

Dare to Care

Embedding Psychological Safety within Maritime Leadership
to Optimise Operations, Reduce Costs and Underpin Safety.

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Dare to Care?

Leadership is a **journey** of personal growth — but in the day-to-day, it's easy to lose sight of that.

High-performing leaders reflect on where they've been, where they are, and where they're headed. They think about the culture and the legacy they're shaping.

In a transactional business environment, where it's easy to be distant, "Dare to Care" reminds us to pause and recalibrate our approach using two of the most powerful tools in leadership: **caring and kindness**.

When we "Dare to care" we set a tone of trust and embed **psychological safety** — unlocking the potential of our top talent, their teams, and vessel performance.

It's not sentimentalism. It's **leadership at its strongest**: setting the tone, creating the culture, and shaping a legacy where safety and performance follow naturally. And onboard, it starts with the Captain.

Let's see how...



The Waterfall Effect

Every vessel is an ecosystem and crews are incredibly perceptive. The Captain's actions, behaviour and language create the culture, set the tone, and like a waterfall, the resultant flow soon cascades through the decks.

1

Captain - Calm, Capable and Confident

Trust develops, engagement blossoms, performance soars, top talent thrive and the safety culture is solid.

2

Captains - Dismissive, Distant and Inconsistent

Engagement slides, fear sets in, performance wanes, top talent leave and vessel safety is jeopardised.

When Captains "Dare to Care," when they genuinely **invest in their people** - and like a mirror - their **people invest right back**.



Culture Isn't Created by Accident

Not Built By

- Posters on walls
- Rules in handbooks
- Company policies

Built By Behaviour

- How leaders listen
- How they give feedback
- How they handle mistakes

When leaders care, they create culture where people feel valued, respected and motivated. When that culture takes hold, **performance soars**. Teams pull together. Risks are spotted earlier - Solutions are found sooner.

And when your teams are out at sea, often miles from shore and the unexpected strikes - it's that culture that will be the difference life and death. And it's that culture that'll save your ship...

Psychological Safety

"Dare to Care" not only lays at the heart of high performing culture - it creates psychological safety - the emotional freedom to speak up and confidence to share ideas.

Why Silence Is Dangerous

- Risks go unnoticed on vessels
- Silence kills trust and innovation
- Small issues snowball into major problems

When People Feel Safe

- They warn about loose cables
- They question risky procedures
- They admit when they don't understand

And here's the connection: Captains are the ones who make psychological safety possible. They decide whether crews feel safe to speak up - or too afraid to try.

How to "Dare to Care"

It means more than simply checking in and asking how teams are:

01

Listen and Hear

Not just waiting for your turn to speak

02

Ask for Input

Even when you think you know the answer

03

Thank, Don't Punish

People who find courage to speak up

04

Admit Your Mistakes

When leaders admit theirs, it frees others to do the same

These aren't small gestures—they're **culture-shaping, safety-creating actions** that require **courage**. Because it's easier to stay distant and demand obedience. But that's not leadership - that's command.

True leadership is about connection, responsibility and care.



Dare to Care

A powerful leadership tool that sits at the heart of safe, secure and high-performing teams

Optimise Operations

Unlock potential, drive performance through connection and care

Retain Top Talent

Reduce churn based costs with top talent who feel valued and heard

Underpin Safety

Embed psychological safety in leadership to underpin safety at sea

Invest in your Captains

Give them tools, techniques and mindset to get the best from themselves, their crews and help them "Dare to Care."

That wave of support will touch every sailor, every ship, and every voyage.

Questions

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