

Behavior Competency Framework

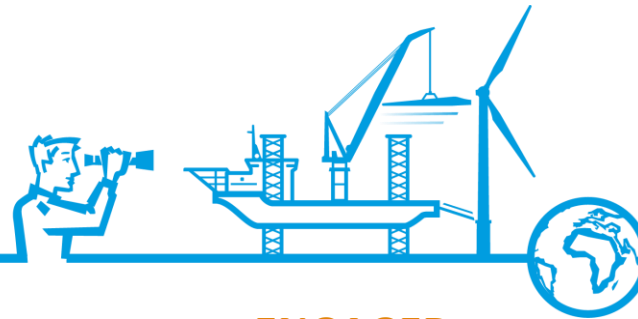
Introduction





CURIOUS

We think new with our partners



ENGAGED

We make healthy decisions at all levels



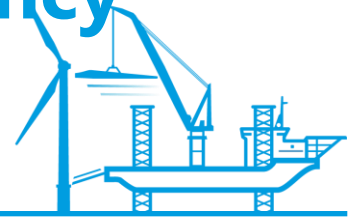
CONNECTED

We know and respect our colleagues

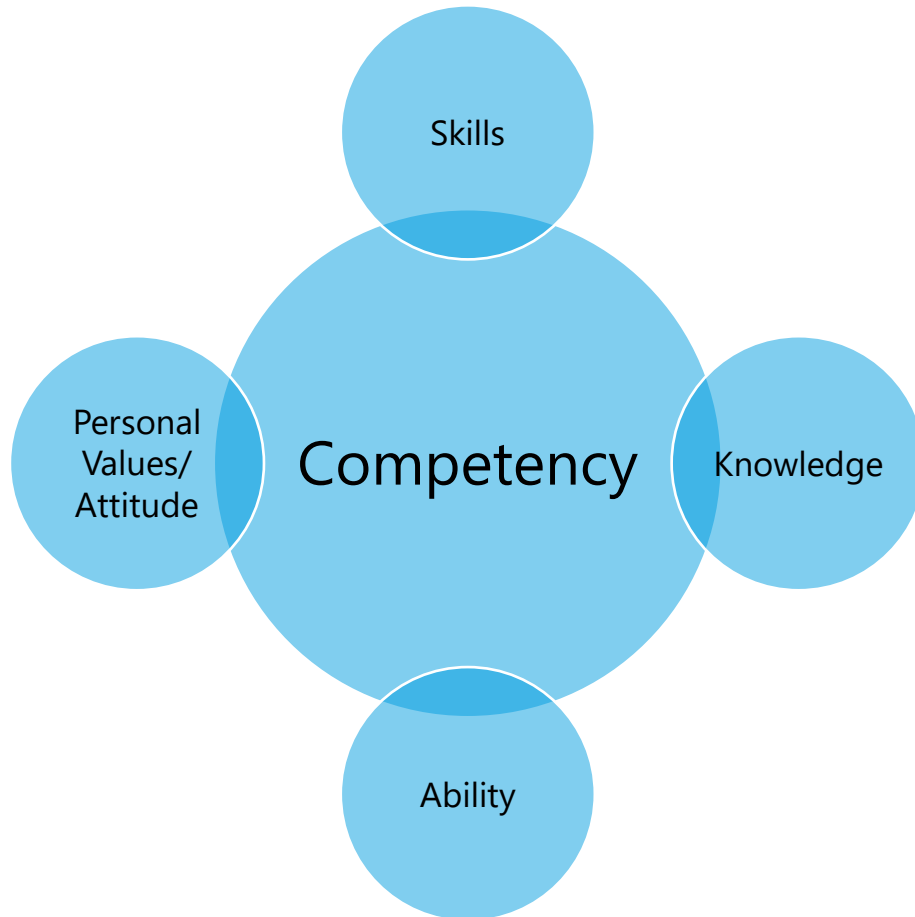
The Fred. Olsen Windcarrier values are the basis for what we do.



What is the competency framework?



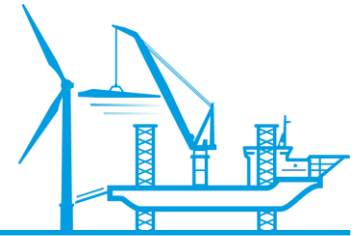
- A corporate defined behavior competency matrix pin-points the attributes most desirable to the organization.



- Competencies are a combination of knowledge and skills: what has a person learned through formal education and through expertise combined with their capability to act on that knowledge?
- Behavioral competencies build on this concept: What are the behavioral markers exhibited by, and expected for, an individual position? How is a person expected to **act** in their role?



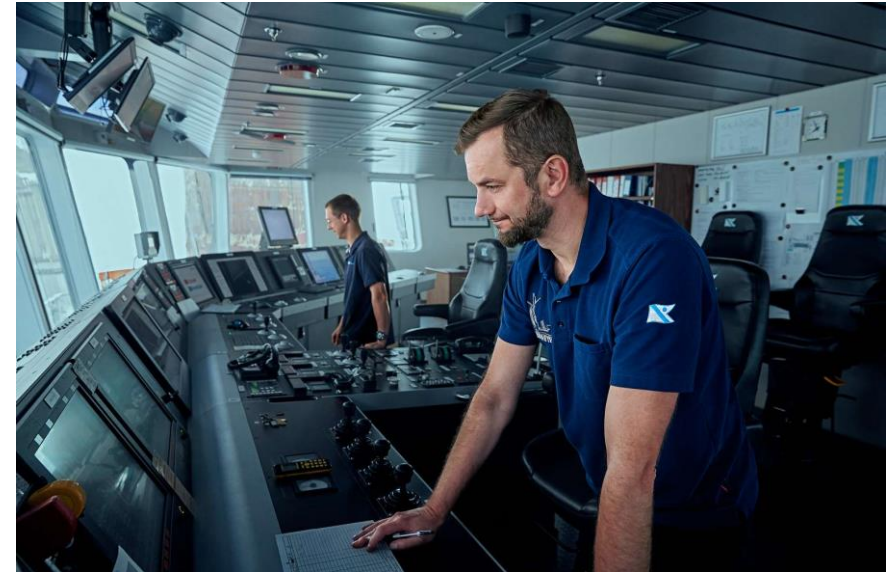
Thinking Upward



- Development paths should start on a foundation:
 - What are the fundamental traits and behaviors of a team member?
 - What are the fundamental traits of a line manager or team leader?
 - What are the expanded traits of a department head, or a Master?
- Development paths within a matrix allow for growth in place and toward advancement

Why is this a focus area for FOWIC?

1. Base expectations for leadership behaviors and soft skills in our values
2. Provide a foundation in changing leadership – transactional to transformational
3. Part of an integral roadmap
 - Career paths
 - Promotion
 - Development
4. Promote open criteria
 - Fair evaluating criteria – clear and concise parameters for the evaluator and the evaluatee
 - A basis for evaluating prospective employees, and setting expectations for new joiners
5. Facilitate job satisfaction



- A synergy in leadership styles
 - Know the appropriate time and place for leadership styles
 - Acknowledge that desired behaviors may vary slightly across functions
- Provide a common language
 - What does Leadership look like in a Fred. Olsen context?
 - What do we mean by Communication, or by Customer Orientation?

Onboard FOWIC vessels a leader shall:

- *Dedicate time to employees*
- *Understand managing performance does not mean **doing** the work.*
- *Be clear: Make themselves understood*
- *Be aware: Is word and language choice appropriate, respectful, and taking cultural differences into account*
- *Involve others: Team members across the organization on ship and ashore should be included and consulted at appropriate points*

What does it look like?

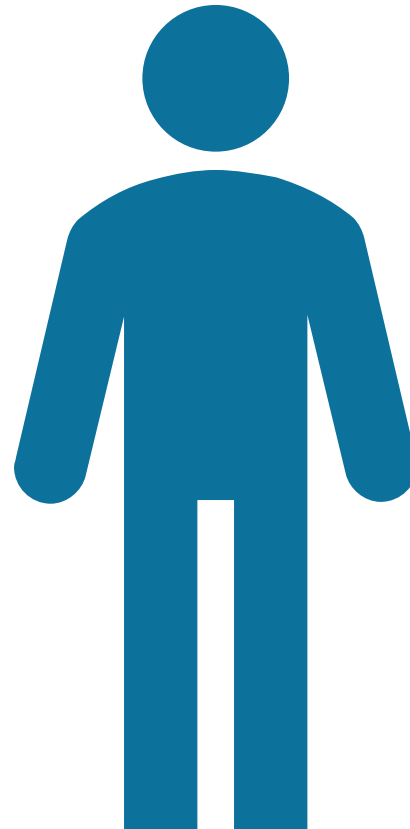
- Each management rank has behaviors that are defined and identified as necessary for the role
- The «ideal» behavior profile shows the Company's expectations towards behaviors toward each rank
- Individuals can target areas for improvement and growth through evaluation and feedback sessions





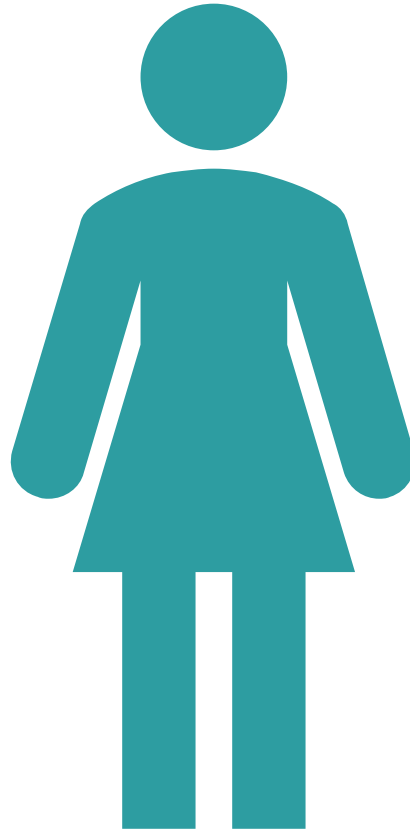
Management Roles Onboard

Masters	
Leadership	Empowering Others Fostering Teamwork Managing Change Managing Performance
Communication and Influencing	Interpersonal Awareness Influencing Others
Customer Orientation	Customer Orientation Commercial Awareness Strategic Thinking
Achieving Results	Initiative Decisiveness Results Orientation Fostering Innovation Thoroughness
Preventing and Solving Problems	Diagnostic Information Gathering Forward Thinking
Self Management	Stress Management Personal Credibility Flexibility



- The ideal Master is a leader onboard as opposed to a manager
- Empowers team members
- Acts as Company's key representative to all externals onboard the vessel
- Understands the interplay between commercial, customer, and operational demands

- The Chief Engineer is the expert on the vessel's equipment and jacking system
- Manages the team in the engine room, and actively works to develop them into future leaders
- As senior engineer onboard, understands interplay between commercial, customer, and operational demands

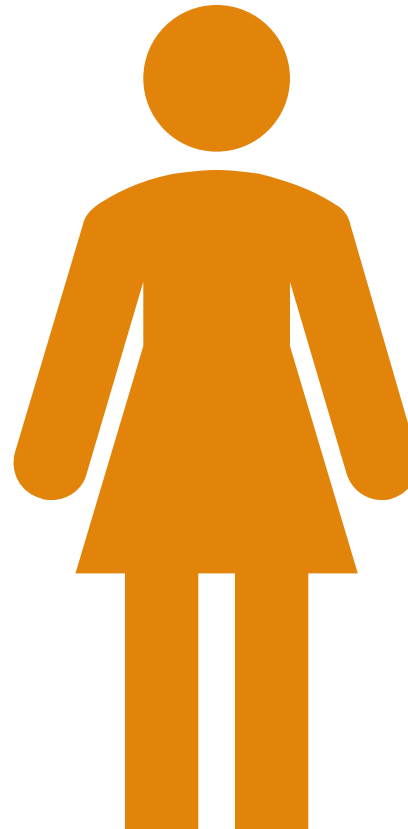


Chief Engineers

Leadership	Developing Others Fostering Teamwork Managing Change Managing Performance
Communication and Influencing	Interpersonal Awareness Influencing Others
Customer Orientation	Customer Orientation Commercial Awareness Strategic Thinking
Achieving Results	Initiative Decisiveness Results Orientation Fostering Innovation Thoroughness
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Self Management	Stress Management Personal Credibility Flexibility

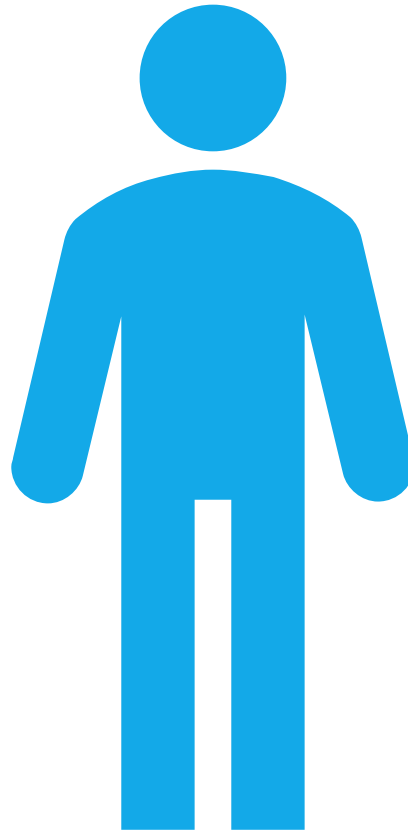
Chief Officers

Leadership	Developing Others Fostering Teamwork (Leader and Team Member) Establishing Focus Managing Performance Providing Motivational Support
Communication and Influencing	Interpersonal Awareness Clear Communications Attention to Communication
Customer Orientation	Customer Orientation Customer Cooperation Strategic Thinking
Achieving Results	Initiative Decisiveness Thoroughness
Preventing and Solving Problems	Diagnostic Information Gathering Forward Thinking
Self Management	Self Confidence Stress Management Personal Credibility Flexibility



- The ideal Chief Officer is an active manager of one of the largest departments on the vessel.
- Works closely with the client
- Interfaces with all levels of shipboard organization
- Daily leader on deck and bridge
- Develops soft skills related to managing personnel
- Able to stand as relief for the Master

- The ideal 2nd Engineer is a specialist who can operate confidently and capably without supervision in the engine room
- Active manager for working team in the engine room
- Understands the bigger picture in terms of operations onboard
- Able to stand as relief for the Chief Engineer



2nd Engineers

Leadership

Developing Others

Fostering Teamwork (Leader and Team Member)

Establishing Focus

Managing Performance

Providing Motivational Support

Communication and Influencing

Interpersonal Awareness

Clear Communications

Attention to Communication

Customer Orientation

Customer Orientation

Achieving Results

Initiative

Decisiveness

Thoroughness

Preventing and Solving Problems

Technical Expertise

Diagnostic Information Gathering

Analytical Thinking

Self Management

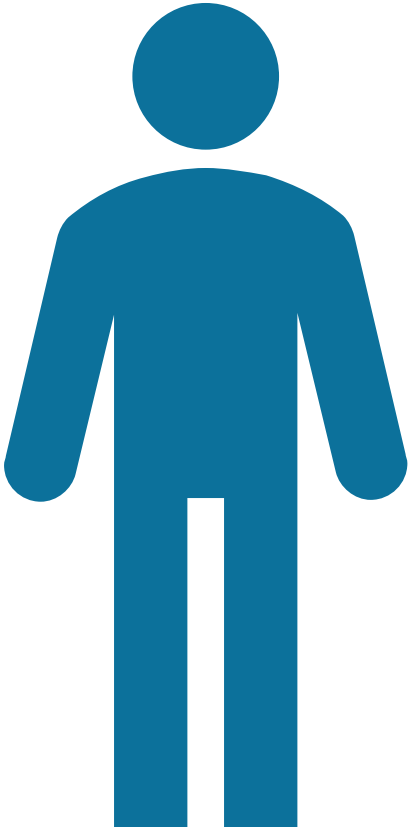
Self Confidence

Stress Management

Personal Credibility

Flexibility

Chief Stewards	
Leadership	Managing Performance Providing Motivational Support Fostering Teamwork Managing Change Establishing Focus
Communication and Influencing	Interpersonal Awareness Clear Communications Attention to Communication
Customer Orientation	Customer Orientation Customer Cooperation
Achieving Results	Thoroughness Fostering Innovation
Preventing and Solving Problems	Forward Thinking Conceptual Thinking
Self Management	Stress Management Flexibility



- The ideal Chief Steward understands their role as a team leader and manager
- Manages the team with most visible client satisfaction interest areas: food, accomodation, hygiene



The framework



Empowering Others: You create opportunities for your subordinates to lead and make decisions in appropriate settings. You encourage and show confidence in their ability to set their own goals. You encourage them to solve their own problems.

Developing Others: You show you provide helpful, specific feedback to others -- both on the spot and through formal feedback sessions. You share information, advice, and suggestions to help them succeed and express confidence in their ability to succeed. You assign tasks or duties that will develop the abilities of your subordinates. You recognize and reinforce people's developmental efforts and improvements

Fostering Teamwork - Leader: You make sure others are treated fairly, that everyone has an opportunity to learn, and that they can be a part of team's efforts. You actively recognize and encourage teamwork.

Fostering Teamwork – Team Member : You listen to others. You engage constructively with team members: you respond, provide feedback, or disagree. You seek opportunities to build experience in the team and share your own experience. You aid others.

Managing Performance: You establish a positive presence in work spaces and among your subordinates. You show responsibility and ensure accountability for your own or your team's performance. You set clear goals, track progress, give feedback, and address any issues with performance directly and in good time.

Managing Change: You demonstrate support for innovation and changes necessary to improve the Company's effectiveness. You are a driver for change in the organization, support changes, and help implement change. You help others successfully manage change.

Establishing Focus: You align your department's goals with the Company's strategic direction. You ensure team members understand how their work relates to the Company's operations, and that they identify with and work to the Company's mission. You ensure the department develops a plan to help fulfill operational requirements.

Providing Motivational Support: You recognize achievements and contribution among the team. You acknowledge and reward others for their work, and express pride in the group. You promptly and proactively address morale issues.



Attention to Communication: You ensure team members are kept informed about developments and plans, information and ideas, and ensures appropriate information is shared among the team regularly and consistently. You use multiple channels or means to communicate important messages. You keep your manager informed about progress and challenges

Clear Communication: You can get the message across. You summarize and paraphrase to ensure message is understood. You tailor your level of speech to the office or environment.

Interpersonal Awareness: You can understand interests and important concerns of others, accurately interpret what others are feeling, and anticipates how others will react to a situation. You listen attentively to people's ideas and concerns. You understand the strengths and weaknesses of others. You understand the unspoken meaning in a situation

Influencing Others: You look for win-win solutions by presenting arguments and solutions that address concerns presented to you. You involve others in processes or decision making to ensure their support. You can offer exchanges to gain commitment. You enlist experts or third parties to influence others. You can develop other indirect strategies to influence others. You can work to make a particular impression on others. You identify and target influence efforts at the real decision makers and those who can influence them. You will seek out and build relationships with others who can provide forms of help. You take a personal interest in others to develop relationships. You can anticipate the implications of events or decisions for various stakeholders in the organization and plan your strategy accordingly.



Commercial Awareness: You update yourself on business, industry, and market information that may reveal business opportunities. You show a willingness to take calculated risks to achieve business goals.

Strategic Thinking: You can analyze the Company's competitive position by considering market and industry trends, existing and potential customers (internal and external), and strengths and weaknesses as compared to competitors.

Customer Orientation: You understand the "host" role assumed when present in a leader position among customers. You talk to customers (internal or external) to determine customers' needs and satisfaction level. You let customers know you are willing to work with them to meet their needs. You can quickly and effectively solve customer problems. You find ways to measure and track customer satisfaction. You present a cheerful, positive manner with customers

Customer Cooperation: You cultivate the ability to maintain the client partnership. You can maintain the client partnership. You tailor communication appropriately to meet the client onboard. You remember the client/provider relationship and partnership. Keeps in mind future relationships. Actively seek solutions with the client

Initiative: You can identify what needs to be done and do them before you are asked or before it is required.

Fostering Innovation: You propose new approaches, methods, or technologies. You can come up with better, faster, or less expensive ways to do things. You can sponsor the development of new products, services, methods, or procedures.

Results Orientation: You can create and deliver challenging but achievable goals. You develop and maintain clear goals for meetings and projects. You can measure performance against goals. You have a strong sense of urgency about solving problems and getting work done.

Thoroughness: You ensure your own and others' work and information are complete and accurate. You carefully prepare for meetings and presentations; you follow up with others to ensure that agreements and commitments have been fulfilled.

Decisiveness: You understand "Yes" or "No" are concrete answers. You accept decision outcomes. You are willing to make decisions in difficult or ambiguous situations when time is critical. You take charge of a group when it is necessary to facilitate change, overcome obstacles, face issues, or ensure that decisions are made. You can make hard decisions.





Diagnostic Information Gathering: You identify the information needed to clarify a situation, seek that information from appropriate sources, and use skillful questioning to draw out the information, when others are reluctant to disclose it

Analytical Thinking: You systematically compare alternatives. You notice discrepancies and inconsistencies in available information. You can identify a set of features, parameters, or considerations to consider prior deciding. You weight the costs, benefits, and risks before taking a decision. You approach a complex task or problem by breaking it down into its component parts and considering each part. You can identify many possible causes for a problem.

Forward Thinking: You anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies.

Conceptual Thinking: You find effective solutions by taking a holistic, abstract, or theoretical perspective. You can think of the “big picture” when approaching a challenge.

Technical Expertise: You effectively apply technical knowledge to solve a range of problems. You have in-depth knowledge and skills in your technical area and use that knowledge to solve problems. You can develop technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches. You stay informed in new technologies about your technical area.



Self Confidence: You show confidence in our own ability to accomplish your goals. You will speak up and show disagreement in the right time and place. You have a "can do "attitude.

Stress Management: You address stress factor and remain calm under stress. You can effectively handle several problems or tasks at once. You maintain self control in the face of hostility or provocation. You maintain a sense of humor under difficult circumstances. You manage your own behavior to prevent or reduce feelings of stress

Personal Credibility: You follow through on commitments. You respect the confidentiality of information or concerns shared by others. You are honest and forthright. You do your fair share. You take responsibility for your own mistakes; and do not assign blame. You have a command of the relevant facts and information.

Flexibility: You can recognize the perspectives of others have merit. You demonstrate openness to new organizational structures, procedures, and technology. You can switch strategies if your original one is unsuccessful. You are willing to modify a strongly held position in the face of contrary evidence.

End.

