

Leadership and Responsibility

INTERTANKO Seafarers Seminar Mumbai

Dr Phillip Belcher
Marine Director

***LEADING THE WAY,
MAKING A DIFFERENCE***



INTERTANKO



Structure of presentation

INTERTANKO and the Human Element

Role of a leader

Complacency – what does it mean

Complacency – tackling the problem

Complacency – your leadership



International Association of Independent Tanker Owners

Non-governmental org
est. 1970 in Oslo

Strict membership criteria

210 Members in 40 countries

Champion - Advisor - Forum

Observer Status at IMO,
IOPC, UNFCCC, OECD,
UNCTAD

Oslo - London - Washington
Singapore - Brussels



Our committees

INTERTANKO





Leadership - goals

Safety of the Crew

Safety of the Ship

Safety of the Cargo

But how to achieve?



Leadership

Definition:

‘A leader steps up in times of crisis, and is able to think and act creatively in difficult situations.’

Perfect for the emergency but in a routine?



Leadership or Management?

Ships are run by routine

Same jobs

Same watches

We rely upon quiet professionalism

Managing a stable situation

But complacency can creep in



Complacency

INTERTANKO

Definition:

A feeling of quiet pleasure or security, often while unaware of some potential danger

A feeling of contentment or self-satisfaction, especially when coupled with an unawareness of danger, trouble, or controversy.



Meaning

Content with the situation and unaware of danger.

But why?

Why content and why unaware?



Why Rules are not followed

Lack of knowledge

Taking a short-cut

Lack of surveillance and enforcement

Lack of trust

Rule could not cover everything

Demonstrate professional skill



Professional Skill

They can handle any outcome

It never goes wrong

Absence of consequences

Blind to risk

Stopped people from thinking

Technology provides a veneer of
security



Heogh Osaka

INTERTANKO

MAIB
MARINE ACCIDENT INVESTIGATION BRANCH



SERIOUS MARINE CASUALTY

REPORT NO 6/2016

MARCH 2016



Combating complacency

Seafarer buy in

Encourage feedback

Avoidance of routine

Increase surveillance

Correct poor performance

Enforce rules, up and down

Competence



Competence

Competence key to everything

Competence reduces accidents

Competence ensures efficient operations

Need to ensure competence does not
breed over confidence



Competence based training

Traditional system:

- Set list of tasks
- Candidate completes a training book
- Officer signs them off
- Candidate deemed competent

But is that a true measure of competence?

Trust? Reliability? Qualifications of the officer?



Experience based competence

Time in rank/Co is a measure of experience

Experience is a proxy for competence

Therefore, greater the experience, greater the competence

But.... sometimes experience becomes the only measure



A middle way

Combination of tasks

Tasks must reflect the work

The trainer must be trained

System auditable

Must also combine with an experience
element

SOFT Skills



Soft skills

How the seafarer does the job

How he applies technical knowledge

How he gets others to work



OCIMF INTERTANKO SAFETY INITIATIVE

Soft skill areas:

- Teamwork
- Communication & Influencing
- Situation Awareness
- Decision making
- Results focus
- Leadership & Managerial skills



Competency: a roadblock to complacency

Competent crew can combat complacency

Competent crew can increase efficiency

Competent crew can increase safety

Competent crew will prevent accidents



Leadership - goals

Safety of the Crew

Safety of the Ship

Safety of the Cargo

Guard against complacency

Evenly enforce rules

Lead by example



Thank you

Phillip.Belcher@intertanko.com

Twitter: @pb7070