



*We help drive human performance*



*How (safety) cultures and behavior can be cultivated seen from an organizational perspective*

*Erik Green, Managing Director  
Green-Jakobsen*



### **Green-Jakobsen introduction**

Maritime business insight and blended competencies

***International Marine Safety and HR consultancy company***

Founded in 2001 - Today the company employs 30 specialists based in Copenhagen, Athens, Mumbai and Manila – Deck Officers, Engineers, Naval Architect, Maritime Economist, Ethnologist, Organisational Learning Specialists, Communication, Multimedia specialists and Change Management Consultants.

Consultancy

Courses

Safety Delta

Multimedia production



## Global reach

- Managing projects from South America to the Philippines



**Presently running projects in:**  
Chile, Peru, Argentina, Belgium, Greece, Latvia, Singapore, Germany, Norway and Denmark

Location	Instructors	Consultants	Admin staff	Multimedia
Copenhagen	4	5	2	0
Athens	0	1	0	0
Mumbai	0	1	0	0
Manila	4	4	0	8



## Global reach

- Managing projects from South America to the Philippines

- BW Fleet Management, Singapore
- Torm, Denmark
- China Navigation (Swire), Singapore
- Berge Bulk, Singapore
- Intertanko, UK
- Zodiac, UK
- Maersk, (Line, Supply and Tankers)
- Thome Ship Management, Singapore
- Exmar, Belgium
- Norden, Denmark
- Stenersen, Norway
- Seatrans, Norway
- Euronav, Greece
- Essberger, Germany
- Wilhelmsen Ship Management, Malaysia
- Thenamaris, Greece
- Ultraship, Denmark
- Humboldt, Chile
- Antares, Argentina
- Navitranso, Peru
- Utkilen, Norway













## Organisational capacity

- Our background and knowledge



## ” Today’s agenda

- Organisational capability



## Workshop motivation

*Far too many organisations struggle developing organisational ‘capability’*

» Hypothesis – True or false



*Dysfunctional organisations can have brilliant people!*

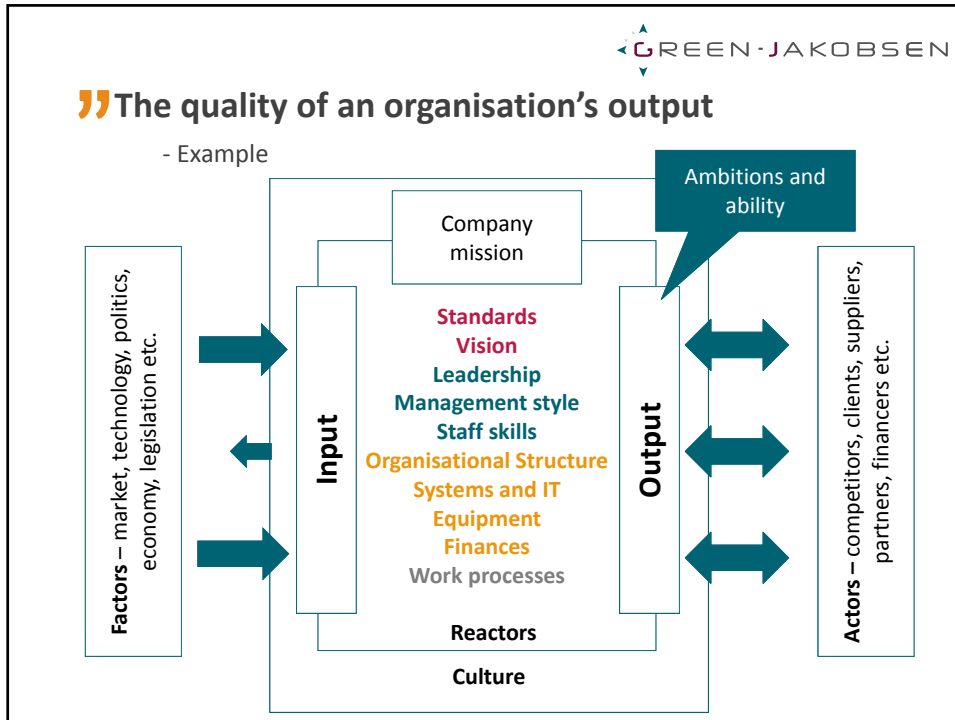
**The definition**

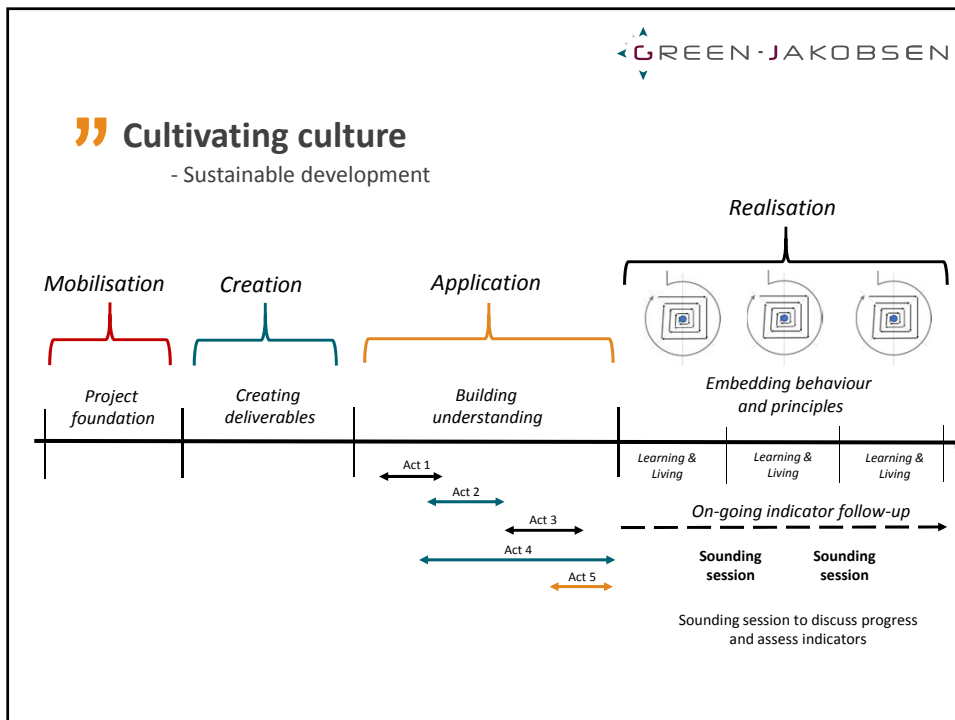
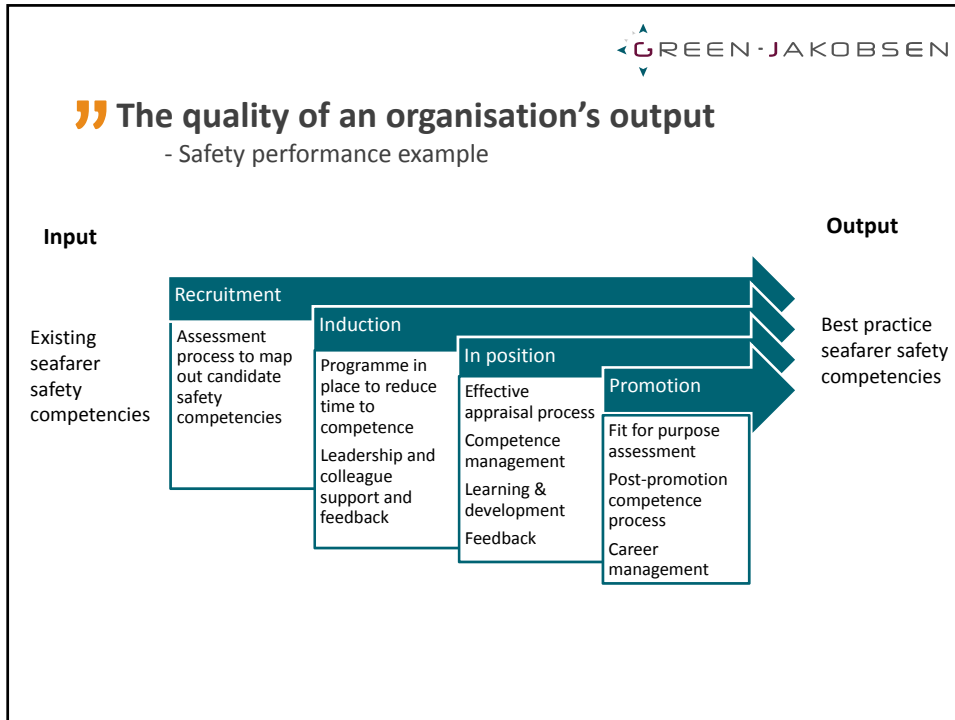
- The organisation's output



*'Organisational capacity' commonly refers to an organisation's 'ability to perform work' and at what level. Organisational capacity are the enabling factors that allow/disallow an organisation to perform its functions and decides its **output**.*



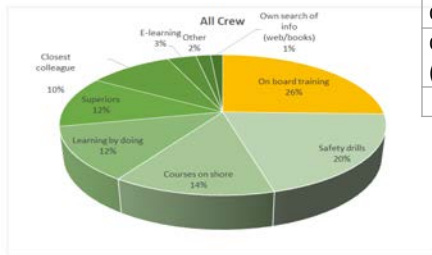




## » The quality of an organisation's output

- Learning and development example

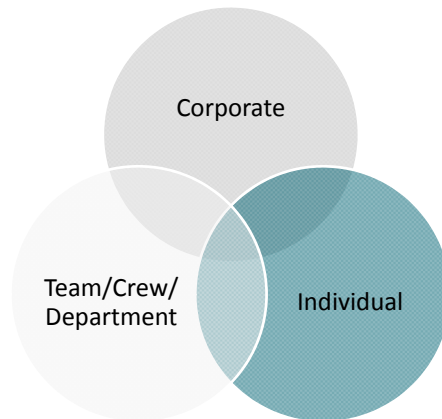
All Crew	Count	Percentage
On board training	770	25%
Safety drills	613	20%
Courses on shore	408	13%
Learning by doing	376	12%
Superiors	358	12%
Closest colleague	300	10%
E-learning	102	3%
Other	53	2%
Own search of info (web/books)	43	1%
<b>Total</b>	<b>3023</b>	<b>100%</b>



## » When we build capacity

- Individual, Team/Crew/Department and Corporate

*Why do we need to look at all three levels?*



*'If you're going through hell, keep going.'*

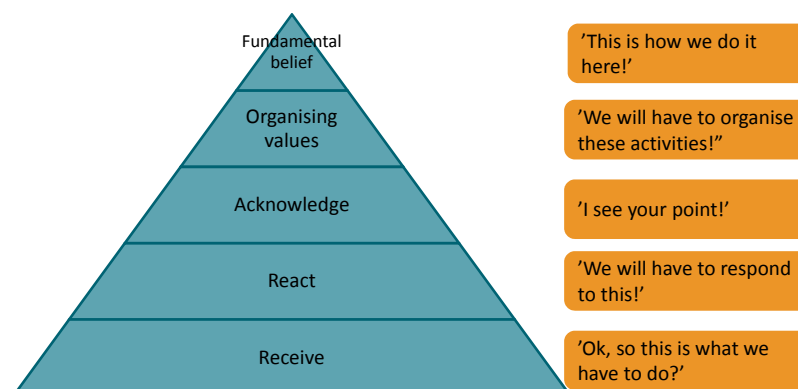
## Corporate, team and individual

- Three levels of capacity

Corporate	Crew/ Department	Individual
<ul style="list-style-type: none"> <li>• Define culture, standards and goals</li> <li>• Link standards to work processes</li> <li>• Allocate resources (Tools, methods, money, competencies, hardware, IT etc.)</li> <li>• Define leadership (Persistence, follow-up, communicate, follow-up)</li> <li>• Drive implementation and 'anchoring'</li> <li>• Define KPI's</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure work process integration</li> <li>• Team performance evaluation</li> <li>• Feedback and continuous improvement</li> <li>• Cultural and goal alignment</li> <li>• Crew/Department communication</li> <li>• Show leadership (Persistence, follow-up, feedback etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Work task integration</li> <li>• Attitude, skills and behaviour</li> <li>• Willing and able towards continuous learning and development</li> <li>• Appraisal and responsibility towards follow up</li> <li>• Own communication</li> <li>• Personal leadership</li> </ul>

## Developing behaviour

- Krathwohl taxonomy







*Thank you for your attention*

*"The true guide of life  
is to do what is right."*