

APPLICATION MANUAL



WHITE STAR LINE
United States & Royal Mail Steamers

MANUAL FOR USE ON VESSELS OF THE WHITE STAR LINE BY ALL SENIOR OFFICERS

All information herein is confidential and property of the White Star Line

TABLE OF CONTENTS

REFLECTION AND APPLICATION 3-8

- Senior Officer Reflection 4
- Module 1: Team Report Back 5
- Curious Leaders Raise the Game 6
- My Personal Application 7
- Turning Ideas into Action 8

TOOLS AND RESOURCES 9-15

- Idea Capture and Layering 10
- Way Forward Questions 11
- Finding the Root Cause 12
- BrainTrust A 13
- BrainTrust B & C 14
- BrainTrust D 15

Note: The page numbers listed are jump links. Click the number of your desired page and it will take you right to it.

Click the  icon on any page to return to the Table of Contents

REFLECTION AND APPLICATION



SENIOR OFFICER REFLECTION

Reflection	Module 1 Responses	Module 2 Responses	Module 3 Responses
I listened effectively to other team member's ideas. (check one)	<input type="checkbox"/> Always <input type="checkbox"/> Sometimes <input type="checkbox"/> Not often	<input type="checkbox"/> Always <input type="checkbox"/> Sometimes <input type="checkbox"/> Not often	<input type="checkbox"/> Always <input type="checkbox"/> Sometimes <input type="checkbox"/> Not often
What made my communication style effective? (type answer)			
When did my communication not have the impact I intended? (type answer)			
On a scale of 1 - 10, how curious were you? (1- not at all to 10 - highly curious)			
What distracted from your curiosity? (type answer)			
How did you take ownership for achieving the outcome? (type answer)			
What opportunities were missed when you were not curious, a strong communicator and/or taking ownership? (type answer)			



MODULE 1 - TEAM REPORT BACK

Report Back: Consistently delivering facts, outcomes, impact, conclusions, and recommendations. Reporting informs leaders to enable the effectiveness of responsibility centers, improve performance and identify corrective measures, when necessary

Port _____

of actions taken: _____

of Outcomes from actions: _____

Lives Saved: _____ of 2,227

Reflections: How did the Team succeeded?

Reflections: How could the Team grow?



CURIOUS LEADERS RAISE THE GAME

As a team of leaders, your role is to help the team take their learning deeper by:

1. Asking questions to explore current thinking
2. Asking questions to find unintended consequences and opportunities
3. Asking questions to identify actions and remove roadblocks

Explore current thinking questions

1. What could you have done to achieve more with less?
2. How could you have used your resources more effectively?
3. What were major factors in deciding this was a best practice?
4. What factors influence your decision-making process?
5. How did your knowledge of the past influence your plan of action?

Find unintended consequences and opportunities questions

1. How did inaction impact your resources?
2. What could we learn by doing?
3. How was your impact aligned to your intention?
4. What could the impact have been had you actioned the original team ideas?

Identify actions and remove roadblocks questions

1. What perspectives could be useful?
2. What would have to be true for everyone to immediately take action?
3. What could be replaced, reduced or removed?
4. What could be possible if your biggest roadblock was removed?

Ask these questions of the other teams during their report back

MY PERSONAL APPLICATION

My Key Priorities

How will your Titanic experience impact how you achieve your priorities?



TURNING IDEAS INTO ACTIONS - TEAM

Challenge Team focused on:

Impact of not addressing this Challenge:

Solution to the Challenge: List your recommended solution

Recommended Actions

Quick Wins

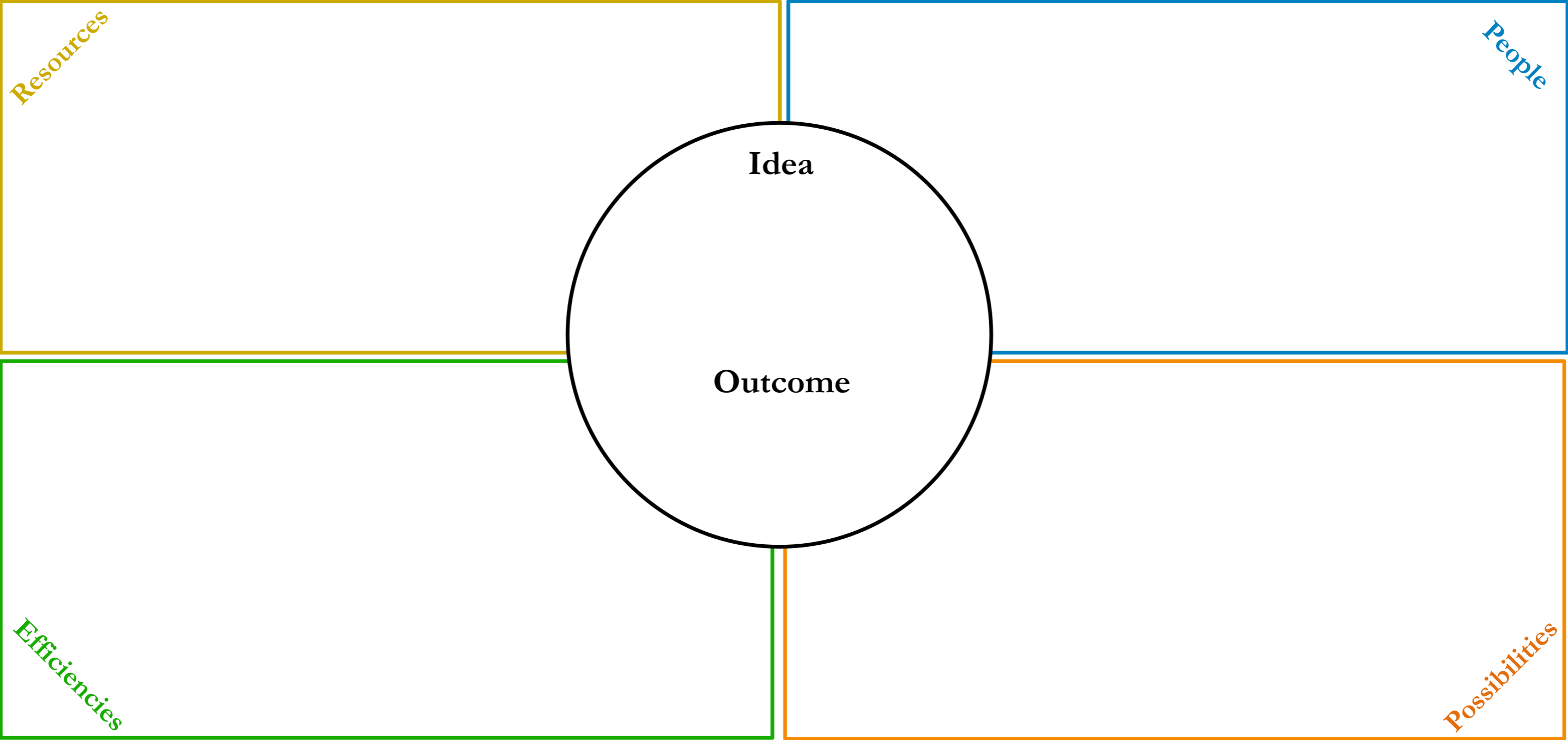
Resources Required



TOOLS AND RESOURCES



IDEA CAPTURE AND LAYERING



And what else?



WAY FORWARD QUESTIONS

Resource Questions	People Questions
<ul style="list-style-type: none">• What resources could you access?• What could you do to prevent that?• What resources could you/we have forgotten?• What could be replaced, reduced or removed?• What timeline works? What is the critical path?	<ul style="list-style-type: none">• Who could you engage to help?• Whose perspectives could be useful?• What would have to be true for everyone to take immediate action?• What skills would be most useful?• How could you/we affect motivation/alignment?
Strategy Questions	Innovation Questions
<ul style="list-style-type: none">• How could you/we use resources more effectively?• What could you/we stop doing to increase focus?• What would have to be true to achieve the outcome by us doing less?• Who else wants this solved?	<ul style="list-style-type: none">• Where else has this been solved?• What resources are we not thinking of?• How could you/we do this faster?• What could you do that's counter-intuitive?• What could help you in the future?• What could you learn by doing now?

FINDING THE ROOT CAUSE

What caused?

How could you hijack?

Possible ideas to explore?

Root cause 1

Root cause 2

Root cause 3

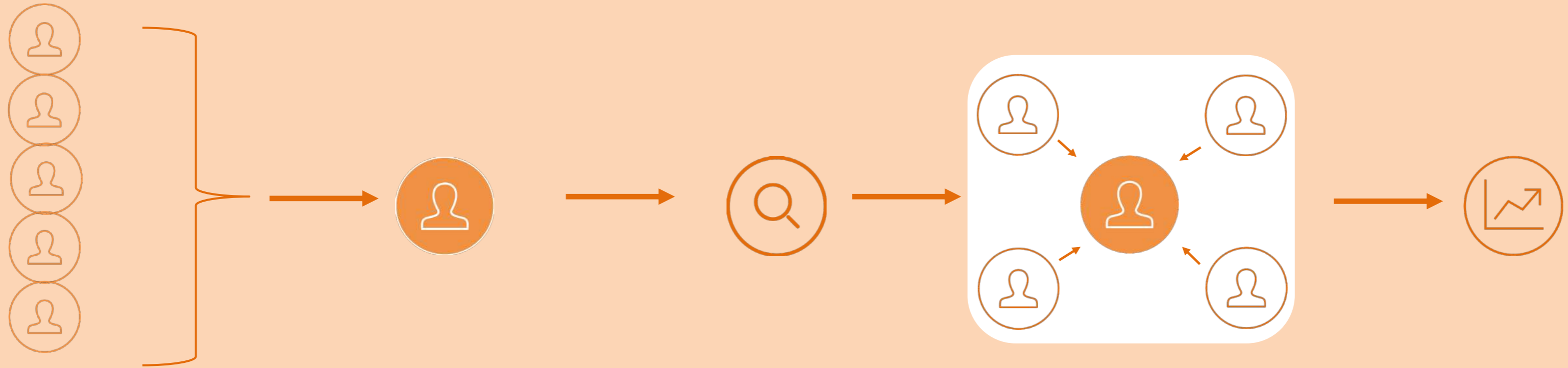
Root cause 4

Root cause 5





BrainTrust A - Peer Mentoring Circle - 30 min

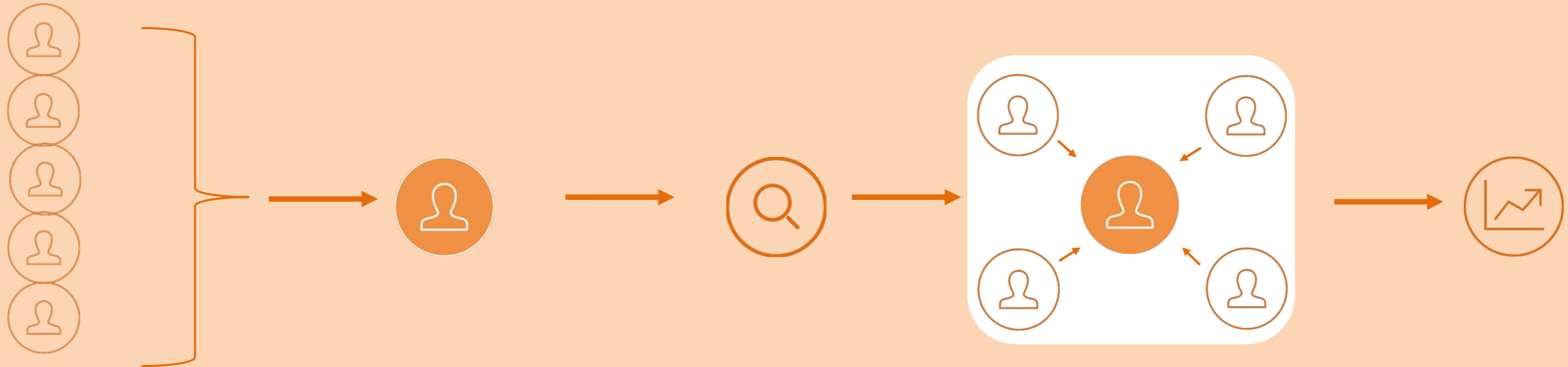


1. Each share one challenge	2. Choose one to solve	3. Ask clarifying questions	4. Share experiences	5. Commit to action
1 min each share	2 min to choose	5 min of questions	7 min sharing experiences	5 min to determine action
<p>Problem - My version of the challenge for me/my team</p> <p>Opportunity - What are the possibilities to impact the business? Use "What If..."</p> <p>Why - is this so important?</p>	<ul style="list-style-type: none"> Choose the challenge that will help you Be strategic 	<ul style="list-style-type: none"> What are the consequences of this decision? What are your obligations? How could the solution align with Bell values and strategic priorities? What could you live with? What have you tried before? 	<ul style="list-style-type: none"> Say "In my experience..." or "what has worked before..." Avoid "you should" or "you must" 	<ul style="list-style-type: none"> Be specific How could you measure success? How do you want to be held accountable?

BRAINTRUST B & C - Themed/Topic Specific - 30 min



Participants focus on a pre-determined topic identified together or by the organizer of the BrainTrust

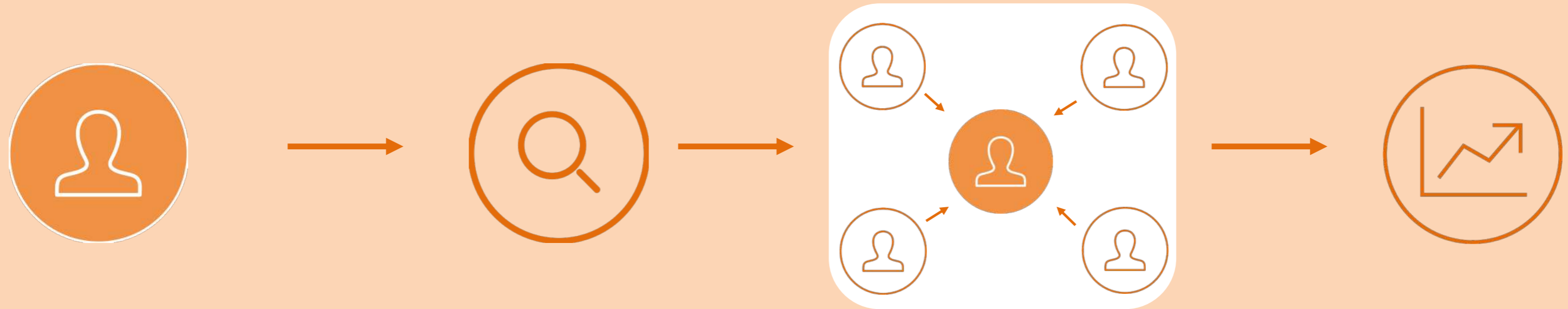


1. Share my priority challenge within the pre-determined topic	2. Choose priority challenge	3. Ask clarifying questions	4. Share experiences	5. Commit to action
<p>1 min each share</p>	<p>2 min to reflect</p>	<p>7 min of questions</p>	<p>7 min sharing experiences</p>	<p>8 min to determine action</p>
<ul style="list-style-type: none"> • P – Problem - share my priority challenge related to the topic • O - Opportunities – What are the benefits to solving my primary challenge for me/team/ business? Use “What If...” • W - Why is this so important 	<ul style="list-style-type: none"> • As a group, choose the priority challenge to solve 	<ul style="list-style-type: none"> • What resources are available ? • Who has what role/responsibility? • What are the expectations of others? • What was tried in the past? • What is the timeline? • What is the ripple effect? • What are the unintended consequences of choosing this priority? • How does solving this challenge align with our values? 	<ul style="list-style-type: none"> • Say “In my experience...” or "What I have seen that works is..." • Avoid “you should” or “you must” 	<ul style="list-style-type: none"> • What are the top-3 actions? • What does success look like? • With whom do I want alignment? • How do you want to show up as a leader?

BRAINTRUST D- Individual Reporting – 30 min



Eg: 6 Participants focus on sharing their progress – 24 mins



1. Share my priority challenge and progress	2. Ask clarifying questions	3. Share experiences	4. Commit to action
1 min each share = 6 mins	1 min of questions per challenge = 6 mins	2 shares per challenge = 6 mins	1 min per person to determine action = 6 mins
<ul style="list-style-type: none"> • P – Problem - share my priority challenge • O - Opportunities – share my progress (I.e. opportunities to solve my challenge) • W – What's my way forward? 	<ul style="list-style-type: none"> • What resources do you need? • What's getting in the way? • What is the timeline? • What have you tried? • What are the unintended consequences of choosing this priority? • How does solving this challenge align with our values? 	<ul style="list-style-type: none"> • Say “In my experience...” or “What I have seen that works is...” • Avoid “you should” or “you must” • Take turns so everyone shares their experience 	<ul style="list-style-type: none"> • What are my top-3 commitments?