

CONSIDER THESE THREE PRINCIPLES TO IMPROVE HUMAN PERFORMANCE



Human performance may seem vague or constrained to many and is commonly associated with assessments and interventions. However, data suggest that it is possible to look at human performance in more specific ways.

Over the years, Green-Jakobsen has gathered over 50,000 data responses from client seafarers and office staff. These responses are not mere samples but represent human performance that we have tracked over time. Through years of conducting human performance surveys, we have observed significant and specific correlations in performance data.

These data reveal that human performance is governed by key principles that provide valuable guidance and recommendations on how to improve human performance practically and holistically.

We have listed below three truths we've uncovered throughout the years working in the maritime industry that you won't find elsewhere.

#1 Human performance is always context-dependent

Oftentimes, the perception is that over time, professionals simply become better. This follows the reasoning that people gain more experience,

take courses, and learn from their lessons.

Data from the performance of medical surgeons in the medical field, however, contradicts this. According to that data, the mortality rate among inexperienced and new surgeons was 1%. Over time, upon repeatedly performing specific surgeries, the mortality rate drops to 0.25%. This, of course, is no surprise – they gained experience. However, the catch with this research is that when these already experienced surgeons moved to different hospitals or joined new teams, the mortality rate went straight back to 1%.

Now, applying the truth of this data across industries, every single time we change the team, a crew in principle, we're back to square one. This is a crucial fact to keep in mind when discussing human performance in the maritime business, where conditions change all the time. This is because the context determines to what degree people are effective. We need to deal with reality as it evolves. We often

say we have experience with us, but what we are experiencing is what we have to deal with, and therefore, the most important thing. Human performance is always context dependent.

It's important to note that the individual cannot stand alone. We need to consider the possible situations and events if they go on board the vessel and a person doesn't work well with the team on board.

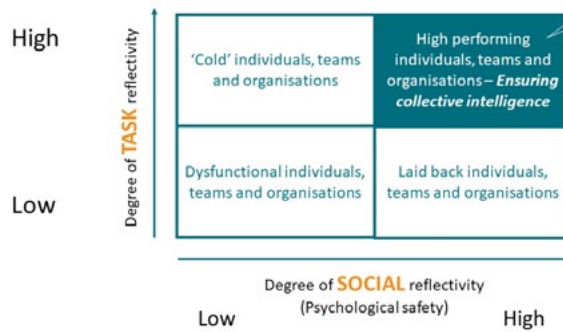
#2 Human Performance goes beyond the individual

Human performance is a collective concept that encompasses the contributions and interactions of individuals, teams, and the organisation as a whole. However, very often when we talk about human performance, our focus is on the individual and how to ensure their optimum performance – through tests, checks, talks, and references. But as soon as they step onto the gangway, all this is challenged because we don't know how they will perform and thrive with the team they work with on board. This cannot be guaranteed solely by testing individuals, achieving certificates, and providing courses they need.

This is where the team and organisational perspective come into play. How well the crew do their jobs depends on how they interact with each other. If people care very little about their colleagues as well as their job, we get a cold dysfunctional team, and people will be ineffective. The human performance goal is to focus on how well the crew is thriving with each other and how well they perform their job. We also have another term for the social aspect—psychological safety—and when you have that, performance improves.

” Collective intelligence and performance

- Open and trusting culture



To ensure that this will happen we need to create an open and trusting work culture

#3 Human performance requires reviews, especially from a team perspective

For five years, Green-Jakobsen has been working with psychological safety and continuous task reviews (task reflectivity), endeavouring to drive this kind of performance agenda. Our data show that they are at a top level because their crew can voice their opinions and concerns and review their performance. Their 80 vessels all demonstrate both high task reflectivity and high social reflectivity. They are also progressing in the right direction, according to traditional statistical figures.

Other companies that are still in the process of developing the ability to create psychological safety in their workplace cannot yet demonstrate the same level of performance.

From all the data gathered by Green-Jakobsen, we can see that helping seafarers and officers direct their attention towards different performance levels helps them become aware of and understand what they need to

discuss. This occurs simply because we direct their attention to the things, we want them to focus on.

In this industry, it is Green-Jakobsen's belief that we are not conducting enough performance reviews, especially from a team perspective. If we aim to enhance human performance, we must prioritize ensuring the quality of performance reviews and increasing their frequency, as well as refining our approach to debriefings and reviewing safety and business critical operations. To accomplish this, we must first establish psychological safety. Green-Jakobsen can assist in turning these objectives into realities.

Visit www.green-jakobsen.com to learn more about how to improve human performance



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