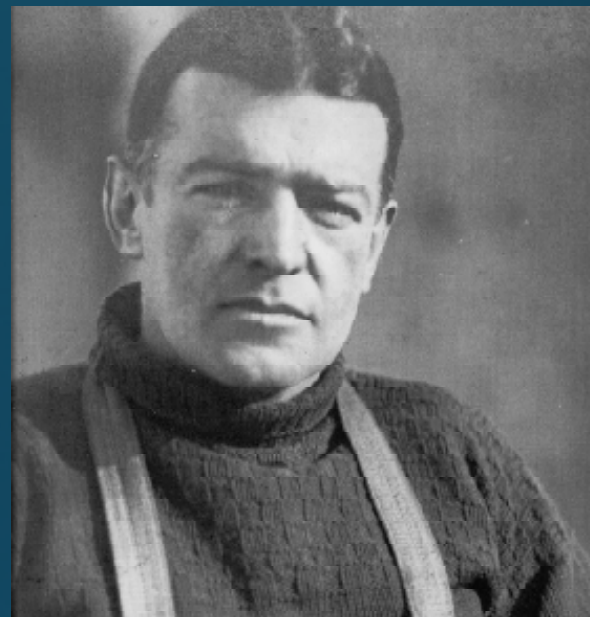




The Undervalued Keystone to
Workforce Solutions

Leadership & Mentors

Who is this?



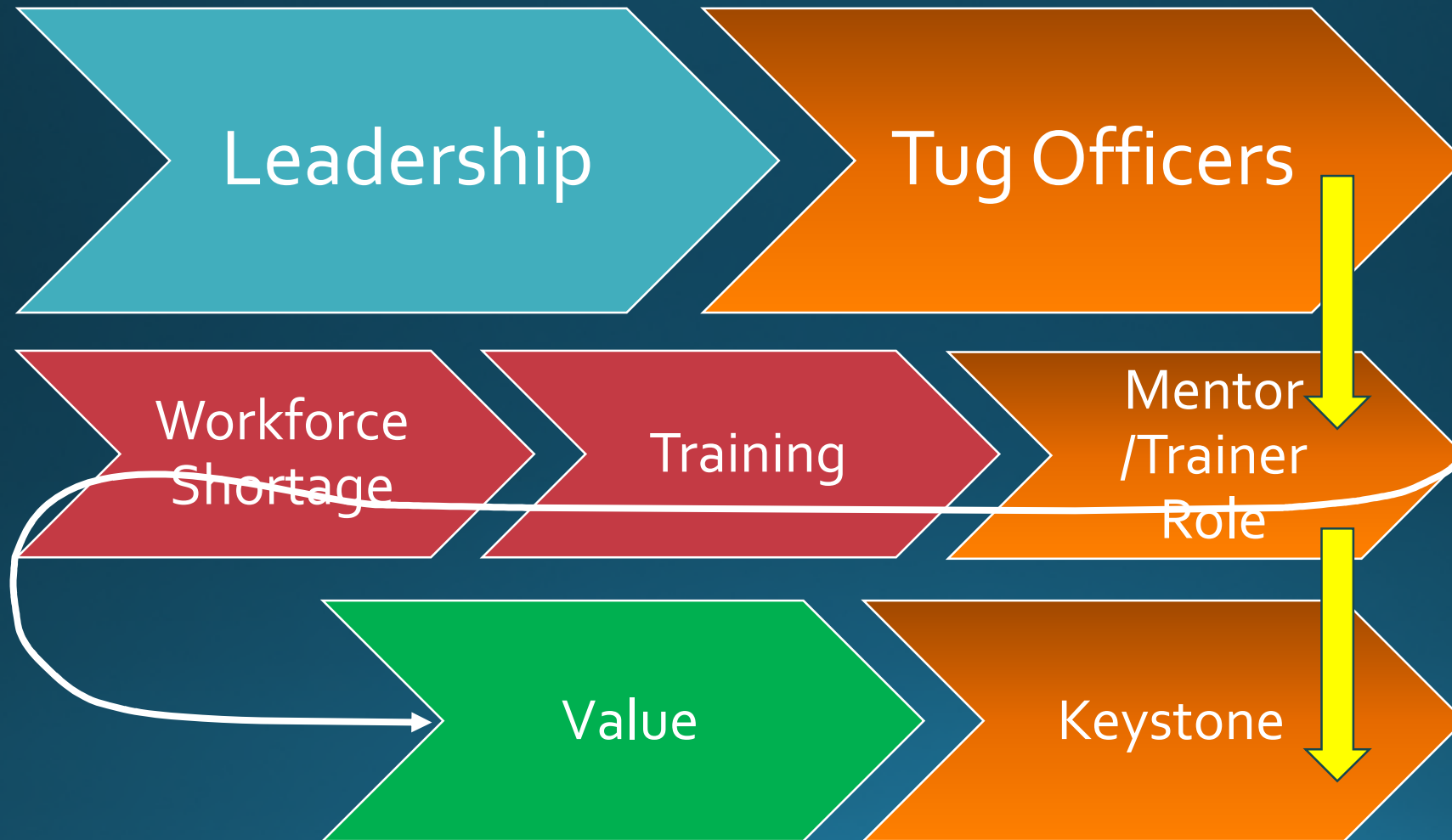
Company Leaders



Responsibilities

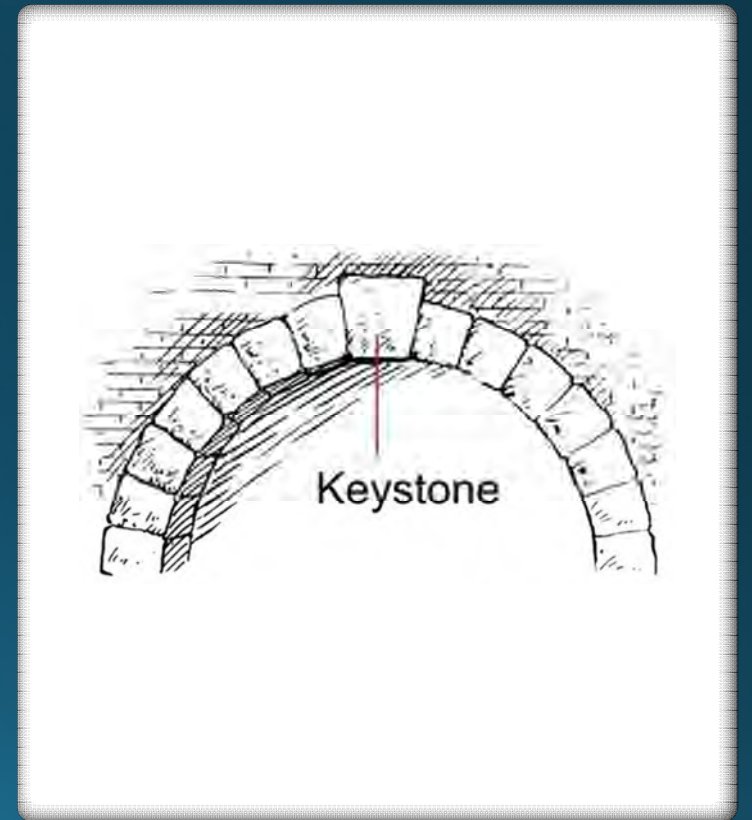


Overview- Leadership to Keystone

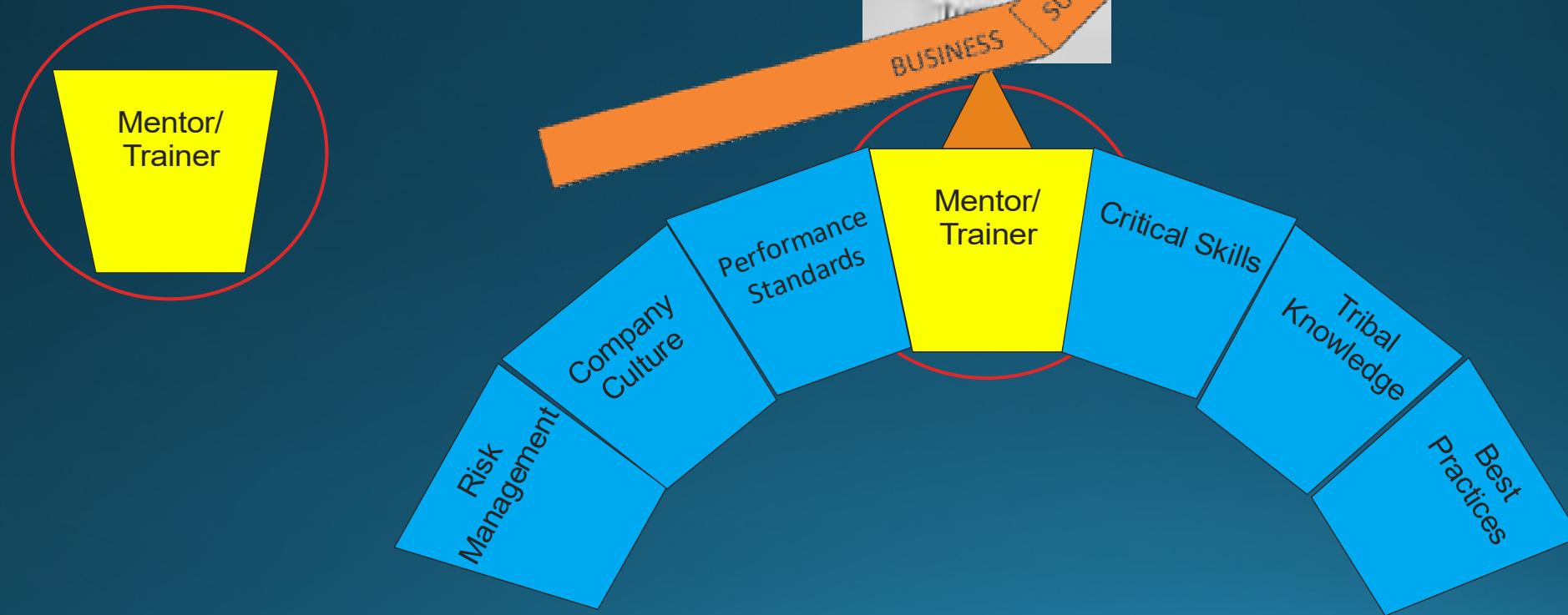


Trainers are the Keystone to Success

- Something on which other associated pieces depend
- Place at the summit of an arch regarded as holding the other pieces in place



The Keystone



Mentor/Trainers—your Yodas

- Comp
- Tribal
- Intuiti
- Cultur
- Lever
- Risk M



What keeps your vessels tied to the dock?

Workforce Shortage



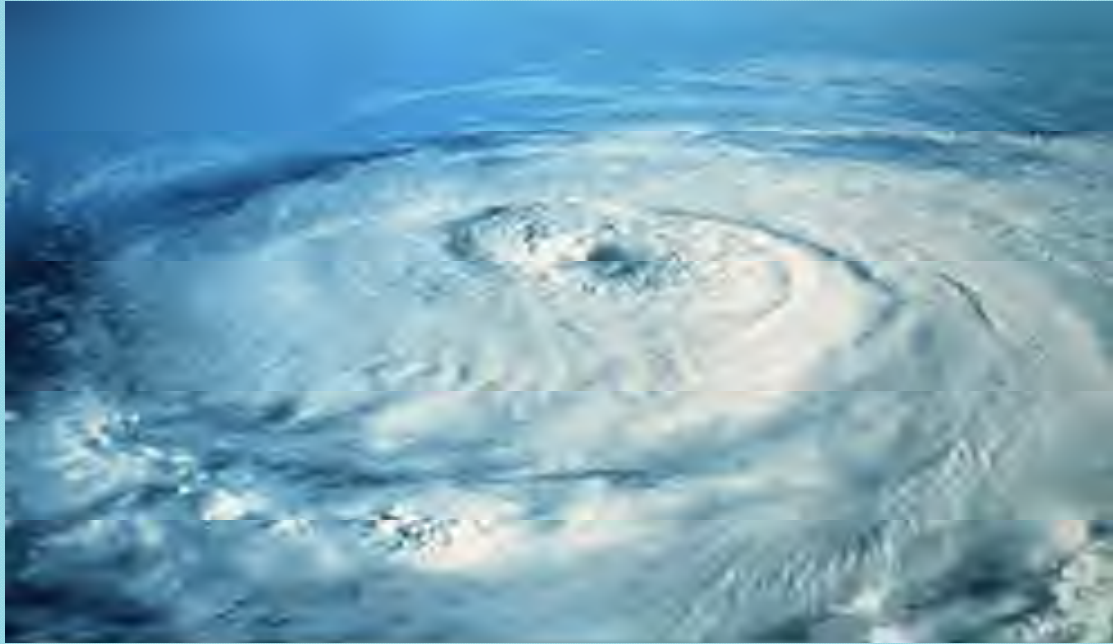
Workforce Shortage

- Not new—saw this coming 25 years ago



- Now-Singing to the choir





What makes
a Perfect
Storm?

High Pressure System
Low Pressure System
Fuel

Workforce Shortage- A Perfect Storm

- High Pressure –Business Factors
- Low Pressure –Workforce Voids
- Fuel—Black Swan Event

High Pressure—Business Factors

- Essential Industry
- Regulatory Compliance (Sub M, Emissions)
- Implementation of new technology
- Fleet upgrades / new construction
- Company Sustainability through growth

Low Pressure—Workforce Voids

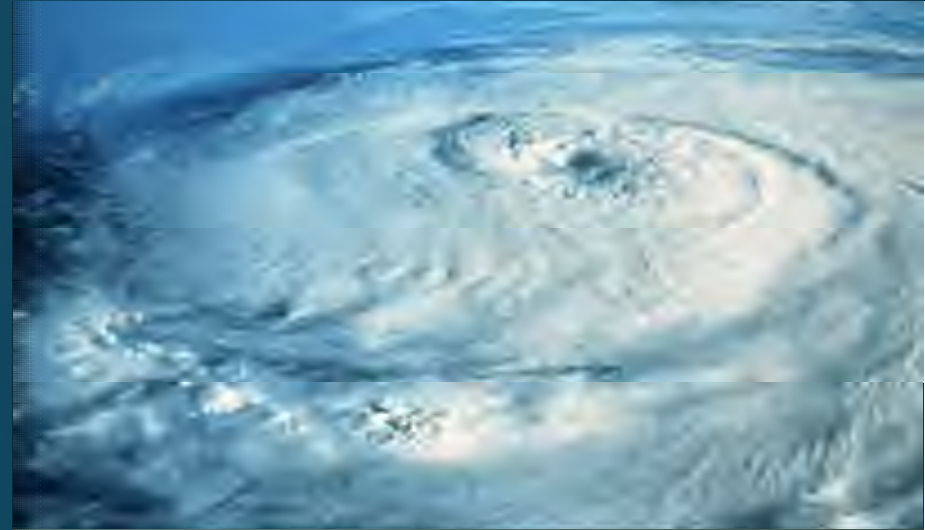
- Aging Workforce
- Attrition
- Loss of institutional experience
- Generational differences
- Specialized skills



Fuel—Black Swan Event

- Pandemic

Unpredictable event
that is beyond what is normally expected of a
situation and
has potentially severe consequences



Building blocks of the Solutions



Creating Competence

- Con
- M
- M
- S
- On
- M



Mentor / Apprentice History



Delphi Maritime, LLC



American Waterways Operators

Mentor/Trainer Qualifications

- General experience and operational knowledge
 - Operational Procedures
 - Best Practices
- Familiar with the Company training program
 - Training Protocols
 - Performance Standards
 - Assessment Criteria

Mentor/Trainer Qualifications

Know

- Ac
- Ins
- Co
- Ma
- Ha
- Di
-
-



Old School Mariner Training

Find your mentor

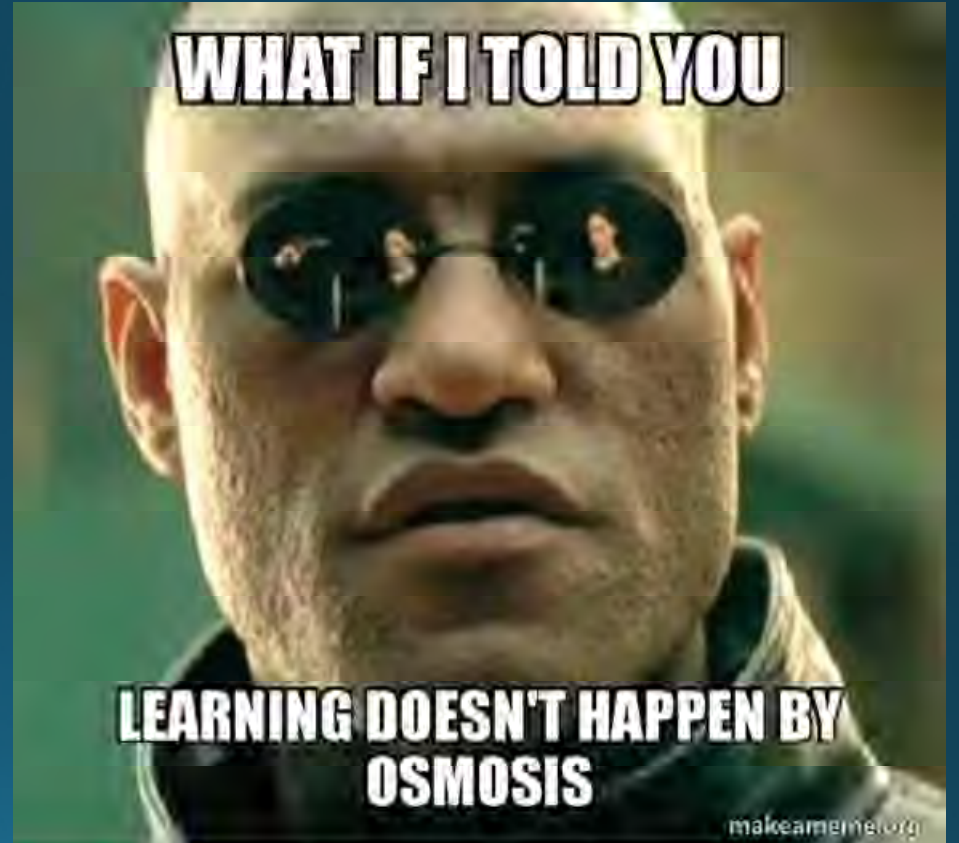


Delphi Maritime, LLC

American Waterways Operators

Passive or Sponge Learning

- Learning by Osmosis
 - Observe
 - Imitate



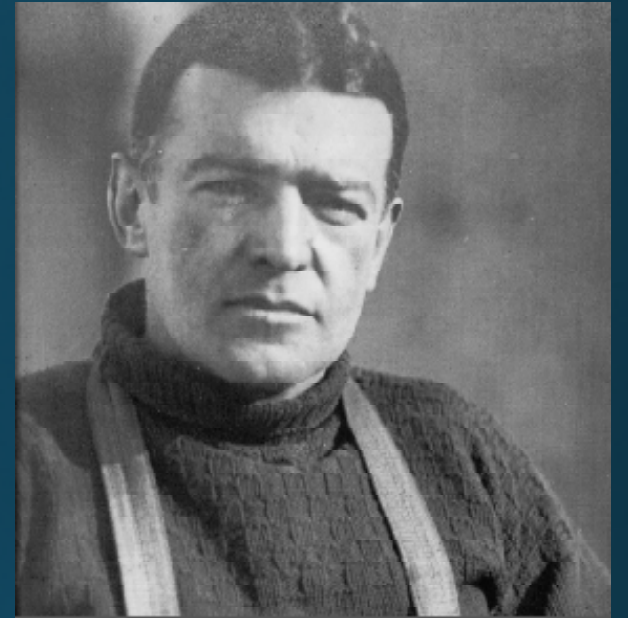
Old School

- Teach the “how”



Captain Centric Standards

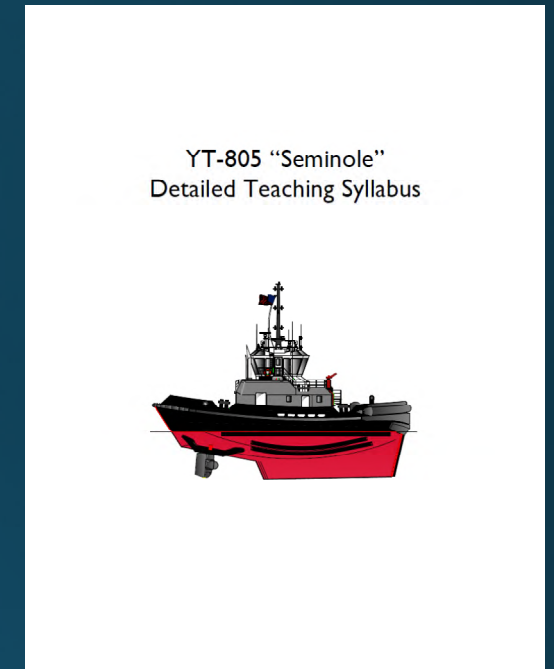
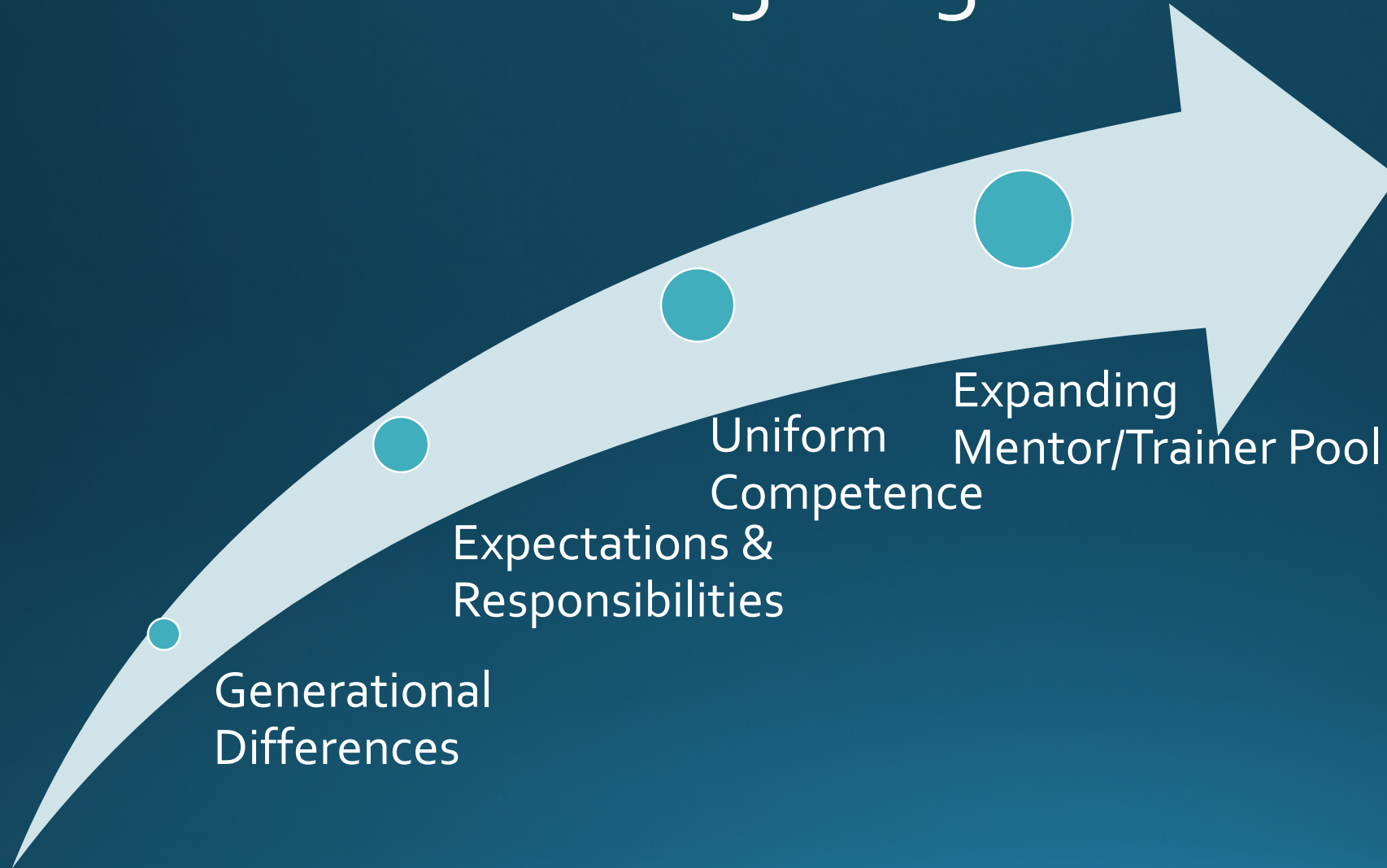
- Inconsistent performance standards
- Dependent on :
 - Personality
 - Leadership Style
 - Subjective Judgement
 - Crew Dynamics



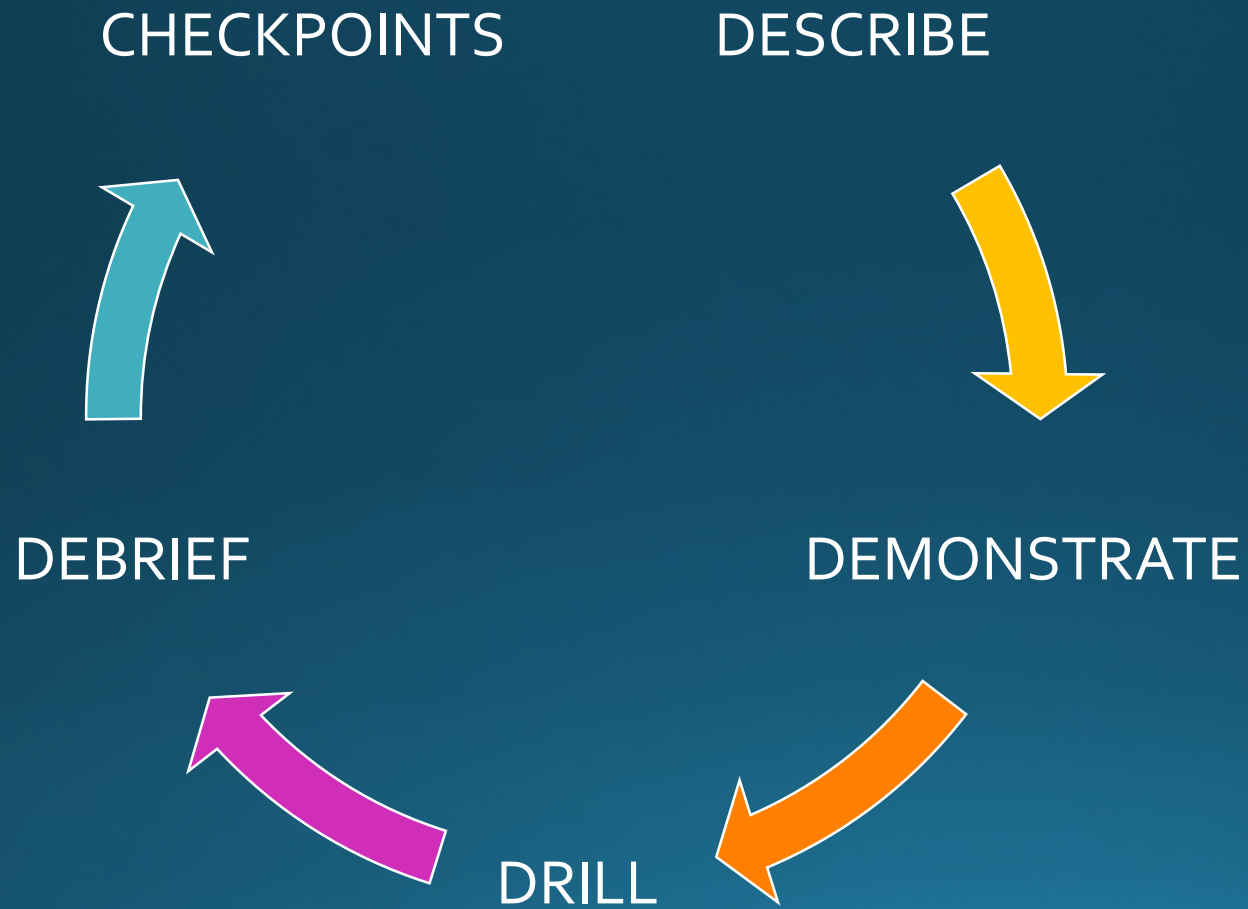
Today's Mariner Training Systems

- Structured, systematic training programs
- Active training emphasizing the "how" & the "why"
- Company specific performance standards
- Objective & Subjective judgment

Structured Training Programs



Active Instruction



Teach the “How” and the “Why”

HOW



Delphi Maritime, LLC

WHY



Steering



Speed

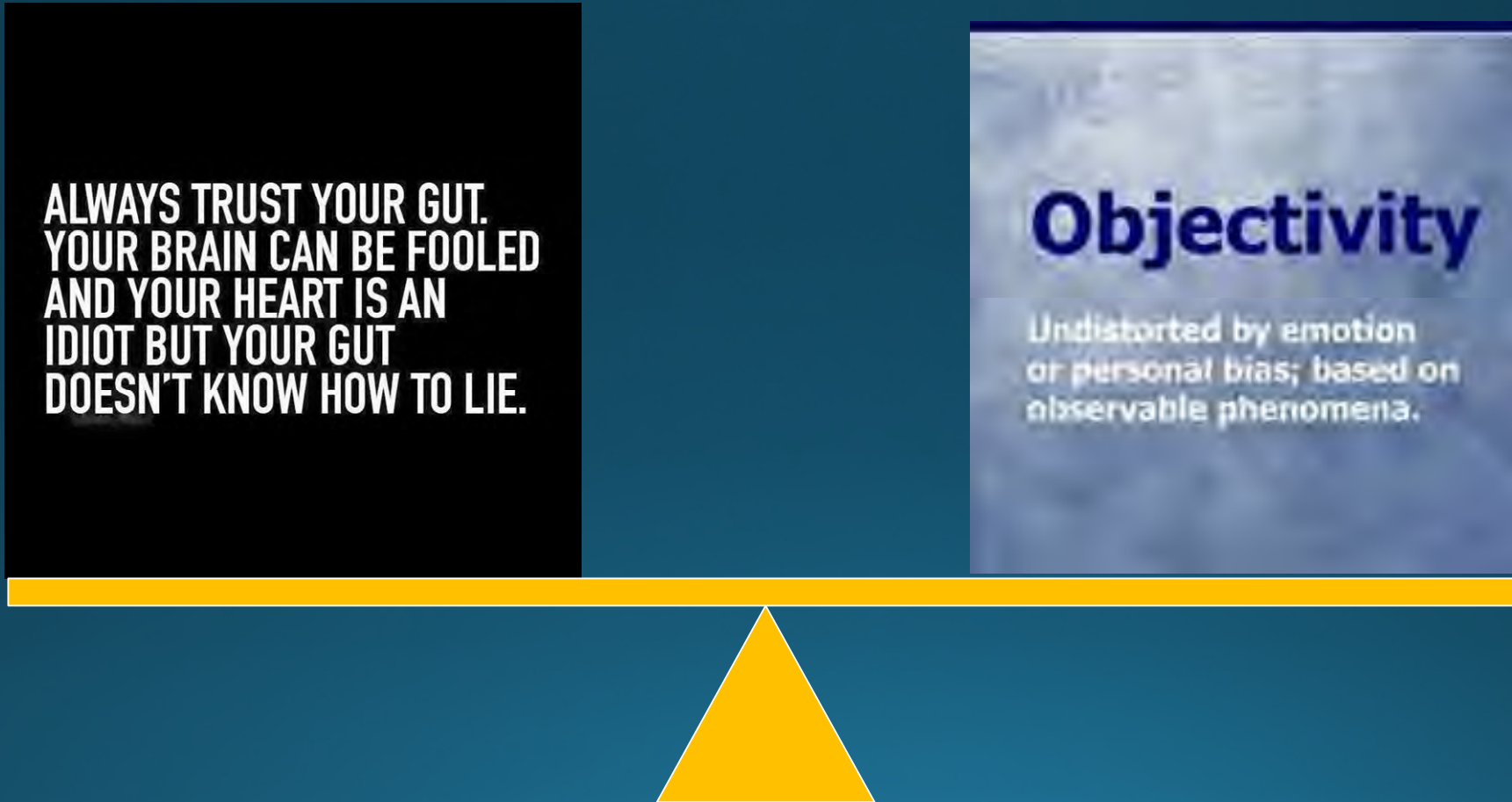


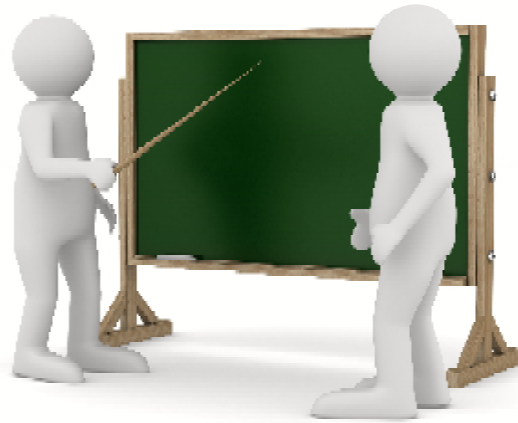
American Waterways Operators

Company Specific Performance Expectations



Objective vs. Subjective Judgement





Sourcing Mentor/Trainers

Sourcing Mentor/Trainers

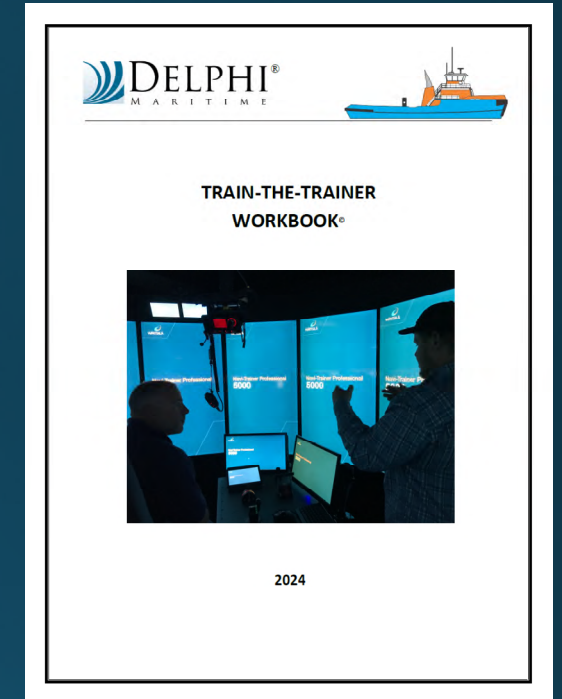
Training Demand

Training Demand

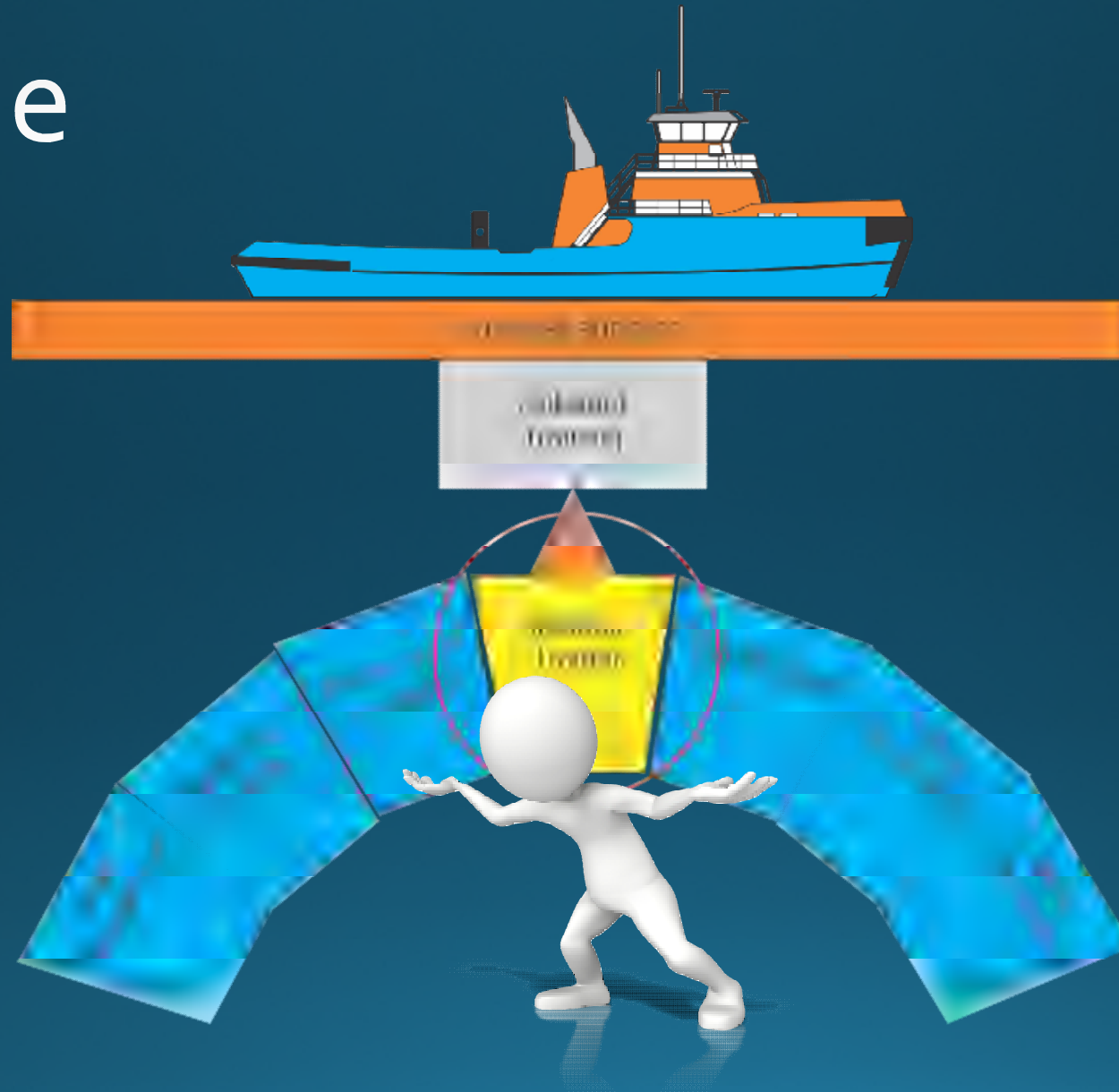
Trained Mentor/Trainers

"Natural" Mentor/Trainers

"Natural" Mentor/Trainers



Keystone



Questions....in a moment

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- 206-793-5680

