modular leadership training
2013
# Table of Content

Maersk Training modular management training concept

4

tailormade training for your reality

4

modular management concept – flexibility in planning

5

modular management concept – examples

5

management modules – overview

6-9

## Management Modules

- **PPP** – personal and professional planning
- **PPA** – personal and professional assessment
- **ICP** - individual performance coaching
- Module 1 leader self awareness (incl. type profile)
- Module 2 company leader roles & responsibilities
- Module 3 value implementation workshop
- Module 4 situational leadership (SLII – high impact)
- Module 5 motivating performance feedback
- Module 6 performance appraisals training
- Module 7 onboard coaching and mentoring
- Module 8 advanced coaching (GROW – model)
- Module 9 crew development training
- Module 10 difficult conversations training
- Module 11 conflict management
- Module 12 safety leadership
- Module 13 daily work planning and prioritization
- Module 14 finance for non-financial managers
- Module 15 basic project management
- Module 16 basic communications in operational environments
- Module 17 relations management
- Module 18 work/life balance (stress prevention and handling)
- Module 19 cross cultural awareness (generic workshop)
- Module 20 cross cultural awareness (nationality specific)
- Module 21 human factors & performance shaping factors
- Module 22 train the trainer
- Module 23 team acceleration course
- Module 24 team building
Maersk Training modular management training concept

Maersk Training has extensive experience in development of leaders and organisations. We want to provide effective and inspiring training for leaders for the offshore and maritime sector. In our opinion this is achieved by securing a high degree of relevance to the organisations and not least the individual participants. Only relevant and operational/practical tools and procedures are implemented into new best practice and behaviour that leads to better results and stronger relations.

Maersk Training has developed a range of modules that during the years have proved to cover most leadership challenges. Across the modules there is something for everyone, not all modules are needed by everyone, but might be everything for some.

We provide strong guidance on all modules and will gladly share our point of view on what we see suitable for your leaders/company. The modular concept is designed to make you and your management training needs central and therefore supporting your decisions and flexibility.

tailormade training for your reality

Maersk Training has more than 30 years of experience within the maritime, oil & gas and wind industries. This experience benefits you and your leaders.

We don’t deliver “generic” courses, because we don’t believe in them as game changing. Maersk Training’s modular courses are all shaped to fit all leaders. Meaning that all courses are at least “industry specific”. In our attempt to ensure relevance we can take it a level higher if decided by the customer. We call it “company specific” where we, in close cooperation with the customer, develop and customize examples, cases, company values to fit exactly the challenges faced.

Industry specific means that all tools introduced are tested and related to the industry. All training activities, scenarios and case histories are designed around industry specific situations requirements and challenges. This means that the tools are immediately implementable without having to “translate or relate” generic thoughts and tools to the work environment.

Company specific is next level where the training is directly focused at the company specific challenges, conditions and relations. Company specific training is very motivating for the participants and requires close cooperation and qualified input and sparring between Maersk Training and the customer during the development phase. This analysis and thorough planning typically provides good learning and mutual understanding that helps the important implementation between or after execution of a given training activity.
modular management concept – flexibility in planning

CONTENTS
- Personal and professional evaluation
- Evaluation of leadership potential
- Evaluation of potentials for mastering current position
- Coaching on career development
- Tools for personal and professional development
- Personal development plan

PARTICIPANT AND ORGANISATIONAL GAIN
- Customize your training from course to course based on organisational and/or the participant’s specific needs.
- You book a People Skills Instructor for a given period 1-5 days and decide/design the course content.
- You book a suitable location for the training.
- Supplementary pre/post training on other platforms (such as e-learning, WebEx and simulators) will have to be designed and agreed upon between with Maersk Training depending on customer needs and expertise available.

modular management concept – examples

EXAMPLE 1:

3 day Leadership Course for new CO’s and 2nd Eng’s
- ½ day Leader Roles & Responsibilities
- ⅔ day Leader Self Awareness (incl. PI)
- 2 days Situational Leadership

EXAMPLE 2:

4 day Leadership Course for offshore leaders
- 2 days Situational Leadership
- 1 day Cross Cultural Awareness
- 1 day Difficult Conversation Training
management modules – overview
<table>
<thead>
<tr>
<th>MODULE</th>
<th>DURATION DAYS</th>
<th>MODULE TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modul number &amp; name</td>
<td>1/2</td>
<td>1</td>
</tr>
<tr>
<td>PPP – personal and professional planning</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>PPA – personal and professional assessment</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>ICP – individual performance coaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td>module 1 leader self awareness (incl. type profile)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>module 2 company leader roles &amp; responsibilities</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>module 3 value implementation workshop</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>module 4 situational leadership (SLII – high impact)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>module 5 motivating performance feedback</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>module 6 performance appraisals training</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>module 7 onboard coaching and mentoring</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>module 8 advanced coaching (GROW – model)</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>module 9 crew development training</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>MODULE</td>
<td>DURATION DAYS</td>
<td>MODULE TYPE</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Modul number &amp; name</td>
<td></td>
<td></td>
</tr>
<tr>
<td>module 10 difficult conversations training</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 11 conflict management</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 12 safety leadership</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 13 daily work planning and prioritization</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 14 finance for non-financial managers</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 15 basic project management</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 16 basic communications in operational environments</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 17 relations management</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 18 work/life balance (stress prevention and handling)</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 19 cross cultural awareness (generic workshop)</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 20 cross cultural awareness (nationality specific)</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
<tr>
<td>module 21 human factors &amp; performance shaping factors</td>
<td>✔️ ✔️</td>
<td></td>
</tr>
</tbody>
</table>
### Module Numbers and Names

<table>
<thead>
<tr>
<th>Module Number &amp; Name</th>
<th>DURATION DAYS</th>
<th>Module Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>module 22 train the trainer</td>
<td>✔ ✔</td>
<td>Stand-alone Course</td>
</tr>
<tr>
<td>module 23 team acceleration course</td>
<td>✔ ✔</td>
<td></td>
</tr>
<tr>
<td>module 24 team building</td>
<td></td>
<td>Combinations</td>
</tr>
</tbody>
</table>

- **DURATION DAYS**:
  - 1/2
  - 1
  - 2
  - 3

- **MODULE TYPE**:
  - **Stand-alone Course**
  - **Combinations**
management modules
PPP – personal and professional planning

PPP was designed for the participant in mind. The assessment has two main objectives: first of all, the participant will create awareness on how to handle the role as Senior Officer and which capabilities he needs to develop further. The second objective is for the participant to make a career action plan, for how to develop on the areas mentioned above. Thus, he prepares himself, for the current, as well as for the next position.

CONTENTS
• Personal and Professional evaluation
• Evaluation of leadership potential
• Evaluation of potentials for mastering current position
• Coaching on career development
• Tools for personal and professional development
• Personal development plan Duration - 2 days

MODULE TYPES
Duration - 2 days
PPA – personal and professional assessment

PPA assesses readiness for the next career step regarding various areas related to leadership such as: overview and concentration, stress coping, accountability, leadership potential, personal integrity and involvement.

During the assessment participants go through a row of exercises and personality tests performed by professional psychologists, evaluating how they live up to the standards, required for a marine leader.

Individual feedback sessions are the important part of the assessment where participants get a chance to spar with psychologists regarding their individual needs.

CONTENTS
- Personal interviews on action plans and own perception of development so far
- Personal and professional evaluation
- Evaluation of leadership capabilities and potentials
- Evaluation of readiness to possess Captain’s or Chief engineer’s position
- Personal development follow up plan

MODULE TYPES
Duration - 2 days
ICP - individual performance coaching

Individual Coaching is an offer for individuals who want professional and confidential sparring on professional challenges/problems and/or personal problems/challenges that effects job performance directly or indirectly.

The coaching conversations are booked directly with the people skills instructor. Here the overall frame is set with regard to contact information and the process. The aim is to help solve or dissolve individual challenges/problems that interferes with daily performance or wellbeing of any employee or leader.

CONTENTS
• Initial discussion on how, when, what
• Framing the problem/challenges and agreeing on desired/realistic outcome of the conversation(s)
• Identifying/describing the challenges/problem as it looks at the moment
• Identifying possible solutions or new options that could solve/dissolve the challenge/problem
• Deciding on what options/possible solutions to pursue/work with forward in the process
• Optional assist with producing a personal action plan
• Future follow up and support and wrap up
• Typically 1-5 conversations needed

MODULE TYPES
• management modules
module 1
leader self awareness (incl. type profile)

Leader self awareness is a ½ day session where the leader gets a thorough insight into their own personal Type-profile (i.e. PI, DISC, Master, MBTI) in relation to their leadership style/role. The aim is to provide the participant with a good understanding of their individual preferences and leadership behaviour which is essential to lead others effectively. The insight could form a solid foundation for developing/improving the individual leader’s performance. The module is very beneficial for all leaders and is a prerequisite for M9 (Crew development).

contents
- Thorough introduction to the PI-type tool
- PI and communications and cooperation
- PI and leadership
- PI-profiles value for the organization
- Respect for different profiles
- Understanding own profile
- Positive feedback on own profile
- Personal development plan

module types
Duration - ½ day

recommended modules to combine
Modules 4, 9, 11, 12

module 2
company leader roles & responsibilities

M2 is a ½ day session where the general roles and responsibilities of a Top 2/4 officer are discussed, and relevant challenges are debated in highly interactive participant workshops. The aim of the module is to ensure a clear understanding of own role and the expectations from Management. At the end of the session the participants should have aligned their expectations and have gained a better understanding of own role/function importance onboard.

contents
- Being a Top 2/4 Leader onboard
- Roles and Responsibilities
- Top 2/4 specific challenges onboard
- Top 2/4 best practice workshop
- Speed Peer Coaching on personal challenge
- Personal development plan

module types
Duration - ½ day

recommended modules to combine
Modules 1, 4, 9, 12, 17
module 3
value implementation workshop

Often companies are very good at defining values but struggle to get them implemented and to be an active part of daily work and operations. This workshop is intended to activate and implement existing values among the participants. Maersk Training has great experience in using games and company specific dilemma cases as a method to make value discussions lively and highly interactive and create a very practical relevance to high and low within the given organisation.

CONTENTS
• Introduction to company values
• Understanding the values
• Values in action (interactive workshop)
• Value games (Card board game)
• Value dilemma cases
• Participant discussions

MODULE TYPES
Duration - ½ or 1 day

RECOMMENDED MODULES TO COMBINE
Modules 1, 2, 4, 9, 12, 23, 24

module 4
situational leadership (SLII – high impact)

SLII is probably the world’s most preferred management tool, providing the participants with a clear and structured approach to individual and crew development by using the SLII model to customize own leadership behaviour to the specific employee/situation. The course aims at improving own and employee job performance as well as job satisfaction, through structured training of participant leadership interaction with employees/crew focused on development of personal competences and engagement that will lead to improved overall performance.

CONTENTS
• Introduction to the SLII-model
• Diagnosing
• Style flexibility
• Matching
• Skills training
• Partnering for performance

MODULE TYPES
Duration - 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 2, 5, 7, 9, 16, 19, 20
module 5
motivating performance feedback

Motivating performance feedback addresses “the art” of providing professional feedback that leads to improved crew performance and wellbeing. Feedback is a general term and a skill that only few actually masters to a degree where it is considered to be an leadership effective tool that leads to the desired impact. The aim is to equip the participants with a solid background information on human needs or barriers in relation to feedback as well a practical tangible tools and techniques to provide effective and professional feedback.

CONTENTS
- Why feedback (What’s in it for me?)
- Use and miss use of feedback
- Intended/unintended effects of feedback
- Aim and objective with feedback
- How – feedback methods/styles
- Sender/receiver of feedback
- Development through feedback

MODULE TYPES

Duration - ½ or 1 day

RECOMMENDED MODULES TO COMBINE
Modules 1, 4, 6, 7, 9, 10, 12, 16, 21, 22
module 6
performance appraisals training

The main focus of the module is to develop and use in practice the four skills necessary for efficient performance management: planning (setting objectives), observing (behaviour and performance), diagnosis (evaluating behaviour and performance) and reviewing (appraisal interview) those four parts are necessary in order to add value to the organisation, managers and employees.

CONTENTS
• Performance management cycle
• Individual development levels *
• Setting objectives – KPIs
• Observing behaviours
• Evaluation of behaviours *
• Calibration *
• Performance appraisal interview essentials
• Coaching *
• Performance appraisal interview case training

* Only in 2 day version

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 5, 10, 16
module 7
onboard coaching and mentoring

The module aims to train participants in two different roles which are essential for development at work: role as a coach and role as a mentor. Two different roles are used in various contexts and it is essential for leaders to know when to act as a coach and when to switch to act as a mentor. Well established skills that are necessary both from mentoring and coaching perspective are essential for the company if 70% of employee development should take place on the job.

CONTENTS
• Training and performance development Development stages
• Brief introduction to coaching models
• Goal setting
• Observations methods in teams
• Difference between Coaching and Mentoring
• Specific competencies necessary for each roles
• Practical training in coaching skills
• Practical training in mentoring skills
• Planning (own employee development)
• Personal development plan

MODULE TYPES

Duration - 2 days

RECOMMENDED MODULES TO COMBINE
Modules 4, 5, 7, 8, 9, 17
module 8
advanced coaching (GROW – model)

This module is very specialized coaching based on the GROW model. This is not for all leaders, but reserved for those with a specific interest or need, who require a specific coaching technique where the right questions are key to dissolve a personal or professional problem/challenge.

The course is aimed at developing basic skills needed to interact with people without use of professional authority, but a more leveled approach where the other person is in focus both regarding the topic discussed and in discovering the possible solutions to the given challenge.

CONTENTS
• Introduction to coaching
• Introduction to the GROW model
• Question types
• Training the phases G-R-O-W
• Reflecting teams
• Supervision
• Peer coaching (training)
• Personal development plan

MODULE TYPES
Duration - 2 days

RECOMMENDED MODULE TO COMBINE
Module 7
The module presents different methodologies that can be used for consolidating and building a team for better performance, essential communication skills needed by team leaders, and tools for daily planning. An important part of the module is that participants learn to understand the importance of respecting points of view other than their own and knowing when as a leader to take other people’s views in account and when not to. Specific focus is applied to typical situations for team leaders in operational environments. Clear role designation, delegation and responsibilities within a team are analyzed.

CONTENTS

- High performing teams - PERFORM model
- Trust building *
- Team leadership challenges
- Virtual teams – challenges and solutions *
- Team development levels
- Situational Team Leadership
- General introduction to PI *
- PI and teams
- Delegation
- GRIP model
- Case work *

* Only in 2 days version

MODULE TYPES

Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE

Modules 5, 7, 16, 19, 20, 24
module 10 difficult conversations

Many leaders find it tedious and demanding to engage in difficult conversations with employees, usually because they have had a bad experience with situation in the past. The aim with this module is to equip leaders with the tools and insight needed to successfully conduct the difficult conversations that satisfies both leader and employee. The tools acquired can be used in connection to delivering critical feedback, difficult performance appraisals with low performers and many other situations where easy dialogue is awkward.

CONTENTS
- Different types of difficulties
- Personal integrity
- Preparation for the conversation
- Presenting the message
- Dealing with the reaction
- Action planning/way ahead
- Conversation training
- Individual participant challenges/focus areas
- Personal development plan

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 4, 5, 6, 7, 11

module 11 conflict management

Conflicts are very damaging for both production, results, safety, wellbeing and team relations and must be identified and dealt with in a professional manner. Ideally everybody should contribute to avoiding and or solving potential conflicts, however the final responsibility lies with the management, the leader. This module aims at equipping the leaders with the conflict knowledge and management skills enabling them to spot latent or open conflicts and deal with them in a way that insures maintaining a good working environment with the focus on personal and team performance.

CONTENTS
- Introduction to conflicts
- Conflict escalation
- Conflict impact on results and relations
- Conflict management tools
- Mediation/negotiation
- Personal development plan

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 2, 4, 5, 9, 10, 16, 17, 19, 20, 23
module 12
safety leadership

Safety = Leadership. Poor leadership very often results in poor safety. This module provides an introduction to safety awareness and tools/roles of offshore leaders. By analyzing safety awareness focus areas and some basic safety tools, the module aims at equipping the participants with the leadership safety tools & mindset needed to demonstrate leadership that adds a safety aspect to the traditional efficiency focus.

CONTENTs
- Safety awareness
- Focus areas
- The Safety Ambassador role onboard
- The safety aspect of leadership
- Safety leadership cases

Follow up – 1 day module

module 13
daily work planning and prioritization

This module is focused on planning and prioritization techniques intended to optimize daily work planning. It is a combination of techniques and practical case training.

CONTENTs
- Eisenhower’s Prioritization Matrix
- Planning and decision making processes
- Case training
- Procrastination
- Delegation

MODULE TYPES
- Duration - 1 day

RECOMMENDED MODULEs TO COMBINE
Modules 1, 4, 9, 15, 17
module 14
finance for non-financial managers

When financial statements are perceived difficult and unapproachable, an organisation cannot expect the non-financial professional to truly understand what is required in order to increase efficiencies or to increase profitability.

This module provides the non-financial professional the opportunity to develop an understanding of the financial business drivers embedded within the financial statements and how to use the information to more effectively make decisions and communicate with multi-level audiences. The once difficult and avoided financial conversations begin to take place across the organisation and those conversations lead to collaboration, commitment and motivation.

CONTENTS
- Introduction to Bonanza – visualize finance
- Introduction to Bonanza – visualize finance
- Personal finance – fundamentals of finance
- Business finance – what impacts the Balance and P&L
- Key ratios – and how to use them
- Rodeo finance game
- Different business – different challenges
- Your business – your challenges*
- Financial cases – analysis*
- Financial communication to non-financial teams*

* Only in 2 day version

MODULE TYPES

Duration - 1 or 2 days
module 15
basic project management

Most leaders are directly or indirectly involved in project planning or management. Too much time is spent reinventing the project wheel. Very few leaders have the necessary basic knowledge or tools on project management which effect efficiency.

The module’s aim is to equip the participants with understanding of roles, processes and techniques to deal with basic project planning and practical execution/management of basic projects.

CONTENTS
• Introduction to project organisations
• Project definitions
• Project planning & prioritization
• Stakeholder analysis
• Gantt-maps
• Critical path analysis
• Project goal setting
• Project steering
• Project execution
• Project follow-up
• Lessons learned/identified
• Training in practical project planning (own project)

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 13, 17
module 16
basic communications in operational environments

Research shows that 80% accidents that happen in the operational environment are caused by human error. One of the factors that influence this situation the most is communication. It is due to the fact that operational environment relies a lot on cooperation in teams, which cannot function well if communication between the team members is not efficient. As a result companies operating in very operational environment face a lot of challenges, conflicts and low performances that decrease efficiency of the performance and increase the risk of accidents.

Poor communication in operational environment can be a result of many factors. Some of the most common are:

- Strong technical but weak soft skills of employees
- Lack of intrapersonal awareness regarding communication skills
- Lack of focus on proper interpersonal, face-to-face communication (offshore-offshore or onshore-onshore)
- Communication in virtual teams (offshore-onshore)

The purpose of the course is to help people working in the operational environment to create safe and efficient performance and results achievement via improved communication skills.

CONTENTS
- Communication basics (perception, stereotyping, verbal and nonverbal communication, active listening and effective questioning technique)
- Communication in teams (feedback, assertive communication, communication in conflict situations)
- Virtual communication (challenges and barriers in virtual communication, difference between virtual and non virtual communication)

MODULE TYPES

Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 5, 6, 10, 11, 19, 20, 21
module 17
relations management

Modern leadership is about managing resources while building and maintaining strong lasting relations. This module focuses on the difficult part of leadership role; to handle internal as well as external stakeholders (such as, crew members, port authorities, pilots, customers, company men, vendors)

CONTENTS
- Stakeholder management/engagement
- Results & relations focus
- Developing relations
- Dilemma cases

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 2, 4, 9, 15
module 18
work/life balance (stress prevention and handling)

The objective of this module is to give participants an understanding of stress, how to recognize it in both themselves and others and how to manage it more effectively. Participants will gain insight to their own current stressors (factors that contribute to stress) and the tools available to create a stress management plan for short and long term stress prevention. In addition, the module helps to develop effective skills in time management; how to plan, prioritize and delegate daily tasks, so that they can utilize time better and as a result, reduce stress.

CONTENTS
• Stress definition
• Stress causes (personal and work related)
• Stress symptoms
• Stress survey
• Tools for stress management
• Personal stress management plan
• Identifying stress factors at the workplace *
• Self-motivation *
• Being organized *
• Reducing stress by planning and delegation at work *
• Helping others to prevent and handle stress – stress coaching basics *

* Only in 2 day version

MODULE TYPES

Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 4, 7, 9, 11, 13, 21
Due to the globalization and hiring multinational staff, there is an ever increasing demand for understanding how different cultures can be integrated together so the company will benefit from that varicosity instead of loosing money because of conflicts and misunderstandings between people of different nationalities. The differences in management styles, communication, relationship orientation existing in different cultures have created a need to give employees tools to bridge these cultural differences. This module focuses on bridging the gaps.

**CONTENTS**
- General introduction to culture
- Cultural iceberg
- Introduction to cultural dimensions
- Culture and communication*
- Culture and management *
- Culture and relationship building *
- Culture and time orientation *
- Building trust across cultures
- Reconciliation of cultural differences
- Case work *

*Only in 2 day version*

**MODULE TYPES**
- Duration - 1 or 2 days

**RECOMMENDED MODULES TO COMBINE**
- Modules 1, 4, 5, 9, 11, 12, 16, 23, 24
module 20
cross cultural awareness
(nationality specific)

This module is tailor-made and depends on the specific needs of the group. We do not discuss cultures in general but have focus on one nationality and discuss the specific behaviours of this particular culture. We compare cultural dimensions of this specific culture to participants own perception of their own culture. We discuss what are the consequences of negative stereotyping and work on the possible advantages participants can get out of working with culture in focus.

CONTENTS
• General introduction to culture
• Cultural dimensions existing in the culture in focus
• Stereotyping
• Trust building
• Communication with the specific culture *
• The specific culture and management styles *
• The specific culture and relationship building *
• Advantages of working with the specific culture
• Case work *

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 4, 5, 9, 11, 12, 16, 23, 24

* Only in 2 day version
module 21
human factors & performance shaping factors

This module is intended to provide participants with a basic knowledge and understanding of human factors and performance shaping factors. The aim is to equip the participants with insight needed to enhance personal and crew focus on the topic in daily operations onboard the vessel.

CONTENTS
- Human factors introduction
- Complacency
- Stress and fatigue
- Communication
- Situational awareness
- Decision making
- Team work
- Shared leadership

MODULE TYPES
Duration - 1 or 2 days

RECOMMENDED MODULES TO COMBINE
Modules 1, 4, 9, 12, 16, 18, 19, 20
module 22
train the trainer

Train the trainer is aimed at qualifying specialists or non-trainers to deliver professional training/teaching/presentations for colleagues and customers or other audiences in a professional and structured manner. Main focus is typically planning and execution of specific training programmes. Each TTT module will have to be customized to the specific participant group. Typically the course consists of part 1 - planning and presentation techniques and part 2 - practical training on the participant specific training topic.

CONTENTS
• Learning techniques
• Pedagogical principles
• Trainer/target audience analysis
• Trainer/student interaction
• Planning, lesson planning, roadmaps
• Presentation techniques
• Practical training practice
• Feedback techniques
• Follow-up and implementation

MODULE TYPES
Duration - 3 days

RECOMMENDED MODULES TO COMBINE
Modules 7, 16
module 23
team acceleration
course

This module aims at accelerating team work and effectiveness within a specific team. It is a prerequisite that all participants attending this module are members of one crew, so all the issues discussed during the module are completely understood and relevant to them. By discussing the challenges lying within the specific team and focusing on the strength areas we stimulate the team to better cooperation and performance and prevent possible conflicts based on personal differences and values.

CONTENTS
- Team purpose
- Team Values
- Team Norms
- Individual strengths and weaknesses within the team*
- Roles of individual within the team *
- Team Charter *
- Lead-out game

* Only in 2 day version

MODULE TYPES

Duration - 1 or 2 days

module 24
team building

Team Building needs to be tailor-made as case-by-case. The teambuilding can be a stand alone event, with specific customer needs or preferences, or combined with any other module, where the specific activity is intended to support the module specific content. Some teambuilding sessions are done by Maersk Training instructors, and other might be conducted by Maersk Training approved freelance consultants with specific skills depending on the desired programme or theme.

CONTENTS
- To be decided in cooperation with the specific “customer”/end user.

MODULE TYPES

Duration - 1 or 2 days