

Title: How You Respond Matters Part 1

Duration: 7:06 minutes

Description:

Part One of the “How You Respond Matters” film, demonstrating blame culture.

How You Respond Matters Part 1 Transcript

[Background music plays]

We begin with light and upbeat percussion music, featuring xylophone-type instruments, intensifying and becoming more suspenseful at relevant moments.

[Text displays]

How You Respond Matters

[Graphic]

Text displays at the frame centre against a white background.

[Video footage]

We open on wide-angle footage of the vessel, Scott Spirit, moving into harbour on a sunny, slightly cloudy day.

Male AB

Why are we doing this now?

Female AB

I know what you mean. We'll be alongside in two hours.

Male AB

Yes, couldn't they wait?

Female AB

Someone made a decision to get the technician onboard now so we can start work on the compressor.

Male AB

What, is it so urgent?

Female AB

I don't know.

Male AB

Where's the supervisor?

Female AB

The Master said he'd do it.

[Video footage]

We see a male and a female seaman (ABs) on deck. They approach the rolled up pilot ladder in the foreground and begin the process of unrolling it as they discuss the task at hand. We then cut to

footage of the Master on the bridge and see him raise the binoculars to his eyes as he looks out. He is soon distracted by the beep of his mobile phone on the counter and puts down the binoculars, picking up his phone to read a text message. We cut to high-angle footage of a HEBO vessel moving closer in midground, with another vessel further off in the background.

Female AB

Right, I'll get the winch.

Male AB

Okay, I'll take it out.

Male AB

Bloody hell, this has seen better days.

Female AB

Yeah, well, we just have to do it, all right? Let's get going.

[Video footage]

We return to the two ABs working on deck at the site of the pilot ladder, continuing to discuss the task at hand. The female AB operates the winch while the male AB backs away, unrolling the pilot ladder.

[Video footage]

We cut to a wider-angle view of the ladder being lowered down the side of the vessel, then to low-angle exterior footage of the bridge of the vessel, as seen from the deck. We return to footage of the Master on the bridge, seen to be still looking down at his phone. Next, we see the end of the pilot's ladder breaking the surface of the water. We cut to footage of a technician walking into view and approaching the shot, seen against the background of the harbour. He has a backpack slung over his right shoulder. Next, we see tilting close-up footage of the pilot ladder against the side of the vessel, cutting back to close-up footage of the technician looking upward. He slings the loose strap of his backpack over his left shoulder to secure the backpack, and we see him move over to the pilot ladder and start to climb the rungs.

Male AB

Okay, I can see him now. He's at the bottom of the ladder.

Female AB

Oh, great!

[Video footage]

We cut to footage of the male AB on deck walking across to look over the side and reporting on the technician's progress. The female AB gives the thumbs up signal. We return to footage of the technician climbing the ladder and witness his foot slip on a rung. We cut to zooming footage of the water's surface fast approaching the shot, after which we see underwater footage of swirling green water.

Male AB

Oh god, he's fallen over. Man overboard! Man overboard!

[Video footage]

We cut to close-up low-angle footage of the male AB looking down, wearing a shocked expression as he looks over to his crewmate and we hear his cry of "Man Overboard." We see the female AB respond

in shock and then we witness the ladder rocking against the side of the vessel, before dissolving to the following scene.

Scene 1 - Master's Office

Master

The authorities, they should be here in the next 30 minutes. Yes. Yes, sir. Yes, sir. I know. I'll find who's responsible, absolutely. Understood, will do.

[Video footage]

We dissolve to interior footage of the Master's office. The two ABs from the deck are sitting in the Master's office, waiting for the Master to finish what is obviously a call with Head Office. The call appears not to be going well and facial expressions show tension.

Master

Right, we're going to sit here and wait for the authorities to come on board. Do you understand what that means? We can't come alongside, we can't discharge. We're missing our deadlines. You have no idea of the grief I'm getting from Head Office about this. What were you doing out there?

[Video footage]

The Master ends the call, replacing the handset somewhat forcefully. He exhibits frustration as he speaks to the ABs.

Male AB

It was an accident, sir.

Female AB

Yes. We responded quickly and the recovery went well.

Master

What? That's not the point. The problem you've got is that he shouldn't have ended up in the water in the first place.

Male AB

He slipped on the ladder. It's not our fault.

Female AB

Maybe we should wait until we're alongside next time. No need to use the pilot ladder, no need for supervision.

Master

Are you suggesting it's my fault?

Female AB

No, I'm just saying...

Master

Listen, if you need support on every job, you should have called the Third Officer.

Female AB

But he said that you would supervise from the bridge wing.

Master

This is a simple procedure. You've done it 100 times. This is down to you.

Female AB

Why me?

Master

Well, you lowered the ladder down. You're responsible!

Male AB

Sir, the technician shouldn't have been wearing his rucksack. So, maybe it wasn't the ladder. Maybe he lost his balance?

Master

Oh, so now it's his fault? Is that what you'd like me to tell his family? This should have been a routine job.

Female AB

At least we got to him quickly. It could have been a lot worse.

Master

Yes, it could have been. You got lucky. Now, go and make sure there's nothing else for them to pick up on when they come on board.

[Video footage]

We see the male AB respond defensively and the female AB attempting to reason with the Master. The Master continues to berate the two and there is a back and forth during which the ABs respond with protests, reasoning and justifications, the male AB stepping in to defend his crewmate at one point. The Master continues to object and holds the two responsible for the accident which has occurred.

Male AB

Yes, sir.

Female AB

Yes, sir.

Master

You will be held accountable for this and there will be consequences. For now, you're both on a warning, understood?

[Video footage]

We see the AB's stand and prepare to leave the Master's office as the Master issues his parting words.

Male and Female ABs

Yes, sir.

[Video footage]

The ABs appear stunned as they nod and turn and leave the Master's office. The Master, still seated at his desk, forcefully places back onto his desk the book and pen he had been holding, continuing to look exasperated. We dissolve to white.

Male AB

Right, if anyone, it's the Third Officer. He should have been there. It's his responsibility.

Female AB

It was an accident. And the recovery went well. Surely that's the most important thing. Why can't the Master see that?

Male AB

You wish! No, no, they've always got to find someone else to blame. And we just need to make sure that it's not us.

[Video footage]

We dissolve to interior footage of the crew messroom. The two ABs are sitting at a table, looking down at their mobile phones. They discuss the situation, both appearing to feel unsupported by the Master. The male AB appears frustrated and defensive. The female AB stresses that it was an accident and expresses that their treatment is unfair. The male AB scoffs at her naïveté and stresses that they need to find someone else to blame. The two crewmates fall silent, their attention returning to their mobile phones as we dissolve to the following scene.

Scene 2 - Head Office - How to tell the CEO

CEO

Yeah. Yeah. Okay. Yes. Okay, thanks. Sorry, right. I haven't got much time. Carla, what's the daily update?

[Video footage]

We dissolve to interior footage of the CEO's office. The CEO is sitting at his desk, busy on a call. He gestures to the off-camera managers to take a seat in the chairs across from him. They enter frame and take a seat across from the CEO, looking nervous. The CEO ends the call, replacing the handset. We see the CEO in profile view as he looks across his desk, speaking to his managers. He is unsmiling and his tone is abrupt.

General Manager

All good, I think. A minor delay to one vessel, but I haven't heard why.

CEO

Really? So what do I tell the commercial department?

General Manager

Maybe Mike could answer that.

[Video footage]

We see the General Manager responding to the CEO's question. She appears taken aback at the CEO's incredulous response and deflects to her colleague, looking over at him as she does so.

CEO

Mike?

Fleet Manager

I believe we've had a MOB situation.

CEO

When?

Fleet Manager

I received notification in the last hour.

CEO

And you've waited until now to tell me?

General Manager

I had no idea.

Fleet Manager

I wanted to have all the details before...

CEO

I need to know as soon as it comes in.

Fleet Manager

I know, I just...

CEO

Correct me if I'm wrong, but this is the second serious incident we've had this week, is it not?

Fleet Manager

Sorry, yes, it is. The good news is the person involved was successfully recovered.

CEO

Look, I want all the details on this incident so we can rapidly evaluate and hold accountable whoever is responsible.

Fleet Manager

I have asked the Master of the vessel to compile a report.

CEO

I want it on my desk by the end of the day, without fail, along with a plan to show how we can minimise these situations in the future. I'm not going to tolerate another week like this.

Fleet Manager

Right.

[Video footage]

We now see the Fleet Manager responding with deference and somewhat apologetically to the CEO's questions, and he continues to do so, even while the CEO's tone continues to be disbelieving and impatient and the General Manager interjects defensively at one point.

CEO

What are the laydays for this cargo?

General Manager

I'll get in touch with the port. Hopefully, the delays won't be too lengthy.

CEO

I want a better reassurance than hopefully, Carla.

Fleet Manager

I believe the authorities are on board now, sir.

CEO

Why? I thought you said he'd been recovered?

Fleet Manager

It's the standard procedure.

CEO

So it's going to be recorded as an incident on our statistics?

Fleet Manager

It has to.

[Video footage]

We see the General Manager stepping in to answer a question from the CEO, to which the CEO responds rather abruptly. The Fleet Manager intervenes, offering an explanation, and then continues to address the CEO's exasperated questions.

CEO

I don't believe this. We're losing time, and now it's going to impact on our HSSE performance.

[Video footage]

We see the CEO respond in total exasperation and then we see the anxious expressions of the Fleet Manager and the General Manager as they glance in each other's direction.

CEO

You know, I have to say, I'm yet to be convinced that the two of you are on top of this situation.

General Manager

We are. Responsibility here lies with the Master of the vessel. I'm sure of that.

[Video footage]

We see the CEO speak with some impatience to his two managers. Next, the camera pans from a close-up of the Fleet Manager to one of the General Manager as she responds defensively to the CEO's statement, passing blame to the Master as she does so.

Fleet Manager

Well, we'll know more once the report comes in.

[Video footage]

Close-up footage shows the CEO looking somewhat sceptical. We return to close-up footage of the General Manager, quickly panning across to a close-up of the Fleet Manager responding more cautiously.

CEO

Good. Let me know what disciplinary actions you'd recommend. I want to know that we're dealing with this and ensuring that it doesn't happen again. I also don't want any more incidents appearing on our scorecard!

[Video footage]

Close-up footage shows the CEO responding. As he speaks to the managers, he places his pen down on his desk, gets up from his seat, dons his jacket and gathers items from his desk, preparing to leave the room. We cut to a close-up of the Fleet Manager's anxious expression and he looks down dejectedly as the CEO leaves the room. We dissolve to white.

[Background music plays]

Light and upbeat percussion music.

[Text displays]

Why do you think leaders react in this way to incidents?

Is it possible to blame and punish at the same time as learning and improving? Why or why not?

What can you do in your organisation to create a culture in which bad news is welcome and people feel safe and responsible to speak up?

[Graphic]

Successive lines of text display one underneath each other against a white background.

[Text displays]

Part 2

[Graphic]

The prior lines of text dissolve and new text displays at frame centre against the white background.