

## Apathy

Lack of interest or concern

**'I don't care'**

### Solution:

- Check for illness, fatigue, incorrect nutrition, lack of physical fitness
- Investigate personal circumstances, in particular worries about family or job
- Develop a 'company culture' to encourage communication and empowerment
- Provide the seafarer with a safe and secure working environment, decent working and living conditions, fair terms of employment and a healthy lifestyle

## Contentment

Feeling or showing satisfaction with one's situation

**'I am happy with the situation'**

### Solution:

- Be sure that you know right from wrong
- Ensure that everyone has the same perception of the risks ('he who can keep his head when all around are losing theirs simply does not understand the facts of the situation')

## Invulnerability

Impervious to danger or risk

**'It won't happen to me'**

### Solution:

- Conduct regular table top exercises on lessons learned from accident investigation reports
- Do not reward this sort of 'hero'
- Make it hurt even if they get away with it
- Monitor young/bold staff

## Assumptions

Facts, orders or statements that are taken for granted

**'I thought that was what you said'**

### Solution:

- Do not be afraid to seek clarification of what is said
- Do not act on scant information

## Drudgery

Dull, irksome, fatiguing, uninspiring or menial work

**'Why do I have to do this?'**

### Solution:

- Rotas/sharing/teaming-up
- Ensure systems/equipment are best for the job
- Set safe performance targets to give a secondary meaning to achievement
- Introduce rewards/preference

## Perception

To regard something as being the case

**'That is my interpretation of the situation - I do not agree with yours'**

### Solution:

- Adopt a policy of 'strong opinions weakly held'
- Consider the power-distance (is admitting being wrong clouding judgement?)
- Encourage comment on the performance of a colleague or superior
- Always look for six explanations for a situation
- Consider the downside of getting it wrong (assess the risks)
- Consider the probabilities
- Check the facts on which a view is based

## Boredom

The state of being weary and restless though lack of interest

**'What shall I do to pass the time away?'**

### Solution:

- Redistribute work more evenly
- Ring the changes on responsibilities
- Promotion/changes in responsibility
- Encourage team work and interaction

## Dumbing down

Simplifying to the point of meaninglessness

**'If you treat me like an idiot, I'll behave like an idiot'**

### Solution:

- Do not dumb down to beyond the point of meaninglessness
- Find out what level of instruction/control crew are happy with and design the work and instructions to that level
- Collect feedback, especially after the introduction of new procedures
- Understand the capabilities and motivation of your crew

## Predictability

To foretell on the basis of observation or experience

**'I know what will happen next'**

### Solution:

- Always look for six explanations for a situation
- Consider the downside of getting it wrong (assess the risks)
- Consider the probabilities
- Check the facts on which a view is based
- Conduct 'what-if?' analysis

## Complacency

Self-satisfaction especially when accompanied by unawareness of actual dangers or deficiencies

**'I can't be bothered'**

### Solution:

- Do not take unnecessary risks
- Ensure compliance with appropriate regulations and follow proper procedure
- Conduct regular table top exercises on lessons learned from accident investigation reports
- Leadership and assertiveness training
- Crew Resource Management training

## Familiarity

Too close an acquaintance with a procedure

**'I know it all'**

### Solution:

- Regularly review and test procedures
- Conduct regular onboard continuation and refresher training
- Make it OK to observe on the performance of a colleague or superior

## Risk taking

Taking an action where the outcome is uncertain, often in contravention of norms, regulations or procedures

**'I'll take a chance'**

### Solution:

- Do not take unnecessary risks
- Ensure compliance with regulations
- Follow proper procedure
- Learn from the mistakes of others
- Conduct regular table top exercises on lessons learned from accident investigation reports

## Compliance

A disposition to yield to others

**'You know best'**

### Solution:

- Do not be afraid to challenge the decisions of others
- Leadership and assertiveness training

## Ignorance

Lack of knowledge, education or awareness

**'I don't know'**

### Solution:

- Consistency in standards of education and training
- Task/system specific training, taking into account the job, the operational role and operating pattern of the ship, and the environment in which it is likely to work
- Clear and concise technical operating and maintenance manuals
- Make it OK to observe on the performance of a colleague or superior
- Make it OK for anyone to ask for a check/critique

## Routinisation

The effects of habitual or mechanical performance of an established procedure

**'I've done it so many times before'**

### Solution:

- Regularly review and test procedures
- Conduct regular onboard continuation and refresher training
- Crew Resource Management training

## Contempt

The taking of unnecessary risks, with scant regard for regulations and guidelines

**'It won't happen to me'**

### Solution:

- Do not take unnecessary risks
- Ensure compliance with regulations and follow proper procedure
- Conduct regular table top exercises on lessons learned from accident investigation reports
- Leadership and assertiveness training
- Crew Resource Management training

## Impulsiveness

Inclined to act on impulse rather than thought

**'I know what I am doing'**

### Solution:

- 'Take five' to assess the risks before doing anything new or after an unexpected occurrence
- Conduct near miss and incident reporting analysis
- Encourage comment on the performance of a colleague or superior
- Consign the 'gung ho'/'macho' seafarer to history

## Seclusion

Shutting away or keeping apart from others

**'Leave me alone'**

### Solution:

- Seek support from peers
- Seek guidance from the more experienced
- Leadership and assertiveness training
- Crew Resource Management training