

OUT OF 100 ACCIDENTS

50 accidents

30 accidents

15 accidents

5 accidents

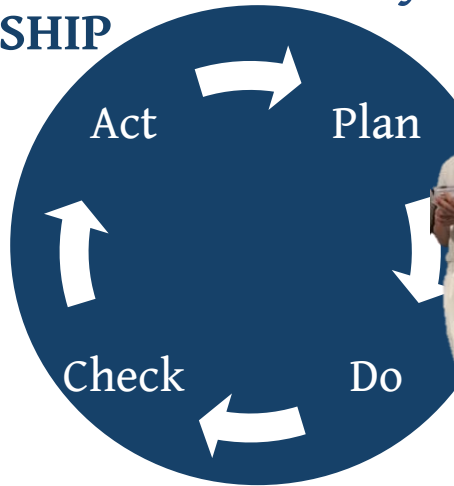


SAFETY LEADERSHIP MAKES THE DIFFERENCE



**MOST
UNSAFE
SHIP**

Safety Management



Write what we do, do what we write, prove it and improve it

Safety Leadership

Making others behave safe as a result of your presence and making sure this impact lasts in your absence

**SAFEST
SHIP**



“Be a role model in openness”

BE OPEN

CARE

“Show that you care for your colleagues”

“Seek understanding and share knowledge”

LEARN

BUILD TRUST

“Trust and be trusted”

REWARD & SANCTIONS

“Give constructive feedback”

PROMOTE THE TEAM

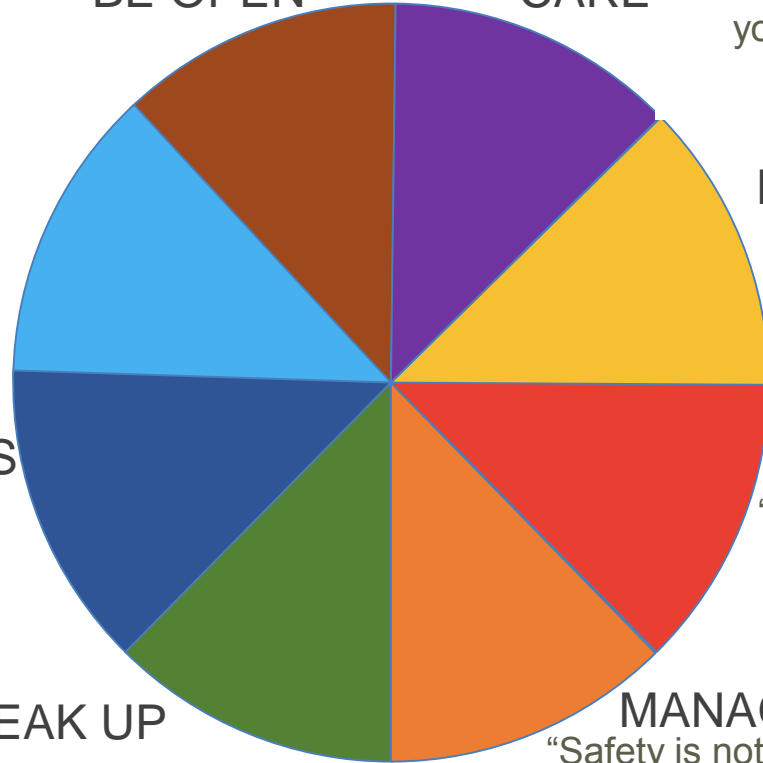
“Ensure that everybody pull in the same direction”

SPEAK UP

“Share your concerns”

MANAGE DILEMMAS

“Safety is not always the first priority”



COLLABORATION MUST GO THROUGH THE ORGANISATIONAL LEVELS

SUPERINTENDENT



The "heroes" in this company are those that make risky decisions and are lucky

The say "safety first" – but that is just words...



CEO

CAPTAIN



RATING



OPERATIONS



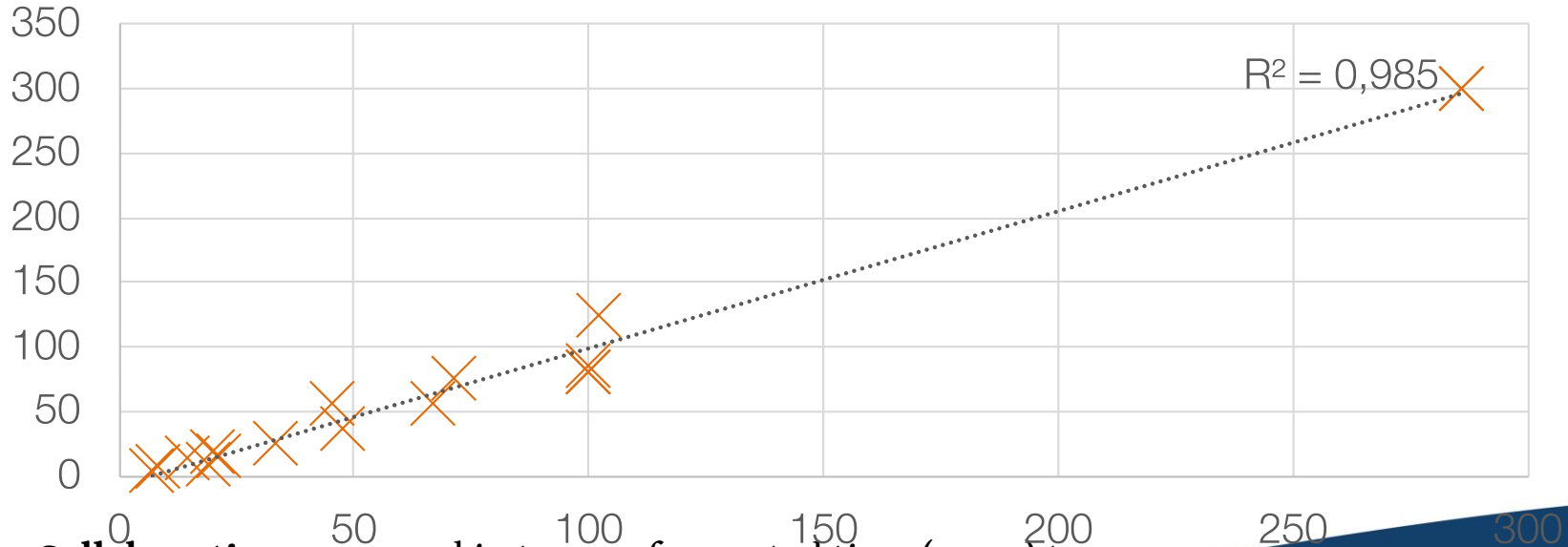
Safety First

It is my job to push – it is "their" job to say "no"

When I say "no" my competence is questioned

MIND THE GAP - BECAUSE THIS MAKES THE DIFFERENCE

Historic accident frequency expressed in terms of expected time (years) to serious accidents per ship



Collaboration expressed in terms of expected time (years) to serious accidents per ship

TAKE-AWAY POINTS:

1. Simplify management systems, do not add procedures
2. Focus on what is critical, do not try to control every detail
3. Leaders must invite and motivate change and collaboration, not demand it
4. Train collectively, do not just train individuals
5. Practice at the workplace, do not train only in the classroom
6. Teach people to handle mistakes, do not just teach them what is right

IMPROVING SAFETY IS NOT ABOUT IMPROVING PEOPLE
IT IS ABOUT IMPROVING COLLABORATION



THANK YOU!

PROPEL
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TUMI
2018
Cape Town 16-19 SEPTEMBER