



British Embassy
Athens



Greek – British Shipping Forum 2025

Celebrating IMO's Day of the Seafarer

” Eyes on the human side of performance

Dr. Maria Progoulaki



”Technology as an enabler of human performance

- Data collection is the foundation

More than a support tool

- *Integrated platforms*
- *AI and machine learning*
- *Advanced sensors, IoT*

Enhance human capability and decision-making



Data collection

- *Operational*
- *Human performance*
- *Environmental and commercial*

Establish collection mechanisms that ensure data quality

”Data interpretation: Unlocking insights

- Transforming information into actionable intelligence

Descriptive analytics:

Diagnostic analytics:

Predictive analytics:

Prescriptive analytics:

- *What happened?*
- *Why did it happen?*
- *What will happen?*
- *What should we do?*



”The crucial role of psychological safety

- The shared belief that it's safe to take interpersonal risks within a team

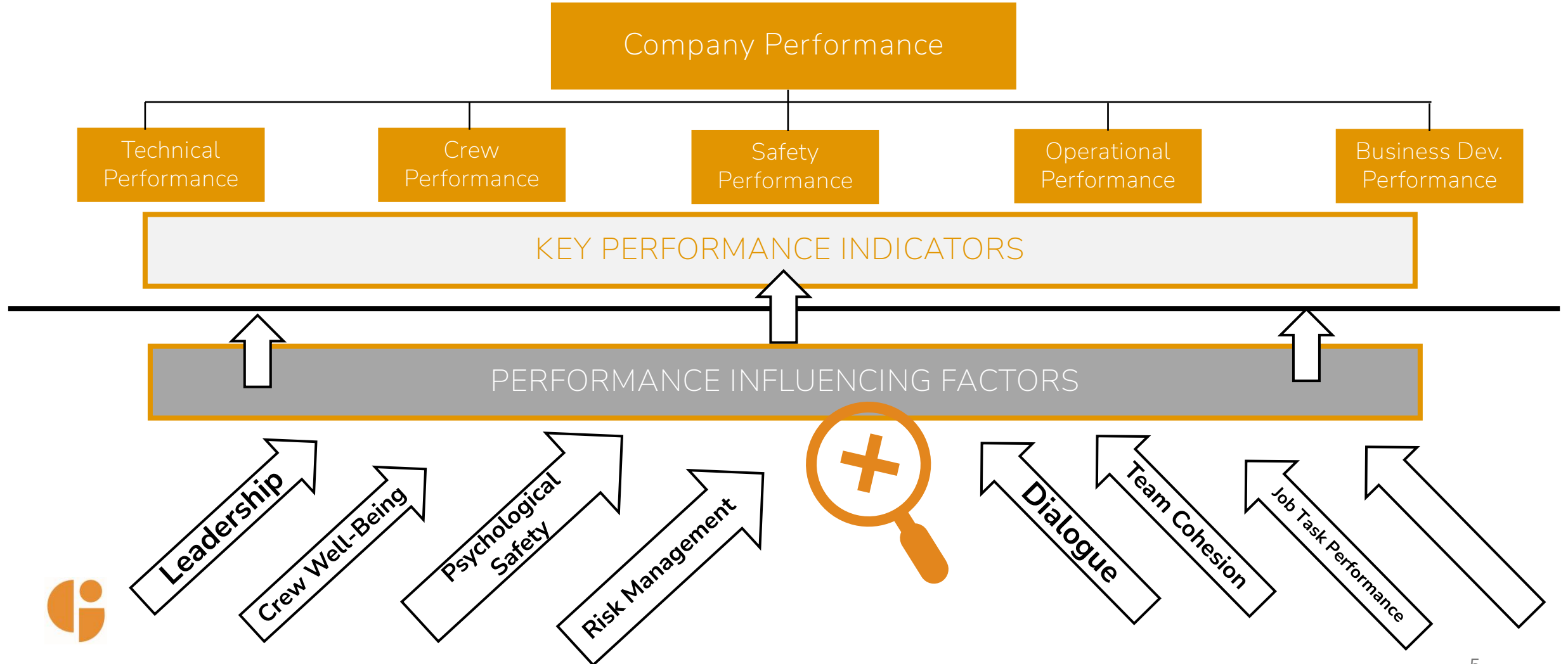
*Technology and data effectiveness is
amplified exponentially in an
environment of psychological safety*

- *Open communication*
- *Learning from mistakes*
- *Speaking up culture*
- *Data accuracy and trust*



"Human performance

- What influences it



”Human performance on board

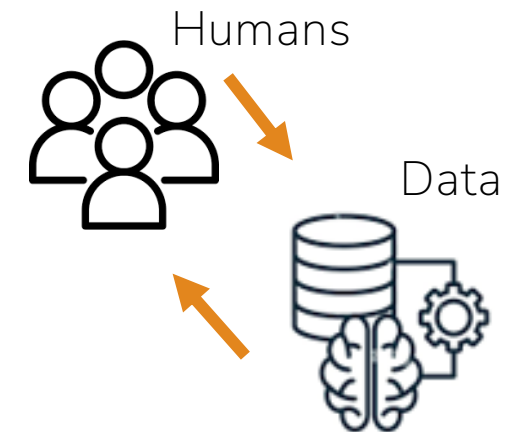
- Quantitative & Qualitative data on safety performance

Data

- LTA/ LTIF
- PSC performance results
- SIRE 2.0 / Rightship observations
- Percentage of toolbox talks made
- Safety equipment deficiencies
- Non-compliance observations
- Number of safety campaigns
- Number of safety training courses

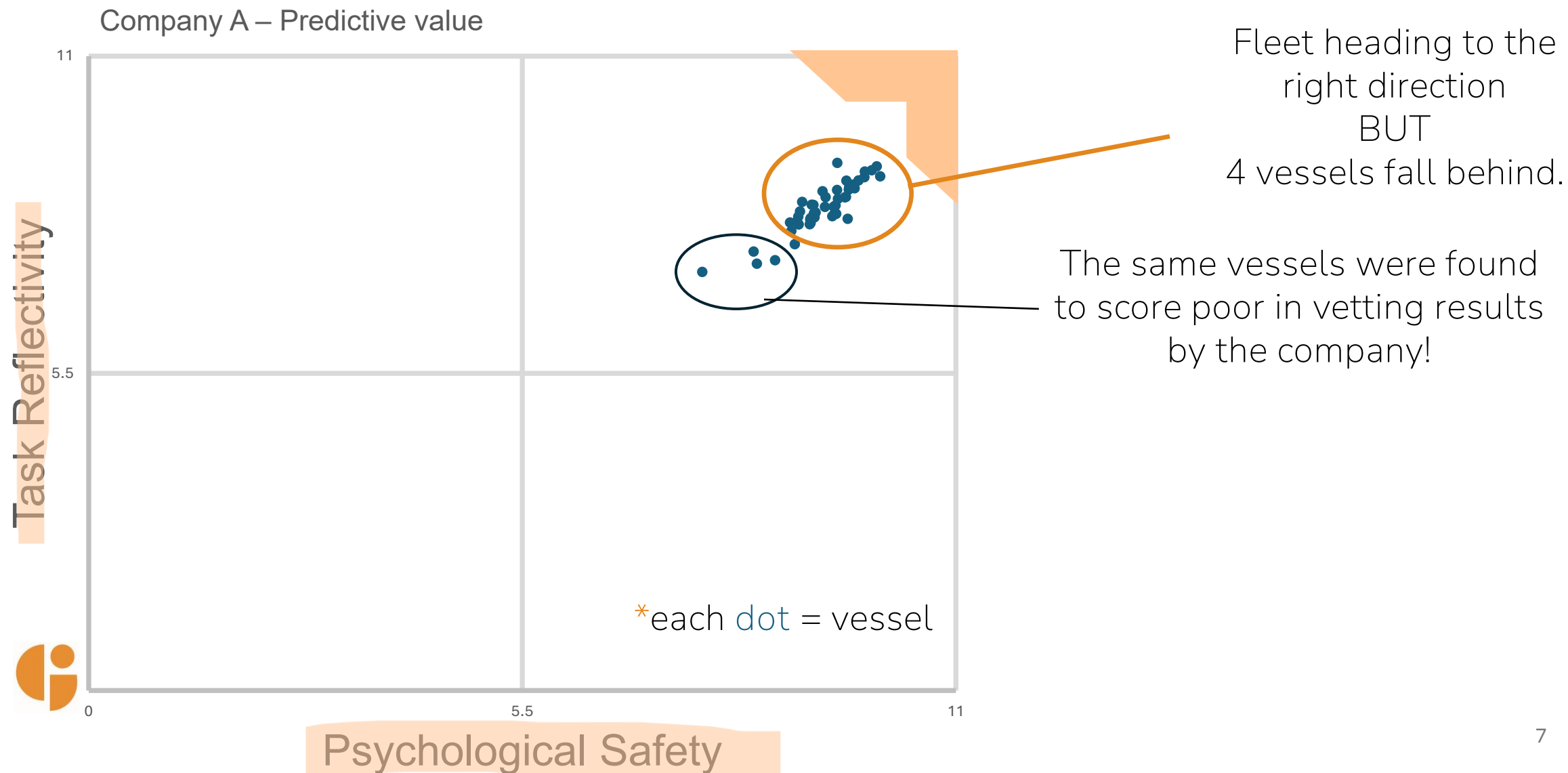
Insights

- **Degree of psychological safety**
- Perception of crew communication
- Perception of risk management value
- Crew well-being
- Perceived value of risk assessments
- Leaders giving clear direction of safety
- Degree of collective intelligence in teams
- Level of crew engagement



”Performance Influencing Factors

- Task reflectivity versus psychological safety

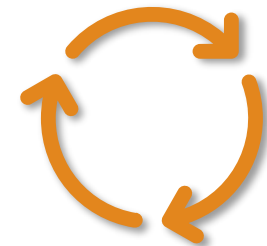
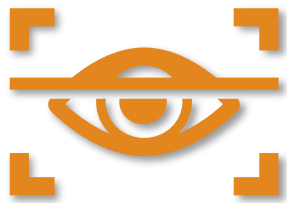


”Integration and synergy

- How to drive operational performance

*to drive superior operational performance and
proactive commercial risk mitigation*

technology + data + psychological safety



”Performance cycle

- How to drive human performance

- Continuous process
- Dynamic
- Diagnose – Dialogue – Develop





Thank you for your attention

www.green-jakobsen.com

m.progoulaki@green-jakobsen.com