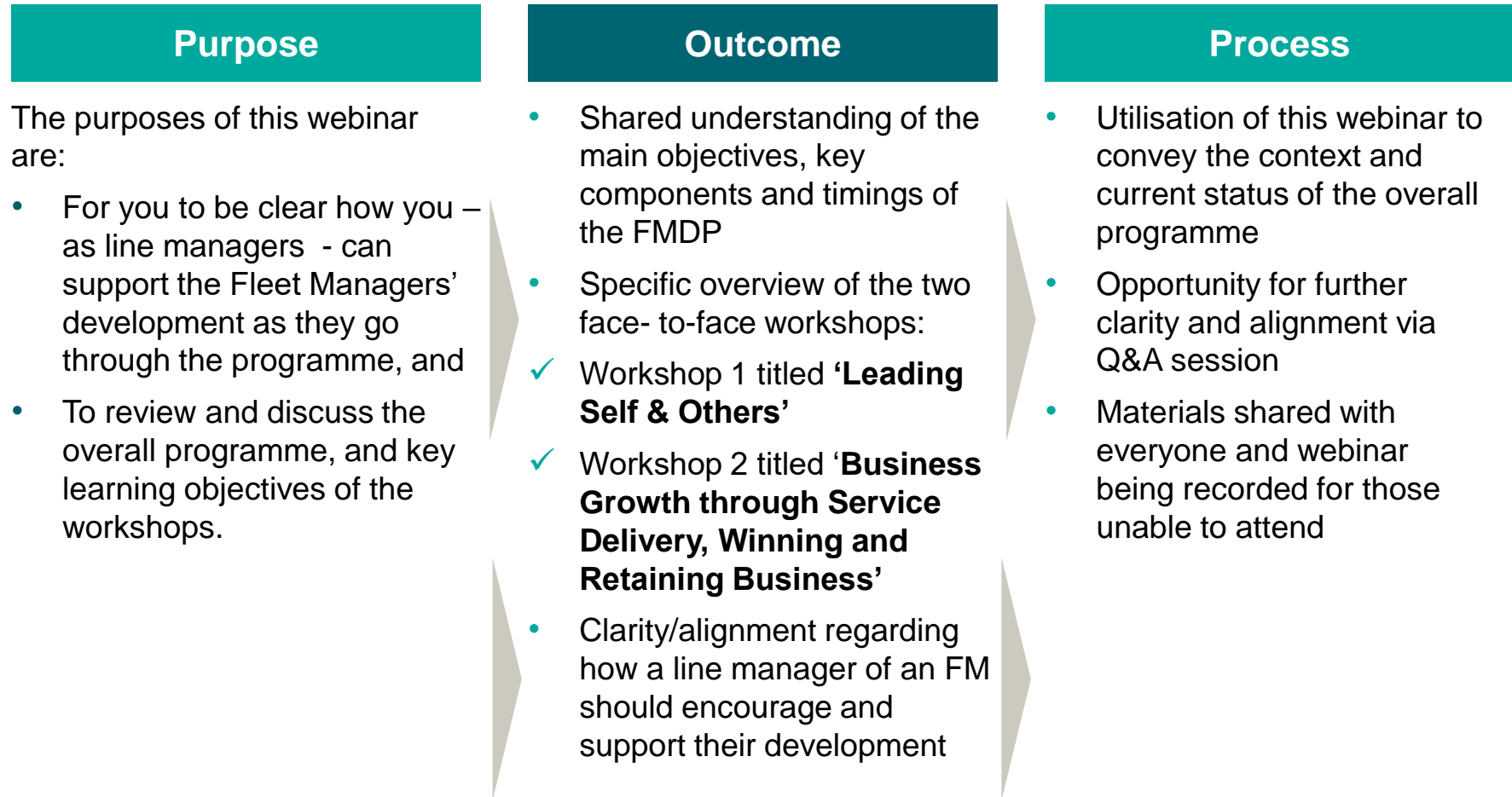


Fleet Manager Development Programme (FMDP) with Roffey Park

Tuesday 15 October 2019



Fleet Manager Development Programme (FMDP) - webinar

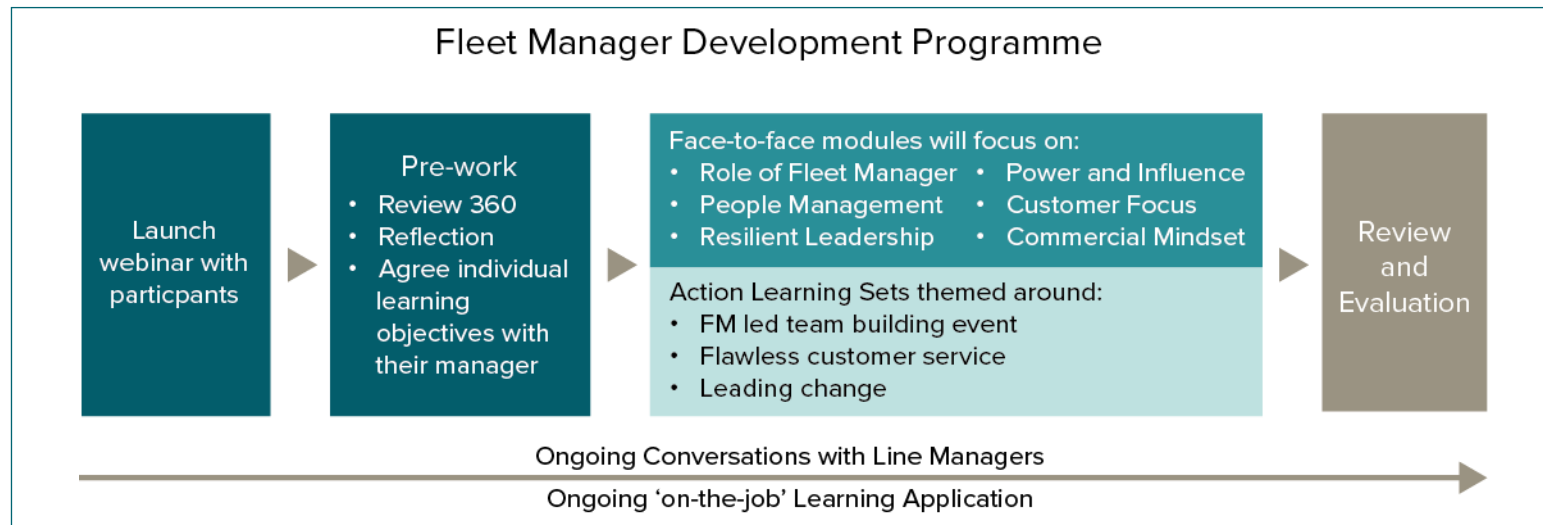


Executive Summary

- Fleet Manager Development Programme is a critical investment by V.Group to develop the capabilities of Fleet Managers aimed at optimising their ability to support our commitment to safety as our number one priority and our six strategic priorities:
- Flawless service delivery
- Invest in talent
- Innovate
- Drive organic growth
- Deliver inorganic growth
- Maintain financial discipline

The priority development areas are:

- Role of Fleet Manager – the heart of what we do
- People Management – building high performance teams
- Resilient Leadership – demonstrating resilient leadership
- Power & Influence – superior customer service
- Customer Focus – bringing in the vessels
- Commercial mind-set – broadening horizons and leading change





Programme Objectives

- For Fleet Managers to be clear on how their role has evolved from managing safety, operations and projects to one where leadership, customer focus, people management and commercial acumen are also critical competences.
- To equip FMs to step into this broader role and to deliver against our strategic priorities with particular emphasis on fixing service delivery, winning new business and stopping the loss of vessels.
- To plan for how they will focus on their resilience and wellbeing so that they can lead at their best and achieve optimal performance themselves and through their teams.
- To equip the FMs to have a different kind of commercial and financial conversation with customers and work with them in partnership as a trusted advisor.
- To provide the tools and skills to collaborate with others, manage people and build high performing teams focused on supporting the development of a customer-focused culture throughout the business.

Summary of Modules

Module One:

Leading Self and Others

Day 1: Role of Fleet Manager – the heart of what we do

Day 2: People Management – building high performance teams

Day 3: Resilient Leadership – demonstrating resilient leadership

Module Two:

Business Growth through Service Delivery, Winning and Retaining Business

Day 1: Power & Influence – superior customer service

Day 2: Customer Focus – bringing in the vessels

Day 3: Commercial mind-set – broadening horizons and leading change



Module One: Leading Self and Others

Day 1: Role of Fleet Manager

1. Clear understanding that Ship Management sits at the heart of what we do and leading business growth through superior service and winning and retaining business are top priorities for the FM
2. Appreciation of current V.Group business context and relationship to 6 strategic priorities
3. Awareness of the differences between leading and managing and how to use both in service delivery, business growth and working with and through others
4. The knowledge required to differentiate between different kinds of problems and to choose the most appropriate response which will enhance customer service and business growth

Day 2: People Management

1. How to build and lead an engaged and high performing team focused on service delivery and business growth.
2. How to have management conversations that increase performance resulting in improved service delivery and business growth
3. How to select, recruit, develop and promote new and existing team members and effectively and efficiently mobilise talent

Day 3: Resilient Leadership

1. Being alert to the signs and signals of pressure or stress and the impact this has on our ability to achieve our strategic priorities and deliver our targets.
2. Plan actions to improve resilience whilst increasing service delivery, winning and retaining business.
3. Increased awareness of your preferred leadership styles in working through others that supports the development of a customer-focused culture in V.Group

Module Two: Business Growth through Service Delivery, Winning and Retaining Business

Day 1: Power and Influence

1. How to communicate the big picture and empower, motivate and inspire colleagues.
2. Increased self awareness and skill in influence and relationship building with customers and within V.Group.
3. Ability to adapt approach and be agile according to the individual and situation.
4. Improved confidence and success in conducting difficult conversations.

Day 2: Customer Focus

1. Appraised customer relationships and identified where they are strongest, what can be learnt and actions to take to improve service delivery and win and retain business
2. Insight into how to use a staged approach to working in partnership with customers to leverage a different kind of conversation and identify opportunities for growth and enhancing service delivery.
3. Improved confidence and skill in having 'difficult' conversations aimed at addressing service issues, winning or maintaining business.
4. Appreciation of the benefits of working collaboratively with customers through utilisation of key customer data from internal V.Group tool and processes.

Day 3: Commercial Mindset

1. Broader understanding of the customer context, dangers and opportunities that will enable you to leverage different kinds of conversations leading to improved service delivery, vessel retention and new business.
2. How to lead change with minimal impact on service delivery and business.
3. How to take a holistic, long term view of client needs by analysing trends and financial information.
4. Deeper appreciation of how to lead and take decisions in complex situations.