



CUNARD

Career Passports
Manager Guide

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Our Culture Essentials encourage us to **Respect and Empower** others and help people **Improve**. As managers, it's your role to **Empower** your team so they can gain experience and develop their careers, while they are onboard with us. You are expected to support your team by helping them learn in a way that is interesting and builds their confidence, which will encourage them to take ownership of their tasks. They will then take pride in what they do and deliver the best service to our guests.

The purpose of this guide is to give you the tips and tools to be great managers, by effectively supporting your team's development, while onboard with us.

What's to gain through developing our crew?

Developing your team brings significant benefits not only to individual crew members, but also to our guests, our business and to managers:

- ◆ Happy, capable and experienced team members will stay with us. This reduces time spent training new people
- ◆ More experience and greater stability within our teams leads to improved guest experiences, and happy guests will want to return to us
- ◆ More capability and increased motivation within your team means your area runs efficiently and smoothly
- ◆ You will have increased confidence in delegating tasks and having crew ready to 'step up'

The development & progression of your crew member



Giving helpful feedback

Your responsibility is to provide regular feedback to your team members. They need to know how they are doing and whether they are delivering a great service.



It enables them to change and do something a better way.



It shows you care about them doing well and want to help them improve.



It makes them feel respected and valued when you say “well done” for good work.



It is also critical for people to be able to understand whether or not they are ready to progress.

In a busy day, we need to continually let people know how they are doing.

A great manager will spot when something is not being done well and help their team member to make the right changes, not just tell them off.

A great manager also provides encouragement when they see something being done well.

A balance of both types of feedback creates the right environment for people to improve.

Giving the right sort of feedback doesn't have to be time-consuming. In fact, the most helpful feedback is regular, in-the-moment feedback.

A simple structure to do this is:

What you saw they did well and why did you think that?

How did they do it. Did they have a great attitude, did they behave particularly well?

Or, if you want them to make an improvement:

What you saw they could have done better

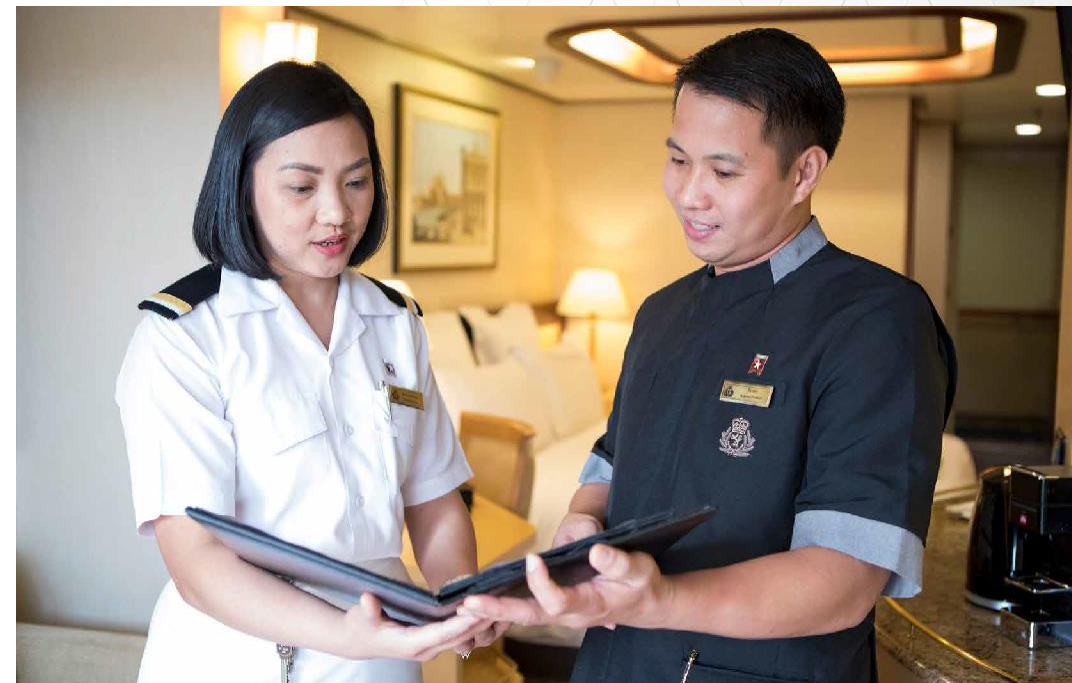
How they could do it, or behave differently, next time

The difference it would make
(so that they see the value in changing)

When we train people to do a great job, we want to encourage them to stay with us and continue to build their careers while onboard with us.

There will be times when a team member will want to talk to you about their next steps.

This is another time where you can give some great feedback and provide the right support.





Top tips for giving helpful feedback:

Be respectful

- ◆ Make sure this is done at an appropriate time and place so you have time for a proper discussion
- ◆ Show an interest in them as a person
- ◆ Listen to and acknowledge what's going on for them and what is important to them
- ◆ Talk as equals - make it a supportive two way conversation

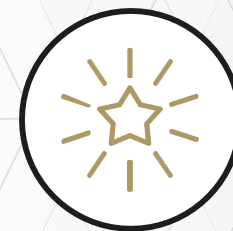
Share your positive intention

- ◆ Let them know you have their best interests at heart – you want to encourage them to progress
- ◆ Highlight the good performance and behaviours that you've seen
- ◆ If you believe they need more development, be specific about what it is
- ◆ Help them identify how they can develop

Identify support needed

- ◆ Ask if they need support from you or anyone else to make the changes and achieve their goals

Tip:
Feedback is best given at the time, as explained in the 'Coaching in the Moment' training.



Spotting potential

It's our job to spot people within our teams that we believe have the right attitude and behaviours and are ready to move into their next role. If you recommend someone for promotion you are signing your name to say that a crew member:

- ◆ Is excited about the opportunity and feels ready to step up
- ◆ Can perform their current role successfully and to a high standard
- ◆ Has a positive attitude and demonstrates the right behaviours
- ◆ Are keen to learn and deliver to the brand standards
- ◆ Is a great team player and sets a great example to others
- ◆ Treats everyone with respect, regardless of any differences

Brand Standards:

- ◆ **Refined**
Do they serve with a smile and attention to detail?
- ◆ **Thoughtful**
Do they work with care and attention?
- ◆ **Charismatic**
Are they friendly and confident?
- ◆ **Proud**
Do they represent Cunard with passion and pride?

Culture Essentials Self-Assessment

The crew member guide includes self-assessments for your team members to consider how well they are demonstrating the Culture Essentials and living the brand standards of White Star Service. This will help them to identify their areas of development. You can help them by giving them feedback on these, based on what you see.

Behaviour			Always	Some times	Never
Speak up We speak up when we have questions, comments, concerns, or new ideas. If we see something wrong or that doesn't seem right, we say something	Asks questions • If I have a problem, do I ignore it or do I ask someone to help me understand? • Am I brave enough to come up with new ideas and talk to my manager?	Confidently challenges • Do I feel comfortable doing this? (If not, what stops me?) • Do I say things to people in a way that they hear me and take notice?			
Respect & Protect We choose to take actions to respect and protect every life we touch, the places we sail and the laws that govern us.	• Am I happy to talk to people outside of my close circle? • Am I interested in other people's opinions? • Do I appreciate everyone's differences? • Do I show concern and help others if I think something is not right with them? • Do I take notice and do something when I see a hazard? • Do I follow procedures, rather than taking shortcuts?				
Improve We have the courage to dream big, driving innovation and continuous improvement in everything we do.	• Do I notice opportunities to improve how we do things and share my ideas? • Do I work well with my team members so that we deliver our best work together? • Do I take play an equal part in the tasks that we are responsible for as a team?				

Culture Essentials Self-Assessment

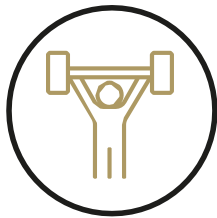
Behaviour			Always	Some times	Never
Communicate We openly share our knowledge, skills and information across the teams on our ship.	• Do I share my ideas and opinions with colleagues? • When I see colleagues living the Culture Essentials do I say well done to them? • Do I share helpful information with colleagues? • Am I open and trustworthy? • Do I think about how to best communicate with Guests and colleagues so that I am clear?				
Listen & Learn We listen actively and seek to understand before responding, because the more viewpoints we have, the better decisions we make.	• Do I ask my colleagues for their ideas and opinions? • Do I really listen so that I can understand them? • Do I find ways to learn from my colleagues and my experiences so that I develop & grow?				
Empower We're empowered to take personal responsibility to succeed, and we take pride in our work.	• Am I positive and enthusiastic about my work? • Do I take full responsibility for my tasks? • Do I think about the best way to do things so that I have a positive impact? • Do I look for ways that I can support my colleagues so that they will be successful too? • Do I see us all as one team?				

White Star Service Self-Assessment

Behaviour		Always	Some times	Never
We are refined We serve with style and attention to detail.	• Do I present myself and my environment immaculately? • Do I care for and respect my surroundings? • Do I pay close attention to detail and strive for excellence? • Do I use good manners and positive body language?			
We are thoughtful We think and deliver with care and imagination.	• Am I always visible and open with my body language? • Do I understand and anticipate all needs? • Am I inventive and find alternatives?			
We are charismatic We speak and act with charm and confidence.	• Do I treat all my guests as individuals? • Am I engaging in my delivery and tone? • Do I use creativity and knowledge to make personal moments that are remembered?			
We are proud We represent Cunard with passion and pride.	• Am I knowledgeable about our history, ships and services? • Do I respect and uphold our traditions and standards? • Am I skilled in my role and committed to learning from others?			

How do I support my crew members' learning?

The 70:20:10 model is a simple way to approach learning. To learn best we need to:



TRY IT
70%

through day to day tasks and challenges.



DISCUSS IT
20%

by sharing your learning & experiences with others.

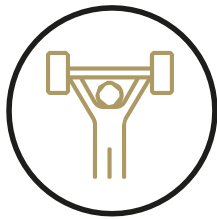


LEARN IT
10%

through reading learning materials that are available.

A great way of learning is by watching, then doing and asking for feedback.

Here are some ideas of what this could look like:



TRY IT 70%

- ◆ Get them to do something new in their day
- ◆ Find opportunities for them to learn and practice new skills
- ◆ Give regular feedback so that they can try new ways of doing things
- ◆ Buddy them up with an expert to observe
- ◆ Get them working with people to gain new experiences



DISCUSS IT 20%

- ◆ Discuss their learning and development with them
- ◆ Give them feedback
- ◆ Ask questions to get them to talk through their experiences
- ◆ Suggest a buddy or mentor who will challenge and support them
- ◆ Get them to talk to someone who does a task well
- ◆ Get them to share their knowledge with their colleagues



LEARN IT 10%

- ◆ Point them to learning you have found useful
- ◆ Ensure they do the relevant learning on GLADIS
- ◆ Ensure they learn the policies, procedures and rules around their work
- ◆ Ensure they read internal communications updates
- ◆ Encourage them to seek out learning through the internet – podcasts, videos, books

Are they ready?

In order to be clear and consistent in helping crew members to identify whether they are ready for progression or not, you can use the 'spotting potential' checklist on the previous page as a conversation guide about their readiness.

How do I tell someone they aren't ready for progression and still keep them engaged?

- ◆ Don't be afraid to be honest with your team member. Being clear is being kind
- ◆ Highlight all of the great skills and behaviours that you see in them
- ◆ Share what they need to do differently, or what they still need to learn (in order to master their current role or be ready for the next role)
- ◆ Be clear about what you need to see from them, and encourage them, suggesting that once they improve they can then think about applying for their next role
- ◆ When you see improvements don't forget to tell them!
- ◆ Celebrating them will motivate them to keep going and do more

Helping your team member to create a plan



Whether or not your crew member is ready for a move, they will be more successful in achieving their personal goals if they have a plan of action – something you can encourage them to do.

The crew guide provides team members with guidance and questions to help them to create a powerful personal development plan.

The questions will help them to:

- ◆ Get a clear picture of their passions, their strengths and their development areas
- ◆ Identify their career goals
- ◆ Recognise ways that they can address their development areas, as well as gaining more knowledge and developing new skills using the 70:20:10 learning model
- ◆ Reflect on their behaviours using the Culture Essentials and the White Star Service Self-Assessments
- ◆ Think about their relationships and identify colleagues who can help them, share their career experiences and offer advice



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