

## people skills – from engine room to board room

Working with your people  
to improve safety  
and operational performance



**MAERSK**  
TRAINING





# The Operational Challenge

*We contribute with solid industry insight and the best of professional consulting to tackle your current challenges or realize your future ambitions.*

You don't have to explain basics. We operate in same environment as our customers, understand their main challenges and engage in co-creations where we seek to provide learning experiences where both parts learn and develop through the process of overcoming your individual or organizational challenges.

**MOST OF OUR CUSTOMERS REALIZE THAT MANDATORY TECHNICAL TRAINING IS SELDOM ENOUGH.**

The technical / non technical skills imbalance affects all technically focussed industries but it is particularly pronounced within High Reliability Industries, where the consequences of things going wrong are far greater and often more costly for humans and the environment.

Traditionally, supervisors, managers and leaders have quite rightly been selected on the basis of their technical knowledge, leaving their non technical development underinvested in.

The result of this lack of dual tracked development is less effective supervision, underperforming management and

a failure to understand how to get the best out of and how to effectively develop the team.

Aside from the supervisory skills gap that potentially emerges, it is also vital to acknowledge that humans can only keep focus for limited periods, our memory capacity is finite, we often overlook critical information when making decisions and we are all affected by biases that make our judgement less effective than we think it is.

Individuals and teams need to be aware of their individual and collective limitations and supervisors need to adjust their approach to take account of these Human Factors in order to deliver enhanced performance.

Finally, in challenging and highly competitive market conditions, the ability to realise the true performance potential of the team is what will deliver real competitive advantage but without the right leadership, communication, team building and motivational tools at hand, our operational leaders are often unable to draw the very best out of the team, to deliver enhanced safety and efficiency.



OIL & GAS



MARITIME



WIND



TERMINALS



OTHER

**OUR CORE CLIENT INDUSTRIES**  
Our experience makes us able to suggest and implement solutions that are aligned with your industry specific context and requirements linked to your daily operations.





## Our customers need something that actually makes a difference...

*It doesn't have to be fancy, but it has to work.*

When it becomes important enough for our customers they call us to discuss best practice or innovative new approaches to their business obstacles or emerging ideas.

**We know the terms of our core customer industries from the inside.**

We know that maintaining a competitive skilled workforce requires both relevant and adequate training but also high focus on cost awareness. We hate to waste the time and money of our customers, and therefore design our services accordingly.

We only sign up for projects, training and or consultancy assignments where we believe that we can actually make a difference measuring effect is difficult in some areas, that's why we lean heavily on experience.

We are all experienced consultants with relevant operational and theoretical background and use it to provide professional guidance/sparring with our professional partners.

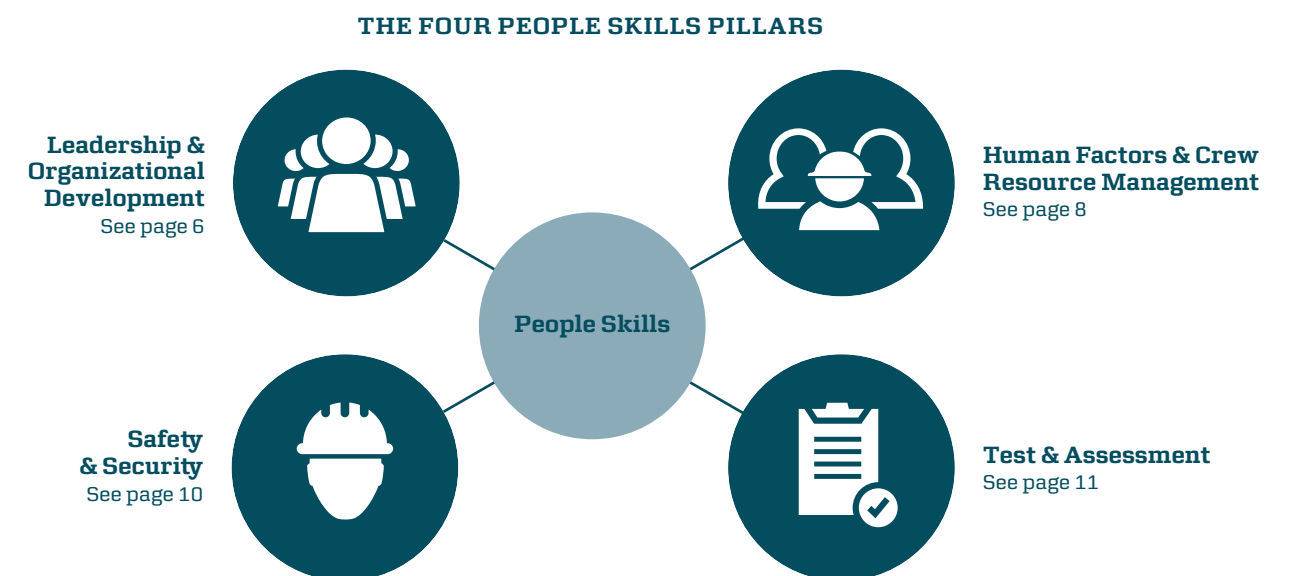
**We don't believe in short term quick fixes but are firm believers that long term solutions demand a lot from the people involved.**

We aim at making our customers independent of our services as fast as possible but without leaving without a sustainable and implementable plan.

When you are ready to act on your challenges and prepared to discuss alternative approach please give us a call. We want to make a positive difference and hopefully adding a better learning experience to you.

## Our four pillars

*We try to be experts within our four pillars while respecting that reality often interlinks and overlap.*





# Leadership & Organizational Development

Less than 1% are born leaders. For the rest of us it's hard work and a constant stride to develop as leaders.

At Maersk Training we work closely with our clients to deliver solutions across three specific career transition points, each with its own training needs that build and enhance insight and skills throughout the leadership pipeline: from specialists/team players to operational team leaders; from operational team leaders to advanced functional leaders; and from advanced functional leaders to executive leaders.

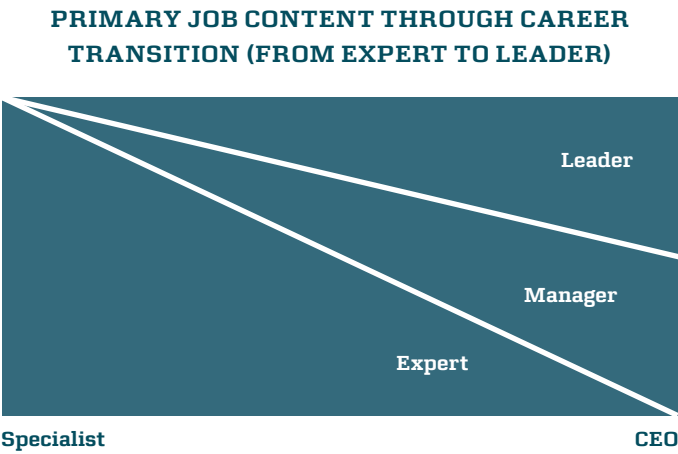
The challenges in each leadership segment are specific and importantly, competency for the next level should be attained prior to crossing the threshold and assuming new responsibilities. We are used to work in international organizations with huge cultural diversity and include cross cultural management in most trainings.

We have increasingly seen a need to differentiate training to recognise the evolving challenges of management and leadership that we all face as we move upwards along leadership pathways. **A failure to acknowledge these pivotal transition points, from one level of competencies to the next, results in a supervisory level unprepared for the challenges ahead.**



We have four main categories of Leadership Trainings:

- 1. OPERATIONAL LEADERSHIP PROGRAMME**  
Aimed at operational super visors and leaders. We understand their daily challenges such as effective Toolbox Talks, Handovers or how to train new crew members.
- 2. STRATEGY EXECUTION & FUNCTIONAL LEADERSHIP**  
Aimed at Functional Leaders & Staff members. We equip new and experienced Functional Leaders with strategic tools and insight to help them understand and support corporate ambitions.
- 3. EXECUTIVE LEADERSHIP**  
Aimed at CEO's and other CXO functions. We offer newest theoretic and practical sparing and offer a unique room to discuss and develop as a Top Leader with focus on your own leadership, your leader team and your organization.
- 4. INDIVIDUAL LEADER COACHING**  
(Case by Case)



We see a significant improvement of our leadership toolbox and experience in Esvagt a good and open dialogue on how to implement the new acquired skills and insights. In addition we have gained a new 'language' when discussing leadership amongst our leaders. The feedback is by far the best we have ever seen on any leadership programme.

Nick V. Ørskov  
Head of HR & Crewing, Esvagt.





*"The safety of our employees is our first priority. Through Maersk Training they acquire good skills within safety training and awareness".*

*Semco Maritime*

## Human Factors & Crew Resource Management

*Get the people part right and the rest is within reach*

Originating out of aviation crash investigation work undertaken by amongst others NASA in the 1970s and 80s, Human Factors work evolved within the High Reliability sphere of industries to become more refined to those cognitive, social and interpersonal skills that underpinned safe and efficient teams. These became known as Crew Resource Management and the multitude of Human Factors touch points was reduced to the most significant 6 elements (See below)

The objective of Human Factors is to optimize efficiency and safety, by considering how to leverage the team to improve the integration of people, equipment and processes.

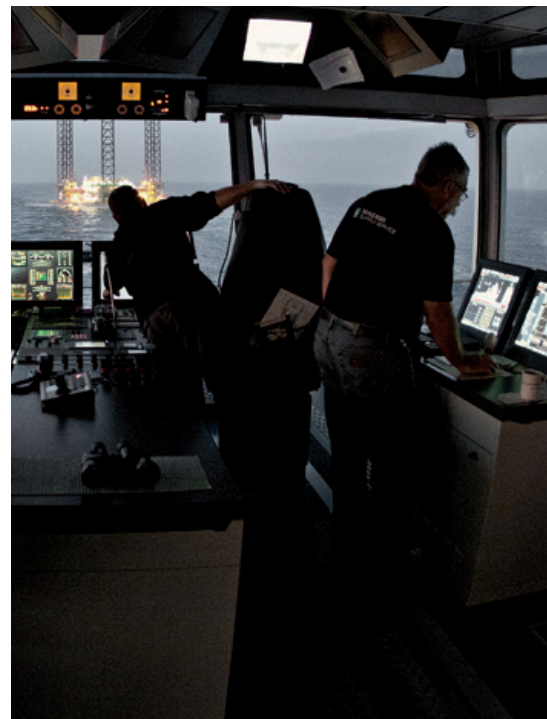
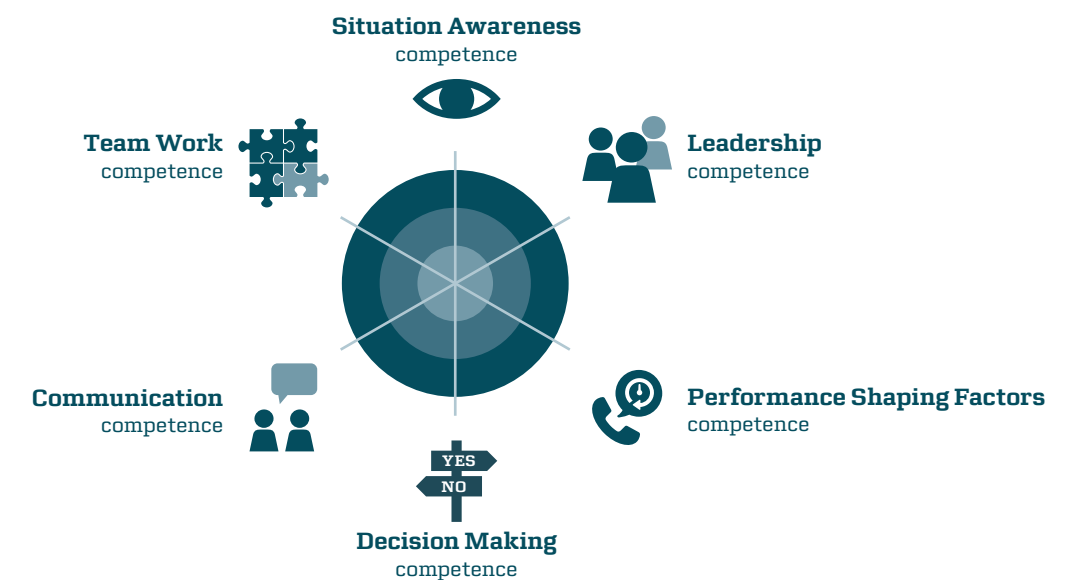
**An ignorance of Human Factors & CRM results in suboptimal performance and fails to tackle the largest contributory cause of incidents in High Reliability Organisations.**

Maersk Training has extensive routine in training teams & crews combining the worlds most complex simulators with leading coaching of individuals and operational teams up to full rig size with cross departmental interaction. Maersk Training offers HF & CRM training for all industries.

Most after sought/run trainings are:

- Team Based Well Control for drill crews
- Enhanced Well Control
- Performance Enhancement Training for full Rig Crews (all functions and cross functional training)
- Bridge/Engine Room Resource Management (BRM/ERM) training for maritime officers.
- Combined BRM/ERM where cross departmental learning is focal element.
- Emergency Response Team Training for amongst others Production Platform Crisis Teams.

### THE BASIC SIX – NON TECHNICAL SKILLS







## Safety & Security Training

*Enabling people and organizations to take an active lead in Safety & Security*

Safety and Security considerations have always been at the heart of Maersk Training's offerings since its establishment in 1978, which has given us more than 30 years of experience in safety training ranging from basic safety training in the classroom to hands-on on-site training. In outline there are 3 broad areas of Safety training:

### Safety Awareness

This is the foundation in basic safety training, where the goal of the course is that the individual should think about his/her own safety more thoroughly and be willing to ask questions rather than take safety for granted or act reactively. It is about safety becoming a series of conscious decisions with increased personal accountability and responsibility for all colleagues.

### Safety Culture Workshop

This is a workshop that will differ depending on the participants' safety focus at that point in time. It is for the entire organisation where all are invited to agree on the current health of the Safety Culture, with the aim being to establish how the organisation can move up the Safety Culture ladder through planned and incremental focussed engagement.

### Safety Leadership

Safety Leadership is about enabling leaders to take an active role as safety leaders. **Safety = Leadership** and we are as such all leaders in safety! Poor safety is often due to poor or inadequate leadership.

### SECURITY

In the area of Security, Maersk Training offers breadth from the individual, to group and organizational level, with the intent being to give participants knowledge, insights and a perspective that will enhance their ability to act appropriately in acute critical situations such as piracy, armed robbery, assaults, or kidnapping - all of which are relevant to those businesses operating in austere and hazardous environments.

The objective is to increase a delegate's knowledge and awareness of how to work safely in areas with a potential risk of becoming a target for criminal acts. Through classroom training, role-playing and practical group exercises, the participant will work with the different psychological aspects before, during and after an acute critical situation.

### CRISIS MANAGEMENT

We challenge organizations and Management Teams in effective handling of any given crisis.

We design and deliver Crisis Management training and exercises to train and test immediate responses to ensure robust and effective procedures are developed in line with regulatory requirements, business continuity needs and company expectations. These range from fully simulated crisis exercises to table topped scenario based discussions to reinforce good communication and assist in good decision making.

## Test & Assessment

*Helping you selecting, retaining and promoting the right people for your core operations*

**At the heart of effective, efficient and safe operations is an organisation's ability to assess and select the best candidates for leadership positions and for promotion.**

Assessing an individual's personality traits and cognitive abilities are strong predictors of future job performance, and enables the organisation to take the right decisions when it comes to recruitment, retention and promotion of Operational Leadership candidates. We are experiencing a growing need and interest across the industries i.e. other shipping companies, oil and gas companies and who due to marked conditions need to ensure recruitment and promotion of the right people in order to minimize costs and save valuable time while ensuring the right manning.

In Maersk Training, our certified Organisational Psychologists have for more than a decade build up experience in assessing and developing candidates within leading global organizations. Maersk Training holds certifications in most assessment tools i.e. MBTI, JTI, Neo-PIR, PI/LI, DISC, 16PF, Hogan, Master and many more. That means that we are already experienced with the tools you prefer or may already be using.

We offer three types of assessments that can be used individually or as a process to target the various carrier steps from recruitment to promotion:

### OPERATIONAL LEADERSHIP ASSESSMENT (OLA)

OLA is a 'Screening/Assessment' process used to recruit the best candidates for the position.

It's a ½-day online assessment to screen candidate behaviour and leadership abilities using professional tests.

It reduces travel & accommodation costs for both assessors and candidates making it an affordable and professional solution that supports your internal process of selecting and on-boarding new people.

### ADVANCED LEADERSHIP ASSESSMENT (ALA)

ALA is used to verify candidate promotability to senior leadership positions. 'The candidates will be assessed up against a company specific advanced leadership profile using psychometric tools, interviews, self-assessments, and group exercises. It's a 2-day assessment process with physical presence and min. requirement of 2 candidates.

### SIMULATOR ASSISTED LEADERSHIP ASSESSMENT (SLA)

This assessment is ALA + Simulator assessment in either a Bridge/Engine Room or Drilling Simulator. It's a 3 day process including psychological, technical and human factor assessment that will be conducted in a Maersk Training facility.





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