



## MODULE 4: CHANGE IS A PART OF LIVING



## CHANGE IS A PART OF LIVING

TOPIC	DETAILED INFORMATION	
<b>BACKGROUND INFORMATION</b>	<b>Resilience Concept:</b> Accepting Change <ul style="list-style-type: none"><li>➤ Change is often viewed as uncomfortable or seen as a threat.</li><li>➤ You are accountable for your choice on how you respond to change and how it impacts others.</li></ul>	<b>Behavioural Safety Concept:</b> A controversial PPE Policy Change – Following the Rules <ul style="list-style-type: none"><li>➤ Personal Proactive Interventions</li><li>➤ Individual Consequences</li><li>➤ Personal Responsibility</li></ul>
<b>MODULE OVERVIEW</b>	<p>Change is inevitable. We start changing from the moment we are born and continue to do so; and the world around us changes, both predictably, and unpredictably. The world, our personal environment and our lives, often change in ways over which we have no control e.g. Volcanoes, snow and travel disruption. The impact of a change of job can be huge and positive, negative, or both.</p> <p>When experiencing change we can decide to see the possibilities that lie within and we have a choice in the way we respond to change.</p> <p>In this module participants experience the impact of their choice of response to a change (in this session the change is a new idea) and gives insight on the impact of the response on others and themselves.</p>	



## CHANGE IS A PART OF LIVING - EXERCISE TWO

<b>EXERCISE</b>	<ul style="list-style-type: none"><li>▪ You will be divided into groups of three.</li><li>▪ Ask each group to choose a scenario or make up a change scenario themselves</li><li>▪ Each person should be assigned as Person 1, 2 or 3.</li><li>▪ Where there are more than 3 persons per group, the extra people acts as observer/audience.</li></ul> <p>There are three different "Briefing Notes" included on pages 30 - 33 in the guide. Read the appropriate briefing note for your role.</p>
<b>SCENARIO ONE</b>	<ul style="list-style-type: none"><li>▪ Proposed change to PPE policy.</li><li>▪ Person 1 doesn't like wearing a hard hat all the time and would like to change the policy. Person 1 will make the case for change.</li><li>▪ Person 2 will make the case for leaving things as they are.</li><li>▪ Person 3 will be supportive and curious without agreeing to the change.</li></ul>
<b>SCENARIO TWO</b>	<ul style="list-style-type: none"><li>▪ Proposed change to replacing the Cook with a microwave.</li><li>▪ Person 1 believes cooking on board is a major source of HSSE incidents and would like to replace the Cook by using microwave meals. Person 1 will make the case for change.</li><li>▪ Person 2 will make the case for leaving things as they are.</li><li>▪ Person 3 will be supportive and curious without agreeing to the change.</li></ul>



## BRIEFING NOTE – PERSON 1

### Scenario One - PPE Policy Change

Your goal is to get approval for the following idea.

You play the role of someone who has a great new idea that will drastically change the way we work. You are very enthusiastic and positive about your idea.

- You don't like wearing a hardhat when you think that there is no perceived risk of something falling.
- You propose to your team for a change in PPE policy to not have to wear a hard hat in these situations.

Some of your reasons could be:

- You shouldn't need PPE where there is no risk
- Walking on deck under a clear sky is not a risk
- It's uncomfortable and can restrict visibility
- You don't need to wear your gloves all the time, so why doesn't the same apply to hardhats?
- I can still demonstrate my safety commitment whether I'm wearing my hardhat or not.

### Scenario Two - Replacing the Ship's cook with a microwave

Your goal is to get approval for the following idea.

You play the role of someone who has a great new idea that will drastically change the way we work. You are very enthusiastic and positive about your idea.

- A lot of incidents happen in the galley while cutting, cooking, and deep frying. This is a concern for the safety standard on board.
- To help the vessel on the road to a Zero Incident Industry, you propose to replace the Cook with microwaves and ready meals.

Some of your reasons could be:

- It would reduce food waste
- People can choose healthier options than deep frying, so can reduce obesity
- No food will be standing around too long in galley which is unhygienic as will come direct from ridges to microwaves
- Saves on washing up and cleaning up



## BRIEFING NOTE – PERSON 2

Please read the notes and respond to Person 1's proposal for change in your team of three

Your **ROLE** is to resist the change that Person 1 puts forward

Your **GOAL** is to have them withdraw their proposal for change.

Be negative, and try to avoid positives if at all possible without commenting on the actual content of the change being proposed. You are deliberately negative and resistant to this change.

Try to avoid eye contact, or make hostile contact, frown, don't smile, use an unfriendly tone of voice, lean forward, sit with your shoulder towards them rather than facing, raise your voice (a little!). If they speak quickly, you can speak more slowly. Be unenthusiastic. Please use your own words, the following may help.

Your reasons could be:

- It is not your job to do this.
- It poses a safety hazard.
- You should concentrate on your own work and not this.
- You must have too much time on your hands.
- No wonder you don't do your work very well considering you waste all your time with this sort of thing.

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Make personal, discouraging remarks:

- What makes you think you are good at this?
- What makes you think you have the right to change policies?
- What about the other crew?
- That's just your opinion. How can you be so sure that this plan will help?



## BRIEFING NOTE – PERSON 3

Please Read the notes and respond to Person 1, who has an idea for change.

Your goal is to be seen as supportive and curious, without actually agreeing to the change

Be positive, but do not actually commit yourself to the idea of Person 1. Ask open questions. Wherever possible, adopt the same posture as Person 1, such as crossing your legs, leaning back in your chair. Pretend you are a mirror reflecting what the other is doing. Make eye contact. Smile.

For instance:

- This sounds interesting. Have you already discussed it with the team?
- Have you already discussed the HSE matters with the HSE department?
- Even if we can't implement this change, I am still motivated to look into alternatives. Thanks!

Make personal remarks:

- Thank you for suggesting this idea. I very much appreciate your initiative.
- Thank you for thinking outside the box. It is useful to consider all new ideas.
- It is very constructive when people in the team, like you, feel they can and should contribute to all disciplines.
- Your proposal is very innovative and gives us the opportunity to discuss a topic that is not directly related to our job.
- This gives others the opportunity to express their views and to contribute.
- I am very pleased that people in the team come up with ideas. This is exactly the environment of trust we need to truly perform well.



## EXERCISE QUESTIONS

★ Please answer at the following questions, record your answers here;

A member of crew proposed an idea that created change. How did it look, feel, and sound when it was opposed? Did that have an impact on your state of mind and how you continued the discussion?

Are you significantly more likely to come forward with a suggestion for change if ideas are routinely opposed or if they are supported?

The person opposing the idea was negative and focused mainly on personal comments, not the idea itself. How did that impact how you felt and your state of mind? Would these actions impact the way you would be likely to interact with them in the future?

If you had flu and your state of mind was low, would it be a good idea to make major decisions? Can you choose to delay your decision until you feel better? If not you, who does choose your time of reaction?

Any other comments?